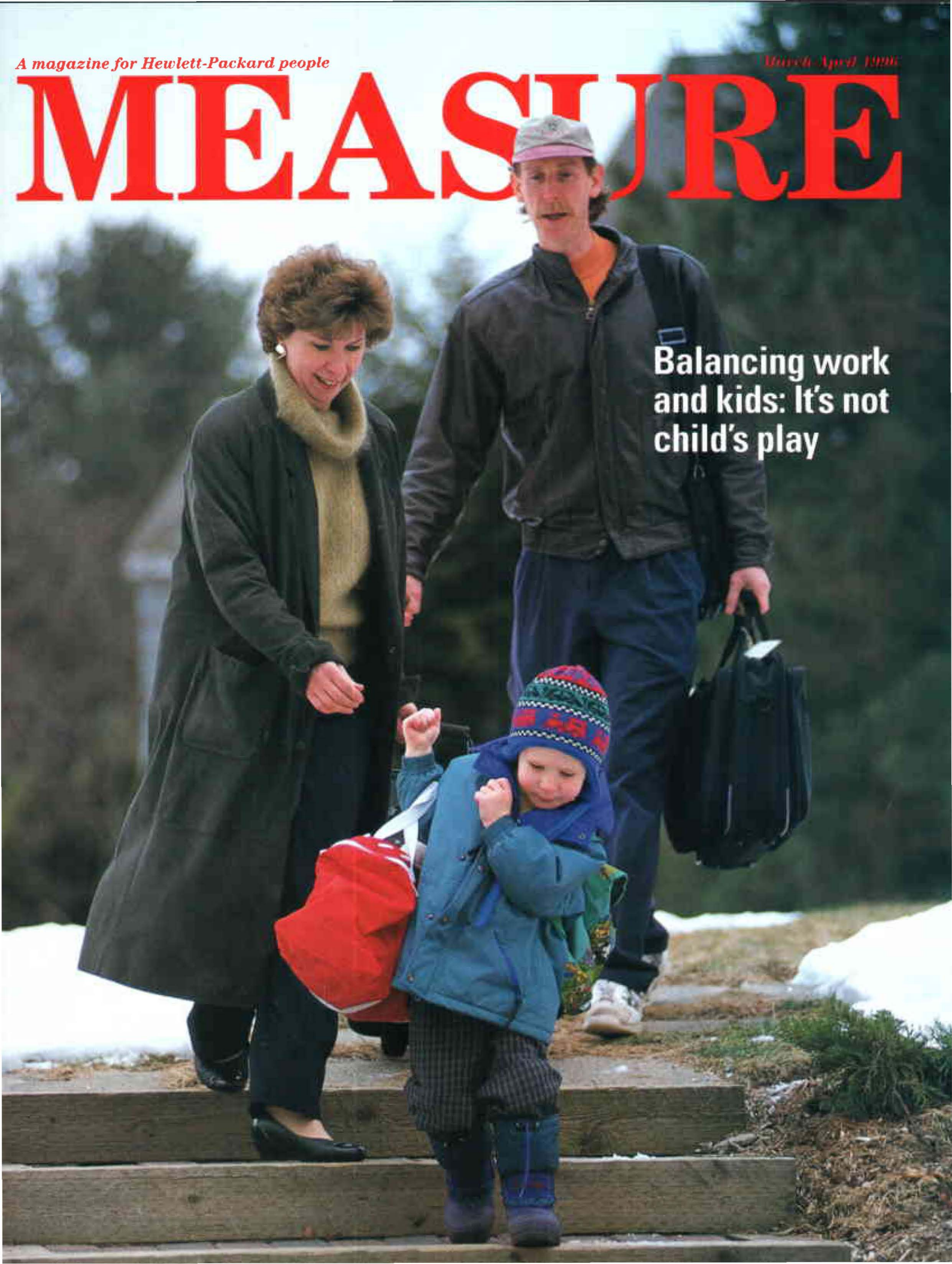


A magazine for Hewlett-Packard people

March-April 1996

MEASURE

**Balancing work
and kids: It's not
child's play**



Like clockwork, the circus came to town recently, and it suddenly dawned on me: That's what our lives have become—the circus.

We're a small troupe. There's me, my wife, Kate, and two small performers—5-year-old Casey and 2-year-old Maggie.

Because we're a small troupe, we often switch roles. Kate and I alternate in the role of ringmaster. We try to train all the acts, schedule the performances and maintain some semblance of order.

Casey usually is the primary entertainer—singer, dancer and sequined acrobat. Maggie—the climber—is the daring young girl on the flying trapeze.

But our circus isn't all peanuts, cotton candy and applause. In fact, most days it's plates-on-sticks.

Remember the plates-on-sticks guy? He's the one who could perform an amazing feat. He'd take one simple stick, place a common dinner plate—probably with a small hole in the bottom—on top of the stick and spin the plate like crazy.

Then he'd grab another stick and another plate, and do the same thing. Then came a third stick and a third plate. Then he'd run back to the first plate and give it a spin before it stopped, fell to the floor and broke.

Then back to stick No. 2 and plate No. 2, and so forth. By the end of his act, he had more plates spinning on sticks than, well, than you can shake a stick at.

If you're one of the thousands of HP employees who juggle child care or work/life balance every day, you know all about plates-on-sticks.

Plates-on-sticks can take many forms. There's the baby sitter with the flu on the day you're supposed to make a big presentation; the drop-in

child-care center that's full and can't handle two more children; and the two-career marriage where both spouses have important, end-of-the-day meetings when the kids are supposed to be picked up.

This isn't the Ozzie-and-Harriet work/life balance that we saw on American TV in the 1950s—the one our parents had—where “Ozzie” went to work every morning, and “Harriet” stayed home and raised the children. This is more like the high-wire act in the circus where the performers work without a safety net to catch them.

CEO Lew Platt knows this life. He was a single parent for 18 months after his first wife died. He can tell you what it's like to have sole responsibility when the hospital calls you at work to say “Your child has been hurt.” How many CEOs of major corporations have had this experience firsthand?

This issue of *MEASURE* examines two plates-on-sticks perspectives—the child-care story that begins on page 4 and a question-and-answer look at work/life balance with Lew, beginning on page 8.

As a parent and part-time ringmaster, I can tell you that running a circus is a grueling task. Some days you're a lion tamer, some days a clown and some days a hot dog vendor. On most days, you feel like you've been shot out of a cannon.

On the other hand, it's the greatest show on Earth.

—Jay Coleman



On the cover: When Paula and Rob Clawson take week-long business trips for HP, they also take 3-year-old son Zach with them. For other creative child-care solutions, see the story that begins on page 4. Cover photo by Seth Resnick.

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Balancing work and kids:

It's not child's play

By Jean Burke Hoppe

Don't let the cute kid photos fool you. This is a business story with a dry bottom line—productivity.

Productivity: a measure of the relationship between the amount of the output and that of the input. That's the sort of thing children can really mess up.

Ever gotten a phone call at work from the school nurse about your child's 103-degree temperature and projectile vomiting? Had the baby sitter call at 7 a.m. to tell you her whole family woke up with strep throat?

What do you and your spouse do when you both have unbreakable commitments the day your little darling stars as the spring flower in "The Gingerbread Man?"

Are you constantly worried that your teenager is safe at home after school (and not learning too much from the Internet) or that your children got safely to and from their after-school activities?

Are you often torn between professionalism, being a reliable team player, job security and dreams of advancement—and passing as a reasonably effective parent?

It's inescapable if you're a working parent with a partner and even harder if you don't have a partner. Concern for employees trying to balance work and family comes right from the top in this company. When Chief Executive Officer Lew Platt was general manager of the Analytical Products Group, he was a single parent to then 8- and 10-year-old daughters after his first wife died. He lived every parent's nightmare the day he was called out of a meeting to hear that his daughter had been hospitalized following a bike accident.

Lew told a group of American Electronics Association executives in January that helping employees find work/life balance gives companies a competitive advantage. Meeting these expectations, he said, helps retain the best and brightest



In Stockholm, Sweden, HP's Mikael Segersten took a six-month paternity leave when he and his wife, Linda, adopted their son John.

employees, results in greater employee initiative and commitment, reduces stress and burnout, and increases employee productivity.

Susan Moriconi, health benefits and work/life manager in Corporate Personnel, says flexibility is the key worldwide in helping employees deal with dependent-care issues.

Child-care policies vary worldwide.

The Swedish government provides perhaps the most generous help to its citizens, especially to new parents. When Mikael Segersten, Professional Services Organization (PSO) project manager, and his wife, Linda, adopted John in December 1994, Swedish law entitled them to a paid leave of absence from work for 12 months. They were then entitled to—and took—an additional three months' leave with no compensation.

Because Linda had just started a new job with a Stockholm architectural firm when they learned they could adopt John, Mikael took a paternity leave to be with John the first six months so Linda could get established in her new job. John now is on a waiting list for the government-run day-care center closest to their home. Mikael and Linda will work part time, and receive some help from their parents, until John gets a spot in the center they've chosen. The Segerstens will receive a monthly child allowance for John until he is 18; he is entitled to free health and dental care until age 19.

Vivek Paranjpe, personnel manager for HP India Operations and Asia Pacific diversity and work/life manager, says many Asia Pacific countries are in the preliminary stages of dis-

cussing child-care programs and flexible work options. For example, HP India is exploring collaborating with other employers in Delhi and Bangalore to sponsor a day-care facility.

HP Australasia is furthest along in the region and recently issued a dependent-care resource kit, says Rose-Marie Todes, personnel manager. The services, options and resources listed in the kit are not new to Australia and New Zealand, though it is the first time dependent-care options have been documented in one place for employees.

Most employees in Asia Pacific and Latin America still depend on extended family or in-home help to care for youngsters while they work.

Karen Vitko, a business process analyst with the Professional Services Organization for the Americas, based

Kids and work

in Atlanta, Georgia, struggles with some of the thorniest child-care issues around. She's a single parent of 7-year-old Kyler. She's got a 25-mile commute to the new HP facility in Atlanta that can take two-and-a-half hours from her home in Marietta. She has to rise before dawn to get her son to before-school day-care by 6:30 a.m., and rush to pick him up by 6 p.m. from an after-school program. For business travel, she swaps child care with other HP parents or flies her mother down from Boston to care for Kyler. She worked with her manager to come up with creative solutions, including telecommuting some days.

