IT'S A LITTLE TOO EARLY FOR CHRISTMAS AND A LITTLE BIT LATE FOR THANKSGIVING. BUT TONIGHT I WANT TO TALK A LITTLE TURKEY, AND EVEN THOUGH THERE AIN'T NO SANTA CLAUS, THERE'S SOME GOOD THINGS TO SHARE AS WELL. WE ARE 34 DAYS AWAY FROM ENTERING A NEW DECADE. A DECADE THAT CAN BE THE MOST EXCITING IN OUR COMPANY'S HISTORY BECAUSE IT IS THEN THAT PAST DREAMS AND YESTERDAY'S STRATEGIES CAN BECOME THE REWARDING REALITY OF A NEW ERA. IT IS ALL WITHIN OUR GRASP -- WILL WE MAKE IT HAPPEN?....TONIGHT, I WANT YOU TO THINK ABOUT THAT WITH ME.

LET ME SET THE STAGE FOR THE 80'S BY TAKING A QUICK LOOK AT WHERE WE ARE TODAY AS WE CLOSE OUT THE FINAL DAYS OF 1979.

AS FOR FINANCIAL STATUS, I CAN NET THAT DOWN TO A FEW WORDS -- GOOD AND GETTING BETTER. IN 1978, WE SET A GOAL OF TRIPLING THE PROFITABILITY OF THE COMPUTER BUSINESS BY 1983. FOR 1979, THE FIRST STEP ON THAT PATH, WE EXPECTED TO INCREASE PRE-TAX PROFIT AT TWICE THE RATE OF REVENUE INCREASE AND ASSETS AT ONE-HALF THE RATE. WE WILL DO BETTER THAN THAT -- ON A 20 PERCENT INCREASE IN REVENUE, PROFITS WILL INCREASE 70 PERCENT OR THREE AND ONE-HALF TIMES THE REVENUE GROWTH RATE. HOWEVER, ASSETS WILL GROW 15 PERCENT OR THREE-QUARTERS THE RATE OF

THAT'S AMBITIOUS. AND IF WE ARE TO REACH IT WE MUST STILL DOUBLE OUR PROFITABILITY BETWEEN NOW AND 1982.

ALSO, WE MUST LOOK AT OUR REPORT CARD AS REPORTED IN THE FORTUNE 500 LIST. LAST YEAR AT THIS TIME, I GAVE A SPEECH IN WHICH I NOTED THAT CONTROL DATA WAS 170TH ON THE FORTUNE 500 LIST IN TERMS OF REVENUE BUT 268TH IN NET INCOME AS A PERCENT OF SALES AND 431ST IN RETURN ON SHAREHOLDER'S EQUITY. ONE YEAR LATER WE ARE 155TH, 241ST AND, 419TH RESPECTIVELY. BETTER, BUT HARDLY EARTH SHAKING GOOD NEWS.

IN EACH PART OF OUR BUSINESS (SERVICES, SYSTEMS, PERIPHERALS) THE SITUATION IS BASICALLY THE SAME: THERE IS AN OUTSTANDING PRODUCT LINE OR PRODUCT FAMILY; THERE IS A MARGINAL SITUATION OR TWO; AND THERE ARE SOME BUSINESSES THAT ARE NOT PROFITABLE. IT IS ON THESE THAT WE AS MANAGERS WANT TO FOCUS OUR ATTENTION AND OUR INGENUITY BECAUSE IT IS THIS GROUP THAT WILL MAKE THE DIFFERENCE IF WE ARE REALLY GOING TO BE AMONG THE LEADERS. IN SOME CASES, THE BUSINESSES ARE NEW AND WE ARE MAKING HEAVY INVESTMENTS TO GAIN MARKET PRESENCE. THAT'S FINE. BUT THERE ARE OTHER INSTANCES OF LANGUISHING OPERATIONS WHERE WE HAVE NOT
FOUND SOLUTIONS -- WHERE WE HAVE BEEN LULLED INTO ACCEPTANCE OF THE SPECIOUS PHILOSOPHY, "IT WILL ALL WORK OUT IN TIME". NOW I DON'T MEAN PEOPLE AREN'T WORKING HARD -- THEY ARE. BUT THAT'S NOT ENOUGH. IT TAKES NEW APPROACHES, A WHOLE NEW BALL GAME, CREATIVE AND DECISIVE GAME PLANS FROM CREATIVE AND DECISIVE MANAGEMENT. CERTAINLY YOU IN THIS ROOM KNOW FIRST HAND EXAMPLES OF WHAT I'M TALKING ABOUT.

