TEK SPIRIT

The kind of things which have distinguished Tektronix, enabled her growth, and provided her a very special flavor are many.

They were based on an exceptional set of convictions about what is of fundamental importance in a community of people engaged in a business enterprise of our type.

They include the appearance, quality, performance and value of our products and indeed their ultimate value to society.

They include our standard of ethics in all business relations.

They include the belief that our relationships to customers should be enduring in nature and that service should be a part of that relationship.

They include making our work areas functional but also aesthetically attractive.

They include a strong sense of the value of the individual and the conviction that his or her dignity and worth as an individual is not a matter of the job or title held, but is inherent and should be acknowledged in every situation.

They include the belief that most people respond to trust by being trustworthy and respond to suspicion and distrust by playing games and withdrawing from the team.

In relation to the issue of trust, it becomes the duty of those who are given the responsibility and title of "manager" to not only provide tools and training, but also engender an environment of trust that includes challenge and the opportunity to be a part of something worthwhile in which the employees may invest themselves as partners.

In a practical world, given any population, a small percentage of the individuals are **not** trustworthy and will indeed abuse their privileges. Knowing that, we have, nevertheless, committed to treat the group, as a whole, with trust and deal with the exceptions as true exceptions.

Dealing with those exceptions is the price we must be willing to pay.

Every social system has some price. The price we have paid for the above set of convictions has been small in relation to the benefits.

The practices which have sprung from these fundamental beliefs are seldom changed in one revolutionary move. Rather, the danger is that

they are slowly eroded, one by one, as a company or individual is unwilling, to pay the small current price to maintain the integrity of the longer-term commitment.

Tek is not immune from those same pressures.

And so we go from open cash boxes to cash registers and tellers---with good reason.
We go from courtesy to uniformed parking patrols—with good reason.
We go from open reception areas to sign-in receptionists—with good reason.
We go from knowing each other to name badges—with good reason.
We go from name badges to identifying photographs—with good reason.
We go from open stock areas to locked stock areas—with good reason.
We go from open entries to closed entries and check-in—with good reason.

We **can** go from "arrive on time" to punch-the-time-clock, with good reason.
We **can** go from unfenced parking lots to gates and guards, with good reason.

It is this progression of conventional wisdom that slowly changes the nature of an organization.
If we are to maintain the dividends of an open company, the symbols of commitment to that type of company have to remain and we must be very sure that the cost of removing even one such symbol is indeed so high that we have no alternative.

I have said a lot of this to support what may seem a trivial action.
A. Let's revert to unlocked doors insofar as security is concerned during the 8 a.m.-to-6 p.m. hours.
B. Let's mandate only name tags with first name enlarged rather
 than identification badges.
C. Let's re-commit, in all ways, to the uniqueness of a Tektronix committed to excellence, committed to the dignity of the individual, committed to an environment of trust but totally intolerant of those who abuse that trust through sloth or other forms of dishonesty.

Thanks,

Bill Walker