

A magazine for Hewlett-Packard people

September-October 1985

# MEASURE

What's your  
next move?



**I**t's September—back-to-school month—and I can't help thinking what a happy time that was for me during my college years. (Yes, I *can* remember back that far.)

It was a happy time because it meant an end to crazy summer jobs that put a little money in my pocket and helped offset college expenses a bit. But it wasn't the kind of training that prepared me for my next career move, like the kind described in the article that begins on page 4.

My first lesson was a job I *almost* took. Out of desperation, I answered a newspaper ad for a telephone-solicitation job with a well-known U.S.-wide photography studio. One visit to the telephone room was all it took for me to turn down the job.

"Hello, Mrs. Johnson? I'm calling from Well-Known Studios, and you've won a free sitting for a family portrait if you can answer one simple question: 'Who was vice president of the United States under Dwight Eisenhower?' You don't know? Let me give you a hint: He's our president now."

There were no losers in that game. (If *you* don't know the answer, see the end of this column.)

Instead of the phone job, I went to work for a local dairy. My primary assignment was to crawl inside stainless steel tanker trucks—the kind you see transporting gasoline—and clean out the inside with a bucket of acid and a high-pressure hose. It must have been 140 degrees Fahrenheit inside, or so it seemed. It was no place for a claustrophobic.

Then there was the summer job at the—this is true—combination lumber yard and Lotus sports car dealership. I stacked lumber and delivered building supplies to construction sites near Chicago.

One evening, a co-worker and I played private investigators. We were told to "stake out" a house under construction and see if we could spot anyone stealing building supplies. If you think watching grass grow is a tedious task, try watching lumber sit.

Perhaps no "education" was as valuable as my part-time job at that icon of American enterprise—McDonald's restaurant. Working the front counter was a great lesson in customer satisfaction and "order fulfillment."

I also learned about sales strategy or "suggestive sales," as the Golden Arches' folks called it. For example, if someone ordered a hamburger and a Coke, you were supposed to say "Would you like fries with that?" It's amazing how often people said "Yes."

My McDonald's supervisor told me that I had management potential. If I continued to perform well, he said, I could attend Hamburger University ("The College of Hamburger Knowledge").

Today I could own every Happy Meal toy imaginable—and probably weigh 450 pounds.

Perhaps there truly were some beneficial lessons from my summer jobs—things like patience, the ability to work with all kinds of people and skills I could use in the future if my career path changes.

Every employee can try this. Stop for one moment, reflect on your work experiences and what you learned from them. Then practice one simple sentence:

"Would you like fries with that, Mr. Nixon?"

—Jay Coleman



Cover story: To further his HP career, Dennis Rodriguez, along with his wife Sandra, daughters Chelsea and Laurie, and family dog Jenny, are leaving Spokane, Washington, for Barcelona, Spain, and a new job adventure. Cover photo by J. Craig Sweat.



Page 10



Page 14

## FEATURES

### 4 How do I get there?

In the March-April story on career self-reliance, *MEASURE* asked the question, "Where do I go from here?" Now the question on employees' minds is, "How do I get there?"

### 8 Teaching a love for learning

HP employees link students and the Internet to ignite an interest in education.

### 10 Having a blast

The computer industry's fast pace and hot competition fuel the restless and unassuming Rick Belluzzo, newly named executive vice president and head of HP's Computer Organization.

### 14 The end of an era

HP says goodbye to some older processes, long-time employees and an historic site.

### 18 Making their voices heard

Black, gay and lesbian, and other employee network groups discuss the successes of—and obstacles to—making their voices heard.

### 24 Hail to the sheets

A Presidential Suite with no bed or shower? An intrepid HP traveler confirms our suspicions: It's a numbers game.

## DEPARTMENTS

### 13 On my mind

We say customer satisfaction is important, but only if there's an immediate financial gain—or if someone else pays for it, according to Leland Wong.

### 22 People

If you can't read, a world of books and learning is closed to you. HP's Cathy Lipe is opening that door through her work in literacy programs.

### 26 Your turn

*MEASURE* readers share their views on matters of importance.

### 27 Letter from Lew Platt

HP's chairman, president and CEO shares the special feeling of being part of a global company.

### 29 Extra*MEASURE*

News from around the HP world.

## MEASURE

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STEVE CASTELLO

In the March-April story on career self-reliance, *MEASURE* asked the question, "Where do I go from here?" Now the question on employees' minds is

Claudia Davis (left) and Laurel Pavesi from Corporate Education use a noontime walk in the hills near their office to discuss how employees can exercise their career options.

# How do I get there?

*By Jean Burke Hoppe*

Employees who embrace learning as a lifelong process—from kindergarten through age 80—can expect great success with HP. Your education is just beginning when you get that diploma.

This is the heart of career self-reliance, says Claudia Davis, director of Corporate Education.

Consider this:

- Technical information doubles every seven years.
- A college freshman in a technical field can expect half of what he or she learns that year to be obsolete by graduation.
- The half-life of an engineer's technical knowledge is 18 months in some areas of the company.

Claudia's advice: "Develop highly portable and flexible skills. For the most part, it is your responsibility to make career changes happen."

Dennis Rodriquez, who in September became an R&D connectivity project manager in the Barcelona Division, is a textbook example of what Claudia means by career self-reliance. His personal interests, initiative and hard work have meshed perfectly with HP's business needs.

He started as a production engineer at the former Stanford Park Division 15 years ago. Starting a family motivated a move from the San Francisco Bay Area to the Spokane (Washington) Division where he worked as a test engineer and then as a manager in test engineering.

Dennis found himself more interested in software and less in management. He pursued his master's degree in computer science at California State University at Chico (from Spokane, via satellite). The company paid his tuition and put him on a half-time work, half-time school schedule. He made the move to R&D.

When Dennis and his family decided it would be exciting to live abroad,

teaching his daughters, ages 12 and 14, the fundamentals of lifelong learning, being flexible and open to opportunities.

Hiromi Yabuta is another good example of career self-reliance. She contacted Gi Nakatsukasa, senior director of human resources and general services for HP Japan, after he gave a coffee talk about the challenges facing HP Japan due to the gap between business demands and employee skills. Of her former job as a secretary, Hiromi says, "The job description kept getting smaller and narrower in scope because of information technology and networking. I started to think that my value to the company was limited."

In April 1994, Hiromi became a PC-COE instructor in Human Resources Development at the Takaido headquarters. She learned how to give professional presentations and received a lot of on-the-job training from senior staff in the department. She now teaches five classes and is helping her group negotiate contracts to provide PC-COE training for HP Japan customers.

Many career self-reliance success stories have come out of the Test and Measurement Organization's (TMO) Information Technology (I.T.)

group, which has seen major service and organizational changes in the last six years, along with two significant downsizings. I.T. recently put all 350 of its employees through a three-day career-management workshop, says Steve Hussey, TMO information-technology manager. "We explained what kinds of jobs would be available

at HP in the future, walked through the educational opportunities available through the company, and provided self-assessment tools and interview training. We stressed a long-term view of career management."

Steve Shaffer, who was an I.T. unit manager in Santa Rosa, California,

## 10 ways to be self-reliant

The mythical Greek figure Proteus, who could change his form at will, provides a good metaphor for your career. To become a Protean employee, Corporate Education Director Claudia Davis suggests you:

1. Take responsibility for your career—decide what you want to be doing in five to 10 years.
2. Don't wait for the company or your manager to tell you what to do. Think in terms of learning a living, not earning a living.
3. Pay close attention to the direction in which HP is moving and the skills that will be needed.
4. Keep taking classes, learning something new.
5. Think like an entrepreneur.
6. Be independent, highly flexible.
7. Be willing to consider relocation.
8. Take time to keep your skills current.
9. Develop portable skills and consider lateral moves across the organization.
10. Accept that your career will change several times before it's over.

*"HP has been so good to its employees that I think they've anesthetized some of us."*

and learn another language and culture, Dennis explored options through e-mail and job postings, settling on Barcelona.

The entire family took Spanish classes to prepare for the move. Dennis will make himself an even more valuable HP employee by gaining global experience. A bonus: He's

## How do I...?

managed the career workshops for TMO I.T. and took its lessons to heart. "The I.T. professional needs a completely different skill set today than five years ago," Steve says. "If you aren't upgrading your skills, it's time to be scared."

Steve says he went into a period of introspection during this revolution in his department. "I asked myself, 'Where am I adding value here? How can I make myself employable? What do I want to do? How can I make sure I can provide for my family?'"

His first decision was to leave management and become an individual contributor again. He is extremely satisfied with the challenges his new job as an information-systems engineering consultant in emerging technologies offers. He's picked up the training he needed on his own, including a University of California-Berkeley extension class on C++ programming and independent study in several technical areas.

"HP has been so good to its employees," he says, "that I think they've anesthetized some of us. That scared me as a manager. I could tell that some of my people weren't going to survive the revolution—that it was,

***"The truth is, you can work yourself out of a job if you don't make time for training."***

more than anything, a psychological barrier to change."

Lifelong learning has been part of HP's culture since Dave Packard first wrote the Corporate Objectives in 1957. The preamble stated: "...in a technical business where the rate of progress is rapid, a continuing pro-



With the support of her supervisor, Kohji Sugai (right), Hiromi Yabuta received the training to advance from a secretary to a PC instructor at HP Japan headquarters in Takaido.

gram of education must be undertaken and maintained."

The 1996 version of that will be reflected in CEO Lew Platt's "people" *hoshin*, which will add an emphasis on employee development and the need to foster and support a philosophy of life-long learning and career self-reliance.

HP spends \$250 million a year on education for employees,

including \$15 million on educational assistance.

If the sheer number of choices offered by HP's 240 education departments worldwide seems a little overwhelming at first, well, it can be. In a few remote areas, says Tom Cottrell,

education-information program manager, there is one, clear, primary source for training, such as one of HP's site education departments. In others, such as the San Francisco Bay Area, a multitude of internal and external choices exists.

