SUMMIT CLUB
May 12, 1979
R. M. Price

I. INTRODUCTION
THANK YOU, VERN. YOU KNOW, TWO OR THREE WEEKS AGO VERN AND I WERE AT A DINNER WITH SOME OF OUR DISTINGUISHED CUSTOMERS FROM EAST EUROPE AND I WAS REMINDED AGAIN OF THEIR TREMENDOUS ABILITY TO MAKE TOASTS -- BOTH AS TO CAPACITY AND ELOQUENCE -- AND ESPECIALLY TOASTING THE WIVES OF THEIR HOSTS AND COLLEAGUES. MATCHING THAT ELOQUENCE IS SOMETHING I COULD NEVER MASTER, BUT TONIGHT WITH AFFECTION, IF NOT ELOQUENCE, LET ME START WITH A TOAST TO:

ANNE, ANNETTE, BARBRO, BARBARA, BENITA, BETTY, CATHY, CHRIS, CAROL, EILEEN, ELIZABETH, FRANCOISE,
AND LIKEWISE
GABRIELA, GLORIAN, HELENE, HELGA, INGRID, IRENE, JACKIE, JAYNE, JEAN, JEANNE-MARIE, JUDY, KAREN, KATHY (with a "K"), LAURE, LIOBA, LUCY-JO,
AND MY THOSE "M's"
MARIA-ELENA, MARIANNE, MARIE-FRANCE, MARJORIE, MARY, MAUREEN, MICHELE, MILLIE,
NOW THERE'S
NANCY, PAM, PAT, PEG, RANDY, ROSALEEN, SANDY, SUSAN, SERENE,
SHIRLEY, URSALA, VIOLA, VIRGINIA,
AND UHMMMM....I "WANDA" WHO I FORGOT.

OF ALL THE RECOGNITION EVENTS, MEETINGS, AND GET-TOGETHERS THE
SUMMIT CLUB FOR ME IS THE BEST.... REALLY .....IT IS JUST
FANTASTIC....SO MUCH SO THAT I WAS ALMOST ABLE TO FORGET THAT
TODAY IS THE OPENING OF FISHING SEASON IN MINNESOTA FOR
WALLEYE AND NORTHERN PIKE. OVER THE PAST FEW DAYS WE'VE HAD A
CHANCE TO GET TO KNOW EACH OTHER AND TO EXCHANGE IDEAS. AND
TONIGHT THERE ARE JUST A FEW THOUGHTS I WOULD LIKE TO SHARE
WITH YOU.

THAT PHRASE "A FEW THOUGHTS" ALWAYS REMINDS ME OF A STORY MY
DAD TOLD ME ABOUT A BACCALAUREATE GENTLEMAN AT HIS ALMA MATER
- YALE UNIVERSITY. IT IS A STORY ANY AFTER DINNER SPEAKER
WOULD DO WELL TO REMEMBER.

WHEN THE SPEAKER BEGAN HIS ADDRESS, THE CHAPEL WAS
FULL. HE HAD A THEME FOR EACH LETTER OF THE UNIVERSITY'S
NAME. HE TOOK FORTY-FIVE MINUTES TO TALK ABOUT "Y", AS IN
"YOUTH". HE TOOK NEARLY A HOUR TO TALK ABOUT "A" AS IN
"ACHIEVEMENT". A GOOD HALF HOUR WAS DEVOTED TO "L", AS IN
"LOYALTY TO YALE". AND, ALTHOUGH PEOPLE WERE LEAVING IN
DROVES, HE CONTINUED FOR ALMOST ANOTHER FORTY-FIVE MINUTES DISCUSSING "E" AS IN "EXCELLENCE".

WHEN HE FINALLY FINISHED, AND LOOKED UP, HE SAW A SOLITARY STUDENT KNEELING IN THE EMPTY CHAPEL. THE CLERGYMAN WALKED OVER, AND ASKED IF HE WERE PRAYING.

"REVEREND, I'M GIVING A PRAYER OF THANKSGIVING."

"FOR WHAT, MY SON?"

"I'M GIVING THANKS THAT I'M GRADUATING FROM YALE....AND NOT THE MASSACHUSETTS INSTITUTE OF TECHNOLOGY!"

GETTING BACK TO THE FISHING REFERENCE I MADE A MINUTE AGO. MORE THAN ANY OTHER GROUP AT CONTROL DATA, YOU WHO ARE HERE LAND THE BIG ONES IN YOUR DAILY WORK. AND YOU DO IT CONSISTENTLY.

