

SECTION V

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MINUTES OF THE GENERAL SESSION OF SHARE 61

S H A R E 6 1

General Session S001

New York Hilton

53rd St. &amp; 6th Avenue

Grand Ballroom

August 22, 1983.

WILLIAM D. BUTTERFIELD, (GM), PRESIDENT

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WILLIAM D. BUTTERFIELD, PRESIDENT, SHARE INC:

Good Afternoon, ladies and gentlemen. Welcome to session S001, the Share General Session for Share 61 in New York.

My name is Bill Butterfield, installation code GM, General Motors Corporation and I'm the President of SHARE

I'd like to begin this session with several announcements. First of all, I don't know how many of you saw it, but in the March S.S.D., there was an engineering and scientific computing survey.

(Laughter)

There's only one of these, right?

A VOICE: What do you mean? I didn't know there was that one.

VOICE #2: Jerry Ford wants that one.

(Laughter)

WILLIAM D. BUTTERFIELD, PRESIDENT, SHARE INC:

Those of you who have been around SHARE while know that Bettye, during her entire presidency, received a bouquet of yellow roses, symbolic of her state of origin in Texas, from an anonymous donor. This is my second General Session. People know I like strawberries and there is an anonymous person delivering strawberries to me.

So let me thank you, whoever you are, and I will assure

you that right after this session, I will be able to enjoy those with no problem.

(Laughter)

A VOICE: If there are any left.

WILLIAM D. BUTTERFIELD, PRESIDENT, SHARE INC:

If there are any left, I am told.

(Laughter)

Okay, I started to say, in the March S.S.D. there was an engineering and scientific survey. So far, from that mailing, we have about 50 returns out of 1750 members.

It's the contention of many of us in SHARE that we continue to have an engineering and scientific focus among the membership, and yet that return of the survey doesn't seem to support that.

That information is vital to SHARE in setting long-range direction for our organization, so I would remind you we can still process that information. And take a look in the March S.S.D., at that survey, and give some thought to sending it in.

SHARE is pleased to announce that at SHARE 61.5 in Salt Lake City, the M.V.S./X.A. project will pilot a new technical seminar format. This format consists of seven closed sessions with coordinated abstracts offered over one

and a half days, covering the particular areas of interest in M.V.S./X.A.

Oh, I'm sorry. I'm having trouble reading this.

The session would be offered on Tuesday and Wednesday of the interim. I'm sure that a coordinated program of topics including M.V.S./X.A. Migration and Depth, X.A. Maintenance Strategies, and X.A. Diagnostic Strategy would be of interest to your installation.

There are four SHARE-based sessions and three I.B.M.-based sessions in the package. Details concerning this technical seminar will be included in the announcement mailing for SHARE 61.

We've had several personnel changes both in headquarters personnel and in I.B.M. personnel in the User Group Relations Office and I'd like to announce those now.

In the I.B.M. side, our Manager of User Group Relations, the key liaison between I.B.M. and SHARE for the last 2½ years has been Ken Wilkes. Ken has been replaced at this meeting by Leland Ferguson.

In addition, one of Ken's key managers for the User Group interface, Al Gage from the F.E. Division has been replaced by Terry Maupin.

In Headquarters there are two new people running around

at this meeting with red badges on. And Headquarter, by the way, as usual, is doing an incredible job for us here. The two new people are Louise Miles and Ellen Biegaj.

I'd like you to join me now in welcoming the new people and wishing the people leaving good luck and success.

(Applause)

Finally, I have a very sad announcement to make. Kevin Black from Clemson University and the SHARE Manager of the local area network project was killed in an automobile accident earlier this summer. At this time, I would request that we observe a moment of silence in his honor. Please remain seated.

Thank you.

The next item on my agenda is a report by our Director of Meeting Arrangements, Mike Armstrong, Installation Code R.D.R., Ryder System. I might say that New York attracts a lot of people, but creates a lot of challenges for the Meeting Arrangement's Function. And I think Michael will describe some of his problems and opportunities and successes to you now.

MICHAEL ARMSTRONG, RYR, DIRECTOR OF MEETING ARRANGEMENTS: Thanks Bill, one out of three isn't bad. My name is Mike Armstrong, Installation Code RYR, Ryder

System Inc.

Everyone's been asking me what happened to my hand. I appreciate all the concern from people. I tried to carry my own luggage upstairs when I got here.

(Laughter)

It's didn't work.

Welcome to the Big Apple. It's not everyone's favorite city, but it is a fine place to live even though it is a terrible place to visit.

(Laughter)

There are some good points about New York City. I should point out that you can drink the water. In fact, Consumer Reports did a study of bottled water about a year ago, and New York City tap water came out on top of the list. It beats out Perrier for taste and quality. So drink lots of water. It's cheaper than anything else.

(Laughter)

The weather's been pretty good and it's supposed to stay not bad for the rest of the week, and you get the New York Times on time early.

So New York is good.

A whole lot of you thought New York would be fine. We've had 3,525 people register so far, and we expect more.

It's going to be another big meeting.

Of those, 45% took the new pre-pay option, and judging from the lines down there, our intention worked. We are sorry about the long pre-reg and walk-in lines, but in all honesty we told you so.

Those of you who read the pre-registration literature were advised strongly to take the pre-pay route in hopes of avoiding those lines, and I think that did happen.

There were some problems with some of the registrations and some of the pre-paid, and we expected those. We've only found roughly 30 problems that were, again, of the nature we expected. Most of those are because the installations clearly didn't follow the directions or read the literature or whatever, and we don't feel any animosity toward those people and hope that they don't toward us.

(Laughter)

All in all, I think it's been a very successful program and we will continue it in the future.

We also had 190 spouses or close to it, register, so we expect close to 4,000 people, before the meeting is over.

