

*A magazine for Hewlett-Packard people*

*March-April 1995*

# MEASURE

**Where do I  
go from here?**





**W**hen I was 12 years old, my father announced that our family was moving from the small southern Indiana town where we lived to an equally small southern Illinois town about 100 miles away.

This meant leaving the only town that most of us ever knew. The only schools, the only church, the only friends. My brother, an 11-year-old grade school crossing guard, chosen to help the other kids cross the streets safely, summed up the trauma of the impending move for all of us:

"I can't move now," he said, "I'm at the height of my career."

I thought about this story recently as it relates to the career self-reliance article on pages 4–6 and Lew Platt's letter on pages 27–28. It's the '90s now, a time for all of us to examine our work lives, develop our skills and remain flexible for an uncertain future. Even if it means moving on from what seems to be the height of our careers.

Chances are, you've already made a number of changes in your career. You've changed jobs a few times, moved to another city or state, maybe even made a radical career change you couldn't have imagined 10 or 20 years ago.

My father began his working career as a high school teacher and athletic coach. When he retired, he was a bank president.

I was heading for a career in education until I discovered journalism and convinced my parents that a journalist's salary was just as small as a teacher's. My daily newspaper career lasted eight years. Next came six years

in employee communications and public relations for a San Francisco Bay Area defense contractor.

Now, eight years into my HP career, I wonder where the future lies—HP's and mine. Sound familiar?

It's great working for a company that is big and has a big heart. By that, I mean that HP is big enough and diverse enough to absorb many of the shocks that rattle our competitors. The company also has a philosophy that encourages keeping good employees by trying to find job openings elsewhere within HP. So if your long-time job in Cupertino, California, no longer exists, maybe there's a new HP opportunity in Corvallis, Oregon, or Vancouver, Washington.

That sounds fine until you mix in a little reality. For example, if you're a divorced parent, relocation could be a problem if you have to deal with child custody. If your spouse has a thriving career, a job change may be the last thing you want to make. If you're leaving Boise, Idaho, to come to the Bay Area, you probably can't afford to buy the house you'd like to.

Fourteen years ago, when my wife and I moved to the Bay Area, we had no home, no mortgage, no children and relatively young careers. Now we have a home, a mortgage, two kids and two demanding careers.

If HP asked me today to move to Boise, Idaho, or Hong Kong or Geneva, Switzerland, I don't know what my answer would be.

By the way, you may wonder what happened to my brother, who was uprooted from the Indiana town and forced to move to Illinois. Well, 33 years have passed and he still lives in the town in Illinois.

Some moves work out okay.

Jay Coleman



On the cover: Career development is like climbing a mountain with up, down and sideways maneuvers. It takes that kind of agility and tenacity in today's world, as two HP employees explain in the article beginning on page 4. The photo by Mark Gamba is of the "Klingon Warship" rock formation near Hueco Tanks, Texas.



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SUSAN GREENWOOD/L.P.

Is your career path headed up, sideways or down? It's a new age—an era of career self-reliance—and people are asking...

Miguel Avila, who began his HP career working in a warehouse, used tenacity, perseverance and hard work to become a Computer Products Organization business manager.

# Where do I go from here?

By Jay Coleman

*(Editor's note—What is HP doing to prepare its employees for work requirements in the 1990s and beyond? In November, the Santa Clara (California) Site Women's Network took a leadership role by sponsoring a Career Week that focused on career self-reliance.*

*The brown-bag seminars included a panel discussion on the relevance of career self-reliance within HP. Panel participants included Pamela Lowe from Corporate Procurement, Miguel Avila, Susan Crocker and HP Chairman, President and CEO Lew Platt. MEASURE profiles two of the*

*participants here. For Lew's thoughts on career self-reliance, see his letter to employees on page 27.)*

Miguel Avila, a former professional soccer player with a college degree in psychology, was an over-qualified warehouse employee when he began his HP career 11 years ago.

"I wanted to work for HP, and I decided that no job was beneath me," says Miguel. "Whether it was college, soccer or my job, I learned the value of hard work early in life."

Today, Miguel is a relentless over-achiever with international responsibilities. He recently accepted a new



position as a Computer Products Organization business manager, based in Miami, Florida. His job involves travel to various South American countries, including his native Colombia.

How did Miguel ascend from an entry-level material handler to a white-collar manager's job? His work philosophy—forged in his warehouse days—has all the competitiveness of a professional athlete.

"I attacked the job and performed at the highest level I could—the best volume, the highest quality and a willingness to change processes as the opportunities came along," Miguel says. "Within six months, I got a promotion."

Miguel's biggest obstacle came when he pursued a job in telemarketing. A personnel liaison told him that he needed a business degree to make the jump from an hourly to a salaried position.

"I said, 'Just let me interview and let them make the decision.'"

Miguel got the job and moved up in the organization to become a marketing assistant, supervisor, product

***"I said, 'Just let me interview and let them make the decision.'"***

marketing engineer and COMDEX sales admin manager.

The relocation from San Jose, California, to Miami in December had its risks, Miguel says. It's the first lateral move he's taken, and it meant moving away from his parents and siblings.

But Miguel never has dodged a challenge.



Susan Crocker, education manager for the North American Distribution Organization and an avid gardener, says that each person is responsible for growing his or her career.

"This is an opportunity to work for a great manager and to get international experience," Miguel explains. "I have three young daughters and I talk to them about change and the importance of change," he says. "It's better that they learn to cope with change than to fear it."

What's down the road in Miguel's career path? Actually, he keeps three paths in mind.

"I'd like to get an MBA, work in Europe or some other overseas assignment and, perhaps, some day coach soccer at a university.

"Having these options in mind prevents me from thinking that this is the only job for me—and it reinforces the need to change and grow."

Is career self-reliance merely a "buzzword" for the '90s? Susan Crocker has proven for 20 years that flexibility and

agility are vital career qualities for any person.

"Business needs are changing rapidly and my job could be at risk at any time," says Susan, education manager for the North American Distribution Organization (NADO). "If I'm not looking out for and preparing myself for the future, I won't be ready when it's time to make a move."

A variety of transferable skills has enabled Susan to move to a number of jobs during the past 20 years. In the early '80s, she went to work as a strategic planner at Apple Computer because she wanted to be part of the emerging computer business.

Apple's business operated at a break-neck pace, and Susan held four different jobs in four years.

That agility prepared her for life at HP when she joined the Computer



# Where do I go?

Systems Division (CSY) in 1985. Within five years, CSY began downsizing, and Susan had to find a job where she could apply her knowledge and skills.

She went to work as a marketing manager in Corporate Quality in 1990. Three years later, Susan wanted to return to a product division, but found that her technical knowledge was outdated.

"I was told that I had excellent experience in strategic planning and product marketing, but the markets and products had changed so much that there was a significant gap between my knowledge and what they needed," she says. "This was a real wake-up call for me."

"I went home and started working furiously in my garden. I made a

*"We don't know what jobs will exist in NADO in the next few years..."*

commitment to myself to keep my skills current and balance my life so I could have more time for gardening and my community. Those activities have enabled me to pursue my HP work with renewed energy."

Two years ago, she joined NADO as education manager. Appropriately enough, Susan recently designed a career self-management program to help employees prepare for an uncertain future.

"We don't know what jobs will exist in NADO in the next few years," Susan says, "so the best thing we can

do is support our people in becoming career self-reliant."

Susan never has shied away from getting involved. She has served in the Peace Corps and as mayor of Woodside, California, where she lives.

Based on the number of career changes she's made, Susan is

reluctant to speculate five or more years ahead.

"Making sure your skills are current and that you're flexible is more important than knowing exactly *what* job lies ahead," she says. **M**

## Are you career self-reliant?

Two years ago no one was talking about career self-reliance. Now, it's difficult to pick up a major business magazine without seeing the phrase.

In October, Betsy Collard, program manager at the Career Action Center in Palo Alto, California, addressed the Santa Clara (California) Site Women's Network (SCSWN) on the topic of career self-reliance. She defines it as "the ability to actively manage your work life in a rapidly changing environment. It's the attitude of being self-employed whether you are inside or outside an organization."

In November 1994, more than 800 HP employees attended sessions during an SCSWN-sponsored Career Week. Topics included "What Do You Do When You Don't Know What You Want To Do"; "Career Fitness: Staying in Shape for the '90s"; "Benchmarking Your Skills to Stay Competitive"; and an employee panel, including HP Chairman, President and CEO Lew Platt, discussing career self-reliance within HP.

To know whether or not you're truly career self-reliant, answer the following questions:

- Do you know what your major interests, values and styles of work are?
- Can you articulate them succinctly to others?
- Do you know what environments enable you to do your best work?
- Do you have a direction and a focus?
- Are your technical/functional skills up-to-date?
- Are you keeping up with your field?
- Are you taking responsibility for maintaining and enhancing your employability?
- Are you satisfied with the way you work with others?
- Are you knowledgeable about how to work in teams and how to develop your leadership skills?

For more information on the Career Action Center, 445 Sherman Avenue, Palo Alto, California 94306, phone (415) 324-1710 or fax (415) 324-9357.

For information on the Santa Clara Site Women's Network, send an electronic-mail message to Scswomens NETWORK/HP0200/5Y.





JOSEPH BRIGNOLO

How is HP Europe exploring the issue of diversity, especially the role of women in management? *MEASURE* focuses on three European success stories.

As a United States-educated Portuguese native, Maria Luisa Carvalho blends the best of both cultures in dealing with HP Portugal's telecommunications customers.

# Change is in the air

By Mary Weed-Pickens

AMSTERDAM, Netherlands—"Anja invented quality measures before the idea spread in HP," says Sjaak Vermeulen, fellow colleague of over 15 years at HP Netherlands and currently manager of the Consumer Products Marketing Unit for HP Europe, Middle East and Africa.

