THANK YOU AND GOOD EVENING.

(INRODUCTION STORY)

IT HAS BEEN A GLORIOUS FEW DAYS HASN'T IT?

I HOPE YOU'RE HAVING A SUPER TIME.

MARY AND I CERTAINLY ARE --

RENEWING ACQUAINTENCES WITH SOME OLD FRIENDS

AND GETTING TO KNOW SOME NEW ONES.

YOU JUST CAN'T HELP BUT ENJOY

KNOWING MORE AND MORE OF THE GREAT PEOPLE WHO MAKE UP CONTROL DATA.

AND SO IT'S GREAT TO BE HERE.

NOW WHEN OLD FRIENDS GET TOGETHER

ONE OF THE FIRST THINGS IS TO CATCH UP ON EACH OTHER'S NEWS...

WELL, LET'S SEE...SINCE LAST YEAR I HAD A PROMOTION....

BUT YOU KNOW, AT A TIME LIKE THAT

YOU JUST CAN'T HELP BUT INDULGE IN SOME SERIOUS REFLECTION.
ALTHOUGH I'M REMINDED OF POPE JOHN

WHO LOVED TO TELL THIS STORY ABOUT HIMSELF.

"WHEN I FIRST BECAME POPE," HE SAID,

"I WAS SCARED TO DEATH.

I COULDN'T SLEEP FOR WEEKS,

WORRYING ABOUT MY NEW DUTIES AND HOW WELL I'D PERFORM THEM.

"THEN, ONE NIGHT AS I TOSSED AND TURNED,

I HEARD A LOUD KNOCKING ON THE DOOR.

I WALKED OVER AND OPENED THE DOOR:

AND THERE WAS THE ARCHANGEL GABRIEL -- WHO LOOKED AT ME AND SAID,

'GIOVANNI...DON'T TAKE YOURSELF SO SERIOUSLY!'

WELL, POPE JOHN HAD THE ARCHANGEL -- I HAVE MARY!

BUT -- SERIOUSLY --

AS I THINK ABOUT THESE PAST TWENTY YEARS IN CONTROL DATA,

I AM OVERWHELMED BY A FEELING OF GOOD FORTUNE --

THE GOOD FORTUNE TO BE A PART OF A GREAT ADVENTURE.

AND THAT'S SOMETHING NOT VERY MANY PEOPLE EVER EXPERIENCE --

THE EXCITEMENT AND STIMULATION

OF ADVENTURE INTO THE NEW AND UNKNOWN.
TAKE FOR INSTANCE MARCO POLO.

HE AND HIS TWO UNCLEs

BROUGHT THE SCENTS AND STORIES OF THE ORIENT TO EUROPE --

IN THE SEVEN-HUNDRED YEARS SINCE HIS REMARKABLE JOURNEYS,

MILLIONS OF CHILDREN AND ADULTs

HAVE READ AND RERED THE THRILL OF THAT ADVENTURE.

BUT ONLY MARCO POLO AND HIS UNCLEs KNEW IT FIRST-HAND.

AND CHRISTOPHER COLUMBUS.

ONLY SOME 90 SAILORS ACCOMPANIED HIM

INTO THE UNKNOWN OF THE WESTERN SEA

ON THAT FANTASTIC VOYAGE OF DISCOVERY.

AND PERHAPS ONE OF THE MOST INCREDIBLE

AND DARING FEATS OF HIGH ADVENTURE

OCCURRED IN 1804

WHEN THIRTY-ONE MEN JOINED LEWIS AND CLARK

ON THEIR TREK ACROSS THE UNCHARTERED NORTH AMERICAN CONTINENT.

HISTORIAN BERNARD DE VOTO DESCRIBED THE EXPEDITION THIS WAY:

THEY "SUBSTITUTED KNOWLEDGE FOR DREAMS."
AND THAT JUST ABOUT SAYS IT ALL, DOESN'T IT....

"TO SUBSTITUTE KNOWLEDGE FOR DREAMS."

BUT THERE ARE MANY WAYS TO INCREASE KNOWLEDGE....

SO WHAT DISTINGUISHES HIGH ADVENTURE?....IT IS RISK....

DEALING WITH THE UNKNOWN AND DARING TO CROSS IT....

THAT'S WHAT IT IS.

AND BECAUSE OF CONTROL DATA,

I-TOO-HAVE KNOWN THE THRILL OF HIGH ADVENTURE,

A VOYAGE OF WONDER AND DISCOVERY AND ACCOMPLISHMENT

SELDOM EQUALLED.

THE SECOND HALF OF THE TWENTIETH CENTURY

IS ONE OF THE GREAT WATERSHEDS IN HUMAN HISTORY.

ISAAC ASIMOV QUOTE

AND 100, 500, 1,000 YEARS FROM NOW,

PEOPLE WILL LOOK BACK

AND MARVEL AT OUR FIRST FALTERING EXPLORATIONS

INTO THE ELECTRONIC AGE.
MANY HAVE HAD THE OPPORTUNITY

to catch the tide of this electronic age.