II. THE SUMMIT CLUB

SO, LET ME TALK FOR A MINUTE OR SO ABOUT YOU....AND ABOUT THIS SUMMIT CLUB. THIS IS THE KIND OF EVENT THAT I, AS WELL AS YOU, LOOK FORWARD TO EAGERLY.
AND THAT IS NOT NECESSARILY TRUE OF SOME AFFAIRS TO WHICH I AM INVITED. A MOST UNFORGETTABLE ONE WAS A DOVE HUNT IN ARIZONA.

NOW, OPENING OF DOVE SEASON IN THAT PART OF THE WORLD IS A KIND OF MYSTICAL RITE THAT COMBINES MARDI GRAS WITH D-DAY AND THE SWALLOWS RETURNING TO CAPISTRANO....IT IS A BIG DEAL -- AND SERIOUS. I STEPPED OFF THE PLANE AND THERE WAS BING CROSBY, WITH A SHOTGUN UNDER HIS ARM. LOADED! IT WAS HIS WAY OF SAYING HELLO TO FELLOW DOVE SHOOTERS.

ANYWAY, NEXT CAME A 24-HOUR INDOCTRINATION. INDOCTRINATION: THAT'S A FIVE-SYLLABLE WORD MEANING DRINK! FINALLY, THE "BIG EVENT" STARTED -- AT MIDNIGHT.

"WHAT", I SAID, "ARE WE GOING TO SHOOT IN THE MIDDLE OF THE NIGHT?" "NOTHING" WAS THE ANSWER -- "BUT WE A HAVE A TRADITIONAL BREAKFAST FIRST" -- BREAKFAST LASTED UNTIL 3:00 A.M. AND WAS FOLLOWED BY A HAIR-RAISING HALF-HOUR DRIVE WHICH AS NEAR AS I COULD TELL COVERED SOME 100 KILOMETERS. ANYWAY, HERE WE ARE -- SOMEWHERE IN ARIZONA -- AND IT IS SO DARK -- NOTHING -- NO LIGHTS ALLOWED -- WE WAITED FOR "THEM"! "HOW THE HELL DO I KNOW WHERE TO SHOOT?" I WHISPERED TO MY HOST. "UP!" HE SAYS -- GOD, HOW I WISHED LATER I HAD ASKED HIM TO BROADCAST THAT MESSAGE WITH A BULL HORN. FINALLY THERE WAS SOMETHING THAT COULD PASS FOR VISIBLE LIGHT. GRATEFUL FOR THE RETURN OF THE WORLD, I WATCHED IDLY AS A SMALL CREATURE CAME
WINGING TOWARD US -- BARELY PERCEPTIBLE IN THE PRE-DAWN LIGHT. SUDDENLY THE WHOLE EARTH ERUPTED -- HONEST TO GOD! PEOPLE WERE FIRING AT ANYTHING AND EVERYTHING THAT WAS MORE THAN THREE FEET OFF THE GROUND. I DID THE SAME THING -- BUT FROM A DITCH THAT I'D TAKEN COVER IN. AND, LO AND BEHOLD! I HIT ONE OF "THEM". IT LANDED ABOUT 30 YARDS AWAY, AND I BEGAN A BELLY CRAWL TO PICK UP MY PRIZE. I REALLY KEPT MY FANNY DOWN THOUGH, BECAUSE THEY DON'T GIVE PURPLE HEARTS TO HUNTERS.

I GOT HALFWAY TO MY BIRD WHEN A GUY CAME OUT OF NOWHERE, GRABBED THE BIRD, AND SCOOTED BACK INTO THE BRUSH. THAT WAS ENOUGH FRUSTRATION FOR ONE DAY, SO FINDING A CONVENIENT BUSH, I TOOK A NAP. THAT WAS MY FIRST AND LAST DOVE HUNT. BELIEVE ME SUMMIT CLUBS ARE MORE FUN.