Karen was a member of a child-care task force at HP in Atlanta, which she says came up with some creative solutions. Implementation, however, has been slow.

Mary McCoy, a global accounts manager in Atlanta, says the group found that an on-site center would have been expensive and under-utilized. (A similar conclusion was reached in northern Colorado and Vancouver, Washington.) The task force did influence an improvement in the child-care referral service managed by Work/Family Directions, recommended more alternative work options for employees and formed an employee network group to explore new options and create changes.

To help U.S. employees balance work and family, HP offers:

- Flexible time off and flexible work options where appropriate, such as four-day weeks, part-time work, job-sharing, telecommuting and parental leaves.

- Resource and referral help from Work/Family Directions for dependent-care issues. It will assist with everything from tracking down local child-care options to dealing with bedtime battles.



Three-year-old Zach Clawson packs his teddy bear so he can go with dad and mom, Rob and Paula Clawson, on their business trip to California.

Parenting from the road

Paula and Rob Clawson both work as strategic planners for the Workstation Systems Division in Chelmsford, Massachusetts. They both travel at least monthly in their jobs—sometimes to the same meetings in Cupertino, California, or Fort Collins, Colorado. It can make life tough for their 3-year-old Zach.

“When it started getting stressful,” says Paula, “we decided, ‘OK, we’re planners. Let’s plan this.’ We’ve got all these frequent-flier miles that we could use to take Zach with us. We could commute as a family to Cupertino if we could find day-care for him there for the week.”

Paula posted a request for referrals on the internal Bay Area Working Parents Network bulletin board. “I was floored by the response. I got easily 25 e-mails and messages with ideas and even invitations for Zach for play dates. It made me think, ‘I am so glad I work for this company. People are just terrific.’”

Paula already has called several Cupertino day-care providers, whom she found reasonably priced and flexible. She planned to visit some of the homes in February or March so Zach can be packing his bags with the family by spring.

Meanwhile, the Clawsons have learned a bit about parenting from the road. They suggest:

- Talking in advance about the trip so the child knows what’s happening. Paula uses a big calendar with symbols (“triangles, not black clouds”) for the days Mommy or Daddy is gone. The “star” days are his days with the whole family.

- Feeling good about the arrangements you’ve made helps more than anything, Paula says. “We know he’s happy staying with his usual baby sitter.” And time alone with one parent can be special. Robert and Zach do “guy things” when Paula travels.



Mary Beth Ricks, head teacher at the Children's International School, works with Katja Davis (left, rear), daughter of Claudia Davis, Corporate Education director.

- An option to pay up to \$5,000 of dependent-care expenses on a pretax basis.

Susan Moriconi says HP has chosen to focus on building strong and rich infrastructures in communities to provide employees the help they need.

HP recently made a long-term commitment to the American Business Collaboration (ABC) for Quality Dependent Care to increase the availability and improve the quality of child-care services. HP is one of 21 corporations that together have pledged \$100 million to develop and strengthen a broad range of dependent-care programs around the United States, such as science and vacation camps, after-school programs, child-care provider recruiting and training, day-care center start-ups and backup programs. Through ABC, HP funds 25 projects in communities where HP employees live and work.

ABC provided funding to develop a voice-messaging system that allows parents in Atlanta and parts of California to receive recorded information about school assignments. The system can be used around the country.

ABC provided start-up costs for a Corvallis, Oregon, project to give latchkey kids—kids who are home alone after school because their parents work outside the home—after-school alternatives, says Rita Pinard, HP personnel section manager. A task force of local businesses, schools and service agencies started an after-school program in three elementary schools this March, offering the children tutoring, computer classes, art classes, and sports and music programs, eliminating a lot of worries for many HP employees.

“Putting our resources to work in the communities where HP does busi-

Frustrated? Start your own school

If you're unhappy with the school or child-care options in your community, you can always start your own school, as a group of Palo Alto parents did last year.

The non-profit Children's International School solves a lot of the usual working-parent child-care dilemmas and more. The 12-month program follows a business calendar. It's open from 7:30 a.m. to 6 p.m. Because the program is individualized and self-directed, families can set their own school hours, and vacations are much more flexible. The school plans to expand, but for now it's open to K-4, and the class size is limited to 20.

Ninety percent of the children have one or more parents who work in Palo Alto. Three of the

children's parents work for HP. Claudia Davis, Corporate Education director, sits on the school's board of directors, as does Sue Lowe, HP consultant. School Director Margaret Ricks is married to Ted Ricks, HP program manager with the Network Server Division in Santa Clara. Their daughter, Mary Beth, is the head teacher.

Margaret says the new school addresses the issues parents most care about. “Parents want academic excellence most of all. But work/life balance issues have become a much larger consideration. Our parents don't have to scramble for after-school care or a place in summer camp. They know their children are in a safe and enriching environment here.”

ness will result in peace of mind for employees,” Susan says. “Everyone worries the most about quality—‘Is this a good, safe, enriching environment for my children, for my parents?’ When they feel confident about that, they'll be more focused and produc-

tive on the job. It's also a way to be a good citizen in the communities where HP does business, by helping create richer and more flexible dependent-care resources.” **M**

Turning our thinking around

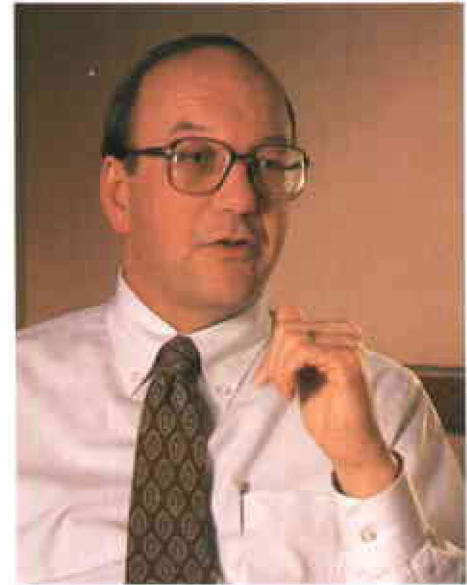
CEO Lew Platt shares his thoughts on the work environment of the '90s—how we work, when and where we do it and for how many hours—and challenges employees to offer creative solutions.

(Editor's note: On December 7, 1995, HP CEO Lew Platt addressed the Alternate Work Schedules steering committee. He answered prepared questions and took others from the floor. Here are excerpts from Lew's remarks.)

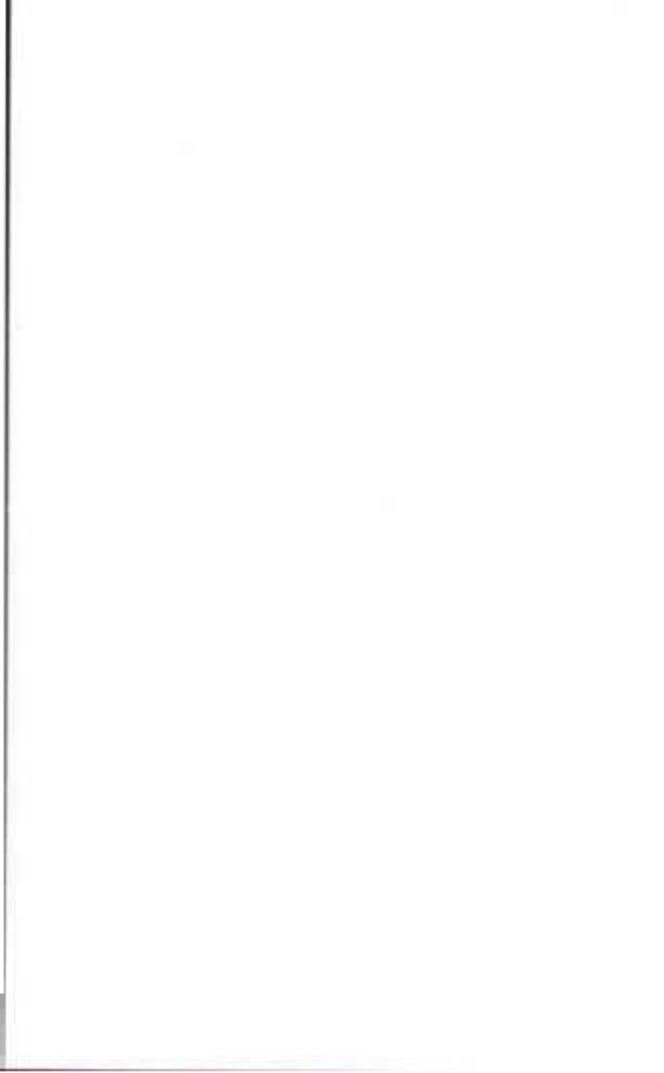
Q: What are your thoughts on alternate work schedules?

A: There are two approaches: company-initiated and employee-initiated work schedules. On the business side, it means the need to get more productivity out of our assets, the need to operate 24 hours a day to keep processes moving continuously.

But I also see that one of the solutions to what I feel is a really perplexing and particularly difficult challenge we face is employee-initiated variable work schedules. This is a way to help people find some work/life balance. We used to think of work/life balance as primarily a gender-related issue, something we could do to help women who are trying to advance in our work environment. What we've found is that this is an issue that women have to wrestle with because they are often saddled with family responsibilities. But all employees are looking to find some kind of balance in their lives.



How
do you
measure
MEASURE?



I sincerely believe that employers who find answers to this question of work/life balance, just like employers who find answers to creating a diverse work environment, are going to be the employers who will be the leaders.

These are two issues that are no longer just fun or societally correct. They are important to work on because they are what it's going to take to be a business leader, and attract and retain the very best people in the future.

Work/life balance is a continuing challenge. We have good work under way, but we are far from having achieved a breakthrough in this area.

I wish I could wave a wand and make work easier. We are in a really tough, nasty, highly competitive business. It's just the way it is. Work is hard. It requires a lot of energy and, unfortunately, a lot of jobs require pretty long hours. So, I can't make work a lot easier. We can re-engineer jobs, and there's a lot that can be done to make

work more productive, but work is still something that's going to require a lot of energy and a lot of time.