Some set out with vast resources --

Some set out and turned back --

But no company of people ever accomplished more

with daring and resourcefulness and intelligence

than Control Data.

Yes, to know great adventure is good fortune enough...

But to do so in the company of great companions

is beyond all belief.

And yet that is what I have known for twenty years.

There are no words to really describe my feelings.

All I can do tonight

is share with you a few stories about some of my companions --

and some thoughts about Control Data's personality:

what it has been --

and what I want it to continue to be.
YOU KNOW, COMPANIES -- LIKE PEOPLE --

CAN BE DESCRIBED BY STATISTICS.

NUMBER DIMENSIONS.

BUT, AS WITH PEOPLE, IT'S THEIR INDIVIDUAL CHARACTERISTICS WHICH TRULY DISTINGUISH THEM AND SET THEM APART.

AND SO IT IS WITH CONTROL DATA.

THERE ARE FIVE CHARACTERISTICS WHICH MAKE THIS COMPANY UNIQUE --

THE FIRST IS THAT WE RECOGNIZE THAT RISK IS INHERENT TO ADVENTURE --

TO GREAT ACCOMPLISHMENT OF ANY SORT --

AND IT IS ESSENTIAL TO BUSINESS.

TAKE FOR EXAMPLE

THE CHALLENGE WE'VE FACED IN DESIGNING LARGE COMPUTERS.

WHEN YOU CONSIDER THAT THE COST OF DEVELOPING A NEW COMPUTER LINE HAS BEEN WELL IN EXCESS OF 100 MILLION DOLLARS,

YOU CAN SEE THAT WE WERE LITERALLY BETTING THE COMPANY EVERY FOUR YEARS OR SO

ALL THROUGH THE SIXTIES.
THE ONLY WAY A SMALL COMPANY LIKE OURS

COULD ACQUIRE THE NECESSARY R&D MONEY

WAS TO TAKE FIXED PRICE DEVELOPMENT CONTRACTS

AND GO FOR BROKE.

FORTUNATELY, WE WERE ABLE

TO MAKE THE STRATEGY WORK ENOUGH TIMES TO SURVIVE.

BUT THOSE EXPERIENCES HAVE LEFT US SOMETHING EVEN MORE IMPORTANT...

A HERITAGE OF DEVELOPMENT... COURAGE...

THAT IS PART OF OUR CULTURE...

A WILLINGNESS TO TAKE ON LARGE CHALLENGES.

BUT THERE IS ANOTHER KIND OF RISK OR CHANCE

THAT WE ALL LIVE WITH.

IT IS THERE WITH US -- EACH HOUR OF EACH DAY."

ALL OF US, I'M SURE, HAVE WONDERED HOW WE'D REACT

IF AN ACCIDENT SUDDENLY ROBBED US OF OUR HEALTH,

OUR PAST SUCCESS AND OUR FUTURE.

WE DON'T LIKE TO THINK ABOUT IT

BUT WHAT WOULD WE DO IF AN ACCIDENT

SUDDENLY CHANGED OUR LIVES COMPLETELY?
JEANIE SHACKLETON KNOWS THE ANSWER TO THAT QUESTION.

IT WAS SEVEN YEARS AGO IN ACAPULCO

WHEN A HIT-AND-RUN DRIVER JUMPED A CURB AND STRUCK HER

AS SHE WALKED WITH A FRIEND ON THE SIDEWALK.

JEANIE WAS 30 YEARS OLD,

ON VACATION FROM HER JOB AS SECRETARY TO

ONE OF OUR VICE PRESIDENTS IN MINNEAPOLIS.

AND HER REACTION TO THAT SUDDEN TRAGEDY IS A REMARKABLE STORY.

ACAPULCO DOESN’T HAVE A HOSPITAL.

IT SIMPLY DOESN’T HAVE A WAY TO DEAL

WITH INJURIES AS SEVERE AS JEANIE’S.

WITHIN MOMENTS OF THE ACCIDENT, HOWEVER,

A CHAIN OF TELEPHONE CALLS BEGAN

WHICH EVENTUALLY REACHED US IN MINNEAPOLIS

AND A SURGEON IN A PRIVATE PLANE

WAS SENT TO MOVE JEANIE FROM ACAPULCO TO MEXICO CITY.
BUT BY THE TIME THE SURGEON ARRIVED,

JEANIE'S RIGHT LEG HAD ALREADY BEEN AMPUTATED BELOW THE KNEE.

GANGRENE FORCED DOCTORS IN MEXICO CITY TO AMPUTATE HER LEFT LEG ABOVE THE KNEE,

SHE ALSO HAD TWO FRACTURES IN HER RIGHT THIGH BONE,

AND A CRUSHED PELVIC BONE.

