THE THRILL OF INDIVIDUAL ACHIEVEMENT

KEYNOTE REMARKS BY

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TO

PROFESSIONAL SERVICES DIVISION SYMPOSIUM

PHOENIX, ARIZONA

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GOOD EVENING. . .AND CONGRATULATIONS TO EACH OF YOU FOR EARNING YOUR WAY HERE THROUGH OUTSTANDING INDIVIDUAL PERFORMANCE. I'M DELIGHTED TO BE WITH YOU TONIGHT. . .FOR A NUMBER OF REASONS.

IN THE FIRST PLACE, IT'S A RELIEF TO GET AWAY FROM MINNESOTA AFTER WHAT WAS A PERFECTLY HORRENDOUS MONTH OF JANUARY. AS YOU KNOW, LAST MONTH BEGAN WITH THE VIKINGS LOSING THEIR FOURTH SUPER BOWL. WHAT A BLOW THAT WAS. BUT THE HUMILIATION WAS ALMOST HARDER TO TAKE THAN THE LOSS.

A COUPLE OF WEEKS AGO, I WAS OUT IN SAN FRANCISCO AND A GUY SAID TO ME. . .HEY I HEAR THAT THE VIKING FRANCHISE WILL MOVE FROM MINNESOTA. . .TO THE PHILIPPINES (PAUSE). . .AND THEY'RE GOING TO RENAME THE TEAM. IT WILL BE CALLED. . ."THE MANILA FOLDERS". I HATE THAT STORY. I DON'T KNOW WHICH IS WORSE. . .THE SETTING OR THE PUN.

ANYWAY, MOST OF US IN MINNESOTA THOUGHT THAT THERE COULD BE NOTHING WORSE THAN THE SUPER BOWL BUT WE WERE WRONG. FOR THE TWO WEEKS FOLLOWING, THE TEMPERATURE NEVER GOT ABOVE ZERO. IN FACT, ON A COUPLE OF OCCASIONS IT DROPPED TO THIRTY-TWO DEGREES BELOW ZERO. . .TO ESTABLISH NEW RECORDS THAT ONLY A UNIQUE BREED OF PEOPLE CALLED "MINNESOTANS" WOULD BE FOOLISH ENOUGH TO BRAG ABOUT. IN FACT, THE WIND CHILL TEMPERATURE WAS DOWN INTO THE SEVENTY DEGREE BELOW ZERO AREA.

SO YOU CAN APPRECIATE WHY I AM TRULY HAPPY TO BE HERE WITH YOU TONIGHT IN WARM. . .FRIENDLY. . .PHOENIX. IN ADDITION, I ALWAYS WELCOME ANY OPPORTUNITY TO RENEW OLD ACQUAINTANCESHIPS AND MAKE NEW FRIENDS IN THE CONTROL DATA EMPLOYEE FAMILY. SPEAKING
OF OLD FRIENDS, BOB BURGESS WAS TELLING ME ABOUT STEVE WOLFE GETTING INTO THE SYMPOSIUM THIS YEAR. WHILE HE WAS HERE LAST YEAR, IN PHOENIX, HIS WIFE HAD A BABY AND HE DIDN'T LEAVE. THIS YEAR, BESIDES THE USUAL MANAGEMENT APPROVALS, BOB BURGESS HAD TO GO OUT AND GET A SIGN-OFF FROM MRS. WOLFE THAT HE COULD COME SO THAT THEY WOULDN'T HAVE ANOTHER ONE. BUT I GUESS THE REASON I'M HAPPIEST TO BE HERE IS BECAUSE IN 1961 I HAD THE PRIVILEGE OF STARTING THE FIELD ANALYST ORGANIZATION—NOW PSD.

BUT IT ISN'T NOSTALGIA OR SIMPLE PAROCHIALISM THAT LEADS ME TO SAY THAT PROFESSIONAL SERVICES IS ONE OF CONTROL DATA'S MOST SUCCESSFUL DIVISIONS. IT CONSISTENTLY PRODUCES EXCELLENT RESULTS WHERE IT COUNTS THE MOST. . .ON THE BOTTOM LINE. YOU ARE APTLY NAMED. . .BECAUSE YOU ARE INDEED PROFESSIONALS.


SOME PEOPLE WORK. . .HARD. . .FOR MONEY. THAT'S IMPORTANT. . .A GOOD PAYCHECK. . .A NICE BONUS. . .INVESTMENTS THAT PAY OFF.