(Laughter)

We're trying to get the airlines to avoid sending all the A through F's in on Friday night and the F through Z's

the following day.

(Laughter)

And Anaheim for the next major, we hope to smooth out the lines a little bit.

I apologize for the map in the back of the General Agenda. The sun does not set in the North in New York City. You'll have to just rotate that 90° and it will work out a whole lot better.

Just a couple of announcements. The Graphics Film Festival scheduled for Wednesday at 6:30 in the Trianon Ballroom has been split into two sessions, and it didn't make the agenda that it is going to be in two sessions. One at 6:30, one at 8:30. That is in part due to popular demand, and in part due to a small room. And in truth, of course, the small room prompted it and the more we thought about it, the more we liked it as a good idea, anyway, because a lot of people had to come and go during the Graphics Film Festival. This will give you twice the opportunity to see a fine program.

The registration for Salt Lake City may be a little bit more complex. I ask you to read your pre-registration packet very carefully when it comes. Because of the XA seminar and the limitations on space there, we can see that

there may be three classes of people who want to register: those who are coming to the interim no matter what; those who are coming and want to go to the seminar if they can; and those who are coming only if they can go to the seminar.

So try to figure out which category you are going to be in and do the pre-registration accordingly. To be honest with you, I don't know what the pre-registration information is going to look like yet. We're still working that out. But be very careful when you pre-register, please.

And I will put in a plug also for the people wearing the red ribbons, particularly the new people who were thrown into a new job in a very large meeting and one of the toughest cities to schedule a meeting in. I think they've done a terrific job, and please if you think they have, give them a few words of praise in addition brick bats that we all deserve since nobody can do a perfect job. When I start doing my job perfectly, then I'll start criticizing other people.

Thank you very much. Welcome to New York. Have a good meeting.

(Applause)

WILLIAM D. BUTTERFIELD, (GM), PRESIDENT, SHARE:

Thank you, Mike. For those of you standing in the back, we

are eventually are going to get to a very fascinating keynote address that I think you're going to enjoy, but you may want to try to find seats and it would not be impolite to walk down and find them while the program is going on.

If in general, you can keep this front row open, there are a bunch of seats in the other two rows down here, and I see a scattered number of seats around. I also see some seats up in the balcony, although I haven't the faintest idea how to get there.

(Laughter)

But I'm sure you can find your way.

One of the privileges of being a past president is the opportunity to chair the nominating committee and to identify people in the organization who ought to be brought forward to hold office in the next two years, after you serve as President.

Our Past President, Bettye Odneal, from the University of Texas at Dallas, Installation Code UTR is the Chairman of the Nominating Committee. And at this time, I'd like to introduce Bettye to give the Nominating Committee Report.

BETTYE ODNEAL, PAST PRESIDENT, CHAIRMAN OF NOMINATING COMMITTEE, (UTR): Good afternoon. My name is Bettye Odneal, Installation Code UTR.

It has been a real privilege to work with a devoted group of people in perhaps the most rewarding and satisfying, one of those activities that's most rewarding and most satisfying of all the things that you do in SHARE. And one of the reasons is that working with the Nominating Committee actually gives you a feeling of making a contribution to the long-term direction and the long-term stability of the organization.

We were fortunate enough this year to have a nominating committee that was new. I don't think there was anyone on the Nominating Committee, other than myself, who had been on the Committee before, who entered into the task with enthusiasm and dedication and with a sense of their responsibilities and the long-term effect of their actions.

At this time, I'd like to thank those people, Rich Mayday of Michigan Blue Cross/ Blue Shield, and I have to give a special thanks to Rich. He has really filled in as Chairman of this Committee, in my place during an illness this summer, and has done much of the work. And so the credit really belongs to him.

Susan O'Connor of Continental Bank, Bob Benson of ARCO, Joe Malloy of AT & T, Bobby MacKenzie of Ed Simm. These people have done a fine job. You've all seen the names of

the nominees, and I'll introduce them to you again in just a moment so you can have a look at them.

But the people that I'd like to thank right now are the ones who won't be standing up here, but who demonstrated a willingness to be considered, and who will be moving into management areas in SHARE, and who have shown us and indicated that they have a commitment to this organization.

We've asked for that from a number -- a number of times we've told you that we needed more people to choose our candidates from, and to have more people show that kind of commitment and interest. And we got a good response this time. We want you to stay in there, and remember that how this organization goes and what happens with it is directly related to your sense of commitment to it.

So thanks very much to all of those people who were willing to offer themselves as candidates and to their installations for being willing to support them.

At this time, I'd like to introduce to you the candidates for the position of Director. There are two Director slots open; there are three candidates. When you vote, you will vote for your two choices. This time, I'd like the candidates to come to the front, please.

Lois Belliveau; I'm sorry I don't have your installation

code. SWE, she's with Stone and Webster.

Alan Greenburg, from McGill University and Jim Manley, Deere and Co.

These are the people that have offered themselves and are the candidates for Director.

I would like for you to feel free to talk with them, ask them their positions on things, and I would like for you to thank them at this time for being a candidate.

(Applause)

And finally, I would remind you that there are provisions in the By-laws for candidacy by petition. If you are interested in pursuing that, please see either myself or Rosie Higdon, the Secretary, between now and 6:00 tomorrow night which is the By-law deadline for submission of petitions.

Thank you very much.

(Applause)

WILLIAM D. BUTTERFIELD (GM), PRESIDENT, SHARE INC: Bettye, thank you very much. I think the Nominating Committee has done an excellent job setting up the slate for this election.

I have two more pieces of information regarding the election process. On this ballot, there were two questions



that we are asking the installation representatives or their designee to vote on.

