CONTROL DATA CORPORATION  
Interoffice Memorandum  
Date: 5 December 1988

TO:  R. M. Price, HQS14P  
FROM:  K. E. Porter, WTMFAC

SUBJECT: Request for 5-10 Minute Interview

Mr. Price,

I am a Government Systems manager, with Control Data for more than a decade, working for you in the Waltham, Massachusetts office which you visited last year and held a small group discussion. I am working on my Master of Science in Computer Information Systems and am currently completing a course on business ethics. As part of the final presentation & paper, I chose to use Control Data's Ethic Code to analyze and substantiate. I will be presenting my analysis this coming week and would like to include your perception of how well our code works in our corporate culture.

I would like to speak with you for five to ten minutes to ask you the following questions:

1. As part of my analysis of the ethics code, I chose to examine a critical event in our history. The event was the final refusal of the banks in 1985 to support our short term debt which caused us to go into default. Do you feel that we have lost sight of our social responsibility for our employees and their communities since that time? Is it a game of survival which does not allow room for "meeting society’s unmet needs"? Do we need to "put our house in order" before we address those needs again? Who among the bankers were for or against us and who aided us through that period?

2. It has been written that Bill Norris was the one-man show but that you now use a team management approach. Do you feel that this business ethic of consensus management has filtered throughout Control Data due to your leadership?

3. Finally, an open ended question, do you feel that the ethics that Bill Norris reflected have been retained in Control Data and what ethics have you instilled within our culture since January 1986?

Due to time constraints, I would appreciate any response that you find time for and look forward to speaking with you soon. I am managing my contract at the customer's site and can be reached at (508) 440-5155.
Kevin E. Porter, Manager
BMEWS Site III
Software Programs Division
Government Systems Operations
1) No, I do not.
"Making society's current needs..." — It's attraction, focus, opportunity.

...is a different matter from long-term/short-term or of financial difficulty.

CD did not have the urgent financial incentives to do so many things. Need to focus to succeed. Most of those things were very small in total.

So it's not a question of "putting our house in order."

Plag for Alpha Centauri

2) Not yet. But it will. I believe very quickly now. It is a matter of personal leadership style. If you have that style, executives who don't will ultimately find central data "too hard."

3) People need articulated leadership.

Matter for the customer, quality. Empowerment of employees.