What makes Anja van de Polder's contribution unique? "What I hear a lot from customers is that when I commit to something, I do it."

Today, Anja is HP Netherlands' first woman CPO country sales manager. But she doesn't see any differ-



# Change

ence in her new role. "I'd still love to be an account manager," she says, "or doing something that helps me achieve the three goals I strive for: to be happy, to learn and to take on new challenges."

She always knew she wanted a business career, but had unhappy work experiences before finding HP. "The two companies where I worked before either didn't have equal oppor-

*"HP always let me be the way I am. What's more, I really enjoy the strong focus...on teamwork."*

tunities for men and women or they simply did not respect the individual," she says.

HP seemed different when she joined HP Analytical in the Netherlands in the early 1970s. "HP always let me be the way I am," she says. "What's more, I really enjoy the strong focus HP has put on teamwork." Anja particularly likes sharing plans with her team and working together toward success. "When we win as we did in fiscal 1994, it's a big party," she says of CPO-Netherlands' record results.

As for the most challenging part of her job, "It's to keep the team motivated and share common goals while in the meantime change from a generic to a more segmented organization," she explains.

For 1995 Anja introduced the "Year of the BRIL" as an internal motivation campaign. BRIL is Dutch for glasses and each letter represents a theme: B for involvement (Betrokkenheid), R for reporting (Rapporteren/Customer feedback), I for innovation (Innovatie), and L for long-term relationships within HP and with customers.

It's a catchy and successful program that includes a gimmick — ski goggles in winter and sun glasses in summer. The CPO employees also receive a monthly letter that reports on successes and new ideas.

And it's once again an example of quality with the never-changing goal for Anja: "To find smarter ways to do work and to do it right the first time!"

BRACKNELL, England—No one at HP was surprised when Karen Slatford was awarded the top job in the \$300 million workstation and server market in the United Kingdom in June 1994. "I joined HP to be a people manager," says the 38-year-old, who is renowned for having fashioned her own HP Way style.

Karen's career started in computers, but with the British pre-Fujitsu ICL computer company. She distinguished herself on one particular sales course and was awarded an ICL-marked corporate necktie. "Not an ideal place to get on," she told the British computer magazine *Microscope*, especially if you happen to be female, it seems. She found the company culture stifling and joined HP

*"When I asked her if she'd take the job...she was feeding a bottle to the baby..."*

U.K. 11 years ago because she liked the people who interviewed her so much and could see more career opportunity inside a fast-growing and changing organization like HP.

The feeling clearly has been mutual over the years. When Bill Russell

became HP Europe's Computer Systems Organization general manager, he made sure the best person would take over his job as CSO country sales manager in the United Kingdom. "I

*Karen appears to have found the successful mix between home and work.*

personally chose Karen to replace me," Bill says. "She was on maternity leave with her second child. I called her at home at 10 a.m. one day—she's a 5-minute walk from the office—and went to see her. When I asked her if she'd take the job of U.K. partner manager, she was feeding a bottle to the baby and I was pouring the coffee."

What's different about Karen? Bill says firmly, "She's like all the other highly qualified men and women on my staff. If she hadn't made quota so often, there wouldn't have been time off for children's vaccinations and the such," he jokes. "The only exception I ever made with Karen was to ask her if an off-site meeting would be okay because of her family obligations."

In light of HP's ambition today for a better work-life balance, Helen Wellian, HP Europe's Diversity Program manager notes that, "the question on work-life balance concerns men as well as women. We should not forget that."

Karen appears to have found the successful mix between home and work. It's not without some artful juggling, though. When James, her 7-year-old, was in the hospital with pneumonia, all meetings were canceled until the afternoon when the doctor assured the parents that he was fully recovering.



LISBON, Portugal—As a country, Portugal may be slowly emerging from a recession, but HP's business, especially in Maria Luisa Carvalho's sector of telecommunications, is going great.

"Maria Luisa brings unique skills to the job of sales and marketing in TMO," says Roberto Favaretto, general manager for HP's Test and Measurement Organization (TMO) in Europe. "She quickly grasps customers' technical needs, especially in the areas of HP Portugal's telecom suppliers."

"Portugal is a small market," she says, "and the only way to succeed is to sell the whole package. We approach customers as a team."

For example, TMO and CSO Portugal joined forces in organizing a seminar on telecom systems maintenance and management with a joint

*"Portugal is a small market, and the only way to succeed is to sell the whole package."*

invitation to all HP customers and prospective customers in the fall of 1994.

A native of Portugal, Maria Luisa earned a bachelor's and a master's degree in electrical engineering—the latter in Bridgeport, Connecticut—before starting her career. She taught at the university level and started her business career in microwave applications with ITT, which was soon bought by Alcatel. She joined the HP distributor and then became a full-time HP employee in TMO when HP Portugal was formed in 1990.



HP Netherlands' Anja van de Polder, one of the top female HP executives in Europe, steadfastly maintains three goals: to be happy, to learn and to take on new challenges.

What's the secret of her success? "Customers don't feel as pressed as they might and can be more informal and open with me," Maria Luisa says. Jean Gosselin, HP Portugal's general manager, says that Maria Luisa "seamlessly blends a U.S. education with a Portuguese upbringing and without the traditional protocol you might expect in doing business here."

Maria Luisa's view is that, "When talking to customers to sell solutions, I see that they want a relationship based on trust with more of a partnership than just selling products.

Customers have tight deadlines, so they must trust you and like you."

What does she like most about her work today? "HP is wonderful because there's so much to learn I feel like I'm still in school." **M**

*(Mary Weed-Pickens is the manager of executive and internal communications and public affairs for HP in Europe. —Editor)*



At age 83, HP co-founder Dave Packard writes his first book, *The HP Way*, blending childhood memories, the Pentagon years and the birth of a remarkable company.



Dave Packard (seated at right) discusses photos for the new book with Dave Kirby, retired HP director of Corporate Communications, Adrian Zackheim, representing HarperCollins Publishers, Karen Lewis, HP company archivist, and Gretchen Dennis, Dave's secretary.

# How it all began

By Cornelia Bayley

“Get the best people, stress the importance of teamwork and get them fired up to win the game.” Words from a pre-game, Super Bowl pep talk? According to HP co-founder and Chairman Emeritus Dave Packard, this lesson, learned from athletics in grade school and high school in his hometown of Pueblo, Colorado, stayed with him and went on to become a guiding principle in developing and managing HP.

In his new book *The HP Way: How Bill Hewlett and I Built Our Company*, Dave Packard recalls his childhood and describes many of the formative experiences. He shares his personal history and some of Bill Hewlett's. In the second part of the book, Dave reviews their personal business philosophy and management practices, illustrating key points with examples from HP history.

The idea for the book, now in the final stages of publication, started in the early 1990s, when the changes in the company and the worldwide business environment accelerated. During these difficult times, Dave thought a book about the HP Way would help carry people through and, at the same time, help to rekindle the HP Way. In addition, the company had many new employees—some of whom didn't know what the HP Way was all about.

Authors, biographers and universities had asked Dave for permission to write books about his life, HP history and the management principles and corporate objectives that were the foundation of the company and still serve as its framework. They have become models for other organizations. Dave realized that if he didn't write the book, someone else would.



He worked on the book with Dave Kirby, who established HP's Corporate Communications department in 1962 and managed it until 1989 when he retired, and Karen Lewis, who started the HP company archives in 1987 and is HP's corporate archivist. Dave and Karen evaluated letters, speeches and other historical documents and photos in HP's archives collection, and outlined and identified resources. They edited each chapter as Dave wrote it.

Many of the stories in the book are being told for the first time. They bring a wonderful warmth to the facts that comprise HP's history.

Readers will learn that the young Dave Packard spent many happy hours roaming the prairie near his home on the outskirts of Pueblo, Colorado. Working with his mother in their yard filled with lilac bushes, roses and peonies, he developed a love for gardening. He also enjoyed playing the violin and riding his stallion, Laddie.

It's no surprise to discover that Dave was fascinated with motors, generators and other mechanical and electrical equipment from a very early age. He built his first radio on the dining room table before he was 12.

Illustrated with photos, the book recounts details of Dave's friendship with Bill Hewlett that began at Stanford University in Fred Terman's graduate engineering class. Outside the lab and classroom, Bill and Dave's friendship included canoe, fishing and hunting trips. This camaraderie outdoors continued throughout their lives, and they later spent many happy times at the ranch they purchased together near San Jose, California.

Dave explains the Corporate Objectives and the management practices that are integral to HP's culture—such



DOUGLAS PECK

HP company archivist Karen Lewis confers with Dave Packard on the final selection of photos for his book on the HP Way.

as the Open Door policy, MBWA (management by wandering around) and MBO (management by objectives). He reviews the history of the company and the story of how HP's product offerings evolved and developed into the company HP is today, and offers some thoughts on its future.

If you think you're fairly knowledgeable about HP company lore, you may learn a new thing or two from this book. For example, how did the HP 35 calculator get its name? What's the significance of the first audio oscillator's model number, the Model 200A? And why was the price of this first product \$54.40? (Answers are at the end of this story.)

Published by HarperCollins, the book is due in bookstores in May and will retail for about \$20 U.S. Proceeds from the sale of the book will go to the David and Lucile Packard Foundation. Every current HP employee will receive a special edition of the book as a gift from the company. This employee edition contains a letter signed by Dave. Distribution details will be announced later. **M**

(Answers: The HP 35 was so named because it had 35 keys. The Model 200A, the first HP product, was given this high number to make it sound "like we'd been around for a while." The price, \$54.40, was assigned because it reminded the founders of the slogan used in the campaign to establish the northwest border of the United States in 1844, "54°-40' or Fight!")