BUT THAT WAS ONLY THE BEGINNING.

SHORTLY AFTER SHE WAS ABLE TO RETURN HOME SHE BEGAN TO RUN TEMPERATURES AS HIGH AS 105 DEGREES.

THE DOCTORS WERE BAFFLED -- UNTIL TESTS FINALLY REVEALED SHE'D CONTRACTED MALARIA FROM THE BLOOD TRANSFUSIONS SHE'D RECEIVED IN MEXICO.

LATER SHE BEGAN HAVING NEW SYMPTOMS: ABDOMINAL PAIN AND NAUSEA.

THE REASON: STRESS ULCER.

THEN SHE DEVELOPED A KIDNEY INFECTION, AND THEN SERUM HEPATITIS.
BUT FINALLY THINGS BEGAN TO GO BETTER.

SHE GOT WELL ENOUGH TO BE FITTED WITH ARTIFICIAL LIMBS.

WITH THERAPY SHE STEADILY IMPROVED

AND THEN -- A THERAPIST ACCIDENTALLY DROPPED A WEIGHT

AND REFRACTURED HER RIGHT LEG.

SHE HAD TO UNDERGO SURGERY ONE MORE TIME --

THE SEVENTH SINCE THE ACCIDENT.

YEARS LATER SHE COULD RECALL THE FRUSTRATION:

"THE BREAK WAS DEVASTATING," SHE SAID.

"I WAS SUPPOSED TO BE LEAVING THE HOSPITAL IN A FEW DAYS...

IT WAS THE TOUGHEST TIME I HAD TO OVERCOME.

BUT, THE THING IS, I'M AN OBSTINATE PERSON.

I HAD SAID TO MY DOCTOR:

'I'M GOING TO BE THE BEST PATIENT YOU EVER HAD,

AND I'M GOING TO WALK OUT OF THIS HOSPITAL.'

AND I MEANT IT"

EIGHT MONTHS LATER, SHE DID.
WALKING WAS ABOUT ALL SHE COULD DO THOUGH — AND WITH CRUTCHES.

BUT THAT, TOO, WAS OVERCOME WITH DETERMINATION AND PATIENCE.

TODAY SHE WALKS WITH NO ASSISTANCE — NOT EVEN A CANE.

IN FACT, SHE EVEN DANCES.

AND SWIMS AS WELL BY USING SPECIALLY DESIGNED ARTIFICIAL LIMBS.

FINALLY, JEANNIE WAS READY TO START WORKING AGAIN.

AS SHE WALKED OUT THE DOOR OF HER HOME ON THE FIRST MORNING,

IT WAS SNOWING — AND SHE FELL DOWN THE FRONT STEPS.

AS SHE LAY THERE IN THE SNOW,

SHE SAYS SHE THOUGHT TO HERSELF,

"AM I GOING TO TURN AROUND AND STAY AT HOME THE REST OF MY LIFE,

OR AM I GOING TO GO BACK TO WORK?"

THAT WAS A BIG DECISION SHE MADE THERE ON THE GROUND THAT DAY.
WHEN JEANIE PICKED HERSELF UP AND WENT TO WORK THAT MORNING

SHE WENT ON TO A NEW CAREER AS WELL.

TODAY SHE’S THE ADMINISTRATOR

OF CONTROL DATA’S ADVANCED CAREER EMPLOYMENT TRAINING PROGRAM,

A SPECIAL PROJECT

DESIGNED TO TRAIN DISADVANTAGED YOUNG PEOPLE

FOR CAREERS IN COMPUTING.

LAST YEAR, MINNESOTA’S GOVERNOR AL QUIE

APPOINTED HER TO THE MINNESOTA STATE COUNCIL FOR THE HANDICAPPED

AND THIS YEAR SHE BECAME THE COUNCIL’S CHAIRPERSON.

BUT THERE ARE MORE IMPORTANT REWARDS -- INNER REWARDS.

JEANIE SAYS SHE LIKES HERSELF MUCH BETTER NOW

THAN SHE DID BEFORE THE ACCIDENT.

"I WAS TOO MUCH INVOLVED WITH MY OWN LITTLE WORLD," SHE SAYS.

"BUT ONCE YOU’VE GONE THROUGH SOME PAIN AND SUFFERING,

YOU HAVE MORE EMPATHY.

AND WHEN YOU HELP SOMEBODY ELSE,

THERE’S A TREMENDOUS REWARD FOR YOU AS WELL."
WHEN I GO TO WORK EACH DAY

ONE OF THE GOOD THINGS I KNOW MAY HAPPEN

IS SEEING JEANIE SHACKLETON...

ALTHOUGH SINCE I HAD TO MOVE FROM THE 12TH FLOOR,

WHERE HER OFFICE WAS NEARBY,

THAT'S NOT AS FREQUENT AS IT ONCE WAS.