The first is on the establishment of a membership fee for SHARE. Now, I remind you that the By-laws give the Board of Directors the power to establish such a fee; however, this Board decided that before doing that, we would seek the opinion of the membership via this election. So this is an advisory question on the ballot.

The second question on the ballot is regarding a By-law change to clarify certain wording in Section III of the By-laws on membership. Information about the Board's position and information submitted by interested parties to the SSD is posted near the candidates board, and I would urge you to read that before you cast your vote.

BERNSTEIN, (RM): Bernstein (RM), point of order, Mr. Chairman. It is the usual custom in SHARE that when a By-law Amendment is proposed that it be debated by the body in General Session or in Plenary Session, number one.

Not that I'm against any of the By-law changes that have been proposed, but I don't think that this is a legal motion for amendment, number one, for two reasons. One, it has not been moved anywhere, which is the only way you can amend the By-laws under Roberts' Rules of Order, which we

run under according to the By-laws.

But worse than that, there was not proper notification given the membership. The By-laws in Section XIII specifically state that a By-law change or By-law Amendment that is to be proposed must be sent to the members in an SSD mailed 60 days prior to the general meeting at which that amendment will be considered.

The current SSD, I believe the number is 328, was not mailed until sometime in July. Therefore I don't believe -- if you'll have the Parliamentarian or whoever else our legal authority is -- we don't have a legal motion to amend the By-laws at this point in time.

WILLIAM D. BUTTERFIELD (GM), PRESIDENT, SHARE:  
I guess in response to your point of order, I'd say that we can check that and if it's valid, we'll have to do something with that.

BERNSTEIN (RM): Read Section XIII of the By-laws.

WILLIAM D. BUTTERFIELD (GM), PRESIDENT, SHARE:  
Thank you.

(Applause)

Okay. What can I say?

(Laughter)

We'll have to verify the points Mort raised.

Bill Stevens, for this election, has agreed to act as chief teller. If Bill is down here someplace, will you stand up and take a bow, sir.

Thank you.

Bill has asked me to read the following announcement regarding the election. The polls will be located in the Grand Ballroom Foyer on the third floor of the Hilton and will be open from 9:00 a.m. to 7:00 p.m. on Wednesday. Signs will be posted to help you find the right place. Lines at the polls will be organized alphabetically by Installation Code. Get in the correct line, give your Installation Code to the teller on duty, and show your badge.

The Installation representative is the official voting representative for each installation. If the installation representative is not at the meeting, another person from that installation may vote instead, although we require to sign the membership list in case of a disagreement.

If you don't know who your installation representative is, there is a list in headquarters and there will also be one at the polls. Only one vote will be allowed from each installation, so don't try to vote early and often.

We urge every installation to cast their vote.

Sitting on the stage to my left are four representatives from SHARE's four sister IBM User Groups worldwide. I think this is perhaps the first time we have had all four User Groups represented at a SHARE meeting.

I'm going to call on each of the representatives to offer some brief comments to you. In my term as President, I have now had an opportunity to visit three of the four other User Groups, and I must say I find these visits of great value, both in meeting the people and in finding out what issues those User Groups are discussing and their perspective.

And I hope that the representatives here find their visit here equally valuable.

First on the agenda is the Vice-President of Guide Europe, Per Olaf Floatten. Per.

PER OLAF FLAATTEN, VICE-PRESIDENT, GUIDE EUROPE: Thank you Bill. Ladies and gentlemen, good afternoon. I am Per Flaatten from CCF France. I do not have a SHARE Installation Code. I am here by invitation, but looking over the very impressive assembly, I may decide to get one.

(Laughter)

Guide Europe has an organization that has approximately

1550 members. That makes us just about the same size as SHARE, I guess. However, at our recent annual conference in Lyon, France, we had 900 people show up. I don't think that means that GUIDE is less active than SHARE.

The fact of the matter is that we have about 15 languages to work with in GUIDE EUROPE and that makes it difficult to congregate a lot of people who can understand each other.

We do have an arrangement where we have four languages translated simultaneously at conferences, and anyone who can speak one of those four languages, has a chance at it.

(Laughter)

Apart from this type of difference, the environmental type of difference, as Bill indicated to you, I believe we have a lot of things in common over the five organizations that are IBM User organizations in the world.

And it is certainly, although this is my first SHARE meeting, I have attended GUIDE International meetings, it is always very instructive for representatives of a User organization to get some insight into how other organizations view their work, and what they are doing.

Next year we are having our 25th year anniversary, and we're having a meeting in London. Now London may not be a

very good place to live in, but it's a fine place to visit.

(Laughter)

I would like to encourage any of you who would like to come and see us, please feel free to do so. The conference is taking place in early June next year.

In closing, I would like to thank the Board of Directors of SHARE for inviting me here. I would also like to bring you the best regards from Yves Eugene who is the President of GUIDE EUROPE who was unable to come this time. You will probably see him at one of your future meetings.

Both he and I would like to convey to you our best wishes for a very successful conference.

Thank you.

(Applause)

WILLIAM D. BUTTERFIELD, (GM), PRESIDENT, SHARE INC.: Per mentioned the language problem at GUIDE EUROPE, and indeed there is simultaneous translation and although it's somewhat difficult to follow, but I managed to survive my visit there.

About a month later, I had the opportunity to visit AUSTRAL-ASIAN SHARE GUIDE, and they naturally speak English

down there, so I wasn't going to have any problem.

Let me read to you a paragraph from the abstract of their keynote speaker at their dinner. Now this is typically not a technical keynote, but intended to be an entertainment.

"Known affectionately to his millions of fans as Tangles, Max Walker represented Australia in 34 test matches and took 138 wickets in those matches. One of the most memorable was certainly the second test match against Pakistan in 1972 when, with Pakistan chasing only 159 runs for victory, Max took five wickets for three runs in his last 30 balls. He finished that inning with a remarkable figures of six for fifteen off, sixteen overs including eight maidens."