## Roaming the Colorado prairie

We lived on the north side of the city right next to the prairie. I could cross the street in front of our house and find horned toads (which are almost extinct today) and wild onions and cactus, which often gave shelter to rattlesnakes.

We could look across the prairie and see Pike's Peak about fifty miles to the north, and about thirty miles to the west, the Wet Mountain Range. I spent many hours roaming the prairie, sometimes with childhood friends, sometimes alone, until my high school years when studies and school activities consumed most of my time. But in those early years of roaming, my love of nature was born.

(An excerpt from *The HP Way: How Bill Hewlett and I Built Our Company*, by David Packard.)



# What's your global I.Q.?

Do you have a client in China? A counterpart in Calcutta? A friend in Finland? A pen pal in Penang? Whether you conduct business on the other side of the world, vacation there or simply want to learn more about other cultures, it's good to know your global I.Q.

*MEASURE* invites readers to take the Global I.Q. Test, developed by and printed with the permission of YAR Communications, Inc., which provides a wide range of multilingual creative and production services. YAR's number is (212) 447-4000 in New York City, or (415) 692-6504 in Burlingame, California.

## Multiple Choice

1. The executive of a Chinese company is celebrating his/her 65th birthday. Which of the following gifts is NOT appropriate?

- a. A silk tie
- b. A silver Mont Blanc pen
- c. A gold clock
- d. A crystal paperweight
- e. Gold and jade cuff links

2. During a TV commercial, the announcer gives the OK sign on camera. In which country does this mean something entirely different?

- a. Australia
- b. Brazil
- c. Finland
- d. France
- e. Ireland



3. In Thailand, the customary greeting is:

- a. A bow
- b. A handshake
- c. A hand placed on the left shoulder
- d. A kiss on the forehead
- e. Hands placed in a praying position at one's chest

4. In Spain, for which event is punctuality most important?

- a. Bullfight
- b. Dinner
- c. Lunch
- d. Siesta break
- e. Cocktails

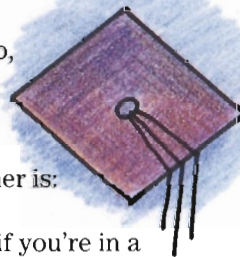


5. You're creating a sales training manual for employees doing business in Japan. When would you tell them NOT to discuss business?

- a. At dinner
- b. Over lunch
- c. On the golf course
- d. At the start of a business meeting
- e. In your superior's office

6. When doing business in Mexico, indicating your academic titles and credentials to a potential customer is:

- a. Not important
- b. Important only if you're in a scientific or technical field
- c. Important because it earns you instant respect
- d. Only done if your customer asks for them
- e. Offensive because it's considered bragging



7. Your company would like to send its top sales representative abroad to meet with its distributors in August. In which countries is this most likely to become a problem?

- a. Italy and France
- b. Ireland and Sweden
- c. Japan and China
- d. Australia and New Zealand
- e. Hungary and Rumania

8. When exchanging business cards with the Japanese, you should:

- a. Wait until the end of the meeting before exchanging cards
- b. Immediately put the card into your pocket
- c. Study the card before stowing it away respectfully
- d. Avoid giving them yours—the Japanese rarely exchange cards
- e. Fold over a corner of the card and place it in your breast pocket

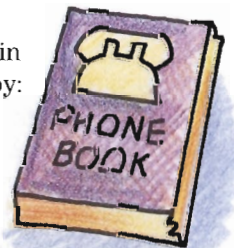


9. Which one of the following are Australians required to do by law?

- a. Vote in all elections
- b. Sing the national anthem in school
- c. Serve one year in the military reserves
- d. Drive on the right side of the road
- e. Hire aborigines

10. In Iceland, people are listed in the phone book by:

- a. First name
- b. Last name
- c. Occupation
- d. Address
- e. ID number



11. On which Caribbean island are you likely to see Celtic crosses and hear natives speak with a brogue?

- a. Antigua
- b. St. Croix
- c. St. John
- d. Montserrat
- e. Union Island





# 753

12. In Japan, "Seven-Five-Three" is:

- a. A popular TV sitcom
- b. A Shinto children's holiday
- c. A card game
- d. A key relationship in samurai teachings
- e. A potent sake-based cocktail

13. What is the most effective excuse in Moscow for not indulging in vodka at lunch?

- a. Having a meeting with the boss in two hours
- b. Trying to lose weight
- c. Doctor's orders
- d. Having a meeting with a government official after lunch
- e. There is no "acceptable" excuse

14. The people of Scotland are called:



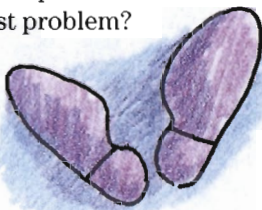
- a. Scotch
- b. Scottish
- c. Scots
- d. Scotlanders
- e. Highlanders

15. In Southern India, people eat with:

- a. Their right hand
- b. Their left hand
- c. Chopsticks
- d. Hand-carved, wooden utensils
- e. Brass knives, forks and spoons

16. In which country would a picture showing soles of a person's shoes pose the greatest problem?

- a. France
- b. Germany
- c. Saudi Arabia
- d. Japan
- e. Netherlands



17. When conducting business with New Zealanders, you should NOT:

- a. Differentiate them from Australians
- b. Inquire into an executive's position in his or her company.
- c. Call them "Kiwis"

- d. Shake hands when greeting
- e. None of the above

18. Great Britain comprises:

- a. England and Scotland
- b. England, Scotland and Wales
- c. England, Scotland, Northern Ireland and Wales
- d. England and Northern Ireland

19. In Bangkok, every young male has the traditional obligation to:

- a. Serve in the military for two years
- b. Become a monk for one year
- c. Get married
- d. Vote in all national elections
- e. Assist in harvesting the rice

20. When creating advertising to be used in France, which of the following is illegal?

- a. Boasting about your company
- b. Frequently repeating an idea or selling point
- c. Coming across as a very competitive company
- d. Using a "hard-sell" approach
- e. Criticizing a competitor

21. Which of the following scenarios should not be used on a TV commercial in the Philippines?

- a. A husband and children telling mother what a great cook she is
- b. A woman telling her neighbor in front of her friends that her wash looks dull and dingy
- c. A man refusing to do business with an insincere person
- d. A woman who works at the hotel front desk smiling and talking with a European businessman
- e. A salesperson speaking the Tagalog language



22. During a business trip to Japan, which custom is extremely important for you to respect?

- a. Eating your meals with chopsticks
- b. Bowing to say hello and good-bye
- c. Drinking and singing with your Japanese counterparts
- d. Going to see a Kabuki play
- e. Working on Saturdays



### True or False

23. Saudi Arabia uses the same calendar as Western Europe.

24. When a Japanese executive nods his/her head it means "yes."

25. It is against the law in China to use the national anthem or flag in advertising.

26. A bouquet of mums is an appropriate gift in France.

27. Romansh is one of the four official languages of Switzerland.

28. Class consciousness is an important factor to consider when creating communications for use in Spain.

29. The Japanese play their national anthem at the start of baseball games, sumo wrestling matches and other athletic events.

30. You can advertise alcohol and cigarettes in newspapers in China.

31. In England, it is inappropriate to discuss business after work over drinks.

*See page 31 for answers.*



# A sweet success story

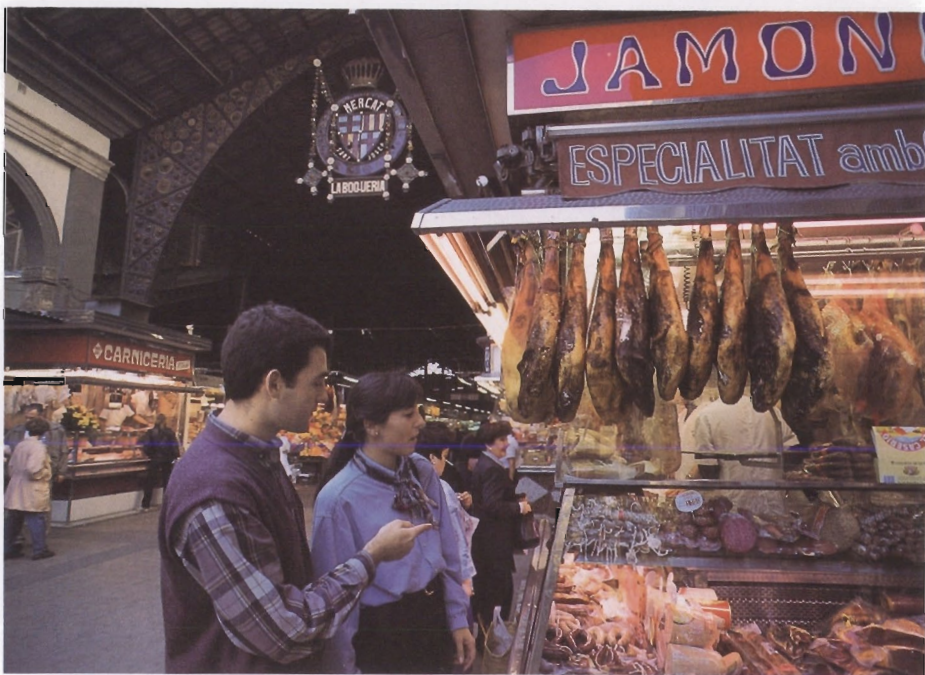
By Annette Yatovitz

BARCELONA, Spain—In November, 1994, employees at Hewlett-Packard's Barcelona Division (BCD) received a sweet surprise. During each shift, HP people heard a personal thank you from General Manager Rich Raimondi, and each received a small box of chocolates with a note which read "In appreciation for your efforts which have made possible such a sweet FY94."