A GOOD COMPANION? NO, MORE THAN THAT -- INSPIRATION!

BUT RISK COMES IN MANY FLAVORS,

AND BEING SWEPT UP IN THE CHAOS OF POLITICAL TURMOIL

IS PART OF THE LOTTERY OF LIFE AS WELL.

THERE IS NO MORE CLASSIC EXAMPLE

OF MAN'S ABILITY TO BRING DOWN CHAOS UPON HIMSELF

_THAN THE TRAGEDY IN IRAN.

STILL, IN THAT SAD AFFAIR, TOO,

THERE IS A CONTROL DATA STORY OF COURAGE AND COMMITMENT

AND PERSONAL ACHIEVEMENT.
BUT BEFORE I GET TO THAT STORY,

LET ME MENTION THE SECOND BASIC PRECEPT

WHICH CHARACTERIZES OUR COMPANY:

THE BELIEF IN A LONG-TERM APPROACH TO BUSINESS.

UNDERLYING THIS BELIEF

IS A COMMITMENT TO ALL THE VARIOUS PEOPLE

WHO HAVE A STAKE IN THE COMPANY --

EMPLOYEES, STOCKHOLDERS, CUSTOMERS AND COMMUNITIES --

AND THE KNOWLEDGE THAT SHORT-TERM EXPEDIENCY IN OUR THINKING

WILL UNFAILINGLY SHORT-CHANGE SOME

IF NOT ALL OF THESE STAKEHOLDERS.

DEVELOPMENT OF CONTROL DATA'S PRODUCTS AND SERVICES

FREQUENTLY INVOLVES A LOT OF EXPERIMENTATION,

FALSE STARTS AND DEAD ENDS

BEFORE WE FIND THE RIGHT APPROACH.

THIS WAS TRUE IN THE BEGINNING

WHEN WE SET OUT TO BUILD THE BIGGEST COMPUTERS POSSIBLE --

AND IT'S BEEN TRUE EVER SINCE.
FOR EXAMPLE,

THE PATH TO THE ANNOUNCEMENT LAST YEAR
OF OUR CYBER 205 SUPER COMPUTER
WAS FAR FROM SMOOTH.
IT WAS FOURTEEN YEARS
FROM THE TIME WE FIRST BEGAN DEVELOPMENT OF THE STAR COMPUTER
TO THE ANNOUNCEMENT OF THE 205 --
AND MANY OF THOSE YEARS
WERE DIFFICULT ONES FOR THE COMPANY FINANCIALLY.
AS WE PREPARED FOR THE PRESS ANNOUNCEMENT,
I COULDN'T HELP THINKING
THAT FEW LARGE COMPANIES
UNDERSTAND THE TRUE NATURE OF TECHNOLOGICAL RISK.
THEY HAVE DIFFICULTY ATTRACTING AND RETAINING PEOPLE
WITH THE DETERMINATION NECESSARY
TO OVERCOME OBSTINATE DEVELOPMENT BARRIERS.
WELL, INNOVATIVE PEOPLE

NEED TO FEEL CONFIDENT THAT THEIR COMPANY

HAS THE FORTITUDE TO STICK WITH LONG-RANGE PROJECTS

eVEN IN TIMES OF GREAT FINANCIAL ADVERSITY.

BUT LET ME GO BACK TO IRAN.

IN THE FALL OF 1978,

RIOTING HAD BECOME PREVALENT THROUGHOUT THE COUNTRY.

REVOLUTION WAS AT HAND.

THREE MONTHS BEFORE,

A YOUNG ENGINEER NAMED HOMA FIROUZTASH

HAD JOINED OUR OPERATION IN IRAN.

WHAT DO YOU DO

WHEN EVERY DAY A LITTLE MORE OF YOUR WORLD COLLAPSES?

WHAT DO YOU DO WHEN THERE IS NOWHERE TO TURN FOR HELP?

WHEN YOUR LIFE ITSELF IS THREATENED?

LET ME TELL YOU WHAT HOMA HAS DONE.
HOMA EARNED A PH.D. IN ENGINEERING

IN THE UNITED STATES,

THEN WENT HOME TO IRAN IN 1977

AND JOINED US THE FOLLOWING SUMMER.

HE STARTED IN MARKETING

AND WE THOUGHT WITH THREE OR FOUR YEARS GROOMING

HE MIGHT BECOME COUNTRY MANAGER.

AS IT TURNED OUT, THERE WASN'T TIME FOR GROOMING.

BY OCTOBER OF 1978,

THOUSANDS OF ANGRY DEMONSTRATORS

WERE JAMMING THE STREETS EVERY DAY.

OUR EMPLOYEES WATCHED FROM THEIR WINDOWS

AS ROCK THROWING DEMONSTRATIONS ESCALATED INTO GUN BATTLES.

SOLDIERS AND TANKS ARRIVED IN THE STREETS.