Tom's group has spent more than two years putting together the Training Management System (TMS), which is available on the World Wide Web at <http://www.ce.hp.com:80/hpedu/tms/docs/tms.html>. TMS will provide access to HP's worldwide catalog of more than 5,600 courses, along with course schedules, location, space availability and cost. By the end of 1995, employees can register for courses on-line.

Eventually, TMS will provide a link to on-line colleges and universities so employees can access course catalogs and schedules. Search capabilities, via

keywords or an index, also will be available next year.

Whether you want to learn typing, advanced C++ programming or the fundamentals of management, you can find it at HP. Learning options range from traditional classroom instruction, computer-based training, audio-digital, interactive video, satellite downlinks, CD-ROM and self-paced workbooks. An option just becoming available, says Steve Espinoza, a project manager in Corporate Education's Media Applications Learning Lab, links a computer, a videocassette recorder and a satellite feed. The Video Workbench accelerates learning through training delivered by satellite and VHS tape, Steve says. It gives people the ability to take electronic notes while watching the video and capture video images to print out for future use.

"Each site has such different education needs," Steve says. "People are so busy, often working in pressure-cooker environments, that it can be difficult to break away from the job for training, especially if it involves travel. The truth is, you can work yourself out of a job if you don't make time for training. Your skills can become obsolete. Our top priority is to make it easy to access the training you need to keep your skills current.

"The infrastructure HP has in place already is unbelievable. We're way ahead of the game compared to most companies. The ultimate goal is to provide right-time, right-place access to education. Already, HP estimates that more than 60 percent of learning takes place outside the classroom."

This is good news for nervous employees of the '90s. In the United States alone, corporations are eliminating more than 2 million jobs a year.

Don't despair, says Claudia Davis. "Just take action. You should never let yourself get into a position where your choices are retraining or losing your job. You need to work on that today, not from a fear of losing a job but just to be continually learning something. That, in fact, is what your career is about—new skills that can be applied in a variety of ways, not just one skill-based job. Those jobs in society are going away." **M**

*(Jean Burke Hoppe is a former MEASURE editor and a Lincoln, Nebraska-based freelance writer.—Editor)*



Steve Espinoza (right) explains the new Video Workbench learning tool to Joshua Siegel, a student who worked in Corporate Education this summer.

## OK, OK, I get it. Now what?

HP and the world offer countless learning opportunities. Here's a guide to help you set your course.

### Within HP

- Corporate Education: Learning specialists the world over can point you in the right direction.

- Learning Centers: More than 45 worldwide offer courses on everything from English as a Second Language to AmiPro to UNIX. Thirty of these centers have satellite downlinks.

- Catalogs: Each of HP's 240 education departments provides course catalogs, including descriptions, times and dates offered, and cost.

- Training Management System (TMS): HP's newest tool, an on-line catalog of internal and external education opportunities.

- Your manager: The responsibility is clearly yours, but your manager

is a valuable resource for helping you make the most valuable education choices.

- Career Resource Centers: Update your résumé, do a skills assessment and see what interests you.

### Outside HP

- Take advantage of local Educational Assistance programs to help pay for books and tuition for skills that meet HP's business needs. You need to study hard and get a C or higher.

- Consider: Universities and colleges for degree work, and community colleges for basic skills and continuing education.

- Join a professional society or association to keep up on trends in your industry and to expand your network.

# Teaching a love for learning

**HP employees link students and the Internet in a creative way to ignite an interest in education.**

FORT COLLINS, Colorado—David Neils, software usability engineer with the Software Engineering Systems Division (SESD) in Fort Collins, Colorado, started teaching Internet skills to elementary-school students in January 1994. He soon noticed that the children who made a link between basic academic skills and their personal interests (often using the Net as a tool) were, well, *happier* than the other students, more eager to learn.

As a result, he launched a dream last October: matching HP mentors with students (grades 3–12) and teachers who had Internet access in the local Poudre R-1 school district. By January, David had full company support to implement his HP E-Mail Mentor Program.

The program's beauty is in its simplicity. HP mentors help their students develop one or two primary areas of interest—academic or not. The mentors then show the students or teachers where and how to find information and/or subject experts on the Net. They create a network for the student, whether the topic is Buenos Aires or Boolean algebra.

If a student needs special help with an area—say, he or she likes rollerblading more than ratios or right-triangle relationships—the mentor may help make a meaningful math link on the Net for the child, perhaps hooking him or her up with an engineer who designs rollerblades. This helps the student see math as a path to something fun and creative. Says David: "It's been very effective in helping students improve in an area of difficulty."

The students involved, says David, begin to view their teachers, the

school system, mentors, parents, friends and others as resources to help them pursue their own interests and dreams. They take control of their own education. It can be a complete turnaround for those who have experienced education as something that happens to them. "It's very rewarding to watch students make that paradigm shift and become totally jazzed about their education."

A real secret to success, David says, is the respect the mentors have for the students' unique interests. A fourth-grader who loves frogs will be

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*"...every student learns to pursue his or her interests and is treated as an individual."*

matched with a mentor who takes her interest as seriously as nuclear physics. She may be hooked up with European scientists who are using frogs to research acid rain. "She'll realize her interests are important while her concept of education shoots far beyond the four walls of the classroom."

Roland Becker, a 17-year-old student at John F. Kennedy School in Berlin, Germany, got involved in the program via a Fort Collins-Berlin teacher-exchange program. At first he worked almost daily with his HP mentor Gary Fritz, who now is a consultant for SESD.

"Instead of getting books and listening to a teacher talk about the Internet," says Roland, "every student learns to pursue his or her interests and is treated as an individual. My

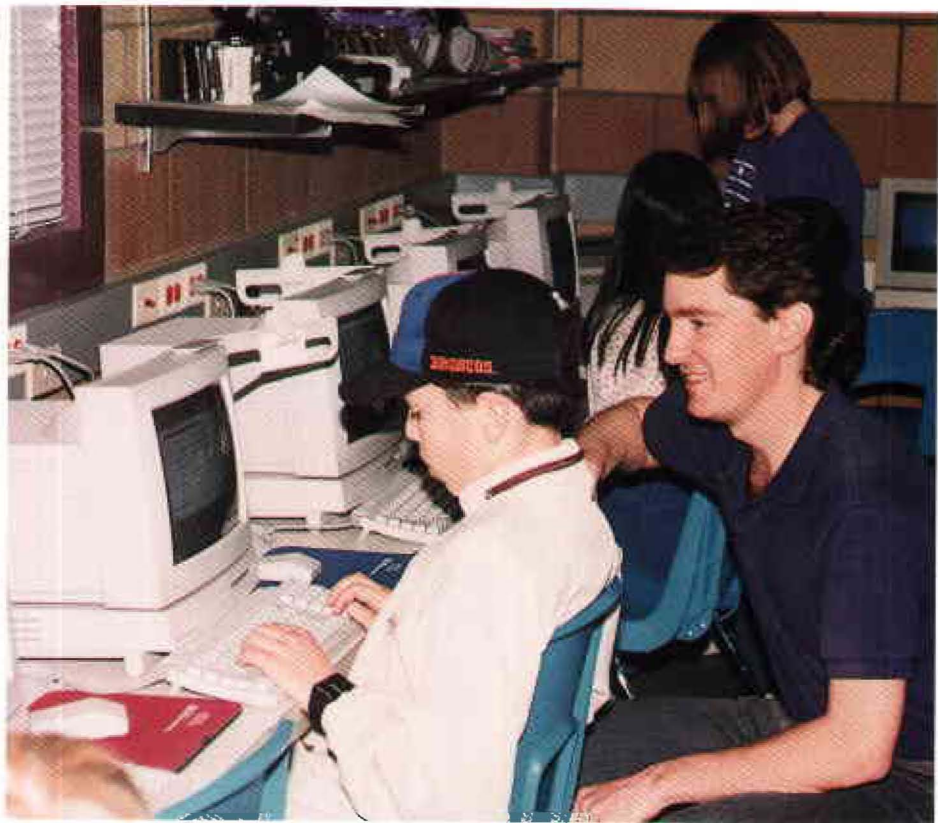


mentor and I correspond in a very personal way. He tells me about his wife, his family, his hobbies, and I do the same. That is a reform in the educational system. The distance that is normally between student and teacher is no longer there."

Roland isn't exactly a computer or Internet neophyte. Because he didn't much care for ready-made PCs on the market, he assembled one himself. He says, "That was much more fun than just buying a machine." He turned to Gary and other experts at the Fort Collins site to help debug a system he helped develop at JFK to improve access to the Internet. Gary reports that Roland and some friends have since set up a commercial venture in Berlin to help people access the Net. "Obviously, he didn't need that much help," says Gary, "but I was able to direct him to some information he needed."

Teachers involved in the program give it high marks, too. Scott Durkin, who teaches fifth grade at Tavelli Elementary in Fort Collins, had about a dozen students participating in the program this year, and says one of the hidden and surprising benefits was an improvement in the students' writing skills. The students wanted to communicate with their mentors in a "real-world" way. "I'd see them laboring over an e-mail message to a mentor, trying to improve content, spelling, punctuation and grammar. The effort for typical school-related communications can be much less."

By this December, David expects 2,000 matches to be in place and is seeking more HP mentors, especially women, to fill the many requests pouring in. The program has turned



TAMMEE HUDLESTON

In about a year's time, David Neils has turned his local Fort Collins, Colorado, HP E-Mail Mentor Program into an international effort with nearly 2,000 HP people participating.

from local to international, involving HP mentors and schools from around the globe. David has also received inquiries from educators all over the world who are interested in duplicating the program.