Congratulations are indeed in order for a division that has grown from 35 employees and one product in 1985 to 800 employees and 12 products today. BCD boasts an R&D lab with about 100 employees, as well as manufacturing for HP large-format inkjet plotters, HP DesignJet 220, 600 and 650C plotters, HP DeskJet printers and fiber and rollerball pens.

Barcelona, an ancient Mediterranean port in northeastern Spain, was a natural choice for an HP site. The Catalanian city is located close to internationally known universities and educational centers. Barcelona is proud of its commitment to technological progress and its modern business infrastructure. Also, the tradition of fine craftsmanship apparent in the city's architecture has resulted in the availability of high-quality industrial services in the area.

While Barcelona is noted for the independent spirit of its 20th-century artists, such as painters Salvador Dalí and Joan Miró, and architect Antoni Gaudí, BCD is establishing its own reputation for rapid business success, including 600 percent revenue growth since 1991. Now *that's* a sweet success story. **M**



top

All BCD employees, including production workers (from left) Inés Portela, Mercedes Caro and Antonio Suarez, celebrated the division's outstanding year with hot chocolate and churros on the production floor.

above

La Boqueria, Barcelona's extensive, open-air food market, is a delight for all the senses. Among the delicacies are the famous Serrano hams, which Joan Miró and Griselda Serra inspect carefully.





above

Griselda Serra, procurement coordinator, and Cuca Ricomá, internal communications representative, stroll through the flower stalls along Las Ramblas, a favorite promenade for *Barcelonins* at all hours of the day and night.

right

In downtown Barcelona, about 20 kilometers from the HP site in San Cugat del Vallès, a beautiful display of wild mushrooms attracts shoppers amid the fresh produce stalls in La Boqueria.



right

Joan Miró, BCD marketing intelligence manager, says "*hasta pronto*" to his friend, Lluís Cubiló, whom he visits as a volunteer at the "Residencia Gràcia" where Lluís lives.







**top**

Inma Colomina, a production worker, demonstrates the enthusiasm and high energy of BCD's production workers.

**above left**

Luke Bonacci escorts his daughters, Caitlin and Olivia, to their school in Sant Feliu de Llobregat before he starts his day as a product manager at BCD.

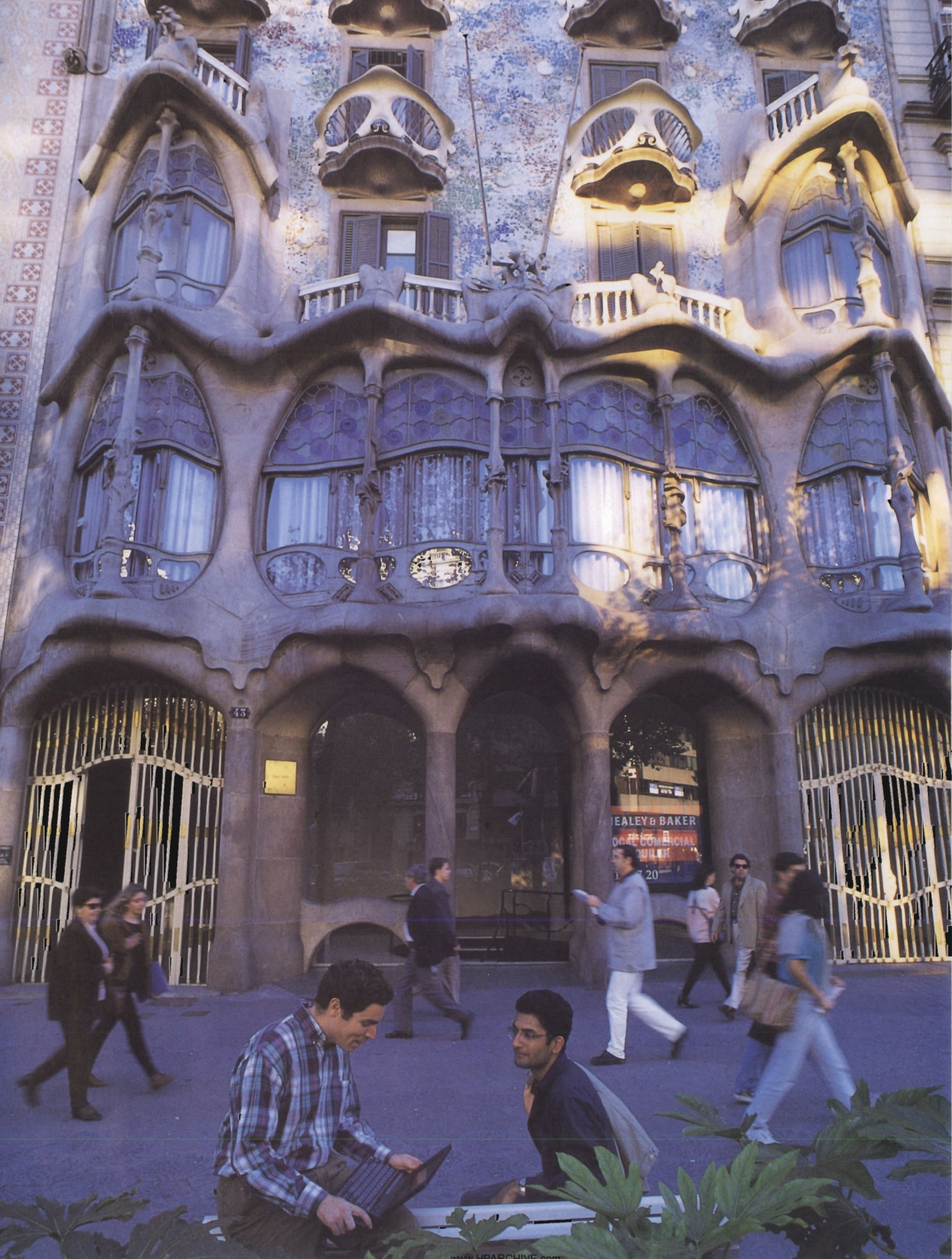
**above right**

Tapas (snacks), a typical Spanish feast, are enjoyed by (from left) Sonia Melo and Laura Wente, R&D admin assistants, as well as Javier Larraz, connectivity product manager, and Miguel Angel Fiz, technical marketing engineer.

**right**

Antoni Gaudi's mosaic-decorated "Casa Batlló" provides a dramatic background as product managers Mario Alvarez and Marzban Cooper chat during a break from a product-marketing meeting in Barcelona.







# HP sets sail with America<sup>3</sup>

By Betty Gerard

The first all-woman crew in America's Cup yacht-racing history—sponsored in part by HP—is making a splash on the high seas.

From the standpoint of media coverage, the all-woman crew of America<sup>3</sup>—one of three teams competing for the right to defend the United States in the America's Cup yacht races—is already a winner.

Even before the first qualifying race was held in San Diego Bay in January, national news magazines, a documentary and a host of television series had zoomed in on the training efforts of the America<sup>3</sup> team. News cameras caught Hewlett-Packard's logo on the side of the boat as one of its corporate sponsors.

Granted, women crew members have not been a total unknown in big-time yacht racing. An all-woman crew had sailed in the nine-month 1993-94 Whitbread Round the World race.

But no women have been on crews that actually raced in the America's Cup since competition began in 1851 for sailing's most coveted prize. Held every three years, the America's Cup is a one-on-one match that pits the best yacht of the defending country—the United States this time—against the winner from a field of challengers from other countries.

This year, boats from three syndicates—Team Dennis Conner's Stars & Stripes, Pact 95's Young America and Bill Koch's America<sup>3</sup>, the defending champion in 1992—are competing in the Defender Series of 48 races to determine the U.S. finalist. A similar Challenger Series is under way, with entries from Australia, New Zealand, France, Japan and Spain. The two winners will square off in the best-of-nine Cup Match starting May 6.

Crewing is a serious commitment, with six months of training prior to the start of competition, then days of high-energy racing and, in spare hours, tasks of sanding and scraping the all-important boat.

The 29 women on the America<sup>3</sup> team were chosen from among 750 applicants. They bring a variety of strengths: many have done a lot of competitive sailing, while others are outstanding athletes in such fields as Olympic rowing and weight-lifting. They have come together from all over the United States.

One member of the team is Merritt Carey, 25, from Tenants Harbor, Maine, who has sailed all her life. She's raced on big boats in Florida and the Caribbean and in the grueling 33,000-mile Whitbread.

She tells of being the rigger at the top of a 100-foot mast on the 50-foot all-women Whitbread boat, the Heineken, in 40-knot winds and 50-foot waves. "I was just hoping the rigging wouldn't come down," she remembers. "You have to work quickly under gale conditions."

Her aunt, Sue Pandey in Analytical sales at HP's San Diego office, is a booster. "If you see one of the America<sup>3</sup> posters, 'At the Top,' with a young woman at the very top of the mast, photographed from a helicopter, that's my niece!" she says proudly.

Management of HP's sponsorship of America<sup>3</sup> is directed by Bob Fiske, on special assignment from the hard-copy marketing group in San Diego. He has organized a series of hospitality events, primarily for customers and channel partners and the HP organization. Attendees can watch match races from a vantage point on the water or in the America's Cup Club on shore which has live video feeds.

Sponsorship posters will be available free to all of the company's U.S. facilities. And there are souvenirs to order: T-shirt, polo shirt, tie, silk scarf, sailor cap, etc. with both the HP and America<sup>3</sup> logos, and a sweatshirt





The two training boats used by America's crew members pass one another on San Diego Bay, locale of America's Cup Match '95 races.

with emblems of all the countries taking part in the races.