ONE REASON FOR THE WARMER TONE OF THIS AFFAIR IS THE ELEMENT OF CONSISTENCY. FOR YOU, THE ELATION OF ONE-TIME SUCCESS HAS BEEN TEMPERED INTO THE QUIET CONFIDENCE THAT GOES WITH CONSISTENT PERFORMANCE. THAT FEELING SURROUNDS US HERE. BUT CONSISTENCY IS SOMETHING OUR COMPANY NEEDS TO LEARN MORE THAN MOST. I WORK AT -- AND TALK ABOUT -- THAT SUBJECT MORE THAN ANY OTHER. I'M NOT GOING INTO ANOTHER DISERTATION TONIGHT -- TRUST ME -- BUT IT WOULD BE INCONSISTENT IF I DIDN'T AT LEAST MENTION THE SUBJECT, RIGHT?
AND, COME TO THINK OF IT, I DO HAVE ONE CONSISTENCY STORY.

WELL, IT'S REALLY ABOUT MORE THAN CONSISTENCY. IT'S ABOUT READING THE SIGNS AND PICKING UP THE RIGHT SIGNALS THAT LEAD TO CONSISTENT SUCCESS.


"NO, I'M NOT" WAS THE REPLY.

"I THOUGHT NOT." THE PRIEST REPLIED. "YOU DON'T KNOW THE
DIFFERENCE BETWEEN GIVING A BLESSING, AND ADMINISTERING LAST RITES."

LET ME TELL YOU, THE PEOPLE IN THIS ROOM KNOW THE RIGHT SIGNS. AND, THERE ISN'T A ONE OF YOU WHO NEEDS ANY LAST RITES WHEN IT COMES TO REACHING NEW PEAKS IN PERFORMANCE.

ON THE OTHER HAND, SINCE EACH OF YOU ARE SO CONSISTENTLY SUCCESSFUL, IT MIGHT BE THAT YOUR FRIEND THERE BESIDE YOU THINKS SUCH SUPER ACCOMPLISHMENTS AS YOURS ARE ROUTINE -- AN EVERYDAY THING SO TO SPEAK. SO LET'S TAKE A MINUTE OR TWO TO TALK ABOUT THE MAGNITUDE OF WHAT YOU HAVE DONE ON YOUR WAY TO SUMMIT CLUB RECOGNITION

WE HAVE SOME 2100 PEOPLE IN OUR COMPUTER GROUP SALES FORCES. NOW IF THEY WERE ALL SOMEHOW CLONES OF THIS SMALL GROUP, WHAT INCREDIBLE THINGS WE COULD ACCOMPLISH!

DO YOU REALIZE THAT IF ALL 2100 WERE AS PRODUCTIVE AS YOU 60, CONTROL DATA WOULD RANK 45th....NOT 158th....IN THE FORTUNE 500 LIST. WE'D BE AS LARGE AS NCR AND BURROUGHS PUT TOGETHER. WE WOULD BE 50% LARGER THAN HONEYWELL AND SPERRY RAND. WHAT'S MORE, WE'D BE 1/2 BILLION LARGER THAN 3M!

THE PERSONAL INCOME OF YOU SIXTY PEOPLE IS ENOUGH TO PAY FOR
THE EDUCATION OF 250,000 YOUNGSTERS IN THE UNITED STATES, FROM THE FIRST GRADE RIGHT THROUGH HIGH SCHOOL. IN OTHER WORDS, EACH OF YOU WOULD BE SUPPORTING A FAMILY OF 4,167 KIDS. SOMEHOW I THINK IT BEST TO DROP THAT PARTICULAR LINE OF THOUGHT....

BUT, IF ALL 2100 OF OUR SALES PEOPLE HAD YOUR PRODUCTIVITY AND INCOME, WE COULD EDUCATE THE ENTIRE SCHOOL-AGE POPULATION OF:

IRELAND
ISRAEL
NEWZEALED
NICARAGUA
NORWAY
LAOS
LIBYA
LEBANON
BOLIVIA
PANAMA

TEN COUNTRIES!

LET ME GIVE YOU ANOTHER INCREDIBLE STATISTIC. YOUR PRODUCTIVITY IS 1000 TIMES THAT OF THE AVERAGE WORKER IN THE WORLD TODAY. THAT MEANS THAT IF YOU CAME TO WORK TOMORROW
MORNING, AND TOOK TIME OFF UNTIL THEY CAUGHT UP WITH YOU BY WORKING EVERY DAY....YOU COULD STAY HOME AND RELAX UNTIL FEBRUARY 6, 1982.

BUT PLEASE....PLEASE DON'T DO IT!

IN ALL HONESTY, PART OF THAT PHENOMENAL STATE OF AFFAIRS COMES FROM BEING IN AN INCREDIBLE INDUSTRY WHERE TECHNOLOGY CHANGE OPENS FABULOUS OPPORTUNITIES.