(Laughter)

"And bowled his way into the hearts of his fellow countrymen."

(Laughter)

I submit to you that English still poses some language barriers.

(Language)

Nonetheless, I will also say to you that I never enjoyed a talk more that I understood less of.

And with that introduction, I'd like to introduce to you Hugh Evans of Austro-Asian SHARE GUIDE, its President.

(Applause)

HUGH EVANS, PRESIDENT, AUSTR0-ASIAN SHARE GUIDE: Thank you Bill. Hugh Evans, Installation Code WA. That will be important. I'll tell you why in a minute.

ASG was formed in 1969, and ostensibly it was formed for the same reasons as SHARE AND GUIDE and the European User Groups. But having failed to get my company to send me to SHARE for 17 years, I figured if we formed a sister organization and if I got elected president, I would make it. And I have made it.

(Applause)

ASG has about 220 members, but it is unique in one respect. It is 4,000 miles long, and that's the longest User Group in the world.

(Laughter)

Our last meeting was our ninth. This is your 61st. We have between 500 and 600 delegates at our conference. You have 3500, I believe. You have nearly seven times as many requirements as we have. In fact, in almost every respect you're seven times as big.

(Laughter)

But I'm heartened by recollecting that this is the year of the PC.

(Laughter)

There is one respect in which you are not seven times as big, I noticed. There's only one IEM. I thought there would be seven.

Anyway on a more serious note, we have modeled a lot of our activities on what you do at SHARE. In fact, I think we've stolen half your by-laws, and it's with some trepidation, I notice you're changing them. We've just been copying them and getting them straight. You're changing them.

(Laughter)

But really SHARE has been a great help to ASG. Many of your presidents and vice-presidents have visited us and given us very, very helpful advice.

I would like to thank you for having me, and to the Board of Directors for inviting me, and I wish you on behalf of ASG a very good meeting. Thank you.

(Applause)

WILLIAM D. BUTTERFIELD, (GM), PRESIDENT,  
SHARE INC.: I'd like to correct you on only one point.

Very frequently it seems to us, at least, that there are in fact seven IEMs, or maybe more.

(Laughter)

The next speaker is from the SHARE European Association SEAS and is their Director of Divisions, Pieter Boon.

Pieter.

(Applause)

PIETER BOON, DIRECTOR OF DIVISIONS, SEAS:  
Thank you Bill. I thank you very much for your very warm reception. When I came here, it was about 95°.

(Laughter)

Last year, our Queen, Queen Beatrice, visited the United States. This year, it's my turn.

(Laughter)

I think it's a little bit of a pity we traded some hundred years ago Manhattan for Surinam because we have a lot of problems there.

(Laughter)

First let me start with sending you the regards of the President of SEAS, Haagen Holtz, who apologized for not being able to come to this SHARE meeting because of his duties back at home, back at his home installation. And there are too many traveling activities throughout the

year.

Also, I will transmit to you the regards of the whole SEAS Board, from which Burkhard Mertens, who is somewhere over here, and I are representatives this week.

In September, we have our annual meeting in Oxford in England, and you are kindly invited to join us there if you are, about that time, in Europe.

The status of the total membership of SEAS at this moment is about growing nearly to 310 members, so you can compare that with the size of SHARE. I hope that this will be for you a very great and a productive conference.

Thank you very much.

(Applause)

WILLIAM D. BUTTERFIELD (GM), PRESIDENT, SHARE INC.: Thank you Pieter. I might mention that on Tuesday night, SEAS will host a reception for European SHARE members who might have an interest in finding out more about SEAS. The information on that reception will be posted on the BOF Board.

Last, but certainly not least, on the program of the visiting VIP's is the GUIDE current director of staff services and the GUIDE president designate, Mr. John Nach.

John.

(Applause)

JOHN NACH, DIRECTOR OF STAFF SERVICES, GUIDE:

I bring you greetings from the GUIDE Board and its membership. This is my first SHARE meeting and I thought in preparation for it that I would grow a little moustache, and I got here only to find out Bill shaved his off. So I'm not sure whether I'm in or out.

(Laughter)

We hope to bring you warm greetings for a successful meeting. We're here to learn from you and to assure you of our continued cooperation with your organization. So I thank you for inviting me, and wish you a very successful meeting.

(Applause)

WILLIAM D. BUTTERFIELD, (GM), PRESIDENT, SHARE INC.: Yes, we're about to go into the keynote. There are a bunch of seats still down here in the front. You're welcome to come down while I introduce our keynote speaker for the afternoon.

Our speaker today has a highly varied background, ranging from musician through professor of communication arts to architectural consultant. He is currently a professor at the

University of California on leave and a member of the Education Company which offers programs for implementing personal computing technology.

He has trained over 1,000 executives on personal computers, and has spoken at a number of IBM and industry conferences. Now, please join me in welcoming Dr. Richard Byrne. (Applause)

DR. RICHARD BYRNE, KEYNOTE SPEAKER: Thank you. I'd like to open with a little data-gathering exercise. How many of you experienced any stress in the last two months? Hands up. Hands down.

(Laughter)

Stress is frequently discussed as the response of the human organism to change. And this brings me to the theme of my talk, which is not what was printed in the book. I mean, that sounded good a couple of weeks ago, and then I spent three hours here in the bar last night, and I thought, well, I'll get rid of that and do something else.

I think there are four key questions that you need to ask about change and the maintenance and operation and direction of large computer systems. I think you need to ask these questions about every week. I think you need to have real answers. I mean, real answers.

I'm going to ask the four questions and give you my answers and then we'll be through with the speech. Okay.

The first question. Is anything changing?