Seven HP businesses are supplying technology to America's. For instance, Analytical is providing a liquid chromatograph and consulting for analysis of resins needed for dependable sail material.

HP also is the official computer supplier to both the America's Cup '95 committee and to Citizen Watch Co., sponsor of the Defender Series. Time keepers and the press center will use HP gear on loan.

The team trained on boats used by the syndicate in its 1992 win. Their new boat, carefully guarded during development, was christened the end of February. The America's syndicate does its own engineering in-house, using HP personal computers to design hull and appendage shapes, sails and the mast.

Once the shapes are known, detailed mechanical designs are done, using

an HP 9000 workstation for the structural analysis and HP plotters to produce the construction drawings.

On the water, computers play another role. Dr. Bill Unkel, director of instrumentation, explains that an HP Vectra Pentium system on the race boat relays information by telemetry back to the chase boat for analysis on a duplicate PC system. Both Vectras run custom software that he began developing in 1988. The computer helps determine the best way to get to a mark (buoy), taking into consideration the speed and direction of the wind and data on the boat's position from a global positioning system.

"The key component in navigating," Bill says, "is to figure out when to turn the boat." He teaches team members how to use the computer as a tool; in turn, they tell him what information is critical for the navigators and the tactician to have during a race.

"The computer remembers better and allows them to spend more time on strategy," he says. It is valuable analysis to have during practice runs. In actual racing, however, all communication—including hand signals—between the race boat and the chase boat must stop before start time.

Other pre-race information is gathered by sending boats to different parts of the course to determine where the wind is best. This data is combined with observations by the meteorologist and the coach for last-minute race advice.

The combination of high-tech and practical know-how paid off promptly when America's won the first race in the Defender Series. It was a victory photographed by dozens of cameras as the first all-woman crew in America's Cup history showed its class on the course. **M**



# Before it's too late

By Mary Anne Easley

HP equipment comes to the aid of Conservation International to help save the rain forests.

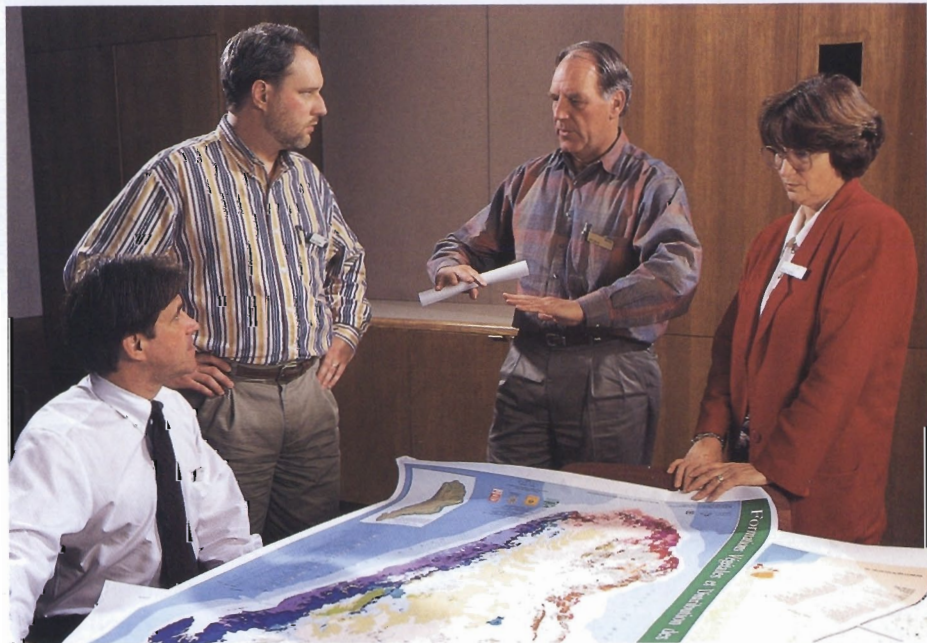
Sadly, only three major rain forests remain on Earth—in South America's Amazon Basin, most of the island of New Guinea and in central Africa. Protecting these precious areas is the mission of Conservation International (CI), a nonprofit, field-based organization which uses HP equipment in almost every area of its operations.

HP has, in fact, supported CI since it began in 1987. In addition to numerous equipment grants from HP, former HP President and CEO John Young is a member of CI's board of directors.

In 1994, HP provided CI with \$80,000 worth of equipment—several OmniBook 425 notebook PCs that CI scientists will use to collect information in the field, along with printers, an HP NetServer system and a color plotter for their offices.

The HP equipment—used to collect and present scientific data—is especially useful to CI in influencing government officials and other decision makers about the wise use of endangered areas.

CI believes the destruction of the environment is a symptom of economic and social problems. So the organization proposes solutions, combining science, economics and conservation, that are as sensitive to a community's or country's economic needs as they are to preserving the local ecology. CI works with people in these threatened areas to develop economic opportunities while protecting their invaluable land. **M**



Former HP President and CEO John Young (third from left) discusses Conservation International activities with (from left) Gary Fazzino, Kevin O'Connor and Nancy Thomas, members of HP's U.S. Contributions Committee.

DOUGLAS PECK





The island of New Guinea, where these children of the Huli tribe live, is mostly tropical forest—one of the few remaining on earth.

## HP's helping hand

HP has helped many environmental groups worldwide for several years, including:

- In 1994, the Smithsonian Institution's National Zoological Park Conservation and Research Center, the Environmental Systems Research Institute, Inc. and HP formed a consortium and invited U.S.-based conservation organizations to apply for grants of computer hardware, software, training and support. They expect to make some 30 grants totaling \$1 million by May 1995.
- The Nature Conservancy supplies scientific data to people working to protect rare and threatened species and their habitats worldwide. HP

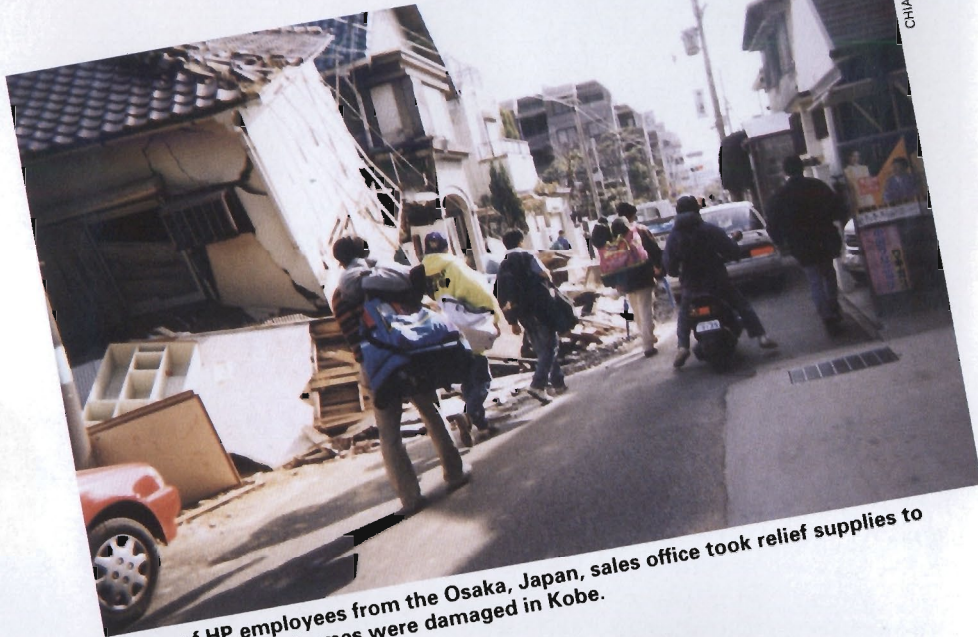
provided computers and peripherals worth \$100,000.

- Europe's Rhine River has ecological problems HP is helping to solve. In 1989, HP started a partnership with five universities and water-research institutes and contributed cash, equipment and technical expertise.
- Clean Sites, started in 1984 by industry, government and environmental groups, helps speed hazardous waste cleanup efforts, including more than 80 Superfund sites in the United States. Clean Sites has been given HP PCs, printers and accessories.
- Taipei's Tatun Natural Park, part of a larger Taiwan national park, was "adopted" by HP Taiwan employees, who launched a clean-up campaign

and volunteer as guides to help in the park's environmental education efforts.

- The National Fish and Wildlife Foundation received nearly \$143,000 in HP computer equipment in the last few years to meet its information management needs. The foundation supports local, regional, national and international efforts to conserve such natural resources as fish, wildlife and plants.
- The National Recycling Coalition uses HP PCs and printers in its efforts to encourage recycling. Members include businesses, recyclers, environmentalists and public agencies.





CHIAKI MASUDA

Teams of HP employees from the Osaka, Japan, sales office took relief supplies to colleagues whose homes were damaged in Kobe.

HP people tell their first-person stories about the recent earthquake in Kobe, Japan.

# Hell on Earth

*By Jean Burke Hoppe*

The 6.9 Kobe, Japan, earthquake struck at 5:46 a.m. along a shallow, east-west fault line beneath this once-elegant port city. The fault, far from more worrisome tectonic collision zones in Japan, had been dormant for a century. When it awoke and emitted a 20-second shudder early January 17, it unleashed chaos on the normally orderly country.

As roadways, railways and buildings collapsed, fires erupted, and the death toll rose to more than 5,000, Japan's belief that it was "quakeproof" took a direct hit. New earthquake preparedness and emergency measures are a near certainty.

You didn't even have to be there to be affected by it. Susan Huang, Medical Products Group (MPG) marketing analyst, was studying and vacationing

in the United States when the earthquake hit. Her manager in Kobe told her to stay there. She was adopted by the San Diego (California) Division and was able to continue working from 6,000 miles away.

