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I N T E R O F F I C E M E M O R A N D U M

Doc. No: 030947
Date: 22-Sep-1992 04:45pm EDT
From: Ken Olsen
OLSEN.KEN
Dept: Administration
Tel No: 223-2301

TO: See Below

Subject: SAFETY IN BEING A COMPLAINER

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Something you said this morning bothered me. When we talked about one of our senior engineers, you said he has to go because he picked a technology that turned out to be much too expensive. I know this attitude prevails in the management today, but it is a very dangerous attitude. If you play this model through to the end, it will be very catastrophic.

Years ago, when we discussed things openly, it was commonly agreed we would encourage people to take responsibility and we would tolerate mistakes. We said the people who took responsibility were the people who would become the leaders of the Company. If they learned from their mistakes, and did not make mistakes too often, they were given another opportunity.

For the last few years, those who did not take responsibility, and become particularly adept at criticizing and complaining, were the ones who got promoted to staff positions where they could then pass judgment on those who take responsibility.

In time, everyone who takes responsibility makes a mistake, and if that is their end, the Company will soon become a Company of complainers and people who do not take responsibility.

KHO:pm
KO:7785
(DICTATED ON 9/22/92, BUT NOT READ)

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