Maybe we're still going to see the average employee, certainly the average professional, working 50 or more hours a week. But if we can deliver some flexibility in the way that work is delivered, I think that is something that our people will value highly.

Q: It appears that we are creating different populations at HP that have varying opportunities to achieve work/life balance and flexibility. How do we manage this situation?

A: I think, unfortunately, that's right. We are probably in the process of creating two different populations—one that has a bit more control over its life than the other. I wish that wasn't so, but again, life is not totally fair. What can we do about it? I have two thoughts.

One is that we need to continue to think very creatively. Is there some way that, on these HP-initiated alternate work schedules, we can offer those employees some kind of flexibility? Before you say, "There's no

way to do that," let's think some more about it. Let's not just assume because we've gone to a 7-day, 24-hour-a-day work schedule, and people are working four 10-hour days or similar schedules, that that's the only way it can be.

Let's see if there is some way we can offer some flexibility to those people who are put into a different kind of work environment because of our needs.

The second thing is let's be sure we get lots of feedback from those employees about how they want to

put their schedules together. I was at the former Waltham (Massachusetts) Division in 1972 when we were the first place in the United States to install flexible work hours.

It worked pretty well there. We had a lot of processes in manufacturing that required fairly large groups of people to work together. We spent a lot of time as a management team trying to figure out how we were going to determine what hours all those people would work.

In the end, *fortunately*, we were unable to come up with any solution. Instead, we let the people work it out. What a great idea! They did. It was probably the thing that people appreciated the most about flexible work hours, that we gave them some control over deciding how they would get

their jobs done when they had work dependencies with one another.

Q: We have lots of situations

now where managers are working on a different time schedule or in a different place than the people they manage—that is, virtual management of work groups. How is that working?

A: We have that a lot, particularly in the Computer Systems Organization (CSO) sales force these days. CSO's sales force is organized basically by industry, so we have a financial-services sales force, a process-manufacturing sales force, a

I wish I could wave a wand and make work easier. We are in a really tough, nasty, highly competitive business. It's just the way it is. Work is hard.

telecommunications-industry sales force and so on. And there is a single manager over each sales force that sits somewhere. Districts can span many states. People in California work for people who live in New York.

We've learned a lot from this. And it's made me feel a lot better about this whole notion of people working for supervisors and managers who are not working at the same place or same time that their people are working. We've learned about the importance of clarity of objectives.

There's something else that goes along with it that's kind of nice, and that is you absolutely must have trust. The focus really does have to be on accomplishments and meeting objectives. It's no longer on "face time." I think that's neat.

This coin has two sides. When the supervisor or manager is not going to be there, he or she can't always coach and do all the things that you'd like to see done. On the other hand, we are beginning to see that it leads to less frequent but more meaningful discussions. For instance, how am I going to be measured? There's also a lot less emphasis on being seen in the office from 7:30 a.m. until 6:30 p.m. That's because your boss isn't going to know whether you're there at 7:30 or 9:30 a.m.

To me, it's a really HP-like Way of doing business. It gets back to the fundamentals of management by objective and the fundamentals of HP,

including trust. So, this doesn't scare me as much as it used to.

Q: Many people have seen the HP Way communication material that focuses on understanding the difference between core values and practices. What new practices does HP need to develop to support our core values as we move toward the 21st century?

A: This ties into the points I just mentioned—the focus on achievement, trust and respect. These are things we're going

There are lots of jobs—frankly, my job is one of them—where people would be better off to stay home a day or two a week.

to come to depend more on in the new work world.

HP's core values still work very well for us. I believe I will be able to look back in 15 or 20 years and see these core values more or less intact. I don't see anything about them that is 20th century. They'll fit the 21st century just fine.

However, we do have to get moving with new practices that fit with those core values. And the only important thing about it is that you take the practice and see if it fits the core values. If it does, I think you will find that people will accept it pretty well.

Q: Occasionally, we hear from folks who say that 12-hour work-shift practices may not be consistent with HP's core values. Is there caution about that?

A: Well, I don't agree with that. I can go down the list of core values and it seems to me like it passes that test. What I found when I became CEO three years ago was there was a tremendous amount of confusion about the core values of the company. I had people confront me, and they were still talking about when we got rid of doughnuts. I began

to wonder if I'm confused about the core values of the company. And I sat down with Dave Packard and Bill Hewlett and had a wonderful discussion about the core values.

Dave and Bill put the idea in my head that we needed to start educating people about the core values and then get across this notion that practices are going to have to change with increasing frequency, given the world we live in. And you know, the only thing we're going to promise you in the way of continuity is these core values.

I think a 12-hour shift meets our core values. You have to do the test yourself and see if this fits your idea of HP's core values. I suppose somebody could say that it's disre-



Mitch Esquivel (left), Mike Rutledge and Jolene Waters work a 12-hour shift for the Business LaserJet Division in Boise, Idaho.

spectful to individuals, but I don't see anywhere else it can be challenged.

Q More and more employees want to telecommute. What should HP's stand be on providing equipment for those employees to use at home?

A My off-the-cuff answer is that if you sit down with the employee and determine that telecommuting really makes sense, I would come down on the side of making the equipment available. It's part of what we're going to have to do to

be a modern employer. That's what I mean by delivering flexibility. There are lots of jobs—frankly, my job is one of them—where people would be better off to stay home a day or two a week.

We're really just going to have to be pretty flexible about these things. If you look at the cost of equipping an employee to work at home compared to things such as employee health insurance or a cafeteria subsidy, you're not talking about very much money. It's kind of a drop in the bucket—especially if you can factor in excess equipment, home loans and other creative approaches.

Everybody gets caught up on what it might cost, but I really believe those are the things that will differentiate us. If you face losing that employee, then imagine what it costs to go out, find somebody new, recruit them and then get them up to speed. We're going to have to turn our thinking around on some of these things. **M**

ASK

Dr. Cyberspace

Wow! Your messages keep arriving faster than I can publish them (or zap them). Lots of feedback from *MEASURE* readers around the world about mixing HP business and pleasure on the Web. Here's a sampling from the old e-mail bag:

Dear Dr. C:

I think it's great to have a high-profile guide to using the Web. However, as Webmaster at this site, I have real reservations about the sites you suggest. I see the Web as a business tool to share information within the com-

pany and to access relevant information outside. Whereas we'll never stop some surfing of non-business-related data, I consider the implicit encouragement you've given as unfortunate. The WWW is far from free. The review of logs here shows that most of our use is "surfing."

GERRY WEIR
South Queensferry

Point well taken, Gerry. I'll try to keep recommendations in the column more focused on sites that help HP people do their jobs. But remember that even a site like Disney at <http://www.disney.com> can have an important business component to someone, maybe not you. First, Disney was HP's first customer and still buys a lot from us. Second, some of Disney's innovations (e.g., sound

and video clips) may give ideas to HP people as they develop our Web sites or to HP engineers working on future Web products.

Dear Dr. C:

My colleagues and I from the HP research library in Corvallis are pleased to see your new column. In conducting research to support HP business needs, we often use the Web

where to use the Web, including visits to sites outside HP (Sony, Disney) that aren't related to HP business. Yet I'm told I can't access my own bank to see when my HP paycheck has been deposited.

GARY BERGER
Mountain View, California

You probably won't find a lot of consistent responses to questions about netiquette around HP, in large part because things are moving faster than people can write



alongside more traditional means of gathering information. As it does incur a cost, everyone should use the resource wisely. I'm sending you a list of sites we recommend. Many libraries in the HP network are including Web resources in their offerings.

JENNIFER JENKINS
Corvallis, Oregon

Dear Jennifer: I've included some of your recommendations in the top 10 box. Thanks for the ideas; you're my cybrarian of the month.

Dear Dr. C:

I'm concerned and confused about HP's policy on the Web. We're being encouraged in *MEASURE* and else-

policies. That's where some common sense prevails.

Perhaps the best general advice is in HP's Standards of Business Conduct. It talks about how the company provides each of us with a number of electronic and voice systems for company business (phones, e-mail, electronic bulletin boards, voice mail and now Web browsers). You may use these business tools to send some personal messages, but such messages should be minimized and kept as short as possible. There are also some improper uses of these tools that can get you fired: messages for personal gain or solicitation; threatening, obscene or harassing information. Those same basic principles apply to your Web use.

On another front, things are changing fast at Access HP, the company's external web site. About 20,000 pages of information are now available (at press time), and the place is growing like crazy. The site attracts more than 1 million hits a day. In case you haven't been there lately, here are three must-Cs:

- Medical Products Group has a news bureau to keep its customers apprised of fast-breaking medical news...and not just press releases from HP. Check it out at <http://www.hp.com/go/medical>.

- More than three dozen people have been hired into HP through the jobs section of Access HP at <http://www.jobs.hp.com>. The staffing home page is averaging 30,000 hits each day since its September debut, and it's already paid for itself (that ROI thing). While most of the HP jobs are in the United States, tell your friends that there are cool European openings, too.

- You got your 1995 annual report in the mail, and you'd like to share HP's great results with your neighbors. Don't give 'em your copy of the book, send 'em on line. They'll find all the latest financial data, including the HP stock price (delayed 15 minutes from the New York Stock Exchange) at <http://www.hp.com/go/financial>.

That wraps it up for this issue.

Keep those cards and letters coming (electronically, of course) to doctore@corp.hp.com. Tell me about your favorite sites, business-related, of course. And if the Web has changed the way you do your job, let me know about that, too.

Cybernautically yours,
Doc C

Dr. C's top 10 picks

1. <http://www.wsj.com/wallstreet/headlines>

Do you really need to subscribe to the print version of the Wall Street Journal anymore?

2. <http://global.cup.hp.com>

About 200 of HP's major accounts are featured here...names like Motorola, Boeing, US West, Citi-corp. This internal Web site, run by Greg Mihran, has relevant news stories and links to major newspapers around the world.

3. <http://www.zdnet.com/~pcmag>

Don't need to wait for *PC Magazine* to arrive via snail mail. Check it out on-line and save some trees in a rain forest (and some subscription money for HP).