THE SERIES I PROGRAM IS RECEIVING ONE OF THE LARGEST INVESTMENTS OF ANY PROGRAM IN CONTROL DATA. CUMMULATIVE BOTTOM-LINE LOSS THROUGH 1979 IS $1.0m. IN 1980, IT WILL BE ANOTHER $3.0m. THOSE LOSSES ARE BEING BORN WILLINGLY -- EVEN GLADLY BECAUSE WE BELIEVE IN THE PROGRAM BUT IT IS YOU WHO HAVE THE RESPONSIBILITY -- AND THE FUN -- OF MAKING REALITY OF THE POTENTIAL.

AND TERMINALS, THE MOST PRECIOUS RESOURCE IN CONTROL DATA IS TECHNICAL TALENT. AND YET IN TERMINALS WE CONTINUE TO SPREAD THAT RESOURCE SO THIN AS TO VIRTUALLY RENDER IT HELPLESS. NEXT YEAR, FOR EXAMPLE, WE WILL BE SUPPORTING 17 DIFFERENT TERMINAL TYPES -- CONSUMING SOME $92K DOLLARS IN OTHER COSTS OF SALES, MONEY THAT COULD BE SPENT ON R&D, AND YET I SUSPECT THAT AT THE SAME TIME THAT MONEY IS NOT QUITE ENOUGH TO DO A GOOD JOB OF SUPPORT.
THAT'S A CREATIVE AND DECISIVE GAME PLAN?! HARDLY -- BUT IT CERTAINLY IS A CHALLENGE THAT RINGS OUT ACROSS OUR COMPANY FOR YOU -- AND IN THIS INSTANCE ME -- TO ACCEPT.

BUT, AS I HAVE SAID, THE BASIC PROBLEM OF HAVING TROUBLE SPOTS OR LAGGING SITUATIONS IS IN EVERY PART OF THE BUSINESS. I CAN'T STRESS ENOUGH THE MAGNITUDE OF THE MANAGEMENT JOB ALL OF US IN THE COMPANY HAVE TO DO IN THIS REGARD. MOREOVER, WHAT MAKES IT HARDER IS THAT WE MUST DO IT IN AN ENVIRONMENT OF RECORD GROWTH AND PROFITABILITY. BUT IT IS FAR PREFERABLE TO FACE THAT PROBLEM THAN THE ALTERNATIVE -- THE EXPERIENCE OF RECORD LOSSES WHICH WE HAD THE "PRIVILEGE" OF SHARING FIVE YEARS AGO!

NOW LET'S TURN TO THE NUMBERS OF THE FUTURE -- OR MORE SPECIFICALLY THE NUMBERS OF THE FUTURE AS WE SEE THEM IN THE CURRENT FIVE-YEAR STRATEGIC PLAN. WHAT DO THEY SAY? WELL, FOR ONE THING THEY SAY THAT IN 1982 CONTROL DATA'S COMPUTER BUSINESS WILL BE $3.6 BILLION. AND, AS I ALREADY POINTED OUT, THEY SAY THAT PROFITABILITY WILL RISE DRAMATICALLY TOO -- ROIC CAN IMPROVE BY A FACTOR OF TWO BY 1982, DEBT-TO-EQUITY BY A FACTOR OF TWO AND SO ON.