The single greatest benefit, says David, is the very real chance that this simple program, based on encouragement and respect, will give these kids a lifelong love of learning—a skill they will need in the world they inherit. **M**

—Jean Burke Hoppe

## Four ways you can get involved

You can find lots of HP-related K-12 information on the World Wide Web. Check out:

1. <http://mentor.external.hp.com>

Employees can apply for a mentor position at this home page. Just fill out the mentor survey and you'll be matched in 7 to 10 days.

2. <http://hpweb.corp.hp.com/Publish/k12index/>

This HP K-12 Education Programs home page links by hypertext to all

the education outreach programs across the HP world.

3. <http://hpweb.corp.hp.com/Publish/k12index/alpha/scipart/scipart.htm>

Here you can learn about HP's science partners.

4. [news:hp.k12-education](mailto:news:hp.k12-education)

This is an internal HP newsgroup discussion of K-12 education.

The computer industry's fast pace and hot competition fuel the restless and unassuming head of HP's new Computer Organization—Rick Belluzzo.



Rick Belluzzo (right), who heads HP's new Computer Organization, checks out the competition with Antonio Perez, Inkjet Products Group G.M., at a San Diego store.

# Having a blast

By Joan Tharp

His family's values were seared into Rick Belluzzo when he was a pudgy 10-year-old kid picking prunes in the hot, dusty summers in the farming community of Santa Rosa, California.

Work hard. Don't show off. Always keep your integrity.

Rick, who in August was named executive vice president and head of HP's new Computer Organization, has lived by these deceptively simple values throughout his life and his 20-year career with HP.

It's made him an unobtrusive and deeply credible leader, say the people who work for him. They know that if they go out on a limb with a risky strategy, he'll be with them, and if the limb

gives way, he'll share the blame.

CEO Lew Platt named Rick to head the Computer Organization, which includes the Worldwide Customer Support Operations, the Computer Systems Organization and the Computer Products Organization (CPO). Rick was senior vice president and G.M. of CPO prior to the consolidation.

He's been described as the very embodiment of the HP Way. But Rick is extremely uncomfortable with accolades. For example, he takes no credit for CPO's success, insisting that it reflects the work of the people who run the businesses and the teams who create, market and sell the products. He considers himself the handyman of

the operation, clearing clogs that slow the flow of ideas and enthusiasm, and exterminating pests that would eat into his organization's huge and grow-

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*"I was kind of like a bull in a china shop in my approach with people."*

ing share of the personal computer and peripherals markets.

He's obsessed with staying in the background and not appearing extravagant. He's uncomfortable using his many frequent-flier miles to get a seat in first class. He once chided a former manager for persuading a group to dine at a four-star European restaurant by saying, at the end of the meal, "This was a ridiculous waste of company money. I would have been perfectly happy with a pizza and a beer."

He cares passionately and frets incessantly about keeping his staff and his organization winners. "We're being attacked on every front by every competitor. I have this constant fear of losing our position," he says.

That fear drives Rick to continuously scan for market trends and competitors' initiatives that might cause trouble for HP. It also fuels HP's computer products business to keep competitors scrambling to match HP's latest product innovation.

Rick cares just as much about maintaining the culture that exists in CPO. That organization produced the highest employee-satisfaction ratings of any HP business during the first half of fiscal 1995.

He believes strongly in creating an environment in which communication is open and honest, and people are free to make decisions and take risks.

Earlier this year, in talking about the CPO culture, he said, "In CPO, you don't have a lot of reasons not to succeed. You can't blame some other part of the organization. You control your destiny."

Rick spent more than half of his HP career in CPO. Its quick pace and no-nonsense style match his penchant for slicing to the core of the matter and making fast decisions.

The flip side is he can be impatient, and he gets irritated when results miss the mark or issues take time to resolve, say co-workers.

His appetite for work is voracious, and that worries many of his co-workers and former managers. "He's absolutely immersed in his job to a fault," says Doug Carnahan, senior vice president and general manager of the Measurement Systems Organization, and Rick's former boss.

Doug, among others, has urged Rick to get more balance in his life. Rick says he's trying to worry less and get out more. He took up running, and

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*"We're being attacked on every front by every competitor."*

he joined the board of directors of a local hospital.

Rick most prefers to spend his time away from work with his family—his wife Claudia and sons, Nick, 14, and Mark, 11.

His drive is no surprise, considering his upbringing. As a kid, Rick picked produce in Santa Rosa. In high

school, he worked at an upholstery shop, ripping apart couches and delivering furniture.

He says he was a lousy student in high school, but he was determined to go to college, despite his school counselor's advice that he set his sights on a trade school.

The shy and overweight teenager blossomed during the summer before college. "I think I just decided to get serious about my life," he says. He dropped 50 pounds and learned how to interact with people through a job in a shoe store.

Rick put himself through college. He commuted one-and-a-half hours by bus from Santa Rosa to classes at Golden Gate University in San Francisco, then worked in the city after school. College was just a blur of classes, work and studying. "I really blew through school. My goal was to get through as fast as I could and get a job," Rick says.

He began his HP career in 1975 as an accountant in Santa Rosa. He then became accounting manager for the Disk Memory Division (DMD) in Boise, Idaho. Here he learned a painful lesson about being more

sensitive to people—and about the effectiveness of the open-door policy—when several employees told Rick's boss that they

didn't like working for Rick.

He was devastated by the news. "I will never forget the sense of rejection. I was angry at first, but then I was determined to fix it," he recalls. "I was kind of like a bull in a china shop in my approach with people. Ever since, I've tried hard to be a good people manager."

## Having a blast

Rick began hungering for a job in the guts of a business. He applied for the position of DMD marketing manager, but he didn't get it because back then only engineers were considered technical enough to handle marketing. He finally landed a marketing job after becoming a group controller and proving he could handle broad responsibilities.

From there, Rick became marketing manager for the former Peripherals Group. Doug Carnahan then asked him to help run the HP LaserJet printer business.

Doug credits Rick with creating a strong partnership with Canon, which makes the HP LaserJet printer engines.

"He probably had to eat more sushi than he cared to. And while Rick's not known for his singing skills, he often grabbed the mike at *karaoke*. But Rick's willing to step up and do things that aren't natural to him for the sake of the business relationship," comments Doug.

But Rick also made a huge mistake, for which he says he's famous, with the HP LaserJet IIP, the first laser printer that sold for less than \$1,000. Canon pushed Rick to sell 100,000



An HP senior vice president at age 41, Rick maintains a fast pace, including a spirited two-on-one basketball game with his sons Nick, 14, and Mark, 11.

speed up sales. At one point, HP had 350,000 printers in storage.

"I'll never forget the day I walked into a warehouse and looked at all of these printers stacked around me," Rick recalls. "I just got sick."

He killed the plan. In keeping with his strong belief in admitting your mistakes, he flew to the soon-to-be-shuttered Japanese factory,

stood in front of the employees, apologized and took the blame for the fiasco.

Rick eventually took over the LaserJet business. He then became G.M. of the Inkjet Products Group, followed by G.M. of the former Hardcopy Products Group. In 1993, he was named G.M. of CPO when Dick Hackborn retired. He

became an HP senior vice president this year, at age 41.

As many employees know, there's been some competition between HP's computer businesses. Improving this relationship became one of Rick and his staff's top priorities when he took over CPO, and it remains critically important to him as head of the Computer Organization. "I want the organizations to keep their own character and find the places where it makes sense to do things together. We need each other's strengths," he comments.

Above all, Rick wants what's right for HP, say those who know him.

"He loves this company with a passion," says Antonio Perez, G.M. of the Inkjet Products Group. **M**

*(Joan Tharp is a community-relations specialist in HP's Corporate Communications department.—Editor)*

*"I'll never forget the day I walked into a warehouse and looked at all of these printers..."*

units a month, and Rick agreed to a plan. To put it kindly, supply and demand weren't on speaking terms.

Like some perpetual-motion machine, printers arrived from Japan as fast as HP could shovel them into warehouses. Canon wouldn't slow down production, and HP couldn't

# Who pays for customer satisfaction?

By Leland Wong

We say it's important, but only if there's an immediate financial gain—or if someone else pays for it.

JIM SANDERSON



"In this time of 'doing more with less,' Leland says, "I see 'less being done to more.'"

ROSEVILLE, California—In an earlier issue of *MEASURE*, CEO Lew Platt challenged all employees to take responsibility for improving customer satisfaction and to make satisfying HP customers one of our top priorities.

In my opinion, most HP employees are concerned about HP's customer satisfaction, but our current processes and systems either restrict or do not encourage setting the customer as a top priority.

Today, many people see customer satisfaction as a top priority only if there is immediate financial gain at the personal or organizational level, or someone else will pay for it.

Numerous employees will agree that making new product sales and shipment quotas ranks higher than receiving "thank you" letters for going the extra distance to express-deliver an ink cartridge.

Even if employees do express-deliver an ink cartridge to the customer, one of the first things that they will have to answer is, "Who's paying for it?" It seems like satisfying the customer is fine—so long as it can be billed to another department or entity. Enormous amounts of HP resources must be wasted just by trying to assign blame, or by shifting billings around within the company.

But everyone is relatively ranked on tangible and measurable results. Work groups are shrinking and many people are concerned about the future of their jobs. So it is beneficial to keep measurable targets, such as costs, as

low as possible. But at the micro level, this encourages some people to become infatuated with shifting as many expenses as possible to someone else. That preserves the microcosm's bottom line, relatively speaking.

In this time of "doing more with less," I see "less being done to more." After all, when was the last time that profit-sharing hit record highs strictly because HP was No. 1 in customer satisfaction? Repeat business and satisfied customers are intangibles which do not influence most department-level metrics.

Today, HP's theory behind customer satisfaction does not match its practice.