Susan, a native of Taiwan, was unable to reach her friends and co-workers for two days after the quake. When she finally connected, colleagues had already checked out her apartment, and provided a room-by-room description of the damage. "I really feel lucky," she says, "that I didn't have to live through the terror."

Bill Geddes, solutions specialist for the Colorado Springs (Colorado) Information Technology Center, was working at Procter & Gamble's Kobe office on a special project. It was his first trip off the continent—and his first earthquake.

The quake threw him from his bed on the 14th floor of the Kobe Bay Sheraton on man-made Rokko Island.

He thought the building was going to collapse. He found his glasses, retrieved his clothes from under a heavy armoire and headed outside.

Bill was able to call his wife in Colorado almost immediately to tell her he was safe. The trip to the Osaka airport—when he was finally able to make it on Thursday—took seven hours. It had been a 40-minute shuttle the week before.

Kenji Mutaguchi transferred in December from Tokyo to his job as financial operations manager at the Kobe Instrument Division. On January 16, his wife and daughter joined him, and they moved into a sixth-floor apartment in western Kobe. Unpacking had begun, and the counter tops were full of china, dishes and other belongings. They're all gone now.

He's somewhat of an expert on "the Big Ones." Kenji had only one month remaining of a foreign-service assignment at the Cupertino (California) Manufacturing Operation when the 7.0 Loma Prieta earthquake struck the



6.0

6.7  
1994  
Northridge, California  
61 dead

6.9  
1995  
Kobe, Japan  
5,000 dead (estimate)

7.7  
1983  
Tokyo, Japan  
107 dead

7.9  
1985  
Mexico City, Mexico  
9,500 dead

8.2  
1923  
Tokyo/Yokohama, Japan  
143,000 dead

7.0

8.0

9.0

Source: United States Geological Survey, Menlo Park, California

7.0  
1989  
Loma Prieta, California  
63 dead

7.7  
1993  
Off Hokkaido, Japan  
200 dead

8.2  
1976  
Tangshan, China  
More than 250,000 dead

8.3  
1906  
San Francisco, California  
700 dead

7.5-8.0 (historical estimate)  
1811  
New Madrid, Missouri  
Several dead

San Francisco Bay Area in 1989. By his comparison, the Kobe quake was much, much worse. He puts it simply: "I lost my mind."

He reported to work shortly before 9 a.m., and was struck that most of the managers were already there, checking for damage and trying to check on employees. "That same thing happened in Cupertino. HP managers are so dedicated, so caring."

Those managers discovered that Yokogawa-Hewlett-Packard (YHP) was lucky in the grand scheme of things. YHP learned within a couple of days, via a special voice-mail system through which employees checked in, that all employees in Kobe and Osaka were safe. Four employees' homes in Kobe and four in Osaka collapsed during the quake; 24 Kobe and 22 Osaka employees were evacuated.

Structurally, YHP's facilities checked out safe. Despite \$2 million in damage—mostly collapsed ceiling tiles, and cracked stairs, entryway and partitions—the Kobe Instrument Division (one of many activities at the multi-use Kobe site) was back in business at 50 percent capacity by January 23. Full production resumed January 30. YHP's Osaka sales office and the Yokogawa Analytical Systems branch office had minor damage.

Each YHP business unit went to great lengths to learn how customers fared during the quake and what support they needed. Help was imported from Tokyo and other YHP locations. YHP's Test and Measurement Organization (TMO) Support department dispatched support engineers to Kobe/Osaka from other offices to help customers get back in business. Both Customer Support Japan and YHP Medical organized

task forces to systematically track and respond to customer needs.

In the first week after the earthquake, Customer Support Japan responded to 90 calls from customers for repairs and checking of systems damaged by the quake or the water used to fight the fires that followed. No entire system was reported out.

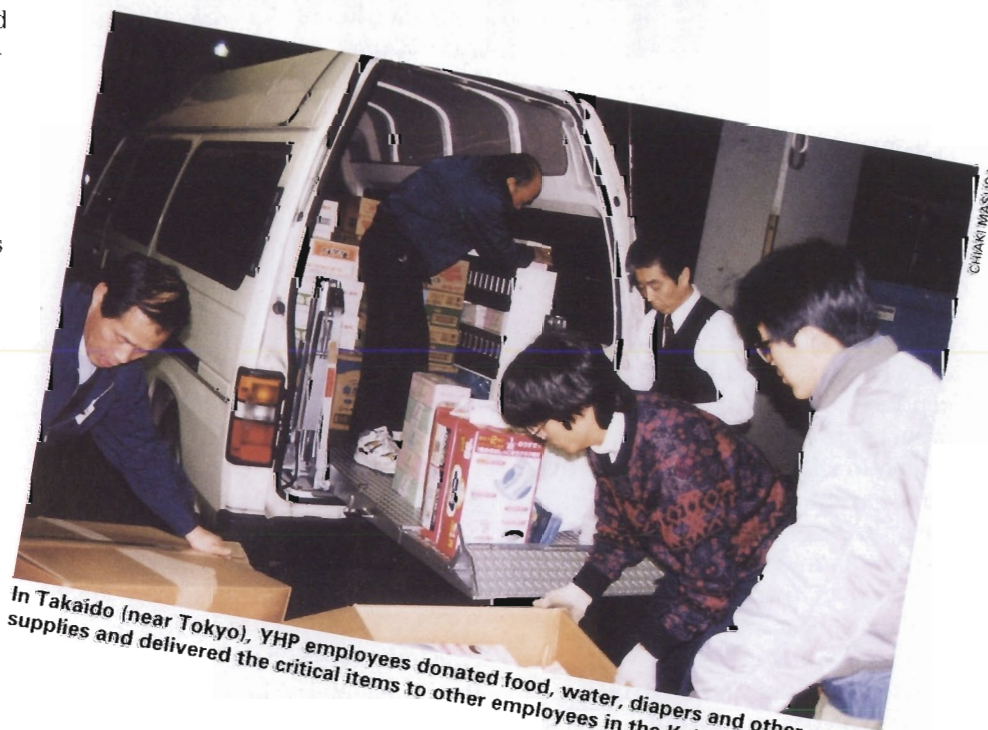
The production team at MPG's Andover, Massachusetts, site, worked overtime to get 20 Japanese-version transport monitors and 80 modules ready for shipment on January 23 to hospitals in Japan affected by the quake.

Kin Chua, MPG Asia Pacific general manager (and the first to report the quake to top management in the United States minutes after it happened), reports that most customers appear to have escaped extensive

damage, although floors did collapse in a few hospitals. Medical customer engineers made every effort to visit customer sites and restore systems that were knocked over or damaged during the quake, though access to many areas was restricted.

YHP made a 20,000,000 yen (U.S. \$200,000) donation to the Japan Red Cross for its Earthquake Relief Fund, and the Hewlett-Packard Company Foundation made a \$100,000 contribution to the American Red Cross' Japan Earthquake Relief Fund. **M**

(Jean Burke Hoppe, a Lincoln, Nebraska-based free-lance writer, is a former MEASURE editor.—Editor)



In Takaido (near Tokyo), YHP employees donated food, water, diapers and other supplies and delivered the critical items to other employees in the Kobe/Osaka area.

CHIYAKI MASUDA



James Collins, co-author of *Built to Last—Successful Habits of Visionary Companies*, talks about HP's strong and not-so-strong points.



Stanford University professors Jerry Porras (left) and James Collins, a one-time HP employee, spent six years studying 36 visionary companies to produce their book.

# Is HP built to last?

**Q:** In *Built to Last*, you talk about “clock builders” versus “time tellers.” What do these two terms mean, and why do you put HP in the “clock builders” category?

**A:** Clock-building leaders focus first and foremost on building a great organization. Time-telling leaders, in contrast, focus on having a great idea or on being a charismatic, visionary leader. In HP's case, Bill Hewlett and Dave Packard had no single “great idea” that served as the founding inspiration for the company. They decided *first* to start a company and *then* they began working on what the company would make.

As the company evolved, they focused on designing a great company

that would transcend any product line and, ultimately, would transcend any individual leader—including themselves. Instead of telling time, they built a clock that could tell time. We like to say that Bill Hewlett and Dave Packard's ultimate creation wasn't the audio oscillator or the pocket calculator, but the Hewlett-Packard Company and the HP Way.

**Q:** You studied 36 companies for your book. What stood out about HP?

**A:** HP stood out in two dimensions. First, HP has a very strong core ideology that has served as a fixed, guiding constellation since the early days of the company. The first draft of Dave

Packard's statement of objectives written in 1957—which is really a statement of core values—has changed little over the years. We also were struck by the inspirational nature of HP's core purpose, as stated in 1961: “Our main task is to design, develop and manufacture the finest electronic (equipment) for the advancement of science and the welfare of humanity.”

Although not perfect, HP has done a better job than most companies at remaining true to its core values and purpose.

Second, HP has done a better job than most companies at stimulating progress. No computer/electronics company has had as consistent a track record of bringing technical innovations to market as HP over the



last 40 years. Apple had its heyday, but how many innovative product lines has it created since the Macintosh product line? DEC, Data General, Wang, TI, Compaq, Control Data, Tektronix—they never attained the same decade-after-decade record of innovation as HP.

Q: What could HP learn from some of the other visionary companies?

A: Primarily, HP can gain reinforcement that can help with some of its recent dilemmas. Merck and Sony, for example, have remained primarily science- and technology-driven, not market-driven—an issue HP has wrestled with.