IN SHORT, THE PICTURE THE PLAN SPREADS BEFORE US IS OF CONTROL DATA -- NOT AS A FINANCIAL LAGGARD, BUT AS A LEADER. MORE
Importantly, it shows that this can come about in just three years -- three plan steps from today. But these are giant steps indeed. Let's examine the outlook for the next three years and that all important next step -- 1980.

For the computer industry, the outlook is relatively bullish in spite of the continued inflation and low growth prospects that plague the world generally.

Netted out, we must exercise some caution while basically pursuing an aggressive growth strategy. What do I mean by caution? Well, for example, in peripherals we are adding plant capacity only on a two-shift justification basis. We are continuing to contract out some work that could be done at less cost internally. We are making extensive use of weekend and part-time workers. Restraints such as this may cause us to miss some sales or result in slightly higher product costs but they also guard against the risk of overexpansion and subsequent underutilization in the event of a downturn.

Speaking further to peripherals -- improvement in OEM printers to go with our leadership in OEM disks is an important change that is planned over the next three years.

The centerpiece of Control Data's strategy is services. Our services revenue in total is about ten percent higher than that of our principal competitors.
IN SERVICES, OUR OBJECTIVE IS TO ESTABLISH A MUCH CLEARER LEADERSHIP POSITION THAN WE NOW HAVE. THIS IS NOT A NEW OBJECTIVE -- OUR STRESS ON GROWTH IN SERVICES DURING THE PAST DECADE HAS BEEN AIMED AT BEING NUMBER ONE IN THIS STILL EMERGING INDUSTRY. WE EXPECT THE DATA SERVICES INDUSTRY TO GROW AT ABOUT 17 PERCENT PER YEAR AND OUR STRATEGIC DIRECTION FOR THE FUTURE HAS IMPROVEMENT IN MARKET SHARE AS ITS MAJOR COMPONENT. TO DO THIS MEANS NOT ONLY RAPID GROWTH IN CURRENT BUSINESSES BUT THE DEVELOPMENT OF TOTALLY NEW BUSINESSES SUCH AS THOSE IN AGRICULTURE, URBAN AND HEALTH SERVICES.

ONE OF OUR MAJOR CHALLENGES IS TO FOLLOW THROUGH ON OUR EDUCATION STRATEGY. FROM ONE VIEWPOINT, OUR EDUCATION BUSINESS IS IN A VERY STRONG POSITION. THAT IS, IF WE CONSIDER OUR COMPETITION TO BE OTHER COMPANIES DELIVERING COMPUTER-BASED EDUCATION. BUT THAT IS NOT THE REAL ISSUE. THE ISSUE IS OUR PENETRATION OF THE TOTAL EDUCATION AND TRAINING MARKET. FROM THIS STANDPOINT OUR RELATIVE SALES VOLUME IS MINISCULE. THE NEED FOR IMPROVED QUALITY, EQUALITY AND PRODUCTIVITY IN EDUCATION IS SO OVERWHELMING THAT MANY TECHNOLOGIES, PRODUCTS, AND APPROACHES WILL RUSH IN OVER THE NEXT FIVE TO TEN YEARS IN AN ATTEMPT TO MEET THAT NEED. THE REAL CHALLENGE FOR CONTROL DATA IS TO ESTABLISH MARKET PRESENCE -- SO AS TO FINALLY EMERGE AS THE INDUSTRY LEADER OF AN ENORMOUS CBE MARKET.
EDP SYSTEMS HAS HAD DRAMATIC IMPROVEMENT OVER THE PAST FIVE YEARS. OTHER AREAS OF SYSTEMS -- GOVERNMENT SYSTEMS AND INSTRUMENTS AND CONTROLS HAVE BEEN MORE SPOTTY IN THEIR PERFORMANCE. IMPROVEMENT THERE IS A KEY ELEMENT OF WHAT WE MUST DO TO IMPROVE FUTURE PERFORMANCE. TO DO THIS, HOWEVER, WILL REQUIRE GREATER INVESTMENT IN TECHNICAL EFFORT AND MARKETING. NEARLY 40 PERCENT OF THE TOTAL R&D AND INCREMENTAL SUPPORT TECH EFFORT FOR THE NEXT THREE YEARS WILL GO TO SYSTEMS. AS A RESULT, THERE WILL NOT BE A BIG IMPROVEMENT IN SYSTEMS' PROFITABILITY IN THE SHORT TERM. ON THE OTHER HAND, LONG-TERM VIABILITY WILL BE GREATLY ENHANCED. THIS IS VITAL SINCE EDP IN PARTICULAR REMAINS A CORNERSTONE OF THE COMPUTER BUSINESS.