THE SITUATION BECAME SO DANGEROUS

WE EVACUATED ALL OF OUR AMERICAN EMPLOYEES.

HOMA STAYED BEHIND WITH 50 OTHERS --

AND SUDDENLY FOUND HIMSELF IN CHARGE.
-NOW, HOMA DIDN'T KNOW MUCH ABOUT COMPUTERS

AND HE DIDN'T EVEN KNOW THAT MUCH ABOUT CONTROL DATA --

AFTER ALL, HE'D ONLY BEEN WITH US A FEW MONTHS.

BUT HE DID HAVE 20 CUSTOMERS WAITING FOR SERVICE.

SO HE SPOKE BY PHONE TO OUR PEOPLE IN MINNEAPOLIS EVERY DAY

AND DID HIS BEST TO KEEP THINGS GOING.

NO ONE KNEW WHAT TO EXPECT.

WOULD THEY STILL HAVE A JOB NEXT WEEK?

EVEN GETTING TO AND FROM WORK BECAME MORE AND MORE DIFFICULT

AS THE DEMONSTRATIONS GREW IN SIZE AND INTENSITY.

FINALLY, THE SHAH FLED.

THE DEMONSTRATIONS STOPPED

AND, FOR AWHILE, THE ATMOSPHERE CALMED.

WE EVEN INSTALLED ONE NEW COMPUTER --

AT THE NATIONAL IRANIAN OIL COMPANY IN ABADAN.

AND IN SPITE OF A GROWING ANTI-AMERICAN SENTIMENT

HOMA SOMEHOW GOT MOST OF HIS CUSTOMERS TO PAY THEIR BILLS.
BUT ALL THIS WAS JUST THE PRELUDE FOR THE DAY

WHEN A MEMBER OF THE REVOLUTIONARY COMMITTEE ARRIVED

AND LAID HIS GUN ON THE DESK IN FRONT OF HOMA.

IT SEEMS SOMEONE SOUGHT THE COMMITTEE’S HELP

IN COLLECTING A BILL FROM US.

HOMA TOLD THE MAN THE TRUTH.

HE SAID HE DIDN’T HAVE THE MONEY

AND SHOWED HIM THE BOOKS TO PROVE IT.

THEN HE LOOKED AT HIM AND SAID:

“LOOK, I CAN’T PAY YOUR BILL

BECAUSE MY CUSTOMERS AREN’T PAYING OUR BILLS.

WHY DON’T YOU GO TALK TO THEM?

IF YOU CAN GET THEM TO COUGH UP THE MONEY, YOU CAN HAVE IT.”

THE GUY AGREED,

SO HOMA GAVE HIM THE MOST TROUBLESOME ACCOUNT HE HAD.

THE REVOLUTIONARY PICKED UP HIS GUN AND WENT OFF DOWN THE STREET.

A FEW HOURS LATER HE WAS BACK.

“THEY WON’T PAY ME,” HE SAID.

“I KNOW,” SAID HOMA, “THEY WON’T PAY ME EITHER.”
HOMA BECAME AN EXPERT AT STRETCHING MONEY AND HE MANAGED TO KEEP THE BUSINESS GOING AND THE EMPLOYEES PAID — UNTIL NOVEMBER OF 1979 WHEN THE U.S. EMBASSY WAS SEIZED AND ALL SHIPMENTS AND MONEY TRANSFERS TO IRAN WERE EMBARGOED. NEARLY ALL OUR CUSTOMERS STOPPED MAKING PAYMENTS. NEW CONTRACTS WERE IMPOSSIBLE.

HOMA WAS FACED WITH THE VERY UNPLEASANT TASK OF LAYING PEOPLE OFF AND THAT WASN'T EASY. THERE REALLY WEREN'T ANY JOBS AVAILABLE TO THOSE PEOPLE. SINCE COMPANIES ALL OVER THE COUNTRY WERE LAYING OFF PEOPLE.

ONCE AGAIN HE ROSE TO THE CHALLENGE. BY GETTING EVERYONE TO AGREE TO HALF PAY HE WAS ABLE TO SPREAD THE MEAGRE REVENUES OVER AS MANY PEOPLE AS POSSIBLE. EVEN SO, THE STAFF HAD TO BE REDUCED... TO 30 ... THEN TO 20 ... THEN TO 15.
TODAY, CONTROL DATA IRAN HAS ONLY EIGHT EMPLOYEES REMAINING,
ALL OF THEM ON HALF-PAY.
FOUR OR FIVE CUSTOMERS STILL REQUIRE SERVICE,
BUT THE EQUIPMENT WE HAVE OUT ON LEASE
HAS DWINDLED TO ONE LARGE SYSTEM, ONE SMALL SYSTEM AND A TERMINAL.
HOMA IS UNDER CONTINUAL SURVEILLANCE BY THE REVOLUTIONARY COMMITTEE
AND IS FORBIDDEN LEAVE THE COUNTRY.
YET HE MANAGES TO BE OPTIMISTIC,
AND THINKS HIS COUNTRY WILL REBOUND.
HE SAYS IRAN IS STILL A RICH COUNTRY
WHICH WILL NEED TECHNOLOGY WHEN IT BEGINS TO REBUILD --
AND HE PLANS TO BE THERE WHEN THE TIME COMES.
OH, AND BY THE WAY, THERE'S ONE OTHER PART OF THE STORY.
HOMA'S AMERICAN WIFE -- BLOND HAIR, BLUE EYES AND ALL --
HAS BEEN WITH HIM EVERY STEP OF THE WAY
FOR THE PAST TWO AND A HALF YEARS,
WE OWE HIM A LOT.
In the midst of chaos, he's taken the long view -- and he's learned a lot about his own capability to survive and adapt. The way wasn't charted, but Homa had the courage, the self-confidence and the intelligence to prevail. He took risks, but he took care of his people -- and I'm proud to have him as a companion.