4. <http://cvuiwww.cv.hp.com/local-bin/updatehpwww>

The antidote for some bad medicine from the good doctor. In the last issue, I didn't give you the complete URL for Lonnie Mandigo's directory of internal Web sites.

5. <http://www.yahoo.com/headlines/international/summary.html>

If you're tired of reading only U.S. media reports about what's happening around the globe, check out Reuters international news.

6. <http://www.fid-inv.com>

HP's employees in the United States who have their retirement 401K savings in Fidelity Investment funds (like Magellan) can check fund performance here. Chelmsford's

(Massachusetts) Saul Marcus says there's also a depressing college investment calculator that tells you how much you should be saving for your kids' educations.

7. <http://cos.gdb.org/repos/pat>

Corvallis' Jennifer Jenkins (see main article) tells me the HP research library is sponsoring access for anyone from hp.com to a couple of fee-based services this year. This site lets you search abstracts of all U.S. patents since 1975.

8. <http://www.webflyer.com>

Don Whitelaw from Colorado Springs, Colorado, says this site is great for anyone who travels for HP. Check out airport updates and much more.

9. http://www.nado.hp.com/emp_purch/

HP employees in the United States who want to buy an HP product (of course, with an employee discount) can read all about it at this internal site. You'll find out which products are eligible for rebates, and how to get your rebate check.

10. <http://chelmsrv.ch.apollo/box.html>

The Workstation Systems Division in Chelmsford makes it easy for HP people to order "Vision in a Box." This customer presentation kit includes the award-winning HP-produced movie "Magellan" and a lot of other neat goodies.

A sparkling jewel in Asia Pacific

HONG KONG—Hong Kong is a hilly and dynamic jewel of a city centered around one of the world's largest, busiest and most beautiful harbors.

Wandering its congested streets and sidewalks, you're enveloped by exotic aromas emanating from the city's restaurants and occasional whiffs of sea air. If you listen hard, you can hear—over the din of traffic and horns—the sound of money and deals being made.

Creativity is in the air in this cosmopolitan place, home to HP's Asia Pacific regional headquarters, and HP Hong Kong (HPHK). HP's 400 Hong Kong employees work in a high-rise in Causeway Bay, an upscale shopping and restaurant district.

In 1995, HPHK sales topped \$200 million, helping push Asia Pacific sales over the \$5 billion mark for the first time. HPHK General Manager Jack Lee has managed a compounded annual growth rate of 35 percent the past 10 years.

At midnight June 30, 1997, the People's Republic of China (PRC) will regain control of Hong Kong from British rule. As the deadline approaches, Asia Pacific General Manager Lee Ting is optimistic.

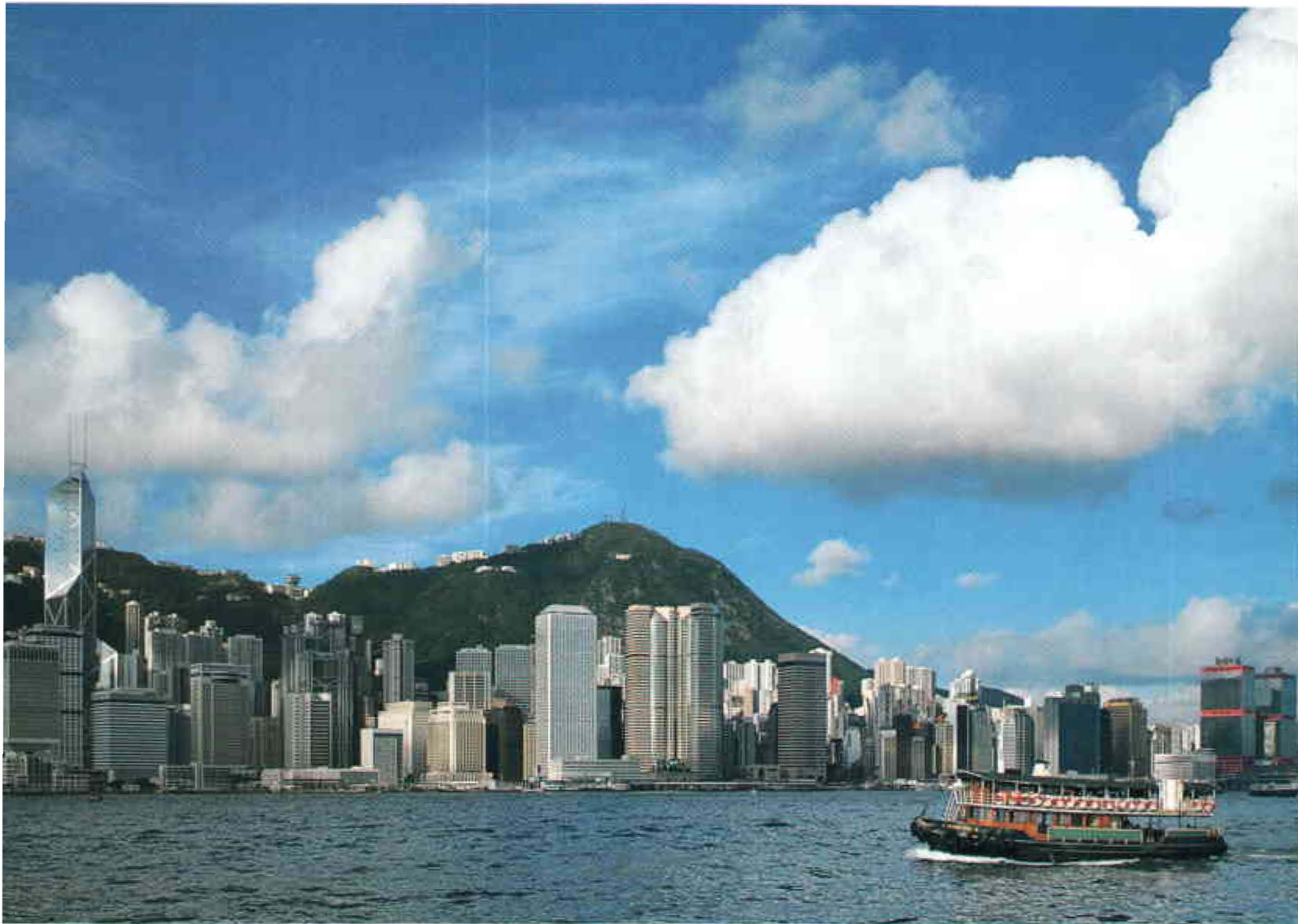
"It's inconceivable to me that China would jeopardize Hong Kong's status as a global commercial and financial center," Lee says. "HP will retain a strong presence here, and I don't expect our business to be negatively affected. China and Hong Kong both have booming and very interconnected economies. Hong Kong will remain an important gateway to China's growing market for many years."

Photographer Francis Li spent a day recently with HP Hong Kong sales rep Connie Tse to illustrate this dynamic and demanding city. **M**



FRANCIS LI PHOTOS





above left

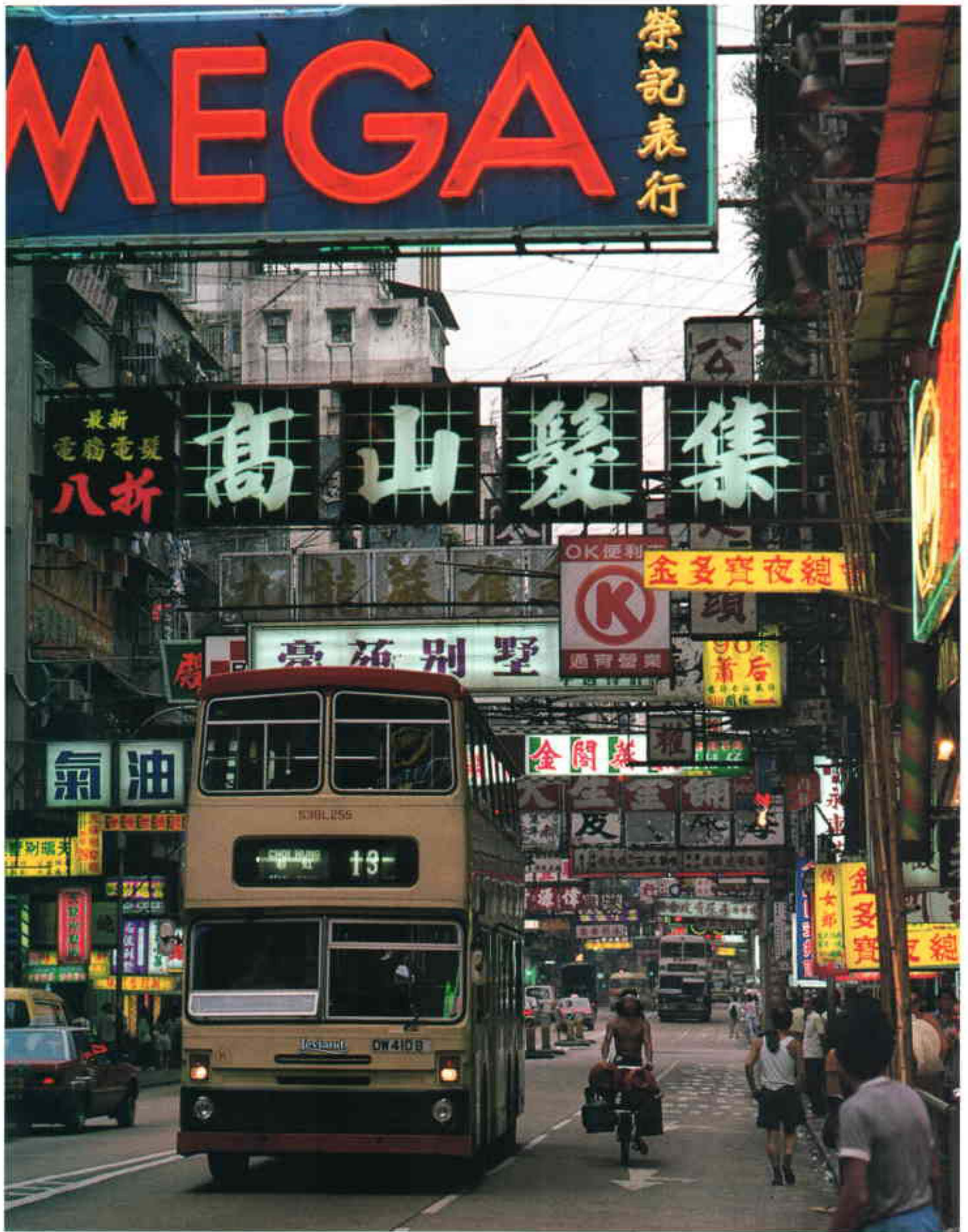
Connie Tse, senior account sales rep for HP's Computer Systems Organization in Hong Kong, calls on Kevin Ling and S.F. Ching at the Hong Kong Treasury Department.

left

Connie leads an HP luncheon meeting with (from left) Johnson Tsang, David Leung and Pansy Chan. Her work day often goes from 8:30 a.m. to 7 p.m. or later.

above

Victoria Harbour, one of the largest, busiest and most beautiful harbors in the world, has become a symbol of Hong Kong, where HP has had a sales operation since 1979.





left

Shanghai Street typifies Hong Kong's bustling economic atmosphere. HP Hong Kong has managed a compounded annual growth rate of 35 percent the past 10 years.

above

Connie and co-worker Karen Wan wait for a tram on the way to a sales call.

right

An important part of Connie's routine is time spent with her son, Keith, in the evenings. She tries to fit in aerobic exercise and outdoor activities in her spare time.