IN EVERY DIMENSION OF CONTROL DATA'S PRODUCTS AND SERVICES, THERE IS ONE OUTSTANDING -- AND ASTOUNDING -- CHARACTERISTIC: WE ARE INVOLVED IN THE MOST PRESSING, THE MOST VITAL CONCERNS OF THE WORLD TODAY. WHETHER IT IS INDIVIDUAL PRODUCTIVITY AND ENERGY OR WORLD ENERGY, SMALL BUSINESS SURVIVAL OR LARGE BUSINESS PRODUCTIVITY -- WE ARE THERE, OUR PRODUCTS AND SERVICES HAVE A CONTRIBUTION TO MAKE ... WE HAVE A ROLE TO PLAY.

NO GROUP OF MANAGERS EVER HAD THE OPPORTUNITY FOR AS MEANINGFUL A BUSINESS CAREER AS WE OF CONTROL DATA IN THIS ROOM TONIGHT.
AND IN THAT REGARD, WE HAVE DEVELOPED A FIVE-POINT MANAGEMENT PHILOSOPHY THAT CAN GUIDE US TOWARD INDIVIDUAL AND CORPORATE MANAGERIAL EXCELLENCE:

FIRST -- THE TREMENDOUS REWARD FOR THOSE WHO CHOOSE A MANAGEMENT CAREER.

SECOND -- THE NEED -- THE OBLIGATION, IN FACT -- TO DEVELOP AN INDIVIDUAL STYLE OF LEADERSHIP THAT WILL BRING FORTH THE BEST IN ONE’S PEOPLE.

THIRD -- THE CHALLENGE TO FOSTER INNOVATION.

FOURTH -- THE SEVERAL FACETED ASPECT OF MANAGERIAL RESPONSIBILITY TO THE VARIOUS STAKEHOLDERS OF OUR ENTERPRISE.

FIFTH -- THE NEED TO NURTURE ONE’S PERSONAL RESOURCES OF HEALTH, INTELLECT AND TIME.

FIRST LET ME TALK ABOUT THE REWARD OF MANAGEMENT.

THE MANAGERIAL JOB OFFERS ONE OF THE BEST OPPORTUNITIES AROUND FOR A MEANINGFUL LIFE. IT OFFERS THE OPPORTUNITY TO WORK WITH OTHERS IN THE MOST REWARDING WAY CONCEIVABLE TO SIMULTANEOUSLY
LEARN, FROM AND TEACH OTHERS. THIS MEANS A DESIRE TO LEARN AND OPENNESS OF MIND ARE FUNDAMENTAL TO MANAGERIAL EXCELLENCE. THE MANAGERIAL JOB ALSO OFFERS GREAT CHALLENGE. WE ALL THRIVE ON COMPLEX SITUATIONS THAT PUT US TO THE TEST. AFTER ALL, THAT’S WHAT SEPARATES MANAGERS FROM THOSE WHO ARE CONTENT MERELY TO FOLLOW.

PEOPLE, HONESTLY SUPPORTED, GIVEN GUIDELINES OF INTEGRITY, AND TRULY MOTIVATED CAN ACCOMPLISH INCREDIBLE THINGS. AND, MANAGERS MAKE THAT HAPPEN. IT IS THEIR REWARD FOR EXCELLENCE. I CAN GIVE YOU A VERY PERSONAL EXAMPLE OF THIS REWARD. IN 1970, AFTER TEN AGONIZING YEARS, TICKETRON FINALLY BROKE THROUGH AND HAD ITS FIRST YEAR OF PROFIT. NOT JUST A LITTLE PROFIT. BUT, IT BECAME ACTUALLY ONE OF THE MOST PROFITABLE GROUPS IN THE COMPANY. (WHAT THAT MEANS TO THEM!)