Note: These comments express my opinion based on observations throughout my career in HP. They do not reflect upon the practices of any particular individuals or organizations. **M**

*(Leland Wong is a technical marketing engineer at the Information Networks Division in Roseville, California.—Editor)*

## What's on your mind?

Do you have a suggestion about how to improve HP, an anecdote about the HP Way or an HP-related comment in general? Send your "On my mind" article—up to 500 words—to Jay Coleman on e-mail, by fax (415-857-7299) or to Jay at the *MEASURE* address on the back.

# The end of an era

*By Jay Coleman*

Mike Carveiro took one long, last look in June at his "home" for the past 25 years and shook his head in disbelief.

"My parents both retired from HP and I thought I would, too," the plastics process supervisor says. "I don't want to relocate to Santa Rosa (California), so going to the new company was my only option. I'm going to miss this place—and Hewlett-Packard."

For Mike, HP's decision to close its Palo Alto Fabrication Center at 395 Page Mill Road and sell its sheet-metal, cable, plastics and die-cast businesses marked the end of an era.

Since 1943, the site has represented a key page in HP history. It includes the "Redwood building," the first building HP owned after co-founders Bill Hewlett and Dave Packard moved out of the legendary garage on Addison Avenue.

Plant No. 1—the building where Mike said his goodbyes—came five years later. It was designed to be a general-purpose building—one that could be leased as a supermarket if Bill and Dave's young business failed.

Now, nearly 50 years later, the buildings, people and technology are knee-deep in major changes.

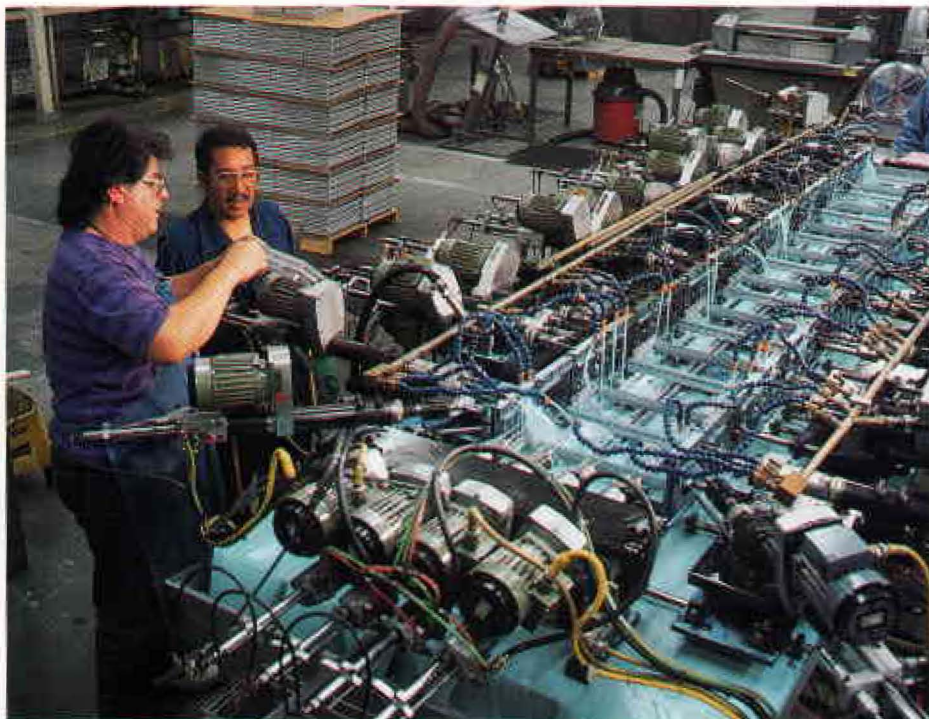
"Twenty years ago, these processes gave HP an advantage in the way we built our products," says Doug Scribner, who began his HP career on this site in 1959 and today is the process center manager for the Test and Measurement Organization's manufacturing and order-fulfillment team.

**below**

A custom, HP-designed machine can drill holes in about 1,000 metal frames a day, under the watchful eyes of Dave Rocha (left) and Eddie Garcia.

**right**

Virginia Chavira, a quality inspector in the plastic-molding area, measures the thickness of a plastic part for a test-and-measurement product.



PHOTOS BY KEN KOBRIE

"These are wonderful people—highly trained and highly skilled," Doug says. "But they're specialists in older processes. And HP cannot invest in every technology at the same time. We have to select technologies that will make a strategic difference in our future."

The decision to sell off the four businesses here wasn't an easy one, Doug says. The fabrication center had supplied 40 HP divisions worldwide. But the choices boiled down to investing heavily in the businesses; sourcing more of the work out to competing companies; or selling the businesses, including equipment, to other companies, knowing that most employees would find jobs within HP or with the new companies. HP chose the latter.

The sheet-metal shop was the first to go, when 50 employees joined the Computer Cabinet Corporation (C3) in November 1993. C3 was founded in 1980 by three former HP employees.

In June 1994, HP sold its cable-fabrication operation to the Storm Products Company in Santa Clara, California. Ten employees joined MOS Plastics, Inc. in July 1995, and 31 employees went to Hyatt Die Cast & Engineering Corporation in August.

Ironically, MOS Plastics is owned by an entrepreneurial Bill-and-Dave-like German immigrant named Werner Schulz. He came to the United States as a toolmaker and later started MOS as "my own shop." HP chose Hyatt, a Cypress, California-based company, after considering 40 other companies.

"The companies are all world-class, people-oriented firms that value quality and excellence," Doug notes. "They will be outstanding suppliers to HP."

Still, news of the decision was painful to most HP employees who worked more than half of their lives at the 395 Page Mill Road site.

"If someone had told me 10 years ago that HP would sell these businesses



# Era

and close the site, I would've said, 'This won't happen at HP.' I was in shock when I heard the decision," says Don Ross, who worked for HP for 37 years, most recently in the tool and die area. "I'm going to retire."

Steve Ganschow, Don's co-worker for 36 years, has taken a job with HP in Santa Rosa. "I decided years ago that I always want to work for Hewlett-Packard; I don't want to work for No. 2. It 'says' HP on my forehead," he says.

While news of the closure may have been disappointing for Gail Logan, a 33-year HP employee, she says it was the "obvious choice" for HP. "Our product volumes had been dropping off for some time, and hiring subcontractors is a sign of the times.

"But HP has always struck good deals when it has sold a portion of its business to other companies. For people who can't leave the Bay Area, they get to stay locally and keep working in the field they know best for another company. It's a win-win situation. I don't want to move to Santa Rosa, but it means that I get to stay with HP."

Dave Rocha, a 26-year employee who went to work for Hyatt, says he wished HP had given the die-cast business more time to make money. He's cautiously optimistic about his new employer. "Life goes on, and I believe that there is life outside of HP."

All of the buildings at the 395 Page Mill Road site will be leveled. HP will build a new office complex here.

For Jim Demaree, the change in the site—and HP's approach to manufacturing—is troublesome. Jim is staying with HP, moving to Santa Rosa and commuting to his Bay Area home on weekends. "I'm still not convinced that (outsourcing) is the right decision. We'll know in the long run." **M**

PHOTOS BY KEN KOBRE



above left

In the deburring section, Moyses Garcia (left), a 20-year employee, confers with 22-year HP veteran Henry LaStrappe.





**bottom left**

Bal Martinez (30 years), Don Ross (37) and Steve Ganschow (36) represent 103 years of HP experience leaving the 395 Page Mill Road site. HP landmarks such as the Quonset hut and the Redwood building will be torn down and replaced with an office complex.

**above**

Mike Carveiro, who spent 25 of his 26 years at HP at the Palo Alto Fabrication Center, cleans a 550-ton injection-molding machine. Mike, like a handful of HP employees, has taken a job with MOS Plastics, which bought HP's local plastics business.



JACK CARROLL

Black, gay and lesbian, and other employee network groups discuss the successes of—and obstacles to—

Jon Blue and Art Price of the Bay Area Black Employees Forum take a moment out of their day to chat in the Redwood Grove at HP's Cupertino, California, site.

# Making their voices heard

By Julie Ratner

When Art Price joined Hewlett-Packard 14 years ago, HP had just been named one of the best places for African-Americans to work by *Black Enterprise* magazine. Then, in the mid-to-late-'80s, recalls Art, harder times hit.

"It was last in, first out—the women and the people of color, especially blacks, were redeployed," Art says of the company's restructuring. "That's when we decided we had to get the network groups going again. We were determined to keep our self-respect and to contribute to HP as a company

so we would be ready when HP did grow again."

Employee networks have maintained a presence within the company for at least 20 years. Meeting on an informal basis, groups of individuals with similar issues gather over lunch or coffee to discuss their frustrations, concerns and achievements.

As the networks multiplied, HP began a chartering process for the groups in 1993 to ensure they were professionally, not politically, focused.

According to Emily Duncan, HP Corporate manager of Work Force

Diversity, once a group outlines its objectives and chooses its method of management—ranging from steering committee to chairperson to corpo-

**“HP is a family, and a family is used to people who look like them, and think like them and have a background like them.”**

rate sponsor—it is eligible to receive official chartering. Chartering gives members access to company resources such as e-mail, conference rooms and the HP logo.

Employee network groups are just one piece of HP's overall diversity strategy, which has assumed new prominence since CEO Lew Platt made diversity one of his *hoshin* goals. “True diversity is a business imperative,” Lew says. “Our customer base is increasingly broad and diverse. Our worldwide market continues to grow in geographic reach and cultural complexity. If we are going to be successful, we need a diverse work force that includes men and women, people of all nationalities, races and lifestyles. Everyone has something to offer.”

In his speech at the 1995 General Managers meeting, Lew strongly urged managers to “get involved in the network groups all over the company, like the Gay, Lesbian and Bisexual Employee Network, the Deaf and Hard of Hearing Network and the Black Employees Forum. They are an effective way to learn about the real issues we are going to have to deal with and to get much better connected to the diversity issue—and a great way to show your commitment.”