FRANCIS LI PHOTOS



Hijacking of HP products in transit is one of the hazards faced by the company in protecting valuable physical property today.

How safe are HP's valuables?

By Betty Gerard

HP's products and secret information are a magnet for would-be thieves. Protecting these assets requires constant vigilance.

In the article on violence in the workplace in the November-December 1995 issue of *MEASURE*, the question was posed, "How safe are you at work?"

A companion question deals with the rest of the security equation: "How safe is Hewlett-Packard as a company from the theft of physical property or the intertwined losses that result from stolen trade secrets and breached information systems?"

Corporate Security under Director Paul Sedlewicz focuses on all aspects of keeping HP healthy, working closely with other HP organizations that have a special stake in security.

In the same way that HP enlists the help of employees in spotting the first signs of potential violence in the workplace, HP asks employees to watch for other types of suspicious activity that could hurt the company severely.

All-too-real property losses

In fiscal year 1995, HP suffered more than \$11 million dollars in property theft worldwide, according to preliminary numbers collected by Corporate Security—measuring only

thefts of \$50,000 or more in value. A whopping \$10 million of that consisted of parts or finished consumer goods of the former Computer Products Organization. The company experienced its first armed robberies last year—one in Lomas, Mexico, and the other at a third-party warehouse in Isle d'Abeau, France.

Heaviest losses were in Europe, followed by the United States, with Asia Pacific reporting the fewest thefts. In dollar amounts, memory chips or central processing units (CPUs) made up one-third of the losses, with PCs, workstations and printers/cartridges accounting for most of the other major thefts.

More than one-third of the losses occurred in HP factories, another one-third in-transit and one-fourth in third-party warehouses.

Last year trucks filled with HP finished products were hijacked in Italy, Russia, The Netherlands, Argentina, Mexico, and the United States in Atlanta, Georgia, and Los Angeles, California. Truck trailers parked over the weekend in several storage terminals had disappeared when it came time for delivery on Monday.

To tighten HP's defenses against such losses, Corporate Security for the past four years has conducted detailed audits at each facility—checking that protective measures such as access control, locked storage containers and awareness programs are in place. An auditor even will leave with a portable computer to see if anyone asks about it. Says Steve Wilson, who oversees the audits, "If people were truly aware, we'd have fewer problems." CEO Lew Platt reads all audit reports ranked "below acceptable."

Don Schmickrath, who has worldwide responsibility for distribution and logistics for computer hardcopy and personal information products, believes that higher losses are due in part to the type of products HP now makes. "PCs are more interesting to thieves than a digital counter, even

though the digital counter may be more expensive," he says ruefully.

To foil thefts occurring on company property, HP conducts frequent inventories of valuable parts and performs a regular cycle count. License plate records are kept on trucks entering or leaving the premises.

Jackye Churchill, general manager of the North American Distribution Organization (NADO), points out that HP products have become as negotiable as money in crime circles. "HP is a greater target these days because we're moving more products, and we have more visibility as

a market leader." NADO is using locked and monitored cages to protect parts.

Computer Products Distribution Europe (CPDE) has extended HP's own security efforts throughout the distribution chain, working with third-party warehouses to tighten shipping and receiving and in-transit procedures. Willy Stucki, who is the link in Europe between Corporate Security and the exposed business units, says it is critical to convoy goods by different but safe routes, and to secure goods awaiting delivery in a highly protected area.

Sandy Schiffman, Boise (Idaho) security operations manager, has had a campaign going for the past five

years to encourage employees to report losses—personal or HP's—to security. An estimated 60 percent to 80 percent of losses now are reported, more than at most sites.

She says, "Because we're genuinely worried when someone loses a wallet or jogging outfit, they're more likely to tell us when an HP-owned handheld, laptop or palmtop disappears from their cubicle or when a chip is taken off an engineer's desk overnight.

"A lot of people feel they don't have to be careful because this is HP," she says. "But in reality, everyone's part of security."

What's a trade secret?

Protect this sensitive information of value to HP:

- **Financial**—production and overhead costs, profit margins, sales and order volumes prior to quarterly release, budgets, quotas and targets, information on a particular product's sales, orders or projections.
- **Marketing**—product-introduction plans and dates, market share and competitive position, short- and long-term market strategy, customers.
- **R&D**—technical and performance specs, product plans, projects in progress and their progress or problems, product code names.
- **Manufacturing**—vendor names/relationships, production and inventory levels, future plans and sites, material cost, product failure rates.
- **Personnel data** such as compensation, ranking and job description, names and titles of employees below the functional manager level, departmental organization charts.

How safe?

Less tangible losses

As HP becomes more interconnected with other companies in alliances and standards activity and broadens its customer base, chances increase for trade secrets to leak outside the company.

The ease of shipping code via the Internet has compounded the problem. But trade secrets also can be disclosed—intentionally or inadvertently—in conversations, meetings, cellular phone calls, slide presentations or written material, as well as in electronic code.

A starting point for protecting the company is to have each employee recognize what is sensitive and what's a trade secret, says Steve Fox, Corporate Legal's director of Intellectual Property (see box, p. 19).

And as HP's relationships with other companies increase, there are a number of legal issues to consider in discussions with potential strategic partners. There can be such consequences as violating antitrust laws, accepting confidentiality obligations, or restricting HP's ability to do research or to use the results in products.

For example, it's important to be careful about accepting and protecting trade secrets from third parties. Ed Wong, who handles the legal aspects of many such arrangements, says, "Don't let the trade secrets of other companies get mixed in your mind like a salad. Remember what you learned in confidence."

To set the ground rules for sharing information in the HP-Intel relationship, the Computer Systems Organization has issued a leaflet, "Exercising Judgment." It is available from the CSO Intellectual Property Council at ip_council@cup.hp.com.

HP's information systems are the vehicle over which many trade secrets flow within the company and, to a more limited degree, to outside partners. Chief Information Officer Bob Walker points out that—unlike physical property—intellectual property can exist in more than one

place at the same time. It also can be modified, compromised or shared without leaving any clues behind.

"HP's policy about sharing information changed in the mid-'80s," Bob says. "Formerly, you only had access to what you needed to know. Now, we feel employees should have access to all information, except for areas such as others' personnel records or non-public financial data that must be controlled."

To preserve this openness, Corporate Information Systems has erected a "firewall" to the Internet: a perimeter for containing certain transmissions inside the company. Employees are cautioned to be careful in accessing their own office PC—by either dial-up or wireless connections—from outside locations.

Allowing business partners to connect directly to HP's systems compounds the potential for jeopardizing the network. People outside the company are not extended the same degree of access that HP employees have. Any unauthorized hookup made to accommodate a business partner is a special risk.

"The more you need to be interconnected from a business standpoint, the more vulnerable you are," Bob Walker says.

Yukon Fong, Corporate Information Technology (IT) Risk Management manager, says there are some

basic rules for people to follow in protecting HP's vital systems. In addition to managing passwords diligently, be aware who has access to a given system. "Accounts still exist for people no longer in their former jobs or at HP," he says.

And daring thefts of portable PCs—often with sensitive information inside—from traveling executives are happening more often in the industry.

Wayne Dexter, who oversees intellectual property protection for Corporate Security, says, "The thirst for insight into HP is insatiable in today's competitive environment."

So is the thirst to make off with negotiable HP physical property, it would seem.

Be alert for threats to HP's valuables. **M**

Smart precautions

- Secure valuables, PCs and confidential information whenever you leave your work area.
- Turn off your PC when you leave, and use screen saver and keyboard-lock passwords. Use a nonsense password, such as the first letter of each word in a sentence, rather than words which can be easily determined by a dictionary-word-search program.
- Promptly report thefts—of your own possessions or HP equipment—to local security.
- Record and keep equipment serial numbers on file in your department.
- Be aware of who's following you into the building. Don't be big-hearted about letting in people without key cards.

A long way to go

I was disappointed in the article on diversity ("Now I'm a believer") in the January-February *MEASURE*.

In one sentence, I learned that "employees feel that they are being pigeonholed." Then, in the next sentence, I find that as a white male I am "linear thinking, competitive, goal-oriented, one right way to do things, etc." If this is typical of the understanding of diversity at HP, we all have a very long way to go.

ARNE THORMODSEN
Corvallis, Oregon

Just what is diversity?

I agree with the diversity values HP is defining for itself. But in his article, "Now I'm a believer" (January-February 1996), Jim Rundle, like so many others, tinges his enthusiasm for diversity with rhetoric of divisiveness and stereotype. Again we hear the term "people of color" in opposition to the "white male." I quite agree that there are many valuable diverse ways of being within any of the groups comprising the so-called "people of color," but without a doubt, there is comparable diversity within the groups cast as white men and women. And the last time I checked, white was also a bona fide color. Clearly, these categories are arbitrary and divisive. If we are truly going to make the most of the diversity around us, we need to fairly distinguish and appreciate all of it. If the goal is to build a diverse and inclusive organization within HP, then stop pigeonhol-

ing me and so many others with these rigid categories.