A COMPUTATION THAT COST $100 IN 1959, TODAY CAN BE ACHIEVED FOR LESS THAN ONE CENT. JUST THINK IF THE AUTO INDUSTRY HAD DONE THE SAME -- TODAY WE WOULD BE ABLE TO BUY A ROLLS ROYCE FOR $2.50!

BUT TECHNOLOGY IS ONLY PART OF IT. IT'S ALSO DUE TO SMART PEOPLE WORKING VERY HARD -- AND THAT IS YOU.

AND IT IS HARDLY NECESSARY TO ADD, NOBODY CAN TALK LIKE THIS GROUP. IT WORKS OUT TO MAYBE 110 WORDS PER MINUTE. JUST THINK ABOUT THAT -- FROM YOU PEOPLE AND YOUR SOME 2,100 SALES COLLEAGUES 230,000 WORDS POUR FORTH UPON THE LAND EVERY MINUTE. EVERY DAY, ALLOWING A LITTLE TIME FOR SLEEP AND SILENCE

THAT ADDS UP TO (18 X 60 X 230,000) = 248,400,000 WORDS --
EVERY SINGLE DAY! NOW, IF GENTRY LEE AND HIS COLLEAGUES NEED A REALLY EFFECTIVE SPACE PROGRAM ALL THEY NEED TO DO IS FIGURE OUT A WAY TO PLACE THOSE WORDS ONE METER APART AND A BRIDGE TO MARS CAN BE BUILT IN SEVEN AND A HALF MONTHS! (DISTANCE TO MARS IN KM's 56,327,000 DIVIDED BY 248,400 = 226.3 = # OF DAYS.)

III. (SATISFACTION)

BUT NO MATTER HOW YOU THINK ABOUT IT, THE ACHIEVEMENTS YOU REPRESENT ARE TRULY IMPRESSIVE. AND IT'S NICE TO HAVE THE PEER RECOGNITION OF THE 100% CLUB, AND THIS MORE INTIMATE RECOGNITION OF THE SUMMIT CLUB, BUT IN THE FINAL ANALYSIS THE GREATEST REWARD I KNOW OF COMES FROM THE INNER SATISFACTION OF KNOWING I DID SOMETHING I WASN'T QUITE SURE I COULD PULL OFF. THAT FEELING CANNOT BE SURPASSED.

IN OUR BUSINESS, THAT SATISFACTION COMES NOT FROM RUNNING FASTEST, JUMPING HIGHEST, WRITING BEST, DISCOVERING NEW LAWS OF PHYSICS OR MAKING NEW LAWS OF GOVERNMENT. IT COMES FROM HELPING PEOPLE -- HELPING THE DISADVANTAGED TO READ, HELPING THE ENGINEER WITH A FRUSTRATING SET OF DESIGN CONSTRAINTS, THE MANAGER WITH A STRATEGY OF SURVIVAL FOR HIS COMPANY; HELPING PEOPLE HAVE BETTER HEALTH CARE AT LOWER COSTS OR THE SMALL FARMER TO SURVIVE -- HELPING PEOPLE -- AND NOT JUST BY PROVIDING TOOLS AS OTHER COMPUTER COMPANIES DO. BUT MORE AND
MORE BY HELPING PEOPLE DIRECTLY -- PROVIDING SERVICES BUILT AROUND OUR COMPUTING TECHNOLOGY.

WHAT A TREMENDOUS OPPORTUNITY -- FOR ALL OF US TO KNOW PERSONAL SATISFACTION. BUT THAT LEADS ME TO THE IDEA OF DISSATISFACTION. NOW TO YOU, HERE, DISSATISFACTION IS A POSITIVE FORCE. YOU SIMPLY WON'T TAKE NO FOR A FINAL ANSWER, AND WALK AWAY FROM A SITUATION KNOWING THERE IS ANY POSSIBILITY OF SOMETHING ELSE YOU MIGHT DO. TO MANY PEOPLE, THOUGH, DISSATISFACTION LEADS TO NEGATIVE BEHAVIOR... AND ALL KINDS OF DEFENSE MECHANISMS THAT SHOW A FEAR OF FAILURE. ALL THOSE AUTO SERVICE MANAGERS, HOTEL DESK CLERKS, AND ALL OTHER SERVICE PEOPLE WHO BECOME SO OFFICIOUS, SO CONDESCENDING, AND SO CRANKY. WHAT THOSE PEOPLE NEED, AND FOR THAT MATTER SOME OF YOUR OWN LESS SUCCESSFUL COLLEAGUES NEED, IS SOMEONE TO SHOW THEM THE POSITIVE SIDE THAT KNOWLEDGE AND CARING CAN BRING TO ANY ENCOUNTER.