Since HP established corporate guidelines for employee networks, and with the CEO's vocal support, groups have flourished at Hewlett-Packard sites across the United States. Networks are site-specific, local or regional. Groups such as the Black Employees Forum (BEF), the Deaf and Hard of Hearing Employee Network (DHHEN) and the Gay, Lesbian and Bisexual Employee Network (GLEN) provide a sense of home to employees who feel excluded from the HP family.

“Before Lew came, the atmosphere was discouraging,” says Art, a BEF

steering-committee member and a business-development manager at HP's Cupertino, California, site. “But Lew has changed a lot of attitudes. There are a lot of folks who do not care for what Lew is doing, but there are a lot more who applaud what he is doing.”

Despite the encouragement, some managers remain skeptical about networks. “A lot of people out there are still wary of network groups,” Emily notes. “It is almost as if they're worried that employees are getting together to plan an overthrow or to participate in a gripe session. There is

## How to start an employee network

Employee network groups begin as informal social networks. When a few individuals have gathered, the group must form an agenda for professional development, including a list of objectives and a vision or mission statement.

Membership may include, but is not limited to, women, minorities, gays, lesbians, bisexuals and people with disabilities.

A group should then select a form of management, such as a steering committee or chairperson, and it helps to have a management sponsor from within the network site. Says Corporate Manager of Work Force Diversity Emily Duncan, sponsorship is not mandated in order to be approved, but often sponsors can provide guidance and solicit funds on the network's behalf.

Once the organization has drawn up an official charter, it must receive approval from local management and Personnel.

Chartering is a necessary step, because it allows groups the use of the HP name and facilities.

Sharon Gadonniex, a steering-committee member of the New England Gay, Lesbian and Bisexual Network (GLEN), advises network organizers to benchmark with established peers within HP. “Making sure that your goals are in line with those of HP is a time-consuming process. It really helps to talk to other network groups and see what has worked for them. It's really hard to go from the ground up,” Sharon says.

Networks represent one piece of HP's overall work-force diversity strategy, which is CEO Lew Platt's third *hoshin* goal.

According to Emily, networks provide members with a source of encouragement and support, and an opportunity for an open dialogue with management.

## Voices heard

still a little reluctance by many managers to relate to the networks or to allow their employees to participate because many of the groups meet during business hours. Employees have told me that they are afraid to even ask their managers."

Network members are working to improve the HP environment for all employees. Sharon Gadonniex of the New England GLEN explains, "It's not like gay people want to flaunt their sexuality in the workplace. They just want to feel the same level of comfort as everyone else."

Awareness-building, say network members, is key. "HP has focused heavily on women and ethnic minorities in its diversity programs," says Deaf and Hard of Hearing Employee Network chairperson Raymond Conrad. "I would like to see employees with disabilities included in those highly visible diversity programs. Whenever HP executives and man-

***"Is discrimination blatant like it was in the 1960s? No, it's even more dangerous—it's subtle."***

agers are talking about diversity at HP, they should say things with the term for women, minorities and people with disabilities. We don't want to be second-class citizens."

The Deaf and Hard of Hearing Employee Network sponsors regional forums and conferences to empower deaf and hard-of-hearing employees and to maximize their professional growth. The forum brings together in discussion employees who are deaf or



From left to right: Sharon Gadonniex, Jean MacLeod and Brian Hobbs of the New England Gay, Lesbian and Bisexual Employee Network steering committee discuss network plans.

hard-of-hearing and their colleagues and HP management. "I had a vision," says Patty O'Sullivan, the vice-chairperson of DHHEN. "If a group of deaf, hard-of-hearing and hearing people can sit together in one room and work together, we can achieve better awareness and understanding of issues that have been raised, and we can work together to create solutions."

According to diversity supporters, many individuals within HP question the validity of the diversity issue and ponder the need for networks. Yet to network members, racism, homophobia and, ultimately, the glass ceiling are real.

"Is discrimination blatant like it was in the 1960s? No, it's even more dangerous—it's subtle," Art says. "I think the numbers show that. HP has been in business for almost 60 years, and there has never been a black in a position higher than at the functional-management level. I would not call that overt racism, but I would say that HP is a family, and a family is used to people who look like them and think like them and have a background like them."

The Black Employees Forum, founded in the 1970s—long before

the days of official charters and company sanctions—has evolved from an unofficial influence to a proactive organization at the forefront of initiating change. The BEF has allied itself in partnerships with the general managers, vice presidents and staffs of the individual business units.

Says Art, "We are a little different from other network groups in that they are focused on seminars, conferences, newsletters and mentoring—which are all good programs—but we've done that for awhile and we felt we needed a paradigm shift, a different way to impact a larger number of employees."

Although the common thread weaving the networks together is the desire to make HP an inclusive environment, some employee groups have found more success than others. While the Bay Area GLEN is one of the oldest networks within HP, progress has seemed painfully slow, says steering-committee member Kim Harris.

Often, seemingly innocent chatter can make for an uncomfortable situation for many gay, lesbian and bisexual individuals who are not 'out'—that is, open about their sexual orientation

# HP Employee Networks and Contacts

## Atlanta

Black Employees Forum  
Angela Patterson  
Latino Employees Forum  
Alex Caraballo

## California

Asian American Network  
Julius Paras  
Bay Area GLEN  
Kim Harris  
Black Employees Forum—Bay Area  
Hazel Price  
Black Employees Forum—Roseville  
Kevin Dees  
Deaf and Hard of Hearing  
Employee Network  
Raymond Conrad  
Indian Origin Network  
Surajit Sengupta  
San Diego GLEN  
Scott Henderson  
San Diego Minority Outreach  
Council  
Greg Willis

Santa Clara Site Women's Network  
Nasrin Rezai  
Technical/Professional Women's  
Conference/Network  
Ardine Thompson

## Colorado

Englewood Diversity Awareness  
Resource Team  
Deborah Burnett  
Fort Collins Women's Network  
Ruth Lutes  
Loveland Resource Awareness,  
Diversity and Development  
Debra Vaden  
Northern Colorado GLEN  
Leslee Hull

## Idaho

Boise Black Employees Forum  
Dionne Thomas  
Boise GLEN  
Cheryl Hudon  
Boise Multicultural Network  
Ken West

## Massachusetts

Medical Products Group Diversity  
Network Group  
Alan Hayes  
New England GLEN  
Sharon Gadonniex  
Professional Women's Network  
Kathleen DiPanfilo

## Oregon

Corvallis Black Employees Forum  
Tyrone Foster  
Corvallis GLEN  
Joan Lease

## Other

East Coast Black Employees  
Forum  
Jim Anderson  
Medical Products Group's Medical  
Women Field Managers Network  
Cynthia Lake

—in the workplace. "They feel awkward when people ask them about their boyfriend or girlfriend," Sharon says. "If you are going to a company holiday dinner or social event where people bring a spouse or partner, and you don't know how someone is going to react about your being gay, it can be very scary. You can lose friendships."

While women and minorities "wear" their differences, gays and lesbians may choose to keep their sexual orientation hidden for fear of scorn, ridicule and disrespect from their co-workers and managers. For the members of GLEN, many of whom are closeted, invisibility may feel like a safer option, but it proves an obstacle in making their voices heard.

Says Kim, "As long as you are invisible, people can ignore you. Because of fear of harassment, very few employees are 'out' at work. At some HP

sites, GLEN members do not meet on site because they are not willing to meet in a conference room. They are afraid to be noticed. Some members are even afraid to meet off-site."

Internationally, although guidelines for networks exist, formalized groups are rare, and an overall diversity strategy is still in the works. Diversity issues outside the United States prove more intricate. They vary by country—and even by geographic region—encompassing age-old religious and cultural disputes.

Employee network members hope that HP will not only reside among the leaders, but will lead the way on diversity issues. "There are other companies that provide partner benefits for gays and lesbians," says Joan Lease, a steering-committee member of the Corvallis, Oregon, site's GLEN. Echoing the sentiments of her peers, she continues, "There are other com-

panies which approved networks sooner than we did. We are not in the top 10, but I think we are headed in the right direction."

In the face of current progress, employee network members like Art Price are positive. "One day, we will have a diverse set of GMs in Hewlett-Packard: blacks, whites, Latinos, women, gays, bis—people. People who represent the world," Art says. "I am seeing a whole new attitude in HP, a belief in its people—and that feels good—but there is a long way to go." **M**

*(Julie Ratner was a 1995 summer intern in HP's Corporate Communications department.—Editor)*

# It all starts with reading

By Betty Gerard

If you can't read, a world of books and learning is closed to you. HP's Cathy Lipe is opening that door through her work in literacy programs.

Three weeks before school was over, Cathy Lipe realized that one of the sixth-graders in the inner-city school in West Philadelphia where she was a classroom volunteer didn't know how to read.

"He was such a nice kid, but somehow the system had failed him," she remembers. "And there was just no time left to help him catch up." Individual problems were not easy to spot and deal with in a school setting where 100 children in three large classes shared a former library that resounded with noise.

That experience in 1986 marked a turning point for Cathy, who had started helping out in grade-school classes as an undergraduate and continued while in the Wharton School of Business at the University of Pennsylvania in Philadelphia.

"It was the first time I'd fully realized how uneven our schools are in

• And from a longer-range perspective, she is studying the restructuring and reform of public education as a Kellogg National Leadership Program Fellow. It's a three-year commitment, with seminars and field trips to high-immigration areas in the United States and to developing countries.

Cathy's after-hours activities are an add-on to her regular job as a marketing-communications manager for the Commercial Systems Division in Cupertino, California. She's been with HP for 10 years, including earlier assignments in France and Germany.

It is the special energy and innovation that Cathy brings to Project Read and other community programs that have won her such honors as the 1995 Leadership Award she received at the recent HP Technical/Professional Women's Conference.