SOME PEOPLE WORK FOR POWER. . .OR RECOGNITION. . .THAT'S IMPORTANT TOO. WHEN YOU'VE DONE A GOOD JOB, YOU LIKE TO HAVE SOMEONE RECOGNIZE YOU FOR IT. AT CONTROL DATA WE HAVE A LOT OF WAYS TO SHOW OUR RECOGNITION FOR SUPERIOR PERFORMANCE. . .AT SYMPOSIUMS LIKE THIS. . .AND IN SCORES OF OTHER WAYS.

BUT IN A BIG COMPANY—AND WITH 41,000 EMPLOYEES WE'RE GETTING THERE—OFTEN TIMES A GOOD JOB IS OVERLOOKED, I'M SURE IT'S HAPPENED TO MANY OF YOU. WHEN YOU'RE A PART OF A LARGE ORGANIZATION
EACH HAS HIS JOB TO FULFILL. YOU DO A GOOD JOB. . .AN EXCELLENT JOB. . .YET PERHAPS OTHERS LET DOWN AND THE PROJECT IS LESS THAN FULLY SUCCESSFUL.
---FRUSTRATING---

MOREOVER, IN WORK AS INTERRELATED AS OURS IS, THE INDIVIDUAL'S PART IS OFTEN NOT VISIBLE IN THE END PRODUCT. . .WHAT YOU CONTRIBUTE IS DIFFICULT TO MEASURE. . .EVEN MORE DIFFICULT TO EVALUATE.

SOMETIMES, PERHAPS OFTEN, YOUR CONTRIBUTION IS SIMPLY NOT UNDERSTOOD OR APPRECIATED—ESPECIALLY BY THE BOSS, HUH?

MANY OF YOU ARE NODDING YOUR HEADS. . .SURE, IT HAPPENS ALL THE TIME. WHERE IS YOUR REWARD? WHY STRIVE TO DO YOUR BEST?

WELL, MOST LIKELY THE BEST RECOGNITION DOES NOT COME IN YOUR PAYCHECK. . .OR EVEN IN A SYMPOSIUM LIKE THIS.

THE GREATEST REWARD THAT I KNOW OF—FOR ME AT LEAST—COMES FROM INNER SATISFACTION OF ACHIEVEMENT—OF KNOWING I DID SOMETHING I WASN'T QUITE SURE I COULD PULL OFF. WHENEVER I THINK OF THIS SUBJECT, I'M REMINDED OF A STORY—ABOUT A MAN NAMED CLYDE PATTERSON. IT'S A TRUE STORY.

THE INCIDENT OCCURRED SEVERAL YEARS AGO. IT CAME DURING A VISIT WITH A FRIEND TO OSKALOOSA, IOWA. MY FRIEND WAS THERE TO HELP DEDICATE A NEW PLANT FOR HIS COMPANY AND INVITED ME ALONG.

OUR COMPANION FOR THE OCCASION WAS THE HONORABLE ROBERT D. RAY. . .THEN THE GOVERNOR OF IOWA. HE WAS THE MAIN SPEAKER AT THE DEDICATION.

AS WE WERE LEAVING THE PLANT TO ATTEND A CIVIC LUNCHEON, THE GOVERNOR ASKED IF WE WOULD MIND ACCOMPANYING HIM ON A SLIGHT SIDE TRIP. THE POLICE ESCORT TOOK THE GROUP TO A NEARBY FARM IMPLEMENT COMPANY.
THE GOVERNOR WENT IN TO PAY A VISIT TO ONE OF THE EMPLOYEES. HE WAS A MAN WHO HAD WON NATIONAL PROMINENCE FOR HIS MECHANICAL ABILITY. HIS NAME WAS CLYDE PATTERSON.

I WAS A BIT PUZZLED AT FIRST. AFTER ALL, WHAT'S SO UNUSUAL ABOUT A MECHANIC THAT WOULD WARRANT THE GOVERNOR MAKING A SPECIAL TRIP TO SEE HIM.

THE GOVERNOR WENT INTO THE ROOM WHERE MR. PATTERSON WAS WAITING. HE WAS A NEAT, TRIM MAN DRESSED IN BLUE OVERALLS AND A LIGHT BLUE SHIRT. HE ROSE WHEN GOVERNOR RAY ENTERED THE ROOM.