It is clear that a lot still needs to be done to provide opportunities at all levels for all people, but snubbing one group while celebrating others will not achieve that goal.

DENVER JOHNSTON
Palo Alto, California

Barney deserved better

Maybe I'm overreacting, but I am disappointed about your Parting Shot story regarding Barney Oliver (January-February).

Some examples of his genius would have been much more appropriate than picking on his shortcomings (although correct) in the area of "interpersonal relations." Barney Oliver contributed through his intellect immensely, not only to Hewlett-Packard, but beyond to many other causes. I feel he deserved better.

KARL TIEFERT
San Jose, California

Your point is well taken, Karl. At the time of Barney's death there was quite a bit of factual information, including newspaper obituaries and the internal Newsgram, about his accomplishments. Because MEASURE had printed a profile story on Barney relatively recently (March-April 1994), we chose to remember him by printing the anecdote about his editing prowess. We're sorry if you or others were offended. Look for more information about Barney on the HP Labs Web site.—Editor

They take it seriously

Before you get lynched by 101 Tottenham Hotspur supporters, I thought I'd better point out that the Tottenham Hotspur Football Club is based in north London.

There are many supporters out there who would treat your comment about them being based in Northern England as sacrilege. They tend to take it seriously.

DAVE KELLY
Amen Corner, England

As any Londoner could have told you, Tottenham is as much a part of the culture of London as red double-decker buses and Cockneys. Please try a bit harder to get such facts right; it matters to some of us.

If you really want to educate yourselves, check out the Spurs' home page at <http://www.sys.uea.ac.uk/recreation/sport/thfc/thfc.html>.

ROGER WILLIAMS
Palo Alto, California

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.



Dave Kammeyer (left) chats with two of his strongest supporters, Heidi Paulsen and Bob Jones, at the HP Vancouver, Washington, site.

You've got a friend

By Joan Tharp

Buoyed by friends at HP and in his community, Dave Kammeyer fights to beat the odds after becoming paralyzed last year.

VANCOUVER, Washington—Sometimes, you're tested far beyond what you believed were your limits. Some days, you get through only on sheer guts and the compassion of friends.

Life changed utterly in an instant last spring for Dave Kammeyer, manager of the prototype department for Vancouver Circuits Manufacturing (VCM) in Vancouver, Washington. While jumping around on a trampoline at a birthday party for his son's best friend, Dave tried a back flip and landed on his head. He dislocated his sixth and seventh vertebrae, which paralyzed him from below the middle of his chest.

At that moment, routine lost all meaning. So many of the simplest acts of being alive from then on were divided into categories marked "yes," "no," "maybe someday" and "probably never."

Because so few people have spinal cord injuries, not much is known about the extent of recovery. Dave is making good progress. At first, he couldn't hold his arm above his head. Now he can do 40 pushups in his chair. Feeling has returned in all of his fingers, and he believes he'll regain use of his hands in a couple of years.

Doctors say his odds of walking again are one-in-a-billion, but Dave is convinced he will walk, either through

willpower or technological advances in treating his injury. During his twice-a-week physical therapy sessions, and while stretching and working out with weights in the Vancouver site gym, he tells himself he'll walk by August. "You gotta have a goal. I may be walking on my hands, but I'll be walking," he says.

Dave's wife, Rachel, isn't that optimistic. But she knows, as does Dave, that attitude affects everything. "So I just tell him, 'You keep working on it, honey. If anyone can make it happen, you can.'"

If sheer tenacity can produce a miracle, Dave will come by his honestly.

He's made it through surgery to realign his vertebrae and stabilize his neck, and a skin problem and a bacterial infection that developed in the hospital. One month after the accident, doctors removed a kidney after discovering it had a congenital defect.

Even after he left the hospital, the trials continued. He had a severe reaction to one of his medications that landed him in the emergency room. In August, he broke his elbow in wheelchair-rugby practice after his chair got caught with another player's and tipped over. (His chair's "wheelie

ing with the kidney meant another operation and the loss of all the progress he'd made in physical therapy. Dave told Rachel he didn't see



Dave works out regularly in the Vancouver site fitness center to build strength in his upper body and keep his limbs flexible.

RICH IWASAKI

Dave was stunned. Then he began to cry. He studied each face of the friends he forgot he had, and then, overwhelmed with emotion, he asked Rachel to take him away.

The rally at the hospital was part of a wave of support for Dave and his family that eventually swept up hundreds of people at the site and in the Vancouver community.

It started right after the accident when friends and co-workers at the site launched a "Friends for Dave" fundraising campaign and a project to remodel the Kammeyers' house so Dave could get around in a wheelchair. (The project even had a code name: "Homeward Bound.") The fundraising team was led by Heidi Paulsen, an administrative assistant in VCM production, who also sent out regular voice-mail updates on Dave's condition. Bob Jones, a project manager in site facilities and Dave's former boss, managed the remodeling project. "I didn't have a clue how we were going to pull it off," he recalls.

But he knew he had to try, because Dave was his friend and because, he says, after being steeped in HP's culture for 30 years, some things you just do without a second thought. "Every day, you get to practice the HP Way. Sometimes you just get to practice it a little harder," Bob says.

Through bake sales and parties, by selling raffle tickets and "Friends for Dave" buttons, and by auctioning off two manufacturing managers as "slaves" to work the production lines, the "Friends for Dave" fundraisers collected \$12,000 in one month. Meanwhile, the facilities team hammered out the remodeling plans and orga-

much of a reason to get up in the morning anymore.

A few days before the surgery, Rachel took him for a walk. She stopped on a skybridge that overlooked a courtyard. From below rose the sound of cheers as more than 50 of Dave's friends, family and co-workers spotted him.

They hoisted signs and banners that proclaimed, "Hang in there, Dave," "You can do it" and "Your stubbornness will pull you through." Twelve-year-old daughter Jadia and 8-year-old son Simon held up their sign, which proclaimed, "I love you, Dad."

"Every day, you get to practice the HP Way. Sometimes you just get to practice it a little harder."

bars," which stabilize it, accidentally had been removed.)

Without question, his lowest point was right before the kidney surgery. He was sick, weak and very thin. Deal-

A friend

nized work crews for weeknights and weekends.

As the news about Dave spread in the community, more volunteers and contributions (some anonymous) flowed in. Tradespeople in the construction industry, some of whom had worked with Dave, offered labor and materials for free or at a reduced cost.

In six weeks, the Kammeyer home had a new first-floor bedroom and bathroom, hardwood floors, wider doorways, and ramps leading to the front door and backyard. Nearly 90 percent of the estimated \$50,000 remodeling job was covered by the contributions and labor of Dave's friends at HP and in the community.

Dave returned home at the end of July and came back to his job part-time in October. He shares managerial responsibilities with Dale Grimes, who ran the prototype department for the nearly six months Dave was out.

It was a scramble to keep the operation going after Dave was injured. His accident occurred just two months after becoming manager of the new organization that builds prototype

Accommodating Dave's needs and keeping the business going was like driving blindfolded.

printed-circuit board assemblies for Vancouver Printer and Vancouver divisions.

Jim Stewart, VCM manager and Dave's and Dale's boss, says at times, accommodating Dave's needs and keeping the business going was like driving blindfolded. Like Bob, Jim says he relied on an aspect of the HP



The Kammeyer family—Dave, Jadia, Rachel and Simon—catches up with one another at the end of the day in a favorite corner of the house that was added on during the remodeling.

Way—having respect for the individual and treating him with dignity—to help him make the right decisions for Dave and the team.

Although Dave has enormous resilience, he's characteristically frank about what it's like to go, in one bounce, from being a guy who played basketball three times a week to a guy who has to be rolled over in bed every couple of hours to prevent bedsores.

"There are times you wish you'd just die because it's too hard to do, OK?"

If someone tells you differently, it's a lie," he says. "All of the things you have to pay attention to just to live day to day, all of the things

you used to take for granted, like eating and going to the bathroom—it's a full-time job."

Most of that job and many others now are filled by Rachel. Every day, she gets Dave and the kids ready, exercises Dave's limbs to prevent his joints from freezing up, and drives Dave and the family wherever they need to go. She's become a familiar

face at the Vancouver site, where she helps Dave open mail and do filing.

"People say, 'I don't know how you do it. I never could.' I say, 'You don't know that, and there isn't a choice,'" she says.

Part of how she and Dave cope is by being upfront with each other about just how hard life has become. They've also honed a twisted sense of humor as a safety valve. Sometimes when Dave gets mad, he'll hit his leg to make it spasm and try to kick her. Once, before they installed a wheelchair lift, she tried to lift Dave into the family van and missed. He slid from her arms and landed on the sidewalk. As friends rushed toward them to help, she looked down at Dave and said, "Was it good for you, too?" The two broke into hysterical laughter.

Of course, Dave can't help getting blue. Sometimes he thinks he's not much of a father anymore. But Rachel reminds him of how he's preparing Simon and Jadia for adulthood. "He's a living example that you can overcome the most difficult things, and still laugh and still love. What a great thing to teach your kids!" she says. **M**

MEASURE March-April 1996

1. How much of this issue did you read?

- All of it Most of it About half
 A few articles Just looked at the photos None of it

2. Please rate the following articles between 1 and 4 with 1 being "very interesting" and 4 being "not interesting at all."

	Very	Interesting		Not at all
	1	2	3	4
Features				
Balancing work and kids	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turning our thinking around	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How safe are HP's valuables?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Where in the world are Bill and Dave?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Departments				
Web-wise ("Ask Dr. Cyberspace")	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People ("You've got a friend")	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On my mind ("What I learned as a manager")	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Letter from Lew Platt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What comments or suggestions do you have for future stories or photo features? _____

4. HP location: _____

If possible, please return through interoffice mail.