BUT EVEN SOME OF THE MOST FAMOUS PEOPLE CAN BE CANTANKEROUS. PERHAPS NO-ONE MORE SO THAN WILLIAM FAULKNER.

BEFORE HE BECAME A NOBEL-PRIZE WINNING AUTHOR, HE USED TO BE THE POST-MASTER OF HIS HOME-TOWN, OXFORD, MISSISSIPPI. AND THEN, SUDDENLY, HE QUIT.
WHEN A FRIEND ASKED HIM WHY, HE HAD A READY REPLY.

"WELL, I JUST COULDN'T STAND FOR ONE MORE DAY TO BE AT THE BECK AND CALL OF EVERY S.O.B. WHO HAS THE PRICE OF A POSTAGE STAMP IN HIS POCKET...."

THERE ISN'T ONE OF US HERE WHO HASN'T FELT THAT WAY, ON OCCASION. AND, ISN'T IT A MEASURE OF YOUR SUCCESS THAT YOU HAVEN'T SUCCumbed TO THE TEMPTATION TO GO AHEAD AND GIVE UP....WALK AWAY FROM THE POTENTIAL CUSTOMER....WALK AWAY FROM A PROFITABLE SALE, AND A LONG-TERM RELATIONSHIP.

WELL, DISSATISFACTION WITH GIVING UP ....THE CONFIDENCE OF KNOWING YOU CAN HELP....THE SATISFACTION OF SERVING PEOPLE....THOSE ARE THINGS YOU MUST PASS ALONG TO YOUR CO-WORKERS.

DO YOU RECALL WHEN EDMUND HILLARY AND HIS NATIVE GUIDE, TENZING, MADE THEIR HISTORIC CLIMB UP MT. EVEREST?

COMING DOWN FROM THE PEAK, HILLARY SUDDENLY LOST HIS FOOTING. TENZING HELD THE LINE TAUT AND KEPT THEM BOTH FROM FALLING BY DIGGING HIS AX INTO THE ICE.
LATER, TENZING REFUSED ANY SPECIAL CREDIT FOR SAVING HILLARY'S LIFE. HE CONSIDERED IT A ROUTINE PART OF THE JOB. AS HE PUT IT: "MOUNTAIN CLIMBERS ALWAYS HELP EACH OTHER." I ASK YOU, SHOULD THE REST OF US BE ANY DIFFERENT?

LET ME REMIND YOU AGAIN OF THE WORDS JOHN HOWE GAVE ME AT ACAPULCO THAT CAME FROM JOHN MC CELVEY: "WE ARE SO INVOLVED IN OUR CUSTOMER'S PROBLEMS, THAT SOMETIMES WE FORGET WHO WE WORK FOR. BUT, OUR CUSTOMERS NEVER FORGET OUR INVOLVEMENT...." TO WHICH WE MIGHT ADD: "WE ARE SO CONFIDENT THAT GOOD THINGS ARE GOING TO HAPPEN FOR OUR CUSTOMER AS A RESULT OF OUR INVOLVEMENT, THAT HE WON'T BE ABLE TO HELP BUT SHARE OUR ENTHUSIASM."

OF COURSE, HELPING OTHERS SOMETIMES MEANS TELLING THEM THE WAY THINGS ARE RATHER THAN WHAT THEY WANT TO HEAR. WHICH REMINDS ME OF THE RESPONSE RECEIVED BY AN ASPIRING YOUNG PLAYWRIGHT:

SEEMS HE SENT HIS FIRST SCRIPT TO HOLLYWOOD. AND THEN WAITED TWO MONTHS WITHOUT A REPLY. HE FINALLY WIRED THE STUDIO, "PLEASE REPORT ON MY PLAY IMMEDIATELY AS I HAVE OTHER IRONS IN THE FIRE."