IT WAS THEN THAT I UNDERSTOOD WHY THE HEAD OF A GREAT STATE WAS SO ANXIOUS TO SHAKE THE HAND OF A MECHANIC IN OSKALOOSA, IOWA. YOU SEE, CLYDE PATTERSON WAS BLIND...STONE BLIND. (PAUSE)

YET IN SPITE OF HIS BLINDNESS, CLYDE PATTERSON HAD DEVELOPED HIMSELF INTO A TRULY SKILLED CRAFTSMAN...A PERSON WHO COULD ASSEMBLE INCREDIBLY INTRICATE PARTS MORE ACCURATELY THAN ANY OTHER MECHANIC IN HIS COMPANY.

DURING THE COURSE OF OUR BRIEF CHAT, I ASKED HIM ABOUT HIS OCCUPATION PRIOR TO HIS BLINDNESS. CLYDE PATTERSON'S ANSWER? "OH, I WAS JUST A GENERAL HANDYMAN."

ONLY AFTER HE BECAME BLIND HAD HE DEVELOPED HIS TREMENDOUS SKILLS...THROUGH SHEER GUTS AND DETERMINATION...AND A STRONG DESIRE TO IMPROVE HIMSELF.

CLYDE PATTERSON HAD FOUND THE THRILL OF INDIVIDUAL ACHIEVEMENT. MOST SUCCESSFUL...AND HAPPY...PEOPLE I KNOW THRIVE ON THE HEADY, EXHILARATING SATISFACTION THAT COMES FROM DOING AN
EXCELLENT PIECE OF MEANINGFUL WORK. NO ONE HAS TO TELL THEM IT IS GOOD—THEY KNOW. ASK ANY PRO. . .IN ANY FIELD.

IF I WERE TO CRYSTALIZE THIS INTO A PRINCIPLE—CALL IT PRICE'S PRINCIPLE NUMBER ONE—IT WOULD GO SOMETHING LIKE THIS:

"LIFE AFFORDS NO HIGHER PLEASURE THAN THAT OF SURMOUNTING DIFFICULTIES. . .PASSING FROM ONE STEP OF SUCCESS TO ANOTHER. . .FORMING NEW GOALS AND SEEING THEM GRATIFIED."

AND THERE IS A COROLLARY. . .IT USUALLY FOLLOWS PRICE'S PRINCIPLE NUMBER ONE. . .AND IT GOES SOMETHING LIKE THIS:

"TO ATTAIN THE THRILL OF ACHIEVEMENT. . .OF SUCCESS. . .YOU'VE GOT TO WORK A LITTLE HARDER THAN THE REST."

GEORGE BERNARD SHAW PUT IT MORE CLEVERLY WHEN HE GAVE HIS FORMULA FOR SUCCESS: "WHEN I WAS A YOUNG MAN, I OBSERVED THAT NINE OUT OF EVERY TEN THINGS I DID WERE FAILURES. SO I DID TEN TIMES MORE WORK."

NOW IT'S MY GUESS THAT THESE IDEAS ARE NOT ALL THAT STRANGE TO MOST OF YOU HERE TONIGHT. ACTION PEOPLE LIKE YOU NORMALLY TAKE THIS APPROACH TO THEIR WORK.

IT TAKES PLENTY OF SKILL, INITIATIVE AND JUST PLAIN HARD WORK TO ATTAIN INDIVIDUAL RECOGNITION AS A TOP ACHIEVER IN A LARGE ORGANIZATION.

THERE ARE 2200 PEOPLE IN PROFESSIONAL SERVICES WHO WERE ELIGIBLE TO ATTEND THIS SYMPOSIUM TONIGHT. . .YET ONLY 129 OF YOU MADE IT. WHY?

I'LL BET IF WE ANALYZE IT, ONE OR BOTH OF THESE PRINCIPLES WAS AT WORK IN EACH OF YOUR LIVES ALL DURING 1976.

BEYOND HARD WORK AND SELF-MOTIVATION THERE IS ANOTHER PRINCIPLE, HOWEVER, AND THAT IS BEING ABLE TO MAINTAIN A SENSE OF HUMOR -- ESPECIALLY ABOUT YOURSELF. . .THERE ARE THOUSANDS AND THOUSANDS OF
STORIES ABOUT ABRAHAM LINCOLN AND MANY OF THEM TURN AROUND ABE LINCOLN'S TREMENDOUS ABILITY TO POKE FUN — AT HIMSELF AS WELL AS OTHERS. THERE'S THE STORY OF THE DISTINGUISHED BRITISH VISITOR WHO UPON ENTERING LINCOLN'S OFFICE WAS ASTONISHED TO FIND HIM POLISHING HIS OWN SHOES — AND SAID SO. ABE LOOKED UP AND ASKED "JUST WHOSE SHOES DID YOU EXPECT ME TO BE POLISHING."