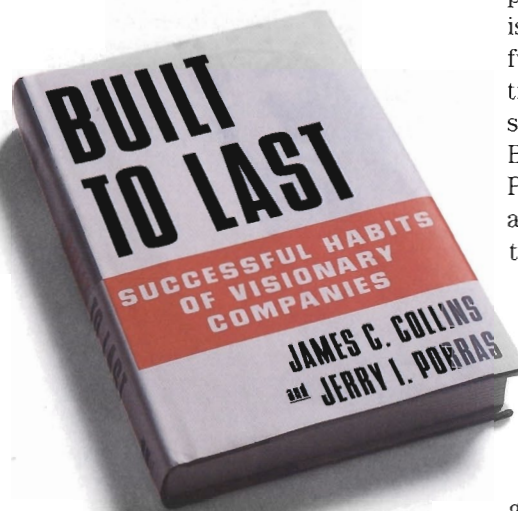
Technical contribution is at the heart of HP, and can continue to guide decisions about what markets HP chooses to serve, and how it chooses to serve them. From 3M, we see that a company can remain highly decentralized and entrepreneurial as it grows

**To succeed in the next century, HP will need increased commitment to its core values...**

up—another dilemma HP has faced. Also, HP has always had a tight, almost cult-like culture built around its core ideology, and some have wondered if this stifles entrepreneurship and change. Our research shows that faithful adherence to a core ideology actually enables entrepreneurship and change; we see this very clearly in companies like 3M, Nordstrom, Procter & Gamble and Motorola, too.

As HP grew, however, it began to go somewhat in the opposite direc-

tion: weaker culture, less adherence to the HP core values, more centralization, less entrepreneurship. To succeed in the next century, HP will need increased commitment to its



core values and, at the same time, will need to grant more entrepreneurial freedom to employees, teams and divisions than at any time in its history.

Q: Jim, you worked at HP (1983–1985 as a product manager in personal computers) and then studied HP extensively as an outsider. As an “inside outsider,” what are the most important messages you would like to say directly to HP employees?

A: First, be clear about the difference between enduring core values and current operating practices. HP’s cultural practices, organizational structures, business strategies, and operating tactics—these non-core items should be changed and improved continuously. Yet the core ideals of

technical contribution, respect for the individual, responsibility to the community and affordable quality should never change. They define the essence of HP’s identity.

Second, understand the role of profit in a visionary company. Profit is an absolutely necessary result for funding future growth and contributions and a yardstick of the company’s success in making those contributions. But profit is not why the Hewlett-Packard Company exists. HP exists, as we learned by studying its history, to make significant technical contributions. Working at HP is tougher than at most companies because you must meet the multiple standards of making a profit AND making a technical contribution AND treating employees with respect.

Finally, you do indeed work for a great company. We all know HP faces challenges, difficulties and opportunities for improvement. Visionary companies are not perfect companies. Nonetheless, after six years of intensive research, I am convinced that HP is a very special company. The task is to keep it that way. **M**

**But profit is not why the Hewlett-Packard Company exists.**

*(James Collins and fellow Stanford University professor Jerry Porras co-wrote Built to Last—Successful Habits of Visionary Companies, published by HarperBusiness. Jim operates a management education and consulting practice based in Palo Alto, California.—Editor)*



## A whole new world

As a relatively new employee at HP, I really enjoy reading *MEASURE*. I have learned a lot about HP and my fellow employees. It is easy to become caught up in the day-to-day business of my division. *MEASURE* reminds me that there is literally a whole world of HP out there for me to learn about.

Thank you for bringing all of HP to my mailbox.

HEIDI MCCARTHY  
Boise, Idaho

## Lew's right, except...

It was refreshing to see Lew Platt address customer satisfaction in his letter. Having been in online support for 10 years at HP, I can point out some things that Lew missed.

1. Thirty-six percent of the calls complained that the product doesn't meet expectations—the largest part. But by the time the call comes in, it's too late. Divisions need to train the field better on what our products will or won't do, and this needs to be communicated in advance to our customers. In our race to stay competitive, we often play down our limitations, and expectations get set wrong.

2. Thirty-four percent of the calls complained that problems aren't owned. That's usually a staffing issue. We're in the age of lean, tight groups. Support personnel tend to be spread too thin. Or, this can be a product-design issue. In our race to meet the market window, we sometimes don't take the time to bulletproof our products.

Jump on the calls—Lew's right—but we also need to design the

products more carefully, sell them more realistically and staff support functions proportional to the installed customer base.

MIKE KALSTEIN  
Fort Collins, Colorado

## Sew it seams

Until I read the November-December 1994 *MEASURE*, I had never seen the CEO Hoshin. So, it's quite a revelation to see how the CEO Hoshin and the department Hoshin are seamed together.

I certainly hope *MEASURE* will continue to print the CEO Hoshin every year. It does help me "see a thread that runs from (the) organization up to the CEO level" *sew* clearly.

SIANG LIN  
Singapore

## Rooting for the Hogs

It was with great interest that we read the "Hogs" article about CSO Order Fulfillment in the November-December *MEASURE*, and we are all rooting for the project's success!

We do, however, feel a bit of injured pride by the comments in the related "Calling all Hogs" article about the re-engineering team's name of Hogs because, as was stated, "...not too many people wanted to be called 'the Pigs.'" Actually, many are called, but few are chosen—to be PIGs.

ITC Production Infrastructure Group  
(ITC PIG)  
Palo Alto, California

## Garden memories

I was in awe after reading the article in the January-February 1994 *MEASURE* that mentioned the demolition

of the Boston Garden. While living in Boston, I worked as a security assistant at the Garden for activities such as NBA games, wrestling events, the circus and high school sports events.

I thank Jay Coleman for that wonderful article and for the memories brought back to me of the Boston Garden.

STEVEN MENDEZ  
Aguadilla, Puerto Rico

## The funny side

My wife and I always look forward to receiving *MEASURE*, so you can imagine our delight when we read the article on quilting. How we laughed with glee when we discovered this age-old skill has not died (my wife also is a quilter). In fact, we laughed so much that my wife accidentally pricked her finger.

Though she needed hospital treatment, she is now back to creating quilts. Luckily, we both saw the funny side!

DOMINIC BLAKES  
Amen Corner, England

## 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.



HP's chairman, president and CEO discusses career self-reliance and what all employees should do to develop their skills.



Lew talks with (from left) Kheng Joo Khaw, G.M. of the Asia Pacific PC Division, and Bian Ee Tan, Components Group manufacturing manager, during the annual G.M. meeting.

Recently, a long-time employee asked to speak with me before she left the company. Her job had been exalted and she was unable to find another job within Hewlett-Packard for 4 1/2 months.

She told me a story that is both compelling and poignant:

Here was a 62-year-old woman who had been a loyal HP employee for 22 years. She liked the company a great deal and had performed well. The problem was, she explained, she'd done the same job in the same way for too many years. She wasn't comfortable using computers and didn't develop her skills.

"HP's needs changed so much," she told me, "but I didn't change. I need to work for several more years, but I don't have the skills to do my job at HP. I've interviewed for dozens and dozens of other jobs at HP, and each

time I can understand why they didn't hire me. And you can bet that I won't have an easy time getting a job outside of HP; I'm 62 and I don't have the skills to compete anymore.

"I'm not bitter, though," she said. "I just want you to make sure that other HP employees don't make the same mistakes that I did."

It's a sad story. And I believe it's a perfect illustration of what we're facing—as a company and as individuals—today. The challenge is how to survive and thrive in perhaps the most demanding work environment ever.

The solution is a shared responsibility between the company and each employee:

- Managers have the responsibility to select business opportunities that present really good long-term growth possibilities. They also have the responsibility of working with their



employees to design a development plan and encourage their employees to grow.

- Employees have responsibilities, too. The most important is continually learning new skills. We also ask some employees to do something that's pretty hard these days—move to another HP location. In return, we promise that we will do our very best to offer them full employment.

Learning new skills and moving to a new site can be scary propositions. Most of us have had a geographic or job change in our lives and we know that it's not easy. But if you're not growing, you're probably stagnating.

I've been very fortunate in my HP career because I worked for a good mentor—retired Chief Operating Officer Dean Morton—for a long time. Dean practically forced me to try

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*I even took a step down at one point and had to turn in my company car.*

different things. He constantly “repotted” me like a plant, and I grew professionally because of that.

In 29 years with HP I've worked in manufacturing, marketing and R&D, and for virtually every business except Test and Measurement and Components.

I've relocated cross-country, taken lateral moves and I even took a step down at one point and had to turn in my company car. A few of these moves were fairly uncomfortable; some people didn't understand why I took a certain job and they thought I had been demoted. So change certainly involves some risk and even pain.

But as scary as a new job is in the beginning, I'm convinced that each change can energize you. It's like going back to school again. As I think back on major changes in my HP career, each one represents a peak energy boost in my life.

All HP employees should ask themselves a question: Have I done something to develop myself in the last five years? If the answer is “no,” that should be a danger signal to you that you're not developing the skills you need today.

Last November, I participated in a panel discussion on career self-reliance (see story on page 4) at the Santa Clara, California, site. The other panelists—Miguel Avila, Pamela Lowe and Susan Crocker—told some excellent stories about how their HP careers have progressed. Pamela, for example, was an hourly employee—an administrative assistant—when she first started at HP; today she's a buyer—a salaried job—in Corporate Procurement. She persevered for six years before she reached her goal.

As I listened to all three panelists, I heard several recurring themes: hard work, tenacity, getting outside your “comfort zone” and taking control of your own career.

These are incredibly important lessons that they'd learned over the years. Unfortunately, the woman that I mentioned at the beginning of this letter didn't follow a similar path.

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*All HP employees should ask themselves a question: Have I done something to develop myself in the last five years?*

Career development is like climbing a mountain. You plot what you believe is the best course, but you may reach a point where you can't go farther. Then you have to back up and choose another course.