One of the things Homa learned is how to work with limited resources. Hopefully, none of us will face a task equally severe but the essence of leveraging limited resources is something Control Data learned as a small company and it has produced the third dominant characteristic of our company: the belief in technological cooperation.
For example, one of the high points in 1980 occurred in November when Peripheral Products celebrated its arrival as a billion-dollar business. The foundation of that success story is technological cooperation achieved through the formation with Honeywell, NCR, ICL and CII-HB of MPI and CPI.

If anybody needs an example of what can be achieved through cooperative programs, they can stop right there. But the arrogance of most large companies simply precludes them from understanding the benefits to be gained from cooperation -- until it is too late.

They could take a lesson from a young Control Data employee named Joann Reed.
ARROGANCE IS SOMETHING YOU CAN HARDLY AFFORD

IF YOU ARE GROWING UP ON CHICAGO'S WEST SIDE --

AND MY THIRD STORY STARTS THERE.

JOANN'S RESOURCES WERE LIMITED,

BUT HER DETERMINATION WAS NOT.

THAT AND CONTROL DATA'S WILLINGNESS

TO CREATE PROGRAMS GEARED TO THE GRIM REALITY OF THE GHETTO

CHANGED THE PICTURE

AS DRAMATICALLY AS THE DAWN CHANGES THE SEASCAPE HERE IN CANCUN.

YOU'RE A WOMAN. YOU'RE BLACK.

YOU HAVE AN 11TH GRADE EDUCATION.

AND YOU HAVE TWO CHILDREN TO RAISE BY YOURSELF.

YOU WANT A GOOD JOB?

SURE! LOTS OF THEM TO CHOOSE FROM.

SOUNDS LIKE THE SETTING FOR A GRADE-B MOVIE.

WELL, NOT QUITE. JOANN DIDN'T BUY THE SCRIPT.

"YOU CAN FEEL BAD," SHE SAYS, "OR EVEN CRY --

BUT YOU CAN'T QUIT ON YOURSELF.

YOU GOTTA GO ON LIVING."
BUT IT ALL STARTED OUT DOWN A WELL-TROD PATH.

JOANNE WAS 17 WHEN SHE LEARNED SHE WAS PREGNANT,

DROPPED OUT OF HIGH SCHOOL

AND BEGAN SUPPORTING HERSELF AS A FAST-FOOD COOK AND CASHIER.

THE FLICKER OF HOPE GENERATED BY HER HIGH SCHOOL ACCOMPLISHMENTS

AND FLAIR FOR ELECTRONICS

WAS DOUSED IN THE URGENCY OF SUPPORTING A FAMILY.

BY THE TIME SHE WAS TWENTY,

SHE WAS THREE YEARS AND TWO CHILDREN

INTO THE SCRIPT OF POVERTY AND DESPAIR.

BUT SHE HEARD ABOUT THE JOB CORPS

AND, WITH HER MOTHER CARING FOR HER CHILDREN,

WENT TO THE DAYTON JOB CORPS CENTER.

SIX MONTHS LATER SHE HAD HER HIGH SCHOOL DIPLOMA --

AND HEARD FROM A CONTROL DATA RECRUITER

ABOUT A NEW TRAINING PROGRAM CALLED "ACET" --

THE ADVANCED CAREER EMPLOYMENT TRAINING PROGRAM --

BEING ADMINISTERED BY JEANIE SHACKLETON.
If she qualified, Joann would be eligible for a career as a computer operator or possibly as a customer engineer. Joann received the highest score at her Job Corps site and was invited to join Control Data's Customer Engineering Training Program. So she asked her mother for more time, another year, and made plans to join a group of 100 young people from all over the country in Minneapolis. Well, she didn't really need that year -- which many students take. Seven months of training and she passed the same tough screening test given to all other Control Data Customer Engineering applicants. Last May she began a year's internship with the Engineering Services Division in Countryside, Illinois.
"MY MOTHER'S PROUD OF ME," SHE SAYS.