SO, TO CELEBRATE, I INVITED THE CURRENT PRESIDENT OF TICKETRON, AND HIS THREE PREDECESSORS WHO PARTED ALONG THE WAY, TO A SPECIAL DINNER IN NEW YORK. WE REMINISCED A BIT, AND WE MUTUALLY AGREED THAT EACH OF THEM HAD CONTRIBUTED TO THE ULTIMATE SUCCESS OF TICKETRON. AND, BEFORE WE WENT OUR SEPARATE WAYS, THERE WAS ONE LAST TOAST, WHICH CAUGHT ME BY SURPRISE.

IMMODESTLY, I REPORT, THAT THE FOUR MEN RAISED THEIR GLASSES “TO CONTROL DATA AND BOB PRICE”, THEY SAID, “NOBODY ELSE WOULD HAVE MADE TICKETRON SURVIVE.” I FELT LIKE I HAD JUST EARNED THE NOBEL PRIZE -- AT LEAST.
I ASSURE YOU THAT NO MATTER WHAT YOUR JOB TITLE, YOU CAN'T BUY THIS KIND OF FEELING OF SATISFACTION AND PRIDE AND CONFIDENCE WITH ANY AMOUNT OF MONEY.

NOW LET ME TURN TO THAT MATTER OF MANAGEMENT STYLE. THE NEED -- THE OBLIGATION, IN FACT -- TO DEVELOP AN INDIVIDUAL STYLE OF LEADERSHIP THAT WILL BRING FORTH THE BEST IN ONE'S PEOPLE.

TWO ESSENTIAL CHARACTERISTICS OF ANY SUPERIOR MANAGEMENT STYLE MUST BE ACCOUNTABILITY AND CONSISTENCY. ACCOUNTABILITY REQUIRES SELF-DISCIPLINE AND RESULTS IN SELF-MOTIVATION AND SELF-IMPROVEMENT. ACCOUNTABILITY MEANS TAKING RESPONSIBILITY FOR THE OUTCOME, BUT HELPING TO PRODUCE THE OUTCOME THROUGH ANTICIPATION, IMAGINATION, APPLICATION, ADAPTATION AND INNOVATION.

CONSISTENCY COMES FROM HAVING A STRONG SET OF PERSONAL BELIEFS. BELIEFS MUST BE THE RESULT OF STUDY AND UNDERSTANDING -- MENTAL HARD WORK AS OPPOSED TO LAZY DEPENDENCE ON PREJUDICE AND CONVENTIONAL WISDOM. ONE ITEM OF CONVENTIONAL WISDOM, BY THE WAY, IS THAT SUBORDINATES MUST EARN THE RESPECT OF THE BOSS, THAT AUTHORITY GOES WITH RANK. BUT THE TRUE NATURE OF THINGS IS NOT THAT. RESPECT IS A MUTUAL TRANSACTION BETWEEN TWO PEOPLE. AND IF WE FIRST OF ALL TREAT OUR PEOPLE
CONSISTENTLY AND WITH RESPECT FOR WHAT THEY ARE, THEN, INDEED, OUR AUTHORITY WILL BE VALIDATED BY THE RESPECT OF THOSE WE LEAD.

THE MANAGER HAS TO HAVE A WILLINGNESS TO LISTEN AND HAS TO HAVE THE CONFIDENCE THAT ALLOWS MUTUAL EXPLORATION OF PROBLEMS AND SOLUTIONS. ON THE OTHER HAND, IT DEMANDS THAT MANAGERS HAVE WELL FOUNDED OPINIONS OF THEIR OWN. ONLY THEN CAN THEY DEAL WITH PEOPLE CONSISTENTLY.