OR THE STORY HE TOLD ON HIMSELF ABOUT A MAN WHO APPROACHED HIM ONE DAY AND SAID —

"SO, YOU'RE ABE LINCOLN."
"YES, THAT'S MY NAME."
"THEY SAY YOU'RE A SELF-MADE MAN."
"WELL, YES, WHAT THERE IS OF ME IS SELF-MADE."
"WELL, ALL I'VE GOT TO SAY," OBSERVED THE MAN, "IS THAT IT WAS A DAMMED BAD JOB."

PERHAPS LINCOLN'S GREATEST STRENGTH, BECAUSE OF THIS PERSPECTIVE OF HUMOR, WAS TO SEE THE GOOD AND THE BAD IN PEOPLE — AND TO USE THE GOOD. HIS STORY ABOUT GRANT'S DRINKING IS FAMOUS — BUT I LIKE ANOTHER ONE.

IN THE EARLY YEARS OF THE WAR, HE APPOINTED EDWIN STATON, A BITTER ANTAGONIST, AS SECRETARY OF WAR. HIS FRIENDS WERE APPALLED. MORE SO WHEN STATON ACCEPTED BY SAYING "I WILL MAKE ABE LINCOLN PRESIDENT OF THE U.S." STATON'S ENORMOUS ARROGANCE, THO', WAS OFFSET BY A TREMENDOUS CAPACITY FOR WORK — AND EQUAL HONESTY — TRAITS THE WAR EFFORT NEEDED DESPERATELY AT THAT JUNCTURE.

TO HIS HORRIFIED FRIENDS WHO CLAIMED STATON WOULD ONLY RUN AWAY WITH THE GOVERNMENT, LINCOLN TOLD THIS STORY:

"WE MAY HAVE TO TREAT HIM AS THEY SOMETIMES ARE OBLIGED TO TREAT A METHODIST MINISTER I KNOW OUT WEST. HE GETS WROUGHT UP TO SO HIGH A PITCH OF EXCITEMENT IN HIS EXHORTATIONS THAT THEY
HAVE TO PUT BRICKS IN HIS POCKETS TO KEEP HIM DOWN. WE MAY BE OBLIGED TO TREAT STATON THE SAME WAY -- BUT I GUESS WE'LL LET HIM JUMP AWHILE FIRST."

INCIDENTALLY, I SHOULD WARN YOU, INDIVIDUAL ACHIEVEMENT CAN BECOME A HABIT. ON THE OTHER HAND, IT'S ONE OF THE FEW HABITS THESE DAYS THAT DOES NOT CARRY WITH IT A WARNING FROM THE SURGEON GENERAL, THE EPA, OSHA . . . OR SOME OTHER GOVERNMENT AGENCY.

THERE ARE A FEW PEOPLE HERE WHO I THINK HAVE THAT HABIT. WHILE MOST OF YOU HERE TONIGHT ARE ATTENDING YOUR FIRST PROFESSIONAL SERVICES DIVISION SYMPOSIUM, BOTH TOM BOOS AND TOM ENGLAND FROM THE MIDWEST REGION ARE ATTENDING THEIR THIRD SEMINAR.

THEY HAVE ASSURED ME THAT THEY ENJOY IT SO MUCH, THEY PLAN TO KEEP RIGHT ON COMING TO THESE EVENTS YEAR AFTER YEAR INTO THE FUTURE.

SPEAKING OF THE FUTURE, THE SKILTEC PROGRAM DEVELOPED BY PROFESSIONAL SERVICES, NOW IS ON TECHNOTEC AND IT IS EXPECTED TO PLAY AN IMPORTANT ROLE IN MATCHING YOUR INDIVIDUAL SKILLS AND PERSONAL CAREER DESIRES WITH JOB OPPORTUNITIES AS THEY PRESENT THEMSELVES . . . BOTH WITHIN THE PROFESSIONAL SERVICES DIVISION AND IN OTHER CONTROL DATA OPERATIONS.