(Laughter)

Regarding microcomputers, minicomputers, main print computers, holography, lasers, fiber optic satellite, teleconference, and video, local area loops, etc., etc., etc.? Is anything changing? How many think something is changing?

Hands down. It's the other half I'm worried about.

(Laughter)

By the way, let me ask you another question. How many of you are procrastinators? And the rest are just slow in getting your hands up, right?

(Laughter)

Well, if something is changing, then you undoubtedly are getting ready for it. Particularly if you know, right? Like if you walk out in the lobby and you see that it is now a flash flood and it is raining. Something has changed. I mean you didn't just hear something change. You said, my God, it's raining. Well, now what do you do to get home?

You call a cab or you buy a raincoat or you turn your head inside out, or you do something. But you recognize

there's a change and so you deal with it.

Let me tell you one of the problems with a group like this. First of all, I start by flattering you. Okay?

I seldom speak to groups as competent as this group. Okay. That's not a joke. That's not a joke.

(laughter)

Some of you are saying, Oh, God, he ought to come to more meetings.

No, no, you have an institutional membership. Like you just can't walk in the lobby out here, and put down \$200 and be a member. You have to at least have a job in a place that at least has a big computer. So you are competent.

I'll tell you another reason I know you're competent. I spent three hours in the bar last night. I couldn't believe it. I was still here at 9:45, and there were people here who were wasted. I mean handled for good. And they're still saying, XADNASMPDDH...

(Laughter)

Now I'm sort of a translator. I'm kind of like a UN multi-lingual translator. I listen to data-processing types, ah-ah, good, good, then I run over to the C.E.O. and I talk to him and then I find out what he's talking about and then I run back. Once in a while, you'd hear

English in here last night. Like when people really kind of were through with the XA architecture, then they'd say, "What are you going to eat?"

(Laughter)

And I'd say, "AH, I understand that language."

I've got to quote something that's on the board outside here. SHARE POST: Desperate Need!

And you see, I'm acknowledging this because this is a very high level of competency.

"I need a modified QUETSO CP, ON THE CB 7 TAPE TO SUPPORT THE LATEST VERSION OF JES 2, THAT IS JES 2 SP 1.3.3."

Somebody else wrote a note that said, "Got it."

(Laughter)

"I got it."

Now let me tell you the problem. The problem is you can't function if you don't function at that level of professionalism. I mean you can't come in and say, "Well, you know, the big tape wouldn't work on the ...."

(Laughter)

So you have to function at that level. You have a problem that is getting ready to eat you for lunch, in my opinion. Now you can listen to my presentation, and say,



"Well he's got a lot of pep, and he won't be back, okay."

(Laughter)

I'll tell you the problem. This is it. This is the problem. Not even the IBM PC and certainly not the IBM XT, it's the CACA portable whatever it is. This is the LAURIS 100, and the executive buys this without telling you.

See I'm not talking about organized data-processing and de-centralized control and integrated local loops. That's not a problem. Probably won't work, but that's still not a problem.

(Laughter)

The problem is when the president of the corporation who pays zip attention to data processing. He has never cared. Apparently he'd get the print-out and he'd say "That's a great print-out. Good plan."

He is now at home in his den learning how to do text-editing on this thing so that his seven-year-old son won't see him and laugh. Because they're all just going nuts about the fact that kids know it and they don't.

And then when he can finally do the telecommunications program that's built in here, the little built-in modum. He comes to you. You're head of data processing, code

4D97, 27 years in SHARE, and he says, "Hook me up."

(Laughter)

I went to the PC meeting this morning, and there are 97 more meetings on PC's at this conference. Okay? I'm fascinated by it. Great. I want a part of that, and so forth, except that I'm not part of a company big enough to have the kind of systems I need. But I'm not concerned about that. That is still a data processing approach to personal computing. It still assumes organization. It assumes professionalism. It assumes that you will learn the access code. That you will at least learn a command to log on.

Executives are now beginning to believe what they see in the press. They fly a lot. More than you do. They fly. They read the in-flight magazines. They believe them.

(Laughter)

If you read the in-flight magazines, then you'll believe that office automation is here. Voice access. You just walk in. I sometimes wave this thing around, which is a lot of fun. (Beep, beep) I'm sure you know about it. (One, two, three, four, five, six, seven, eight) And of course that number is (12,345,678 --beep, beep --

divided by) Nobody's that polite to me, okay? (987.32)  
 The answer to that is (12,504.321) And of course the  
 square root of that is (111.8)

(Laughter)

Now, I use that for two reasons. Executives believe  
 that this is the state of the art of management, that  
 somehow machines talk and they will listen. The guy from  
 IBM here last night gave me his card, and I'm supposed  
 to call him, dial this number and then I tap in the 800  
 toll-free number and he says, "This is a digitized voice  
 actuated, it stores in a chip. It's a voice forwarding  
 system and then I'll get back to you."

And I said, "Well, let's write it down right now."

And he says, "No. Call me at digitized 800..."

So executives believe that the technology supports  
 them the way they want to work, believe that it supports  
 them the way they want to work, and it doesn't. The  
 technology doesn't do that yet.

I'll tell you a second problem.

How many of you would like to have this? Good. Hands  
 down.

(Laughter)

A lot of chief executive officers up there at the top,

they like stuff.

(Laughter)

They'd like to have that. Well, why? One person  
 said to me, "Well, what good would that be?"

And I said, "Well, you might be blind."

And he said, "Oh, my God, I'm so embarrassed."

But a lot of people just want it to have it. You  
 know they're early adopter on this curve, when you have  
 a new idea that appears in society, there are people right  
 on the front who want it the day it appears.

What will they do with it? Well, do what Richard  
 did with it. Carry it around. One, two, three. Have it  
 count. A lot of them want the latest microcomputer followed  
 by the latest microcomputer followed by the latest micro-  
 computer. How often would you have to get rid of your  
 old system to stay at the state of the art?