BUT PROBABLY THE MOST IMPORTANT CHARACTERISTIC OF A SUPERIOR MANAGERIAL STYLE IS WHAT I CALL THE MENTOR MENTALITY. IT ALL STARTS WITH A GENUINE DESIRE TO WANT TO SEE PEOPLE SUCCEED AND TO GIVE THEM RECOGNITION WHEN THEY DO. WE SEE THIS SO EASILY IN NON-MANAGEMENT SITUATIONS -- IN DRAMATIC SITUATIONS SUCH AS THE FAIR BREAK PROGRAM WHERE THE POWER, PATIENCE AND SECURITY OF PLATO AND INDIVIDUAL COUNSELING BRINGS A FEELING OF SUCCESS AND A FEELING OF PRIDE TO THOSE WHO HAVE NEVER KNOWN IT.

DAN, WHO ENTERED THE FAIR BREAK PROGRAM A COUPLE OF YEARS AGO, WAS NINETEEN YEARS OLD AND HAD BEEN ON THE STREETS, VIRTUALLY ON HIS OWN, SINCE HE WAS ELEVEN. NOT SURPRISINGLY, WHEN DAN WAS IN THE TENTH GRADE, HE DROPPED OUT OF SCHOOL ... UNINTERESTED, UNTREGAINED AND UNEMPLOYABLE. HE CAME TO THE FAIR BREAK PROGRAM AS A STREETWISE CYNIC. HE DOUBTED EDUCATION IN ANY FORM AND, MORE IMPORTANTLY, REFUSED TO ACCEPT
RESPONSIBILITY FOR HIS OWN SUCCESSES AND FAILURES IN EDUCATION OR ANYTHING ELSE. ON THE STREETS, DAN HAD LEARNED TO CON AND THAT WAS HOW HE APPROACHED PLATO; HE TRIED TO CON OTHER STUDENTS INTO DOING THE WORK FOR HIM. WHEN HE TOOK THE GED PRETEST, HIS SCORES SHOWED HE PROBABLY WOULD NOT PASS THE GED EXAM. SOMEHOW THAT FAILURE SHOCKED HIM. WITH THE SUPPORT OF THE FAIR BREAK COUNSELING STAFF, DAN BEGAN TO ACCEPT RESPONSIBILITY FOR HIS OWN SUCCESSES AND FAILURES. HE COMPLETED THE PLATO BASIC SKILLS CURRICULUM AND SUBSEQUENTLY PASSED THE GED TEST WITH A VERY HIGH SCORE, IN FACT. FAIR BREAK COUNSELORS HELPED DAN DEVELOP A CAREER GOAL, AN EDUCATION GOAL, AND A REALISTIC FINANCIAL PLAN TO SUPPORT IT. HE GOT A JOB, SAVED MONEY, AND LAST YEAR STARTED COLLEGE. TWO YEARS AFTER ENTERING THE FAIR BREAK PROGRAM, THE STREETWISE SKEPTIC DAN IS PURSUING A DEGREE IN PHILOSOPHY AND PSYCHOLOGY AT AUGSBURG COLLEGE HERE IN MINNESOTA.