"PEOPLE SAY, 'DOES YOUR DAUGHTER REALLY WORK FOR CONTROL DATA FIXING COMPUTERS?'

SHE SMILES AND SAYS, 'YEAH, SOMEONE IN THE FAMILY HAD TO MAKE IT.'"

BUT JOANN IS STILL LOOKING TO THE FUTURE

AND ANTICIPATING NEW CHALLENGES.

"I LOVE WHAT I'M DOING," SHE SAYS,

"BUT I JUST WANT TO KEEP GOING HIGHER AND HIGHER.

MAYBE SOMEDAY I WILL BE AN ENGINEER IN CHARGE

AND CAN HELP TRAIN OTHER PEOPLE LIKE ME."

JOANN SENT US A LETTER RECENTLY AND I WANT TO READ IT TO YOU.

"I WOULD LIKE TO SAY THANK YOU: BECAUSE ONE DAY YOU GAVE ME A CHANCE TO BE SOMEBODY -- BECAUSE YOU TOOK ME IN AND GAVE ME A PLACE TO STAY WHILE I LEARNED -- BECAUSE YOU WERE SO PATIENT WITH ME.

YOU GAVE ME A CAREER AND A FUTURE -- BECAUSE NOW I CAN BE THE MOTHER FOR MY CHILDREN I ALWAYS WANTED TO BE -- BECAUSE ONCE I WAS LOST BUT NOW I'M FOUND -- AND THANK YOU MOST OF ALL FOR GIVING OTHERS JUST LIKE ME A CHANCE. THANK YOU EVERYONE."

A COMPANION FOR OUR ADVENTURE? WELCOME ABOARD, JOANN!
WHICH BRINGS ME TO BELIEF NUMBER FOUR:

IN UNCERTAINTY AND CHANGE LIE THE OPPORTUNITIES FOR THE FUTURE.

UNCERTAINTY SEEMS TO HAUNT OUR WORLD.

THINGS CHANGE AND SHIFT WITH ALARMING FREQUENCY

AND SO WE ARE SET ADrift AND, TO BE HONEST, FRIGHTENED BY IT ALL.

BUT OUT OF UNCERTAINTY AND CHANGE ARISE MANY NEW NEEDS AND MEETING THEM PROVIDES ENORMOUS OPPORTUNITY.

Indeed, control data is part of an industry whose very existence and growth are fueled by societal change and the insatiable need for more and better knowledge to cope with uncertainty.
SOCIETY TODAY

IS FAILING TO ADEQUATELY ADDRESS THE NEED FOR BETTER, LESS EXPENSIVE AND MORE AVAILABLE EDUCATION AND HEALTH CARE;

FOR ALTERNATIVE AND CHEAPER SOURCES OF ENERGY;

AND FOR A VIGOROUS SMALL BUSINESS ENVIRONMENT.

WE'RE NOT DEALING EFFECTIVELY WITH DECLINING PRODUCTIVITY,

INFLATION, URBAN STAGNATION

AND, MOST OF ALL, UNEMPLOYMENT AND UNDEREMPLOYMENT.

AND IN ALL THESE UNMET NEEDS LIE ENORMOUS OPPORTUNITY FOR CONTROL DATA.

IN FACT, MY LAST STORY HAS TO DO WITH UNEMPLOYMENT --

A PARTICULAR KIND OF UNEMPLOYMENT --

THOSE WHO ARE DISABLED.
IN 1941, THE U.S. ARMY DISCOVERED BILL STOGNER HAD TUBERCULOSIS.

THE DOCTORS SHOOK THEIR HEADS

AND TOLD HIM HE HAD LESS THAN A YEAR TO LIVE.

HE SPENT THE NEXT YEAR IN THE VETERANS HOSPITAL IN DENVER --

DETERMINED THAT HE WOULD LIVE.

THE YEAR PASSED.

BILL STOGNER CLIMBED OUT OF HIS HOSPITAL BED,

WENT TO THE UNIVERSITY OF DENVER,

GRADUATED AND WENT TO WORK.

IN DECEMBER OF 1969 HE JOINED CONTROL DATA.

LESS THAN A YEAR LATER

THE DOCTORS WERE SHAKING THEIR HEADS AGAIN.

BILL WAS A SALES MANAGER IN ATLANTA,

BUT THE DOCTORS TOLD HIM TO QUIT.

TUBERCULOSIS, DIABETES, A HEART CONDITION....

THEY SAID HE'D NEVER WORK AGAIN.

AT AGE 50, HIS CAREER WAS OVER.
EIGHT YEARS PASSED.

BILL SPENT MOST OF THEM BATTLING HIS ILLNESS,

CONFINED TO BED FOR MONTHS AT A TIME.

AND THEN, IN 1978,

HE BECAME ONE OF THE FIRST 12 PEOPLE IN HOMEWORK --

A PROGRAM MADE POSSIBLE BY PLATO.