Well, I'd have to get rid of my morning system, because  
 we've been here four hours.

(Laughter)

I mean the half-life on those new technologies. Aren't  
 they all going to get more portable? Aren't they all going  
 to get cheaper? Aren't they at the same time going to  
 get more powerful? Then shouldn't you wait?

(Laughter)

That's what C.E.O.'s ask me. They say, "Isn't it going to get ....?" "And I used to use this, IXO Telecomputer. And I used that for a year to run three businesses. And I used it with the source, and you know, microknit and compuserve and all that. And then this one comes out which is a complete computer, and now it's going to get smaller."

And so a lot of executives think, "Hey, I don't want to be a chump. I don't want to look like a jerk. I don't want to buy an Apple or an IBM PC. I want to wait. Like isn't IBM going to come out with a portable?"

Hey, is anybody here from IBM?

(Laughter)

Spill out all the beans to me, and you and me can make a few bucks, you know. Because a lot of people, they don't want to get a compact and they don't want to get a Mayflower, and they don't want to get a whatever, because they want to wait for the IBM version of the PC.

I tell them they have to do one of two things. And I'm trying to offer you advice and counsel for what you can tell C.E.O.'s in your company. Tell them either to buy a micro, use it for one application, only one.

All this notion of integrated packages that do 54 things. That's the boobie prize for the executive suite. That's the boobie prize.

You want a special purpose application that leverages their skill. Find one thing that a C.E.O. does well. Find one software package that will --

(Laughter)

I may have to say this another way. When I talk to C.E.O.'s, they laugh a lot too, but mainly find one thing the person is good at. It's almost never spread sheets. A C.E.O. does not sit around penciling numbers in on Visicap. But what they do since hardware and software is designed to sell units, sell 700,000 units, they design them for mid-level management applications.

There's almost nothing that's custom-designed for the executive suite. And that's why you're not building allies in the executive suite.

In fact when they come to you with this and say, "Hook me up," and you snicker. By the way, let me just give you some advance warning, that's lethal. That will get you out of work.

(Laughter)

The guy comes in and says, "You know, I've been studying

basic." And you say, "Ah-uh, okay." Too late. Anything you say after that is no good.

You've got to find one application that really leverages competency, what the person is already good at. Have them do only that for 90 days. If they did it 5 minutes a day for 90 days. They would cost-justify any microcomputer on the market, including supermicros. You would cost-justify it in productivity, but a lot of people buy eight packages. And you explain to them, "We have...." and they spend about four months just running menus.

(Laughter)

"Oh, Jesus, that's a big menu. Yea. That's great. Wait a minute, here. RT, oh, another one."

(Laughter)

Meanwhile the company is going wha-a-a-a-.

That's burn.

Now let me tell you the problem with knowing if anything is changing. Like how many of you think something is changing? Hands up. Hands down.

How do you know you know?

How do you know you know?

I'm talking about epistemology, here, you know.

Some people say, "Well, it's changing."

Well, how do you know?

You know, don't you, that most of America doesn't know anything is changing. Most of America doesn't know anything is happening.

(Laughter)

This is not a joke. This is true. Most of America is home right now watching a re-run of the Dukes of Hazard.

(Laughter)

Most of America does not think the information revolution is real. They think it's a flash in the pan. They think it's press-age intrigue. You know, it will come. It will go.

I'll tell you a group that may think it's real, but they deny it. And that's the C.E.O. over the age of 52. My target audience right now, the people I work on most, is the people between the age of 36 and 52.

How many of you are between 36 and 52?

Old line SHARE people, good. Hands down.

Well most people who are under 36 have already accepted that technology is going to happen. I mean they're going to use a micro or they're going to use a terminal or a portable or something. They may not want to, but they

accept it.

Most people who are over 52, 56, aren't going to do it. Hello. They aren't going to do it. They aren't going to learn microcomputers. I mean a lot of them look at it and they say, "Well, I'll just die."

(Laughter)

Or I'll retire, or some of them who are too young to retire, own people who use microcomputers. "I mean I don't use it, but I own people who use it."

I was talking to a guy at a big bank in Chicago, and he said, "Yes, we have electronic mails designed for executives. It's for executive-to-executive terminal communication."

And I said, "Oh, that's great. I'd like to see it."

And he said, "Fine. Brenda, get my mail."

(Laughter)

The people who are going nuts are the ones between 42 and 56. And they're the ones that you ought to plug into. They're the ones that you ought to assist and counsel. And what I'm advocating is that you become visionaries. That you become designers of the future, not simply people running the bowels of the ship, keeping the machines pumping.

You need to figure out what the machines should pump about.

And executives are ill-equipped to do this. They don't know what is going on. The ones that you need to deal with between 42 and 56, and the image that I often use in speeches is that it's sort of like they are a fox and there's a pack of hounds coming after them called micro-computers.

"My God, they're coming. I can tell they're coming." And retirement is all the way out here in the lobby.

(laughter)

"I'm not going to make it to retirement."

And so they are now looking for strategy. They're looking for help.

I'll tell you one of my concluding tips right up front. They will see you as either the source of inspiration and help or a conduit to inspiration and help or a barrier to their growth.

Those are the only three positions that it's possible for them to see about you. You'll either be the source, or a conduit to the source, or a barrier. No matter what you do.

Obviously I think you ought to be the source, not just

the conduit.

Let me give you the last point on whether or not you see the change. How many of you regard yourselves as competent? At something? Hands down. At least you made it to the meeting. You've learned how to read meeting schedules.

(Laughter)

Let me tell you that I think one of the biggest barriers to real perception, real vision, is too much competence. Competence breeds unconsciousness.

Hello.