Asked to describe Cathy's contributions to Project Read, Kathy Endaya, who coordinates student tutors, says, "She's an extraordinary person. It's hard to know where to start in order to emphasize the contributions

*"I realized early on that something was missing from my life if I didn't give some time to helping others learn."*

resources," she says. "Seeing how one charming youngster was about to fall through the cracks interested me in trying to understand the school system better."

As a result, Cathy is approaching the problem from two directions:

- She tackles illiteracy in an immediate and personal way through volunteering with Project Read at the Redwood City (California) Library—which has meant tutoring members of one Mexican-American family for six years. Adrian, 11, and Jorge, 14, are now doing fine in school.

she's made—so widespread and so meaningful."

Cathy became involved with Project Read in 1988. It was a natural follow-on to the volunteer tutoring that she had started in college. Probably it was in her genes—her grandmother had started an after-school program in Miami, Florida—where Cathy was born—and had joined VISTA (Volunteers in Service to America) at age 60.

"I realized early on that something was missing from my life if I didn't give some time to helping others learn," Cathy says.



Cathy Lipe shares the fun of books with Jorge (left) and Adrian Anoya at the Redwood City (California) Library.

She joined HP in Cupertino, right out of Vanderbilt University, where she'd received a B.A. in computer science. When she returned to the Bay Area in 1987—after HP assignments in Europe and time out to get an M.B.A. and an M.A. in international studies from Wharton—she kept a pledge to herself to get involved with education efforts as soon as she was in one place long enough.

In 1988, when Cathy first became involved with Project Read, its scope had just expanded from tutoring adults to a broader focus on family literacy. Cathy began her close association with one family—an association that continues today.

Tutors were encouraged to be creative, flexible and have a sense of humor, Cathy recalls. She found that tutoring a family was different from working with just one adult, as she'd done earlier. Parents were motivated to master children's books so they could read to their children.

"I was a catalyst rather than a teacher on whom the adults in the family were dependent," she says. "The emphasis was on finding creative ways to make reading fun."

To help support Project Read, she founded the Redwood City Friends of Literacy, a non-profit organization that raises funds and creates public awareness for the program. She was the group's first president. In its first year, the Friends of Literacy raised \$60,000. A book-donation drive brought in 1,800 books for young readers—500 of them from HP people.

But Cathy's efforts didn't stop there. She became the liaison between Project Read, Redwood City's Garfield School, and volunteer tutors from HP. Some 100 Garfield parents were on a waiting list to get reading help. Cathy helped pilot tutoring in small groups to cut down the long wait for an individual tutor.

"Cathy's smart," says Peggy Propp, executive director of Community Impact. "She takes eager, bright peo-

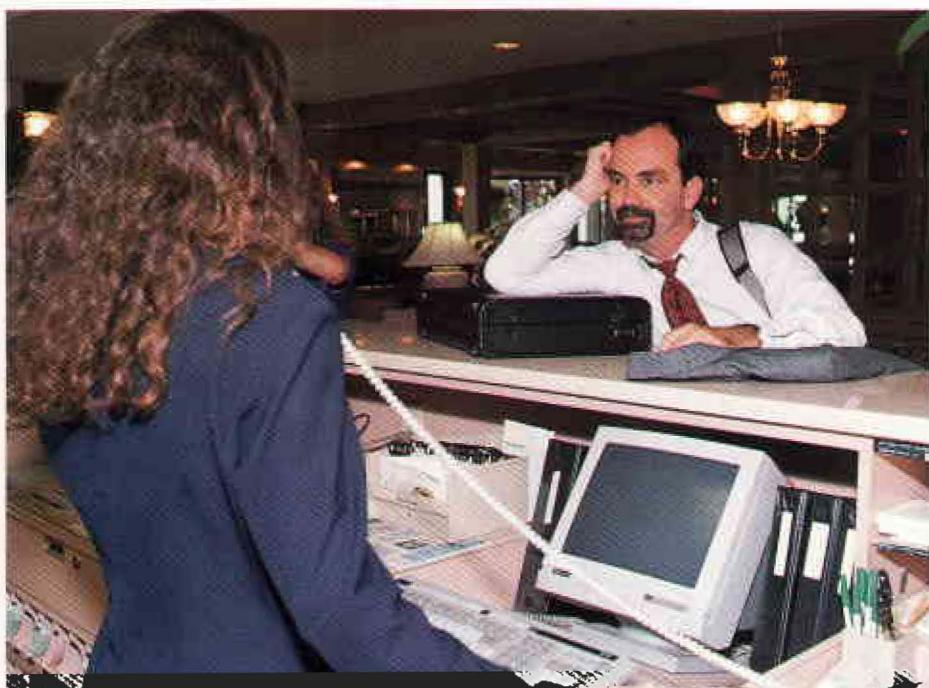
ple and serves as a terrific conduit between them and volunteer openings."

Cathy has found time to be active in Big Brothers/Big Sisters and has had her own little sister for nearly nine years. She's also a project leader for Community Impact (which organizes high-impact, one-day volunteer activities in the Bay Area for busy people) and has done many stints herself, such as clearing trails or painting houses.

And, of course, to tie things together, she has interested Community Impact in doing some renovation projects at Garfield School. She's also helped develop Project HELP through which Cupertino employees support schools in that city.

But Project Read has a special spot in Cathy's heart. She's making a mighty effort to see that youngsters won't be held back by illiteracy. She can't forget the sixth-grade boy in West Philadelphia who didn't know how to read—and no one helped. **M**

A Presidential Suite with no bed or shower? An intrepid HP traveler confirms our suspicions: It's a numbers game.



PHOTOS BY STEVE CASTILLO

David Price used all of his skills as a trained, professional communicator for the Computer Systems Organization's order-fulfillment team, but there was no room at the inn.

# Hail to the sheets

By David Price

Late in the evening of a business day that started at dawn in Salt Lake City, I staggered into the lobby of a popular hotel chain, about a mile from the San Francisco airport. I was loaded down like a prospector's mule with a bloated garment bag and a briefcase that felt like it was filled with chunks of plutonium.

I dropped the bag on the shiny linoleum floor by the check-in sign, slung my briefcase onto the counter and stated my name to a perky young woman with a gold badge. It announced her to the world as "Merissa."

She smiled sweetly and pounced at her computer, clacking the keys with that urgent staccato rhythm. She stared for a moment. She clacked again. More staring. More clacking. More staring. Then she turned to me with a practiced look of dismay and said the six words that can dash the spirit of even the most seasoned business traveler.

"Do you have a confirmation number?"

Aghast, I opened my briefcase and shuffled through the contents. I knew full well that the magic number was not in my possession. I'd committed the unforgivable sin of trusting the people who had made my reservations.

"Is this it?" I bluffed, showing her a number scrawled on a piece of notepaper.

"No," sniffed the guardian of the gates. "Ours start with a letter."

She didn't even reveal which one. She was good.

"I'm sorry," she said, "but we're full tonight. I can't take you without a confirmation number."

"But what am I supposed to do?" I countered, hoping pathos would get me farther than fury. "Someone made the reservation. I just didn't get the number."

"I'll have to talk to my manager," she said.

Merissa turned briskly and disappeared through the doorway behind

the counter. I stood there alone, muttering creative combinations of words I'd learned as an adolescent. A few minutes crept by like a walrus on crutches.

Though disheveled, exhausted and disconsolate, I had a flicker of hope. I knew fair Merissa was fighting the good fight behind that closed door, arguing passionately for justice in the face of a cold bureaucracy.

The coherent side of my brain knew better. A few synapses were still awake over there, crackling like tap water in a frying pan fresh off the stove. Merissa was no doubt watching *Mannix* reruns on *Nick at Nite*.

I glanced at the life-sized portrait of an obviously important man above the counter. He had that annual-report smile on his face—a smile that snickered, "Our profits were up 26 percent last quarter." He didn't give a rat's pancreas about me or my confirmation number.

Merissa bounced back. It didn't look good.



"My manager says we can't take you without a confirmation number," she chirped.

I was ready for fury.

"Look," I started, my Y chromosomes leaping out of their beds, sliding down the pole and hopping into their boots, "I stay in your hotels all

*"I'm stuck in a strange city. I have no place to stay. What am I supposed to do?"*

the time. My company spends a lot of money with you. I made a reservation. Somehow it didn't get through. I'm stuck in a strange city. I have no place to stay. What am I supposed to do?"

"Well," said Merissa, apparently swayed by my measured control, "we could put you in the Presidential Suite."

Ah. Okay. Now you're talking. You've been holding out, Merissa. The Presidential Suite! Sure, it might cost a little more. But think of it: a spacious room, tasteful Early American furniture, bronze eagles on the headboard, a marble Mount Rushmore Jacuzzi with water jetting out of Teddy Roosevelt's nose, a dawn wake-up call that tooted "Hail to the Chief." It sounded pricey, of course. But heck, it was all they had. Surely those giddy pranksters in accounting would understand.

"Now, it doesn't have a bed," she said, yanking me from my reverie. "But we could bring in a cot."

"No bed?"

"It does have a sink," she continued, pausing for emphasis. "But there's no shower."

"No bed? No shower?"

"That's right."

"In the Presidential Suite? President of what, Kafiristan?"

"I'm sorry, sir, but that's the best we can do."

In defense of our nation's leader, nay, in response to the most callous marketing ploy I had yet to uncover, I launched into a full-bristled defense of our nation's dignity.

"How dare you insult the President of the United States!" I shouted.

"Who do you people think you are, baseball players?"

Merissa was unmoved. She did, however, check with a nearby hotel. She chatted amiably with someone on the other end of the telephone, hung up and informed me that she'd made a reservation for me at a place only a mile away.

Defeated, I thanked her for this small gesture, gathered my tonnage and shuffled out. I dropped my bags into the rental car and pointed the metallic camel to the next oasis. It would be my fourth hotel in three cities in three nights. It marked the final outpost in a trip clouded by the standard travel woes: missing reservations, miserable food, flu-ridden fellow fliers sneezing in my general direction, lousy sleep on shapeless pillows, insolent clerks, cramped quarters, canceled flights. Ah, the glamour of business travel!