THE NEXT DAY A TELEGRAM ARRIVED IN REPLY -- "HAVE CONSIDERED YOUR PLAY AND ADVISE YOU TO PUT IT IN WITH THE OTHER IRONS."
III. INDIVIDUAL ACHIEVEMENT --- SUCCESS --- YOU KNOW IN THE MILITARY IT IS WELL UNDERSTOOD THAT COURAGE IS NOT THE ABSENCE OF FEAR - COURAGE IS DEMONSTRATED BY WHAT I DO IN SPITE OF MY FEELINGS OF FEAR. AND SO IT IS WITH US HERE IN THIS ROOM: SUCCESS IS NOT THE ABSENCE OF PERSONAL SHORTCOMINGS OR WEAKNESSES -- IT IS A RESULT OF WHAT WE HAVE DONE IN SPITE OF THOSE SHORTCOMINGS. ABE LINCOLN HAD A WONDERFUL LITTLE STORY HE LIKED TO TELL ON HIMSELF.

MAN: "THEY SAY, YOU'RE A SELF-MADE MAN."
ABE: "WELL, YES, WHAT THERE IS OF ME IS SELF-MADE."
MAN: "WELL, ALL I'VE GOT TO SAY IS IT WAS A DAMNED BAD JOB."

ONE FINAL ASPECT OF ACHIEVEMENT. IS THE MATTER OF CHANCE. MOST TRULY SUCCESSFUL PEOPLE I KNOW NEVER FORGET THAT FACTOR AND ARE HUMBLE IN RECOGNIZING IT. NO MATTER HOW GREAT YOUR SKILL, YOUR MOTIVATION, AND COURAGE -- CHANCE IS SOMETHING THAT ALL MUST DEAL WITH....

THE GREATEST PROFESSIONALS OF ALL TIME MIGHT WELL HAVE BEEN THE SO-CALLED MOUNTAIN MEN OF THE AMERICAN WEST -- THE BEAVER TRAPPERS OF THE EARLY 19th CENTURY. THEY ARE THE ONE GROUP OF PEOPLE WHOSE EXPLOITS IN ACTUALITY SURPASSED THE FOLKLORE AND "FILMLORE" THAT HAS GROWN UP AROUND THEM. LISTEN TO HISTORIAN...
BERNARD DEVOTO ON THE SUBJECT:

"IT IS HARDLY TOO MUCH TO SAY THAT A MOUNTAIN MAN'S LIFE WAS
SKILL....SKILL IS A PRODUCT OF EXPERIENCE AND CRITICISM AND
INTELLIGENCE....THE MOUNTAIN MAN HAD MASTERED HIS CONDITIONS
-- HOW WELL IS APPARENT AS SOON AS SOLDIERS, GOLDSEEKERS OR
EMIGRANTS COME INTO HIS COUNTRY AND SUFFER WHERE HE HAS LIVED
COMFORTABLY AND DIE WHERE HE HAS BEEN IN NO DANGER. HE HAD NO
FACULTIES....THAT THE SOLDIER OR GOLDSEEKER LACKED; HE HAD
NONE YOU AND I LACK. HE HAD ONLY SKILL. A SKILL SO EFFECTIVE
THAT, LIVING IN AN INDIAN COUNTRY, HE MADE MORE SUCCESSFUL
ADAPTATION TO IT THAN THE INDIAN....THERE WAS NO CRAFT OR
SKILL AT WHICH THE MOUNTAIN MAN DID NOT COME TO EXCEL THE
INDIAN."

IN SPITE OF THEIR SKILL, CHANCE - GOOD LUCK AND BAD - WAS THE
CONSTANT COMPANION OF THESE MEN....AND WOULD HAVE DEFEATED
LESSER PEOPLE. AND THEY COVERED SUCH VAST DISTANCES AND
VARIED TERRITORY THAT CHANCE ENCOUNTERS MULTIPLIED.