I'll say it again. Watch my lips.

People are saying, "What did he say?"

Competence breeds unconsciousness.

I heard Ted Clymus, one of the IBM scientists, do a report in Toronto. And he was talking about the state of the art of research in thin film technology, and in thin film technology, the state of the art is the head skins the medium at 12 millionths of an inch. Anymore, it doesn't read. Any less, it's a head crash. So you've got to reduce that.

And everyone in the audience, just like all of you, said, "12 millionths of an inch. That's good."

(Laughter)

Ingel has a new chip that puts 500,000 legegates on a quarter inch.

"Oh, that's a lot."

(laughter)

Do you know how close 12 millionths of an inch is? Do you kind of own the concept of millionths of an inch? A million pieces in an inch?

I said when I was listening to that thing, and by the way, I'll just have to tell an inside IBM joke. I was sitting in the meeting in Toronto and I asked Ralph Dornsplead, "Is it okay for me to be in the meeting?"

And he said, "Oh, I want you in the meeting. I want you to hear it, and then stand up and then do it."

And I said, "Yes, sir."

And I said, "And I can take notes?"

And he said, "Oh, absolutely."

So I'm sitting there, and you know, an overhead foil appears, and I'm writing it down, because this is a report on the state of the art of their technological research. And I'm writing. And pretty soon a security guard comes over, and says, "Would you step outside please."

And I went outside in the lobby, and this guy says to

me, "Do you work for Burroughs?"

(Laughter)

I said, "No, I don't work for Burroughs."

He said, "Then why are you taking notes?"

(Laughter)

I said, "I promise I won't take any more."

He said, "Okay, get right on back."

(Laughter)

I don't make them up, folks.

Anyway, at 12 millionths of an inch, I sat and I started doing some figuring and that would be all of us if we could fit in a 747 going 600 miles an hour at a 1/20th of an inch above the runway.

Hello.

A 747 at 1/20th of an inch is a read-head on thin film at 12 millionths of an inch. Now, to own the sense of 12 millionths of an inch, you need to get in a 747 with me, and we'll take that down to a twentieth of an inch, and you'll own it. From then on, you'll kind of get it.

What I'm saying is people who are so adept at technology, like you. You know so much. You've got the 100 billion megabites of ram back here in the closet, and an executive comes in with his thing, and says, "I got the new 8K chip."

(Laughter)

"It's going to expand tremendously my ability to do word processing."

You know, you're sitting there thinking, "OH, God, get me through the afternoon." And being unconscious doesn't help.

(Laughter)

That executive's enthusiasm about this little piece of junk, which does in fact record date, and I do use it to write on and so forth; his enthusiasm about that ought to be tapped by you to accomplish whatever the mission should be.

It ought to become part of what you do, not what you're warring with. You shouldn't be competing with this. His energy ought to be tapped by you.

Can you remember when your job used to be exciting?

(Laughter)

Hello.

How many of you can remember when your job was exciting? Hands down.

In the last year, have you ever driven to work and suddenly realized you were at the parking lot?

(Laughter)

It's called mailing it in on tape.

You see most of you are excited when you don't know how to do it. Like they say, we are now putting in the SDA/MV with a 123 option. You say, "Oh my God, how will it? Ah, this will be hard."

And it's really exciting. And then you get it up. And then it runs. And then after it runs, you start z-z-z-zing out. Okay.

You've got to get back to consciousness and you've got to deal with executives at a very high level of consciousness. You've got to notice the change that's going on.

Now, let me ask you a question. Is the third wave real? Is the third wave real? You've all heard about the third wave. Industrial--the information society, and you know that in 1776 only one out of 1,000 Americans processed information. And in 1900, one out of 10 did. And now, one out of two does. And three out of four in every urban area. And five out of six in L.A.

There are urban areas where all people do is come to meetings like this. I mean the whole city is doing nothing but going to a meeting, taking notes, and then sending that to the committee which files it and plans the

next meeting.

(Laughter)

The information age.

If you believe that's real, you're supposed to be the surfers out on that third wave. You should be the surfers leading the way. You should not be in behind the wave swimming along, crying "Wait for me."

Or being a pillar, you know, on an old pier that's no longer there, saying, "Work around me, Bob."

I'm doing some work now with one of the Federal Agencies and they have some money, so they bought a whole bunch of prof systems. Just bought them. A hundred and fifty, and they're going to buy 500 soon.

And I said, "What's DP's position on this?"

"Well, DP doesn't want them to do it. Because they don't want an information center, and they don't want VM, and they don't want this and that and the other." But they found a way, by God.

There's a loophole about this big in DP, and so they just went through DP, got the money, got the systems, and now they're getting ready to pull it through DP to run.

(Laughter)



And I'm telling them, "You may have a problem." You've got to be **working together**. And it is a profound mental dilemma. It's very complicated. It's not so simple. If you could push a button and get 1,000 disparate format micros all to talk to your main frame, you wouldn't begin to handle the problem.

The problem is psychological. It's attitudinal. It has to do with coordination. Okay.

Now, I want to give one last point about the changes. And I've often **talked about this**, and some of you are old friends of mine, and we've been together fifty times, but I'm going to do it again.

I think there are two basic kinds of changes in life, and I think you need to decide which of these the personal computer phenomenon, teleconferencing videotext, which of these two kinds of changes it is.

One kind of change is called cyclical. Cyclical. It comes and it goes. Just wait, and it will pass. It's a fad. It's like the leaves. The leaves fall. Are the leaves going to come back?

Hello.

Everybody raise one hand.

(Laughter)

Suddenly I have a feeling 4,000 people have gone away.

(Laughter)

Can you remember a management style that you had eight years ago that you don't have now? Management by objectives. Management by contract. And some people are now into management by pay. You know, you do what I tell you, and I'll pay you. You don't do it, and I won't pay you.