TERMINALS LOCATED IN PSD FIELD OFFICES IN THE UNITED STATES ARE LINKED TO THE SKILTEC DATA BASE. THE LIBRARY CONTAINS RESUMES FOR ALL U.S. EMPLOYEES BELOW GRADE 42, AND PSD CANADA CURRENTLY IS BEING ADDED TO THE LIBRARY. FUTURE PLANS ANTICIPATE THE ADDITION OF OTHER INTERNATIONAL UNITS.
WHAT THIS MEANS, QUITE SIMPLY, IS THAT WE NOW HAVE
AN AUTOMATED SYSTEM BY WHICH MANAGERS CAN QUICKLY LOCATE EMPLOYEES
TO FILL NEW ASSIGNMENTS REQUIRING SPECIFIC SKILLS.

BUT, SKILTEC WILL NOT ONLY HELP TO MAKE THIS INFORMATION
READILY AVAILABLE TO MANAGERS WHEN THEY ARE LOOKING FOR PEOPLE TO
ASSUME NEW RESPONSIBILITIES. IN SOME SUBTLE BUT VERY REAL WAYS,
IT IS GOING TO INFLUENCE THE ENTIRE STRATEGY MAKING PROCESS OF
CONTROL DATA. FOR THE AVAILABILITY IN EASILY ACCESSIBLE AND
SUCCINCT FORM -- OF THE INTERESTS, KNOWLEDGE AND DESIRES, ETC.

AND IT IS ON THIS NOTE. . .THAT I WOULD LIKE TO CLOSE MY
REMARKS HERE TONIGHT.

TO GROW, TO LEARN IS TO LIVE.

LISTEN TO THIS PASSAGE FROM A FAVORITE BOOK OF MINE:

"SKILL DEVELOPS FROM CONTROLLED, CORRECTED REPETITIONS
OF AN ACT FOR WHICH ONE HAS SOME KNACK. . .SKILL IS
A PRODUCT OF EXPERIENCE AND CRITICISM AND INTELLIGENCE.

"BETWEEN THE AMATEUR AND PROFESSIONAL. . .BETWEEN THE
NOVICE AND THE VETERAN. . .THERE IS A DIFFERENCE NOT
ONLY IN DEGREE BUT IN KIND. THE SKILLFUL MAN IS A
DIFFERENT INTEGRATION, A DIFFERENT NERVOUS. . .AND
MUSCULAR. . .AND PSYCHOLOGICAL ORGANIZATION. HE HAS
SPECIALIZED RESPONSES OF GREAT INTRICACY.

"HIS ASSOCIATIVE FACILITIES HAVE PATTERNS OF SCREENING. . .
ACCEPTANCE AND REJECTION. . .(OF) ANALYSIS, EVALUATION. . .
MUCH TOO COMPLEX FOR CONSCIOUS DIRECTION."

"YET, AS THE PATTERNS OF APPRAISAL AND ADJUSTMENT EXERT
THEIR AUTOMATIC AND PERHAPS METABOLIC EFFECT, THEY ARE
ACCOMPANIED BY A CONSCIOUS PROCESS FULLY AS COMPLEX.

"A TENNIS PLAYER. . .OR A WATCH MAKER. . .OR AN AIRPLANE
PILOT IS IN SOME RESPECTS AN INDIVIDUAL AUTOMATISM. . .BUT
HE IS ALSO CRITICISM AND WISDOM."
THOSE WORDS WERE WRITTEN NOT BY A PSYCHOLOGIST, NOT BY A PHYSIOLOGIST, NOT BY A BUSINESS SYSTEM THEORETICIAN, OR AN ATHLETIC DIRECTOR. THEY WERE WRITTEN BY BERNARD DEVOTO -- AN HISTORIAN -- IN A BOOK CALLED ACROSS THE WIDE MISSOURI....


MY FRIENDS, IF YOU HAVE LEARNED THE THRILL OF INDIVIDUAL ACHIEVEMENT, SAVOR IT FULLY BECAUSE IT IS IT'S OWN GREATEST REWARD. . .IF NOT WORK DILIGENTLY TO ACHIEVE IT. . .AND CONTINUALLY DEVELOP THE SKILLS WHICH MAKE IT POSSIBLE.

THANK YOU. I LOOK FORWARD TO SEEING EACH OF YOU AT THE 1978 SYMPOSIUM.

/leh10