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Jay Coleman, Editor

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USA

What I learned as a manager

By Duane Gray

An engineer turned manager spends three years learning about management—and life.



Boise, Idaho's, Duane Gray

BOISE, Idaho—In 1992, after 14 years as an engineer, I became a manager. This is a distillation of the lessons I learned during the next three years.

Managing is not engineering

Someone once told me that management was a lot like engineering, except that you solve problems with people. Sure. And bow hunting for grizzly bear is just like target practice, except it involves real animals. The analogy entirely misses the raw adventure of the real thing.

1. People are not components

Resistors are components. Day in and day out, they generally behave like resistors. When you place one on a circuit board it stays there. To make a change, you simply pull off the old resistor and replace it. No big deal.

People are not components. Imagine a resistor that sometimes decides to be a capacitor, or spends time studying to be a transistor. Not content to remain in place, it occasionally wanders over to another section of the circuit board just to see what it is like. And when the time comes to replace the resistor, it dodges the tweezers.

People are people. People are more sensitive than a component is. People take more time to move around than a component does. People deserve more respect than a component deserves.

2. Managers are not measured like engineers

My manager met with me monthly to discuss my previous month's accomplishments. At first I had trouble identifying what I had done. I had not designed anything, or debugged anything, or tested anything. Do managers, as many engineers suspect, really perform no useful function?

Patiently, my manager helped me to understand that a manager's accomplishments are measured differ-

What I learned

ently than an engineer's accomplishments. Although it felt like I had done nothing important, in reality I was doing something very important. I was creating an environment that allowed the engineers to succeed. When the engineers were successful, I was successful.

3. Managers have a position of influence

Once I became a manager, people tended, more or less, to do what I asked them to do. This was quite unlike engineering. Unfortunately, I discovered a dark side to this new-found power. My idle comments became subjects of indignant debate. My every action was scrutinized critically. Damage control occupied a lot of my time until I realized what was happening.

I now understand that managers must speak and act with care. What a manager says or does carries more weight than what an engineer says or does. Managers are not intrinsically more valuable than engineers, but they do hold positions of influence and public scrutiny. A careless word or uncaring action can inflict great damage. Conversely, a considerate word or a caring act also may ripple widely.

Managing is caring about people

Because the management position confers authority over people, with the attendant possibilities for misuse, I believe that managers must maintain a higher standard of character than is required for individual contributors. The following principles were especially helpful to me.

1. Consider others as more important than myself

I learned to always remember that my success depended upon the success of my direct reports. I was there to serve, not to be served. When I cleared roadblocks and created a supportive environment, I was considered successful.

I also learned the following: Advertise the accomplishments of my direct reports. Never take credit for their work. Accept their interruptions of my day as a normal part of life. Demonstrate their value by really listening when they talk to me. Do not assume that what I am doing is more important than what they are doing. Keep confidences.

2. Lead by example

I learned that, to some extent, I embodied HP management in the eyes of my direct reports. Their view of the HP Way was colored by their observations of my behavior. I had to show by my behavior what it meant to respect authority, whether the authority was that of a manager or that of a document like the *Standards of Business Conduct*.

Some other things I learned were: Demonstrate ownership and commitment. Do what I say I will do.

3. Be slow to take offense, quick to forgive

I remember listening to an angry employee while he vigorously expressed his opinions about me. My emotions

urged me to strangle him. But in order to prevent an even bigger problem, I knew that I must remain calm. For the success of our department, it was my duty to create an environment where direct reports could safely express their frustrations with me. I needed to have a thick skin toward personal offense.

I also learned: Take criticism humbly. Even the most outrageous criticism may contain a nugget of truth. Do not hold a grudge.

Shifting my focus from data and things to people was not easy. But I have found that the lessons learned while managing at IIP are lessons applicable to life. **M**

(In August 1995 after a department restructuring, Duane Gray decided to broaden his experience by becoming a product-marketing engineer at the Disk Memory Division, where he had been a manager in technical marketing for three years.—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 800 words—to Jay Coleman on electronic mail, by fax (415-857-7299) or to Jay at the *MEASURE* address on page 3.

Where in the world are Bill and Dave?

A striking photographic image captures HP— from “garage” dweller to global citizen—and the image is yours for the taking.

You're walking down the hallway at HP Labs in Palo Alto when a lifelike photomural catches your eye.

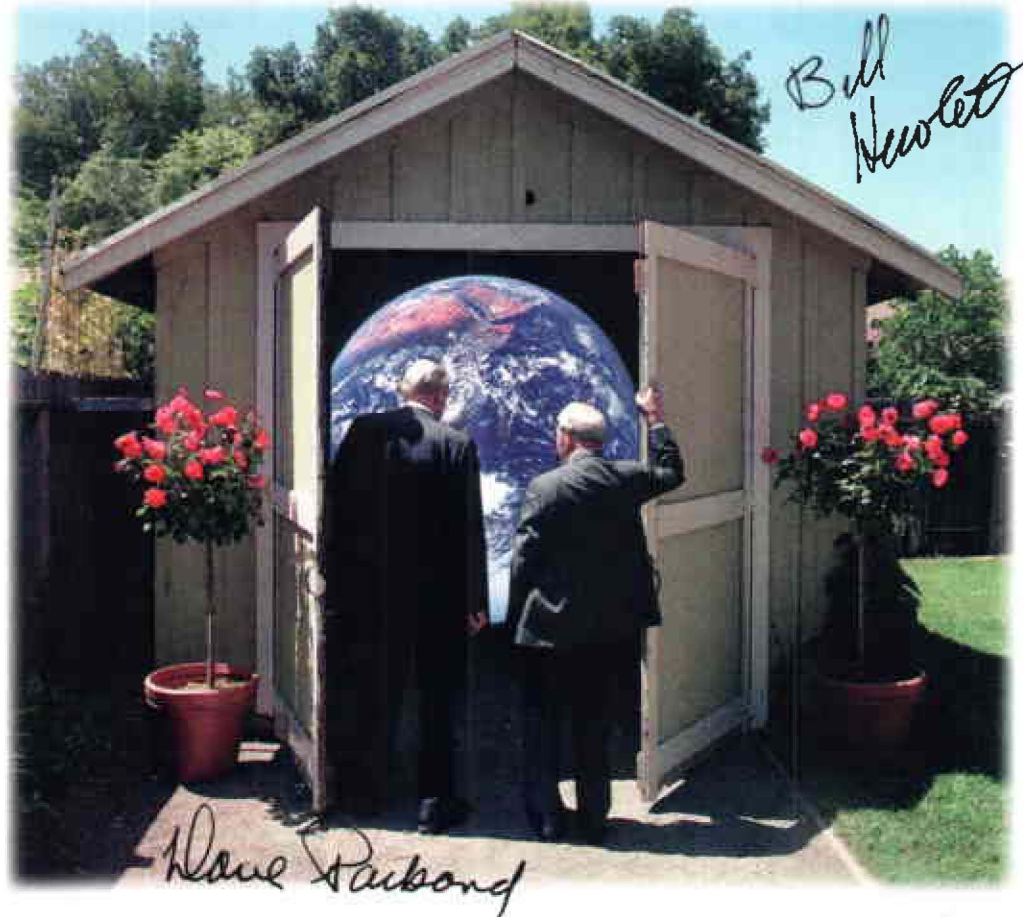
Two familiar figures—HP co-founders Bill Hewlett and Dave Packard—stand outside a recognizable old structure. It's “the garage,” the birthplace of Hewlett-Packard—the site where Bill and Dave started their company 57 years ago.

Now, imagine adding another “dimension” to the photo: The two dark-suited gentlemen gazing at something inside the garage. It's another familiar image—a crystal-clear picture of Earth, taken during the Apollo 17 space voyage in 1972.

The juxtaposition of Bill, Dave, the garage and Earth—or “The World in the Garage” as it has become known—is the creative endeavor of a handful of HP Labs employees. It's an image that is gaining popularity within the company and one that Labs employees want to share with HP employees worldwide.

The image was created for the October 1995 “Celebration of Creativity” held for all Labs employees. The originators credit a whirlwind of creative thinking by several people with the inspiration to merge “the garage” photo, taken by freelance photographer Sam Forencich during HP's 50th anniversary and dedication of the garage as a California registered historical landmark, with the Apollo 17 photo.

“I have never passed ‘the garage’ mural or viewed the Apollo 17 photo without being consciously affected by them,” says Sid Liebes, a Labs physicist and manager of



automation technology, and one of the people responsible for the composite image. “Talk of ‘HP for the World’ also was much in the air.”

Bill, Dave and Joel Birnbaum, HP Labs director and HP senior vice president, joined 1,000 Labs employees in wearing World in the Garage T-shirts during the “Celebration of Creativity” day, and nearly 2,000 posters bearing the co-founders’ signatures have been given away.

Now all employees can share the visionary image. Those interested can download the image from the HP Labs home page on the World Wide Web at http://web.hpl.hp.com/news/coc_week/hp4world/.

“HP for the World” posters (\$1.50), T-shirts (\$10 S-XL, \$11 for XXL) and mouse pads (\$5) are available through the HP Company Store at <http://www.hp.com/go/hpstore>. The prices don't include shipping and handling. **M**

HP's chairman, president and CEO discusses the important role of the HP board of directors.

You may not have thought very much about the important role that the HP board of directors plays, so I'd like to explain it, especially in light of some recent board changes.

Like all boards, HP's board represents the interests of our shareholders. It is made up of bright, articulate people from many walks of life who devote a substantial amount of time to ensure that HP doesn't drift from its purpose and strengths.

The board isn't as far removed from your daily activities as you might think. Board committees determine things such as quarterly dividends, stock splits and major policy changes, including health-care coverage and pay structures.

Closer to home, it also is responsible for succession planning and selecting HP's CEO.

Why would someone want to serve on HP's board of directors? For one, HP is a prestigious company; it's nice to be associated with a winner. Second, it's an opportunity to get closer to the forefront of technologies that are important to them.



Lew praises retiring board of directors member Shirley Hufstedler during a dinner in Palo Alto, California, in January.

I serve on two boards outside of HP, and I find the work fascinating. For example, on the Pacific Telesis board we're sitting in the middle of the telecommunications revolution. I could read for 10 years and not learn what I've learned in two years on the PacTel board.