I pulled into the parking lot of the next hotel, corralled my belongings and plodded into a cavernous lobby flecked with hints of the Southwest. I made a mental note to avoid the restaurant, thanks to the stuffed armadillo with sunglasses squatting by the door.

I announced my presence to the perky young man behind the counter. He clacked away merrily at his computer for a moment. Then he frowned with that same look a car mechanic has when he tells you your brake pads are shot and he'd better replace all four before you drive another inch.

"Mr. Price," he said, "do you have a confirmation number?"

Merissa. You siren. You got me, Merissa. You got me good.

I had to think fast or become acquainted with the streets of San Francisco.

"Look," I said, in the most imperial tone I could muster. "I cannot believe you do not recognize me. I am president of Kafiristan. Take me to my suite." **M**



*(David Price lives in Arlington, Virginia, 2,419 frequent-flier miles from HP's Corporate Offices.—Editor)*

## Everything except a map

I've just read the article in *MEASURE* about the distributed education system in Alaska. I found it fascinating, as I'm always interested in cultures that differ from my own. That's why I subscribe to *National Geographic* magazine.

And it's because I subscribe to *National Geographic* that I have to confess that I missed something in the article—a map! Every *National Geographic* article has a map showing the location of all the places mentioned in the article's text. I really missed such a map in your article, especially as it concerned relatively large distances.

I suppose it's just what I'm used to, which is why I missed it. But apart from that, it was great—and the photos definitely are of *National Geographic* standard!

DAN BENNETT  
Bracknell, United Kingdom

## A bad experience

The cover of the July-August 1995 *MEASURE* looked more like *Game Hunters Digest* than the cover of a publication for employees of a "global manufacturer of computing, communications and measurement products and services."

I'm glad that Julie Hugo's class is linked to other schools in northern Alaska by an HP 9000 business computer, but I fail to see why we had to experience a cover photo with a dead, bloody caribou to tell the story.

I was offended—yes, I am one of those animal activist nuts—and, frankly, it wasn't much fun explaining to my child why mommy's work magazine that comes in the mail had a scary picture of a dead animal on the cover.

Please, no more of these. It's bad enough that HP owns property for duck hunting without having to see other dead creatures featured on our employee magazine cover.

TERRY CLARK  
Cupertino, California

## Picture perfect

I feel that I must write to say that I am continually impressed and inspired by the wonderful quality of the photography in *MEASURE*. Photography is a passion of mine, and I am working hard, outside of work hours, to qualify for membership in the Royal Society of Photography here in the U.K. As part of one of my exams, I submitted and commented on samples of the photojournalism from *MEASURE* as an example of where I would like to go with my photography. It helped me get the good results I needed.

Once again in July-August, some great pictures in the Northern Exposure article. Don't ever let it change.

JACQUI TURNER  
Pinewood, United Kingdom

## For the record

I really enjoyed seeing the *MEASURE* photo feature on HP and the Video Communications Division at NAB '95 (July-August 1995). You really got some great photos, and the story was super, too.

However, let me correct two errors: Our first scouting trip to NAB was in 1992, not '91. We introduced 14 new products a year later at NAB '93. So our people's accomplishments happened in three short years, not four. That's even more impressive.

Again, thanks for the great coverage.

JIM OLSON, G.M.  
Video Communications Division  
Santa Clara, California

## Another split?

I enjoyed the article regarding the company stock history and how it had previously been split six times.

Given the justification for the last split in March—namely, the high cost per share, the potential difficulty of employees buying shares and how investors are less attracted to higher-priced stock—I wonder how long before HP considers another split? This morning, the stock is 83 5/8 (U.S. dollars) and the company's healthy position is well-known.

Thanks for the quality magazine. Keep up the good work.

PETER DENYER  
Walldorf, Germany

*Many factors enter into the decision to split the stock, reminds Ann Baskins, HP assistant secretary and managing counsel. "We will continue to monitor and analyze the market environment."—Editor*

## Please send mail

Do you have comments about something you've read in *MEASURE*? Send us your thoughts. If we publish your letter, you'll receive a free *MEASURE* T-shirt (one size fits most).

Send your comments to *MEASURE* Editor Jay Coleman (the fax number and address are on page 3). Please limit your letter to about 150 words, sign your name and give your location. We reserve the right to edit letters.

## LETTER FROM LEW PLATT

HP's chairman, president and CEO shares the special feeling of being part of a global company.



In a light moment, Lew shares a joke with children at a United Way-sponsored day camp in Los Altos, California, in June as part of an HP video supporting the United Way.

**S**ometimes we talk about the fact that Hewlett-Packard is a global company without considering what that really means.

I've been thinking about that a lot lately, particularly since I recently returned from my fourth trip overseas—including two to Asia—in less than three months. I'd like to share some of my thoughts and experiences, based on these travels.

During my Asian trips, I helped HP organizations celebrate 25-year HP anniversaries in Taiwan and Singapore, and the 10-year anniversary of HP in China.

As you can imagine, these are extremely happy occasions in each country. First, we get to recognize the achievements of people who have contributed to HP for a decade or much more. And, secondly, we can reflect on what HP's presence has

meant to those markets. Our global presence truly is amazing when you realize the foresight shown by Bill Hewlett, Dave Packard and the other HP leaders who helped establish those international relationships. For example, when some U.S. companies were just beginning to expand their operations beyond their home state, in 1959, Bill and Dave were setting up their first non-California manufacturing plant in Böblingen, West Germany.

HP also has played a significant role in Asia Pacific since 1963, when we established a joint venture with Yokogawa Electric Works in Japan.

Yes, other companies set up businesses in Asia Pacific at about the same time we did, but there's one fundamental difference: We've entered markets and stayed there through thick and thin. That consistency is very important to our part-

ners and to local governments. And, as you know, long-term relationships are part of the cultural fabric in many countries in Asia Pacific and elsewhere.

For example, President Teng-Hui Lee in Taiwan knows HP well and values our presence. He sees HP as a company that was willing to take a risk and make a commitment 25 years ago. Today, the Taiwanese people know that HP is a company they can count on.

The same is true in Singapore where 47 of the original 62 employees still work for HP. That's an astounding record. We celebrated the 25-year anniversary with a huge cake with pyrotechnic candles and indoor fireworks to mark the event.

In China, I have seen incredible growth and change since we began there 10 years ago. We've progressed from a handful of people in an old watch factory—a very modest facility

***HP people make you proud that you are part of a special company.***

—to ultramodern offices with 800 employees.

And just as HP has benefitted from these relationships, so have the countries. We've made the obvious economic and employment contributions, but also the technological contributions—products that have helped



Lew gave a speech and presented awards to 10 key contributors during China Hewlett-Packard's recent 10th anniversary celebration (see story on page 31).

these countries flourish. We've also taken our expatriates out of the management of our organizations there as quickly as possible and developed local people to run the businesses.

At the same time, we've continued to increase our presence and investment in developing countries around the globe. I hope we will celebrate the success of HP in Columbia, Poland, Indonesia, the Philippines and Vietnam 25 years from now.

What happens to the HP culture—the HP Way—as we become more global? Based on my recent trips, I can tell you that there's a wonderful blend of the HP culture and local culture, especially when it comes to celebrations.

Employees do a great job of including the local food, music, costumes and practices in each occasion. At the same time, there's evidence that the core values of the HP Way, such as respect for people and the importance of making a contribution, are key ingredients to our success. That makes each event a different and wonderful experience, built around a familiar set of values.

That's what I enjoy most about my travels: Wherever you go in the world, HP people make you proud that you are part of a special company.

## One artist's vision

On June 19, the Reichstag disappeared. Artist Christo completed a project that he had dreamed about for 24 years: wrapping Berlin's massive Reichstag in silvery sheets. The wrap remained in place until July 9, when renovation of the 101-year old building began to prepare it to serve once again as Germany's parliament.

HP played a role in related activities at the nearby Haus der Kulturen der Welt, where press conferences with Christo and various cultural events took place. Fourteen HP workstations were on loan for Cafe X-ess, where visitors could access the Internet to discuss the Wrapped Reichstag. HP had a sponsor-button on



WIDE WORLD PHOTOS/AP

Thousands of people gathered in July to admire the artist Christo's 'Wrapped Reichstag' in Berlin.

the home page. Hewlett-Packard also co-sponsored a conference on emerging business trends in telecommunications technologies hosted by Price Waterhouse at which Franz Nawratil, HP vice president and managing director, Europe/

Middle East/Africa was a panel member.

To wrap the Reichstag, Christo and Jeanne-Claude, his wife and partner, used 120,000 square yards of silver fabric tied with nearly 10 miles of blue rope. Like

all their projects, the \$7.5 million wrapping of the Reichstag was financed through sales of Christo's drawings and books.



Teams of employees from various countries competed in the 1995 European Watersport Weekend, held just outside Geneva.

## Watersport weekend blast

HP employees gathered on the banks of Lac Lemman in Switzerland this summer for the 1995 European Watersport Weekend in Nyon, near Geneva. The annual weekend competition brought together HP teams from Holland, Germany, France, Italy, Switzerland, the U.K. and an international crew. The games included pedal-boat races, canoeing, 100-meter

swimming, paddle boating and windsurfing, among others.

In this year's competition, held June 30 to July 2, the Dutch team became the champions of Europe. Tradition says that the victor organizes the next event. The Dutch, who have not managed a Watersport Weekend since 1987, hope to host the games in 1996.



THEIRY CALUVE

Eleanor Hewlett (second from left) represented her father, Bill, and Dave Packard at the Free University of Brussels. Also on hand were Ghislaine Putzeys (far left) and Jean-Claude Vandebosch (far right) from HP Belgium, and Franco Mariotti from HP's European headquarters in Geneva.