If you've ever done any mountain climbing, you know that you can't do it alone. It takes teamwork. I'm committed to providing the right environment within HP where every employee can develop new skills and grow. It's up to each of you to take advantage of those opportunities.

There are many ways to climb a mountain—and not every goal has to be the top. If you continue to increase your skills and remain flexible, your path will be smoother—no matter what you consider your destination.

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## BOTTOM LINE

Hewlett-Packard reported a 64 percent increase in net earnings, a 29 percent increase in net revenue and a 25 percent increase in orders for the first quarter of its 1995 fiscal year ended January 31.

The company also announced a 2-for-1 stock split and a dividend increase. (After the stock split, the adjusted dividend will be 20 cents per share per quarter.)

Comparison of the 1995 first quarter with the year-ago quarter is shown in parentheses:

Net earnings, \$602 million or \$2.30 per share on some 262 million weighted-average shares of common stock outstanding (\$368 million or \$1.42 per share on some 259 million weighted-average shares); net revenue, \$7.3 billion (\$5.6 billion); orders, \$7.7 billion (\$6.1 billion).

## NEW OFFICERS

The Board of Directors has promoted two vice presidents of major organizations to senior vice presidents and elected three new vice presidents:

**Doug Carnahan** is now senior V.P. and G.M.

of the Measurement Systems Organization, and **Rick Belluzzo** is senior V.P. and G.M. of the Computer Products Organization.

New vice presidents are **Larry Langdon**, director of Tax, Licensing and Customs; **Rich Sevcik**, G.M. of the Systems Technology Group; and **Tom Vos**, G.M. of the Electronic Instruments Group.

## CHART CHANGES

The Computer Systems Organization (CSO) has formed a new Financial Services Industry Business Unit under **Ruann Ernst** as G.M. It will design, build, customize, consult and integrate computer products and services for this market worldwide.

The Test and Measurement Organization has formed a new TMO Manufacturing and Order Fulfillment organization that pulls together several TMO-wide process centers, TMO manufacturing and order fulfillment re-engineering projects, TMO logistics and TMO IT. Manager is **Dan Bechtel**.



JACK CARROLL

**Lew Platt** (far right) applauds the achievements of (from left) **Tsugio Kataoka**, **Pierre-Francois Catte**, **John Weidert** and **Jacques Clay** (FRD's **Craig White** is not pictured).

## The best of the bunch

The 1994 President's Quality Award winners are a versatile group representing large and small businesses, factory and the field.

Announced at the annual General Managers Meeting in January, the winners are: Exeter (New Hampshire) Computer Manufacturing Operation (ECMO), the Finance and Remarketing Division (FRD), the Grenoble (France) Personal Computer Division (GPCD), the Integrated Systems Division (ISD), and the Test and Measurement Organization Japan Sales.

Chairman, President and CEO **Lew Platt** presented the second annual awards while citing accomplishments of each of the entities:

ECMO, under G.M. **Pierre-Francois Catte**, has been "helping win big deals while making solid cost contributions."

FRD has grown more than 20 percent in each of the past three years and has excellent customer satisfaction scores. The G.M. is **Craig White**.

GPCD growth nearly has doubled in each of the last three years "at a time when average industry growth is 15 percent." G.M. **Jacques Clay** accepted for GPCD.

**Lew** said that ISD's processes for quoting to customers, and the division's program management and custom development "are ones to rave about." The G.M. is **John Weidert**.

TMO Japan increased market share in a tough market from 16 percent in 1992 to 27 percent in 1994 through "process management and superior customer focus." TMO Japan G.M. **Tsugio Kataoka** accepted the award.

**Lew** will visit the winners during 1995 to congratulate employees.



## EARTHQUAKE, FLOODING

The powerful earthquake that hit Western Japan on January 17 resulted in no loss of life to employees or structural damage to facilities of Yokogawa-Hewlett-Packard and Yokogawa Analytical Systems in Kobe and Osaka (see page 22).

Flooding in Northern California in January affected employees at HP's Roseville and Sonoma County, California, sites, when some roads washed out and many Roseville homes were inundated. HP's plant sites were untouched, however.

## NEW OWNERS

In February, HP Germany (GmbH) sold the Mechanical Technology Center (MTC), part of the Böblingen Manufacturing Operation, to BVS. Two other new companies have been formed to take on part of MTC's chassis pre-fab: Design Manufacturing Technologies (chassis for electronic devices) and CNC-Technik Kuder (mechanical parts). All three firms are owned by former GmbH employees.

The Medical Products Group (MPG) has sold assets related to the Flash X-Ray product line, formerly made in McMinnville, Oregon, to Physics International Co., Redmond, Washington. (The Diagnostic Cardiology Business Unit at the site will focus on product-generation, with traditional manufacturing moving to other sites in MPG's global factory.)

## NEW HATS

CEO **Lew Platt** has been appointed by President Clinton to the Advisory Committee for Trade Policy and Negotiations. He will chair its World Trade Organization task force.

**Rich Raimondi** to G.M., Boise Printer Division.

**Joergen Bardenfleth** to G.M., HP Denmark...

**Kean Huat Cheah** to G.M., Southeast Asia Operations.

**Maureen Conway** to integration manager for the order fulfillment program, CSO Order Fulfillment and Manufacturing.

**Jeff Cooke** to manager, Express Support Operation in Worldwide Customer Support Operations.



Corporate Facilities employees constructed the pyramid of HP products that served as Lew Platt's perch for the *BusinessWeek* cover.

## Up on the roof

How does a company become featured on the cover of a prestigious business magazine?

The February 13, 1995, cover of *BusinessWeek* (see below) is a good example of the behind-the-scenes steps that lead to a highly coveted magazine cover, according to Marlene Somsak, HP Corporate Communications press relations manager.

*BusinessWeek* first proposed the article more than six months ago. An intensive research phase began: the magazine probed which companies to include and conducted hours of research.

The cover photo of HP Chairman, President and CEO Lew Platt perched on top of a pyramid of HP monitor boxes was taken on the roof of the Corporate Offices in October 1994—four months before the story was printed. HP's Corporate Facilities

group devoted several hours to building the sturdy "set."

The magazine also profiled HP's Video Communications Division and G.M. Jim Olson on how the division went from "gearheads to gladiators" in revamping its product focus.

What does HP gain by being featured in *BusinessWeek*, which is read by six million people?

"The *BusinessWeek* cover positions HP in a

world-class group of U.S.-based companies that generate strong growth year after year, move quickly, control costs and stay close to customers," Marlene says. "It's great to see our core

company messages repeated in such a key publication.

"As an HP employee, I feel terrific seeing Lew and nine HP logos on the newsstands in every grocery and book store in the nation."





# What's your global I.Q.?

## Answers from pages 12 and 13

1. (c) The Chinese pronunciation of the word clock is a homonym for "being at the deathbed of a loved one," or symbolizes a severing of ties.

2. (b) In Brazil, the OK sign is a derogatory gesture.

3. (e) In Thailand, the preferred local greeting is a "wai"—hands placed in a praying position at one's chest.

4. (a) The Spanish are not as strict about punctuality as their European counterparts. But never be late for a bullfight, for they always start on time.

5. (d) Business in Japan is discussed around the clock, except at the start of a business meeting. It is a brief but important time where greetings are exchanged and impressions are made.

6. (c) Academic credentials are so important when doing business in Mexico that many people put them on their business cards.

7. (a) In Italy and France, most firms are closed for vacation during August.

8. (c) The exchange of business cards is very ceremonious in Japan. Observe how your Japanese counterpart handles your card and try to do the same.

9. (a) Australians are actually fined if they do not vote in an election.

10. (a) In Iceland, people are listed by their first name. When people have the same names they are differentiated by their occupations.

11. (d) Montserrat is a small island in the eastern Caribbean that was colo-

nized by Irish seeking religious freedom. Their influence can still be seen there today.

12. (b) A holiday where children of those ages are taken to the temple and blessed.

13. (c) "Doctor's orders" is a foolproof way of turning down vodka shots from an overly enthusiastic host.

14. (c) While (a) and (b) are acceptable, the people of Scotland prefer to be called Scots.

15. (a) Southern Indians traditionally eat without utensils, using their right hand. The left hand is considered "unclean."

16. (c) Showing the sole of the shoe conveys great disrespect in Saudi Arabia.

17. (b) New Zealanders are passionate about their equality and one should not ask questions that presume rank or hierarchy.

18. (b) England, Scotland and Wales comprise Great Britain. When Northern Ireland is included, it becomes the United Kingdom.

19. (b) As part of Thai Buddhism, every young male must become a monk for a year before he is considered an adult.

20. (e) In France, it is illegal to criticize a competitor.

21. (b) Telling a person their laundry does not look clean or otherwise criticizing them in front of others is a tremendous insult to Filipinos.



22. (c) The Japanese business people you deal with will appreciate an opportunity to meet you on a less formal level and get to know the "real you."

23. (F) Saudi Arabia uses the Islamic calendar which is based on the lunar cycle.

24. (F) When the Japanese smile and nod, it does not necessarily mean "yes." Often it is a public show of politeness, even though he or she may disagree.

25. (T) Chinese law prohibits using the national anthem or flag in any commercial communications.

26. (F) Mums are associated with funerals in France and are not appropriate as a gift.

27. (T) Switzerland's official languages are French, German, Italian and Romansh, which is spoken by only one percent of the population.

28. (T) Spain has always been class conscious.

29. (T) The Japanese national anthem is played at the start of sporting events.

30. (F) The law forbids advertising them in Chinese newspapers.

31. (T) The English don't like talking about work when the business day is over.





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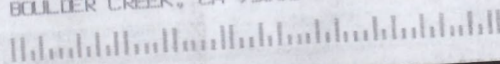
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