THEY HAD AN INTERESTING EXPRESSION FOR BAD LUCK WHICH THEY
CALLED "DRAWING A WRONG CARD". WRONG CARDS CAME IN MANY FORMS
BUT ONE OF THE WORST WAS COMING ACROSS A WAR PARTY OF
BLACKFEET INDIANS. THE BLACKFEET WERE THE ONERYEST INDIANS OF
THE WEST -- THEY DIDN'T LIKE ANYBODY. OTHER INDIANS AND MOUNTAIN MEN ALIKE TRIED TO AVOID THEIR COMPANY. BUT YOU COULDN'T ALWAYS DO THAT -- LIKE THE TIME OSBORNE RUSSELL AND A FRIEND WERE SURPRISED IN CAMP BY A PARTY -- SHOT THEIR WAY THROUGH THEM AND INTO THE THICK WOODS. BUT, IN THE PROCESS, OS PICKED UP TWO ARROWS -- ONE OF WHICH WENT CLEAN THROUGH HIS LEG AT THE THIGH AND THE OTHER IN HIS HIP. HIS BUDDY PICKED UP A HIP SHOT AS WELL. THESE TWO MEN, WITH NOTHING BUT THE CLOTHES, POWDER AND SHOT THEY HAD ON WHEN JUMPED -- ONE ABLE TO WALK ONLY ON MAKESHIFT CRUTCHES -- ESCAPED THE SWARM OF INDIANS LOOKING FOR THEM -- HID OUT FOR THREE DAYS, KILLED AN ELK, FIRE DRIED THE MEAT IN A POURING RAIN, MADE MOCCASINS AND TRAVELED A HUNDRED MILES ACROSS THE SNOW COVERED TETON MOUNTAINS IN FOUR DAYS. THEY RAN OUT OF FOOD AND, AFTER THAT, IN TWO MORE DAYS, WALKED SIXTY-FIVE MILES MORE AND FINALLY REACHED FORT HALL -- NOW POCATELLO, IDAHO. THE PEOPLE THERE GAVE THEM CLOTHES AND SET OUT FOOD AND TEA. THE TEA, OS LATER WROTE, KEPT HIM AWAKE UNTIL MIDNIGHT! NINE DAYS LATER, THEIR COMPANION, WHO HAD BEEN AWAY FROM CAMP WHEN THE INDIANS STRUCK, ARRIVED -- HAVING COVERED THE SAME JOURNEY ALONE.

JUST ANOTHER FEAT OF ANY MOUNTAIN MEN WHO "HAD DRAWN THE WRONG CARD".
IV. HOMEWORK

AND CHANCE -- BOTH FOR GOOD AND BAD -- IS EQUALLY PART OF OUR LIVES -- AND THOSE OF OUR COLLEAGUES AND FRIENDS. WE'VE SHARED OUR GOOD LUCK AND SUCCESS FOR THE PAST FEW DAYS -- LET ME SHARE WITH YOU NOW A STORY OF BAD LUCK -- AND SUCCESS. IT HAS TO DO WITH A CONTROL DATA PROGRAM CALLED "HOMEWORK".

CAROL ANDERSON WAS A SYSTEMS ANALYST FOR CONTROL DATA IN HOUSTON, TEXAS.

SHE IS NOW FORTY YEARS OLD, AND LIVES IN PUBLIC HOUSING AT GULFPORT, MISSISSIPPI. SHE IS SINGLE AND LIVES ALONE WITH HER DOG, A HAM RADIO AND HER PLATO TERMINAL.

CAROL IS CONFINED TO A WHEELCHAIR. SHE HAS BEEN A PARAPLEGIC SINCE A SPINAL TUMOR OPERATION DISABLED HER IN 1968. SHE RETURNED TO WORK AFTER THAT (IN A WHEELCHAIR) AND WAS ELECTED TO THE 100% CLUB IN 1970. FURTHER OPERATIONS WERE NECESSARY AND IN 1973 SHE BECAME PERMANENTLY DISABLED. SHE RETURNED TO HER HOMETOWN IN GULFPORT, MISSISSIPPI TO LIVE.

LAST OCTOBER CAROL BECAME A PART OF THE FIRST HOMEWORK PROGRAM. THIS IS A PROGRAM WHEREBY TOTALLY DISABLED PEOPLE WRITE COURSEWARE FOR PLATO. HER ENTHUSIASM AND THE LONG HOURS
SHE SPENDS ON THE TERMINAL COMBINED TO INTRODUCE HER TO YOUNG AND OLD. AS OF APRIL 1979, CAROL HAS LOGGED ABOUT 1500 HOURS ON THE TERMINAL.

SHE HAS BEEN THROUGH THE CREATE COURSE AND HAS LEARNED TO PROGRAM IN THE TUTOR LANGUAGE. NOW SHE IS HELPING (ALONG WITH OTHER HOMEWORKERS) TO DEVELOP A COURSE IN "FUNDAMENTALS OF STRUCTURED PROGRAMMING".