How does HP benefit from the knowledge of its board members? They are astute people and a vital set of consultants who see things from different perspectives than we might.

For instance, in 1995, Dr. David Lawrence joined our board. David is both the CEO of a large and complicated business—the Kaiser Foundation Health Plan, Inc.—and a medical doctor who is an expert in health-care policy. You can see how important his experience is for HP,

particularly in relation to our Medical Products Group.

Sam Ginn, who was elected to our board in February 1996, is chairman and CEO of AirTouch Communications, the cellular-telephone company that previously was known as the PacTel Corporation. Sam's insights are unparalleled in the telecommunications industry—a major HP focus.

In January, we said goodbye to two retiring board members who represented 29 years of excellent guidance. Shirley Hufstedler, who served on our board for 14 years, and Harold "Bill" Haynes, a 15-year board member, brought invaluable expertise to our board, and we appreciate their contributions.

It takes an enormous reservoir of talent—internal and external—to operate a major global corporation. I hope I've given you some insight on just how important the HP board is.

Babies, babies and more babies

That's what you'll see in a drooling new 30-minute video titled *Babymugs*.

The video, created by former HP contractor Linda Warwick Dalton, features babies smiling, laughing and drooling.

The idea for the video came from her husband, Mike Dalton, an IIP information technology manager, who jokingly suggested she make a children's video using their 6-month-old daughter, Erica.



HP's Mike Dalton and his wife, Linda, play with their daughter, Erica, one of the young stars in their new video, *Babymugs*.

Linda took her husband seriously, however, and with another young mother embarked on the mission of

making a professional video of a universal children's behavior—face watching.

Her first attempt at finding a production company was frightful. A producer she found in the telephone book offered to do it for a

mere \$75,000. Linda knew there was a better way—a cheaper way.

"Do it yourself," says Linda, who borrowed on her 11-year IIP experience in editorial production.

In late 1995, the finished video hit the shelves in stores such as F.A.O. Schwarz, Blockbuster and Musicland, selling for \$9.95.

So how's *Babymugs* doing? "It's doing great," says an excited Linda. "It's really taken off. We've been in *People* magazine, on the *Oprah* show and NBC's *Dateline*."

For husband Mike, "Life's been like a whirlwind, but the whole experience is pretty impressive."



The right tool for the right job

Are you concerned about where your career is headed? Americas Education has created a Career Self-Reliance Tool Kit to help HP employees meet the challenges of a rapidly evolving workplace and achieve career self-reliance.

The tool kit takes you through an eight-step process, consisting of an action plan for building career self-reliance and an exercise to create a personal vision for your life. It also offers an optional self-assessment survey to help you better understand your strengths and the skills you need to develop.

The cost for the basic tool kit is \$74. The total package, including an optional assessment survey, is available worldwide for \$199.

To learn more about the Career Self-Reliance Tool Kit, including ordering information, browse Corporate Education's home page at <http://www.ce.hp.com/hpedu/corped/index.html>, or send a blank (no text) e-mail message with the subject **CSR** to Corporate Education. For UNIX users the address is **Corporate_Education@hp0000.desk.hp.com**. You'll receive an auto-response on the tool kit.

Reaching for the future

It's never too late to learn something new, and employees at the Piscataway, New Jersey, sales office are eating lunch and learning at the same time.

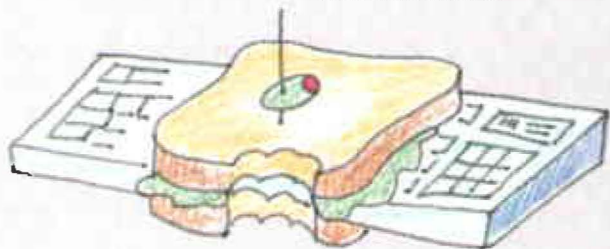
A group of them formed Lunch 'n' Learn, a weekly program that helps sales reps enhance their knowledge about PCs.

The topics range from learning how to run multi-

ple AdvanceLink programs to creating presentations using Freelance.

"No more all-day overload," says one Lunch 'n' Learn attendee. "It's an easy way to learn," says another.

The program's objectives are to teach manageable amounts of information, remove the intimidation of learning and provide continuous training that is fun and interactive.





It just keeps on printing

HUNTSVILLE, Alabama—Lynne Johnson can tell you exactly when she became a loyal HP customer. It was May 1995, when a destructive tornado whipped through several southern states.

Lynne, who works for Orbital Sciences Corporation in Huntsville, Alabama, lost her home, car and home-based business to the tornado. All her belongings were flung across north Alabama. To her astonishment, she recovered her 6-year-old HP LaserJet Series II printer in working condition.

There's damage to the outer casing, but after some internal cleaning and a new cartridge, the printer works perfectly.

The durability of the printer was put to the test again by another natural disaster—Hurricane Opal, which struck in October 1995.

Lynne was fortunate to endure only minor property damage this time, but again her printer still worked perfectly.

"Credit should be given when credit is due," says Lynne. "Hewlett-Packard makes a good product and my printer that survived two disasters proves that fact."

She is considering purchasing an additional color printer, and says it will definitely be HP.

COM CHANGES

With the decision of **Wim Roelandts**, senior V.P. and general manager of the Computer Systems Organization (CSO), to leave HP January 10 to become CEO of Xilinx, and the forthcoming retirement in May of Senior V.P. **Jim Arthur**, several management changes have been made in the Computer Organization (COM):

- V.P. **Dick Watts** has been named to head CSO.
- V.P. **Ann Livermore** has replaced Arthur as G.M. of Worldwide Customer Support Operations.

- **Duane Zitzner** replaces Watts as G.M. of the Personal Information Products Group.

Executive V.P. **Rick Belluzzo** designated five basic business organizations within COM to operate as strategic business units and report to him: Computer Systems, Worldwide Customer Support, Personal Information Products, LaserJet Solutions and InkJet Products. The latter two remain under their present management.

The former Computer Products Organization will cease to exist.

Joe Beyers has been named G.M. of strategic

planning for COM... **Bernard Guidon** becomes a consultant on partner relationships.

CHART CHANGES

Within the Computer Systems Organization, the Software Engineering Systems Division has moved from the Software Business Unit (SBU) to the Systems Technology Group, and the Work Management Operation has transferred from SBU to the Computer Systems Group.

NEW LOCATIONS

HP GmbH will build a new facility for manufacturing and distribution of workstations and servers in Herrenberg-Gultstien, Germany, with completion scheduled for June 1997.

In Russia, HP St. Petersburg has moved into permanent office space...HP Thailand has moved to a new address in Bangkok.

Enterprise Solutions Australia, an arm of the General Systems Division's Solutions Lab, has opened new headquarters in Brisbane.



HP donated equipment to Denver public schools to help teachers improve learning by kindergarten through third-grade students.

Learning how to learn

DENVER, Colorado—An innovative program in the Denver public schools is helping children improve their learning skills.

The Learning How to Learn project is a joint effort between Metropolitan State College of Denver and the Denver public schools, with help from Hewlett-Packard.

HP donated Vectra PCs, printers, scanners, software and accessories to the program. The schools use the equipment with customized software to help teachers better identify, analyze,

assess and understand children's learning needs.

The program, piloted in eight Denver public elementary schools in 1995, concentrates on pre-kindergarten through third-grade classes.

Preliminary research offers encouraging results, showing improvements in reading and writing.

Brenda Byrne of Metro State says, "We couldn't have accomplished what we have without the HP equipment."

NEW HATS

Olivier Helleboid to G.M., Network and Systems Management Division, with **Harry Sterling** replacing him as G.M., Commercial Systems Division...**Phil Faraci** to G.M., Greeley Hardcopy Division.

Paul Magnin to G.M., Imaging Systems Division...**Minoru Ebihara** to G.M., Hachioji Semiconductor Test Division...**Dave Hoover** to serve as G.M. of both Panacom Automation Division and the System Peripherals Operation.

Aysel Ozal to G.M., HP Turkey.

GETTING TOGETHER

HP has acquired ElseWare, a Seattle, Washington-based developer of print and publishing software. It is now an R&D section of the Business LaserJet Division.

HP's acquisition of Convex Computer was completed on December 20, 1995. It is now known as the Convex Technology Center of HP.

Solectron has completed the acquisition of HP GmbH's printed circuit assembly operation in Böblingen, Germany.

Change in ownership: In Brazil, HP has ended its joint venture with the Iochpe group, acquiring the latter's interest in Edisa Hewlett-Packard.

TMO CHANGE

In the Test and Measurement Organization (TMO), the former Automated Test Business Unit has been elevated to group status and renamed the Automated Test Group (ATG) under **John Scruggs** as G.M.

The Böblingen Instrument Division (BID) has been split into two divisions: a new Böblingen Semiconductor Test Division (part of ATG) under **Reinhard Hamburger** as G.M., and a restructured BID under **Werner Huettemann** as G.M. that remains part of the Electronic Instruments Group.

In TMO's Worldwide Sales and Marketing, the T&M Services and Consulting Operation is elevated to division status and renamed T&M Consulting and Solution Services Division.

For the full text of the Newsgrams, see the HP Corporate Communications World Wide Web site at <http://hpweb.corp.hp.com/Publish/cc>.

A captured memory

SANTA CRUZ, California—Lost within a blanket of green shrubbery and among the winding roads in the Santa Cruz mountains lie the campgrounds of Little Basin—the HP-owned employee recreation site.

For Joseph Anthony, systems supportability engineer for HP's Worldwide Customer Support Operations based in Mountain View, this place is more than a weekend sojourn; it's a place filled with memories.

"My family and I visited this place many times," he says. "That gateway into the campgrounds signified an entrance into an important part of my family life.

"For years I've wanted to photograph that gate, and this trip I just had to capture it," he says.

On a late summer afternoon in 1994, Joseph grabbed his Nikon F3 camera, Kodak



JOSEPH ANTHONY

Ektar 100 film, and a 28–70mm Nikon zoom lens and headed for his special spot.

"Unfortunately this scene no longer exists," Joseph

says. "A new fence sits there—I'm glad I captured it when I did."

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