## And the winner is...

Bill and Dave were honored recently at the Computerworld Smithsonian Awards Program—the Academy Awards of the computer industry held in Washington, D.C. HP's co-founders were the winners of the sixth Price Waterhouse Information Technology Leadership Award for Lifetime Achievement. Ed van Bronkhorst, retired senior vice president and treasurer, accepted the award on their behalf.

In another category of the awards program, four of the six customers nominated by HP for Computerworld Smithsonian Awards were selected among 10 winners—marking the first time that four winners have been nominated by one sponsor.

The four customers are the New York Stock Exchange, America OnLine, the University of California at Los Angeles and the Consortium for International Earth Science Information Network.

All four use HP computer systems or workstations to deliver their solutions. Materials submitted by the first-place winners will be displayed in the information-age exhibit at the Smithsonian's National Museum of American History in Washington, D.C.

The program was founded in 1989 to honor men and women who have achieved outstanding progress for society through visionary uses of information technology in various categories.



## MPG MOVES

The Medical Products Group's Patient Monitoring Division has the lead for HP in a strategic alliance with i-STAT Corporation to expand development and distribution of the latter's biosensory technology. HP has invested \$61 million.

MPG organizational changes:

- **Al Kyle** to the newly created position of Worldwide Sales and Marketing manager, with field operations in Europe, Americas and Asia Pacific reporting to him.
- The Cardiovascular Business Unit has been disbanded. Several of its former activities are now independent: Imaging Systems, Diagnostic Cardiology Division (formerly Diagnostic Cardiology Business Unit) and Interventional Cardiology Program.
- **Ed McDonald** to newly created role as Worldwide Geographic Business Development manager.

## GETTING TOGETHER

HP Germany and Betz International have founded a new company, LGI Logistics Group International, to handle all logistics center activities at the Böblingen site. HP is the minority owner.

HP and Merix Corporation have signed a memorandum of understanding for Merix to buy certain assets of the Loveland (Colorado) Printed Circuit Operation, part of the Test and Measurement Organization. Merix will employ on site most of the 290 HP employees in the printed-circuit board fab operation.

Moving into Loveland will be Four Pi, HP's wholly owned subsidiary now located in San Diego, California. In 1996 it will be absorbed into the Manufacturing Test Division.

HP is transferring HP 5965B infrared detector technology and assets to Bio-Rad Inc.'s Digilab Division. The product has been made in Palo Alto, California, by the Analytical Products Group's Bay Analytical Operation.



Lee Ting (left) and Terry Cheng (right) meet with Dr. Jiaer Chen, president of Beijing University, during China Hewlett-Packard's recent 10th anniversary festivities.

## A high-tech decade in China

When China Hewlett-Packard (CHP) celebrated its 10th anniversary this June, many things had changed since the early days when HP was one of the first companies invited into China to help develop the country's high-tech infrastructure.

As Senior Vice President Alan Bickell muses, "When you look at the high-rise buildings that have changed the skyline of Beijing and the bustling coastal provinces, you know that this is a vastly different country than it was just one decade ago when China Hewlett-Packard was officially launched."

HP actually had been involved with China since the early 1970s, when Dave Packard sent HP representatives to the country shortly

after Richard Nixon's historic visit to China in 1972. Today HP has five joint ventures in China, offices in six cities and more than 700 employees.

During the celebration on June 13, attended by dignitaries and HP managers involved throughout the years with China, CEO Lew Platt announced that the company also is adding a new Analytical joint venture and a high-tech joint research program (see story at right).

On a less serious note, Lew also presented CHP employees with a special gift from the Queensferry Telecom Operation: a pig carved from cherrywood by Procurement's Bob Brennan—in honor of the Chinese Year of the Pig.

## NEWS IN CHINA

The Analytical Products Group has signed an agreement with the Shanghai Analytical Instrument Factory (SAIF) in China to form a new joint venture: Hewlett-Packard Shanghai Analytical Products Co. Ltd.

HP Laboratories and the State Science and Technology Commission of China announced development of a high-tech joint research program.

HP has signed a land-purchase agreement for expansion of Hewlett-Packard Medical Products in Qingdao, China.

## BREAKING NEW GROUND

HP selected a 200-acre site at Barnhall, Leixlip, near Dublin to build an inkjet-cartridge plant in Ireland. **Dave Young** has been named operations manager for the new Dublin Inkjet Manufacturing Operation.

HP has established a wholly owned subsidiary in Bogota, Colombia: Hewlett-Packard Colombia Limitada. Manager is **Juan Carlos Cuadros**.

The subsidiary follows the start-up model used in 1994 for Hewlett-

Packard De Chile S/A in Santiago, Chile, which started as a one-person office. Manager is **Decio Westphalen**.

In India, HP and Tata Consultancy Services have an alliance to provide custom software services to HP's worldwide customers and channel partners in targeted industries. Services will be delivered by the Professional Services Organization and the International Software Operation. The latter has opened a second center in Bangalore, India.

## NEW HATS

**Bill Worley** has been appointed a Distinguished Contributor, Technical Staff of HP Labs—the highest technical position in the company.

**David Logan** to Director, Corporate Development...**Bill Sharpe** to operations manager of LaserJet Solutions Group's Integrated Networks Solutions Operation.

The former Vancouver (Washington) Printer Operation has been raised to division status and is now the Vancouver Printer Division. G.M. is **Jim Langley**.

## PARTING SHOT

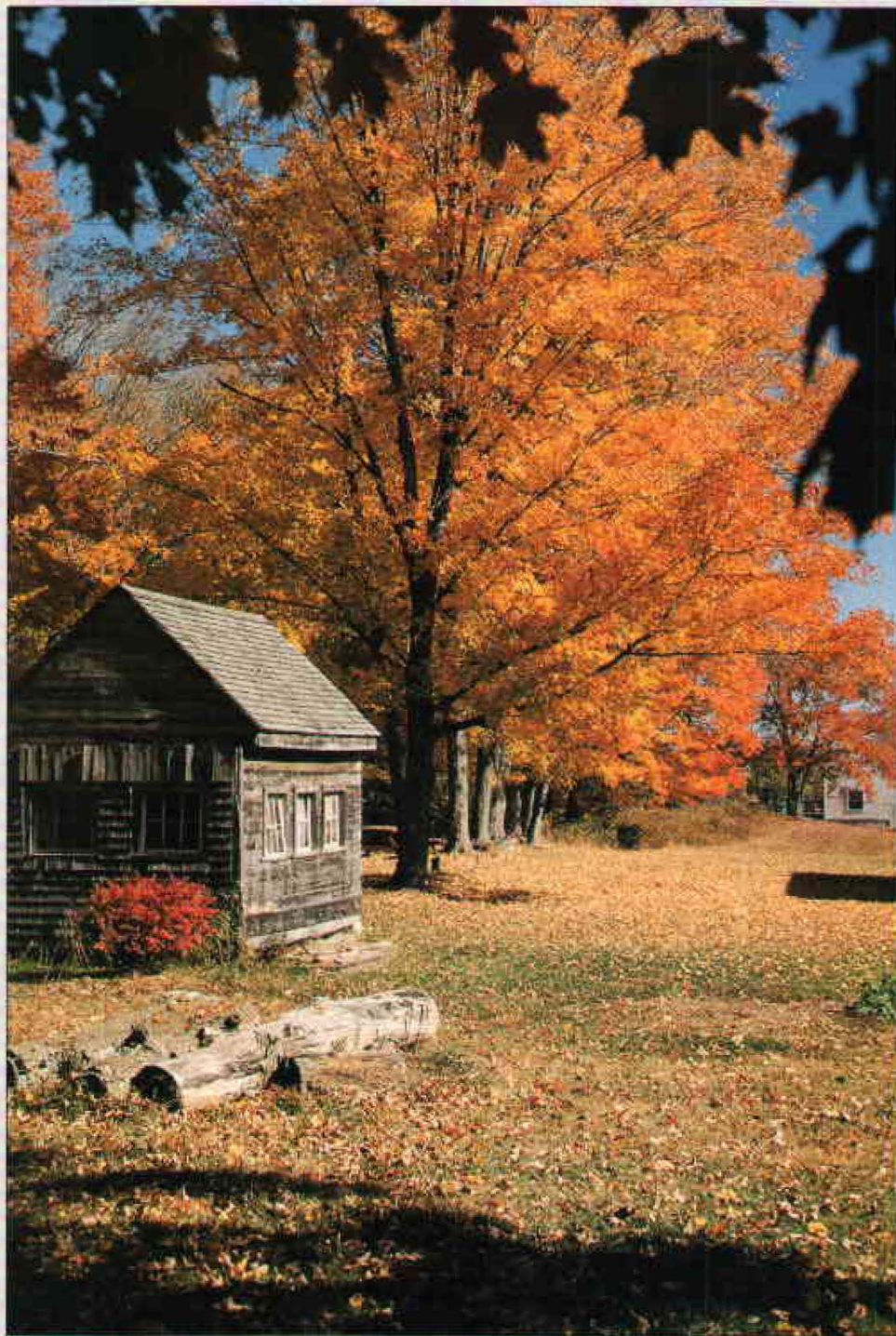
### A burst of yellow

Driving along a quiet road in New London, Connecticut, former HP employee and avid photographer Dick Harmon spotted a patch of yellow that caught his eye. Reversing his rental car, he and his wife discovered a log cabin surrounded by bursts of color.

The travelers captured on film the New England spectacle they had journeyed more than 3,000 miles to see: the changing of the leaves. Dick and his wife drove through New London as part of their six-state New England tour that included Massachusetts, Vermont, New Hampshire, Maine, Connecticut and Rhode Island in early October, during peak season, last year.

Dick retired from his position as senior technical editor in the Corporate Communications department in 1991.

—Julie Ratner



DICK HARMON

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