MEANINGFUL WORK IS VERY IMPORTANT TO CAROL. IN A RECENT DISCUSSION ABOUT THE IMPENDING DANGER TO HER SOCIAL SECURITY BENEFITS SHE SAID "DON'T THEY UNDERSTAND, I'LL BE GLAD TO WORK FOR NOTHING, I JUST WANT TO WORK. I JUST NEED TO WORK."

TWO WEEKS AGO SOUTHERN MISSISSIPPI WAS DEVASTED BY FLOODS. ON APRIL 23TH, THE FOLLOWING MESSAGE APPEARED ON THE MONITOR SCREEN IN MINNEAPOLIS:

4/23/79 1:12 pm. "HELEN....I NEED TO TALK WITH YOU IMMEDIATELY. MY TELEPHONE IS OUT AND I WILL PROBABLY HAVE TO EVACUATE NO LATER THAN 3 PM THIS AFTERNOON. I WANT TO KNOW WHETHER TO TAKE PLATO WITH ME OR WOULD
INSURANCE COVER IT BETTER IF IT REMAINS HERE. CAN'T GUARANTEE THAT WATER WON'T GET TO IT IF I LEAVE IT HERE. PLEASE TERM-TALK AND LET ME KNOW. CAROL."

4/23/79 2:43 pm. "PLATO AND I ARE GOING FOR A BOAT RIDE. WONDER IF THIS IS A FIRST FOR AN IST? WISH US A BON VOYAGE....COA."

4/23/79 7:43 pm. "BACK HOME AND STAYING HERE AS AN ALTERNATE FIRST AID AND COMMUNICATIONS CENTER. HAVE TWO NUMS AND SOME NEIGHBORS HELPING OUT. PLATO DIDN'T SEEM TO MIND THE BOAT TRIP AS YOU CAN SEE, BUT I WOULDN'T RECOMMEND IT UNTIL THEY BUILD A LIGHTER ONE!

WE ARE NOT OUT OF TROUBLE DOWN HERE YET, SO YA'LL SAY AN EXTRA PRAYER FOR ALL THESE PEOPLE. COA."

V. CONTROL DATA'S FUTURE

WHAT A FASCINATING COMPANY CONTROL DATA IS. THE ENORMOUS DIVERSITY AND CHALLENGE THAT YOU SAW IN THAT FILM THE OTHER DAY....AND PEOPLE LIKE JOHN MC KELVEY AND CAROL ANDERSON. LET'S NEVER FORGET THAT WE ARE A COMPANY WITH A BUSINESS STRATEGY DIFFERENT -- ALMOST UNIQUE -- WITH AN AMAZING GROWTH RECORD -- FROM NOTHING 22 YEARS AGO TO THE 158th LARGEST
CORPORATION IN THE U.S. BUT UNFORTUNATELY WE ARE 419th IN TERMS OF RETURN ON STOCKHOLDER EQUITY. RIGHT NOW THAT MEANS WE COULD DO BETTER WITH OUR STOCKHOLDER'S MONEY IN A LONG-TERM SAVINGS ACCOUNT THAN THE 8.5% WE EARN ON THEIR EQUITY. BUT WE CAN CHANGE THAT.

WE'LL DO IT BY PASSING ON OUR FEELINGS ABOUT ACHIEVEMENT AND EXCELLENCE TO OUR CO-WORKERS ALL AROUND THE WORLD -- IN THE U.S.A., IN GERMANY AND FRANCE, IN BRAZIL, MEXICO AND THE UNITED KINGDOM AND SWEDEN; IN CANADA, NEW ZEALAND, AND AUSTRALIA -- EVERYWHERE.

WE'LL DO IT BECAUSE THE SIXTY OF YOU HERE TONIGHT WOULDN'T HAVE IT OTHERWISE. YOU'RE WINNERS AND YOU WANT TO WORK FOR A WINNER!

I CAN HARDLY ASK FOR MORE. FOR ME, THESE WORDS KIND OF SUM UP YOUR EXTRAORDINARY PERFORMANCE.

"YOU'VE LED THE PARADE." "YOU'VE BROUGHT DOWN THE HOUSE."

"YOU'VE HIT THE GONG." "YOU'VE REACHED THE PINNACLE, THE APEX, THE PEAK."

"YOU'RE THE CREAM OF THE CROP....YOU'RE THE SUMMIT-OF-SUMMITS."

THANK YOU. IT'S BEEN A MARVELOUS TIME. AND THANK YOU FOR SHARING IT WITH MARY AND ME.