OR TAKE CONNIE WALDRON. CONNIE IS A SPEECH THERAPIST WHO LIVES IN ASPEN, COLORADO. CONNIE'S LIFE REVOLVES AROUND HELPING PEOPLE WHO ALSO HAVE BARRIERS TO SUCCESS -- ALTHOUGH THEIR BARRIERS, UNLIKE DAN'S, ARE NOT BORN OF POVERTY AND ILLITERACY BUT OF CHANCE. LET ME TELL YOU THE STORIES OF CONNIE, TYLER AND TOM:
TOM IS 80 YEARS OLD, A BRILLIANT MAN, A TEACHER AND AUTHOR IN PSYCHO-ANALYTIC THEORY. BUT TOM'S WORLD REPUTATION AND ARTICULATE MIND WERE OF NO HELP TO HIM WHEN A STROKE LEFT HIM SPEECHLESS AND PARTIALLY PARALYZED. A TEACHER WHO CANNOT SPEAK?...AN AUTHOR WHO CANNOT WRITE?....A MIND CONDEMNED TO HELPLESSNESS AND FRUSTRATION BY THE BARRIERS OF PHYSICAL IMPAIRMENT TO COMMUNICATION. AND, AS CONNIE EXPLAINED TO ME, THE SOLICITOUSNESS OF FAMILY AND FRIENDS ONLY INCREASED HIS EMBARRASSMENT AND FRUSTRATION. BUT WHAT DO YOU DO? I ASKED HER. HOW CAN YOU DEAL WITH SOMETHING LIKE THAT? CONNIE TALKED ... AND YOU HEARED PHRASES SUCH AS: "FIND ONE WORD -- JUST ONE TO GENERATE A FEELING OF SUCCESS", OR "I WOULD LITERALLY PRAY HE WOULD SAY SOMETHING I COULD UNDERSTAND", OR "USING ONE OF HIS BOOKS AND BEING ON THE SAME WAVE LENGTH", UNTIL FINALLY I REALIZED THAT WHAT REALLY WORKED WAS THE MAN FELT -- HE REALIZED THAT HIS SUCCESS MEANT AS MUCH OR MORE TO CONNIE THAN IT DID TO HIM! SHE, AS OPPOSED TO OTHERS, CARED NOT WHAT HE HAD BEEN -- BUT RATHER WHAT HE COULD BE AND THAT MEANT MORE TO HER THAN ANYTHING. SO, FINALLY A WORD OR TWO AND ULTIMATELY SHY AND HALTING SENTENCES -- BUT SPEECH NEVERTHELESS -- A BARRIER OVERCOME.

AND TYLER -- TYLER WAS ONLY THREE. HE LOOKED PERFECTLY NORMAL AND HAD NO APPARENT PHYSICAL DEFECTS. HE COULD HEAR, BUT WHAT HE HEARD HE COULD NOT RELATE TO. THE SIMPLEST CONCEPTS
CONFUSED HIM BECAUSE, IN EFFECT, HE HEARD NOISE. CONNIE STARTED WITH THE CONCEPTS OF "YES" AND "NO" -- SIMPLIFYING THE PROBLEM OF RECEPTION -- "KEEPING HIM SUCCESSFUL" SHE SAID, "GIVING HIM THE DIGNITY AND SELF-RESPECT THAT COMES FROM BEING ABLE TO FUNCTION IN THE 'REAL WORLD'..."

THE FEELING OF BEING SUCCESSFUL, KNOWING SOMEONE GIVES A DAMN ABOUT YOUR SUCCESS, HELPING US WITH BARRIERS WE DON'T UNDERSTAND. YOU MAY NEVER KNOW THE DRAMA OF FAIR BREAK AND A DAN OR CONNIE AND TOM AND TYLER -- BUT YOU CAN KNOW THE INTENSITY OF SATISFACTION THAT GOES WITH BEING A MENTORING MANAGER. I GUARANTEE YOU, YOU WILL NEVER FORGET THE SATISFACTION THAT BRINGS.

TO THE DEGREE THAT WE DEVELOP A GENUINE MENTOR MENTALITY IN CONTROL DATA, TO THAT DEGREE WILL WE BE SUCCESSFUL. THE REWARDS OF SUPERIOR MANAGEMENT ARE BOTH PERSONAL AND CORPORATE.

THE DECADE WE ARE ENDING HAS BEEN LAMENTED AS THE "SEVERE 70'S" THE ONE BEFORE IT STARTED BEING HAILED AS THE "SOARING 60'S" ONLY TO END UP BEING DUBBED THE "SICK 60'S". THERE JUST HAS TO BE SOME WISE GUY WHO SAYS WHAT'S COMING IS THE "ACHING 80'S" -- BUT NOT FOR US -- WE CAN MAKE IT ... LET'S SEE THAT IT IS ... CONTROL DATA'S ERA OF EXCELLENCE.

THANK YOU -- GOOD LUCK FOR THE REST OF '79 -- AND HAVE A SUPER