WITHIN A FEW SHORT MONTHS, VIA PLATO,

BILL TRAINED HIMSELF AS A PROGRAMMER

AND WAS ASKING HIS DOCTORS FOR PERMISSION TO WORK AGAIN.

THEY TOLD HIM TO FORGET IT --

AND THEY TOLD HIM TO QUIT WORKING WITH THE TERMINAL.

BUT BILL WAS DETERMINED. HE KEPT AT IT --

AND HE STARTED TALKING TO OTHERS,

MANY OF WHOM HAD NEVER WORKED A DAY IN THEIR LIVES:

HERE, SUDDENLY, WAS A CHANCE TO TRAIN THEMSELVES AT HOME --

AND A CHANCE FOR A REAL JOB.
ALL LAST YEAR,

BILL INVITED PEOPLE BY THE DOZENS INTO HIS HOME.

HE GAVE THEM DEMONSTRATIONS -- AND WORDS OF ENCOURAGEMENT.

AND IN OCTOBER HE CHALKED UP A REMARKABLE ACHIEVEMENT.

HE SOLD OUR FIRST EXTERNAL HOMEWORK CONTRACT PROGRAM TO GOODWILL INDUSTRIES IN ATLANTA,

WHERE HE WORKED OFF AND ON AS A VOLUNTEER.

AND HE WASN'T EVEN OFFICIALLY AN EMPLOYEE!

"YOU HAVE NO IDEA THE JOY I HAVE," HE SAYS,

"WHEN I SEE PEOPLE WITH HOPE NOW WHO NEVER HAD IT BEFORE.

THEIR EXUBERANCE IS CONTAGIOUS."

AND SO IS BILL'S.

JUST TO BE AROUND HIM IS AN ADVENTURE...

AND LAST MONTH BILL HIMSELF RETURNED TO CONTROL DATA

AS A FULL-TIME EMPLOYEE.
His doctors called his recovery a miracle.

It was not a miracle.

It was the fortunate meeting of a remarkable individual and an opportunity conceived by a remarkable company.

And Bill Stogner is also lucky --

Two of Bill's colleagues in that first homework crew have since died from their disabilities.

No -- there are no miracles and no guarantees either --

Not to us as a company

Nor to us as individuals.

There is only opportunity.

As individuals, the least we can do is exert every ounce of energy we have to seize it.

And the least we can do as a company is to give people that chance.

And this is the basis of the fifth and final belief of Control Data: a belief in the reality of the individual.

Now, most large organizations, public or private,

Routinely proclaim that people are their most valuable asset.
WHAT THEY FAIL TO REALIZE IS THAT PEOPLE DO NOT ALWAYS FIT EXACTLY INTO THE ROLES THEY ARE SUPPOSED TO PLAY -- SO MOST ORGANIZATIONS DON'T CREATE THE PROGRAMS REQUIRED TO MAKE THE NECESSARY ACCOMMODATIONS.

PEOPLE JUST DO NOT FIT AUTOMATICALLY INTO CERTAIN NICHES. THEIR DEVELOPMENT IS A CONTINUOUS AND LIFE-LONG PROCESS.

CONTROL DATA, MORE THAN ANY COMPANY I KNOW, UNDERSTANDS THIS REALITY OF INDIVIDUAL DIFFERENCES.

IT DOES SO WITHOUT EVER REDUCING ITS STANDARDS FOR PERFORMANCE AND ACCOUNTABILITY ON A GIVEN TASK.

THE INDIVIDUAL IS THE CORNERSTONE OF CONTROL DATA'S SUCCESS.... INDIVIDUAL PEOPLE STRIVING TO BETTER THEMSELVES AND CREATE A BETTER COMPANY.... INDIVIDUAL PEOPLE CAPITALIZING ON THEIR PARTICULAR STRENGTHS AND PERSONAL CAPABILITIES.
FOR TWENTY YEARS I HAVE SEEN THIS ENVIRONMENT FOSTERED AND HONED --

GUIDED BY OUR BELIEF IN INDIVIDUALS

AND MADE POSSIBLE BY THE TECHNOLOGY OF COMPUTERS AND COMMUNICATIONS.

NOR ARE WE FINISHED.

OUR ADVENTURE HAS ONLY BEGUN,

AND MY GOAL IS SIMPLY THAT EACH OF YOU

AND EACH OF THOSE WHO FOLLOW US

WILL KNOW THE THRILL AND EXCITEMENT AND FULFILLMENT

THAT I HAVE KNOWN.

NOT EASY SOME WOULD SAY

I DON'T KNOW -- MAYBE IN A BIG COMPANY THAT'S NOT POSSIBLE.

WELL IT MAY NOT BE A CERTAIN THING

BUT WHAT I KNOW IS: WE'RE GONNA GO FOR IT!

THANK YOU.