(Laughter)

Well, they are cyclical things. Other than cyclical change, there is structural change. When there is structural change, it never goes back the other way, the old way.

It's not a choice. It's not dealer's option. When the change is made, it's made forever.

I propose that the personal computer phenomenon, even though sales may fall, is a structural change.

Give me an example of a structural change. Something in society that once we changed, we never went back the other way.

Telephones. Cars. Cars. Cars is very common.

IRS.

(Laughter)

This is your big chance to get all these politically subverse topics in the agenda notes.

(Laughter)

Well, when there is a change, there is what is called -- and forgive the phrase -- it's called a paradigm shift, a shift in world view. You have the old way of looking. Then you have the new way of looking, and they're not really terribly related.

What did they call cars? In the beginning? Horseless carriages. Think about that, and I see all of you say, "Horseless carriages."

Is that a strange name?

No.

It's a damn strange name. Horseless carriages. Like this is the swimming poolless ballroom.

(Laughter)

Look around and when you find the ballroom with no swimming pool, that's the one.

(Laughter)

What they did, they had carriages, and then they had this thing. And it's called a carriage, but it has no horse. Uh-ah. Okay, we have a horseless carriage.

Furthermore, they start talking about horsepower, relating it to the old thing. You can now fly in planes that have Pratt-Whitney engines with 200,000 horsepower.

(Laughter)

Did you ever see a team of 200,000 horses?

(Laughter)

I mean if you did, a lot of you would be quiet a lot.

(Laughter)

So we are in this new operating environment, but we're looking back at the old work. And we're now going to do the old work on the new technology. So you have something called electronic mail.

Does that pose a problem? Stick with me if you can. Horseless carriages.

(Laughter)

It's like mail, but it's electronic. Good. Now what do you say at the beginning of a letter?

To Al Franken, Fernsheim Company, boogedy, boogedy.

Dear Mr. Franken, Thank you very much.

And so you do all of that composing on line, at \$29 a minute or whatever your charges are.

Dear Mr. Franken. Right?

Wrong.

You need to do new kind of work. I mean if you can get the message to the guy. CL129. You got it. That's the guy. But a lot of people do CL129, and then they start doing mail in traditional mail format.

The problem that I see with implementation of office automation is not, do the wires run? Do the digital switchings happen? It's that people are doing old work with the new technology.

It is more expensive to do the old work with the new technology, than to use the old technology. The old technology is better equipped for the old work.

You have to transform the work, so that when I send electronic mail, and I send it a lot, I send very telegraphic messages. I have an agreement with everybody who communicates with me that they will send me the abstract of the message that can be answered Y/N.

I want to answer everything they want to know, Y/N, and then if there's something that just cannot be structure Y/N, then I put in a line or two of copy. Then I put in the Hi-tech Hi-touch. "Hi, how are you. How was the golf? " And I schmooze around and I do the interpersonal stuff, but it's at the end. So I kick

through all the correspondence in about 45 seconds from an airport, then I spend two or three minutes making it real and making it warm and making it personal. But you're going to have to have new kinds of work, and you're going to have to figure that out.

If you don't figure it out, the executive will figure it out, and then he will tell you what his requirements are and then you will be stuck.

And I'll tell you another way to get stuck. Do you think you can deal with this? I mean, you can laugh that one off, "Oh, oh, please, we'll give you a terminal."

Suppose this guy's wife, or her husband, had been reading any of the personal computing magazines in the last three months, and they read the headlines that say, "The Ultimate Personal Computer, the LISA."

Hello. I don't know if you've seen any of those headlines. The ultimate personal -- it didn't say the best one in November.

(Laughter)

Or the most recent one we got.

It says the ultimate personal computer. And so she spends \$10,000 and the other \$3,000 for the software and

so forth. So that guy brings in a \$13,000 LISA, and he says, "Hook me up."

You've got a different problem here, ladies and gentlemen. I mean, you can't say to him, "Your wife is a jerk. Doesn't she know anything at all about SNA architecture?"

(Laughter)

And so a lot of companies that I know about in California are retrofitting main frames, screwing in ports in various places, downloading to a mini, and then they have a program that's going to translate that to run.

Okay, now that is a bonafied problem and that will happen to you in the next six months.

So if this change is cyclical, in which case you just hold your breath and wait.

Or is it structural? Is it going to make a real difference? Okay.

My answer to both these questions is something is going on and it's structural. That's my opinion. Okay.

Second question. Will these changes have any real effect on you?

(Laughter)

Will these changes have any real effect on you?  
How many of you think they will? Hands up. ~~Hands~~ down.

You know don't you, that I don't care.

(Laughter)

I mean I got a flight tonight. I don't care in a personal sense. I care in a professional sense, and I'd like to offer counsel about it.

But you see if you don't believe that anything is going on, nothing is going on for you.

My mother and father. There's nothing going on. My mother and father are very religious. They're very simple people. They're very close to the earth.

My dad is a cabinetmaker. He builds walnut cabinets which he finishes in the beeswax finish. Have you ever seen that, where they rub 60 coats of handrubbed beeswax? That's just magnificent work.

A microcomputer is not going to leverage his skill.

Have you ever read the back of the VISIDEX manual? It suggests 101 ways to use VISIDEX on an APPLE. You know, you could say to him, Doug, you ought to get a micro, you could put VISICALC, you know, put your nails in VISICALC.

(Laughter)

That's not going to leverage him.

However, I think it's very different if you are an information professional, and you don't know how many micros are appearing in your environment.

I heard John Zackman from I.B.M. say, that a multinational corporation will have microcomputers pouring in at five to ten tons a day. And none of it is being recorded by the Controller. None of it. It's just all petty cash. Most people at a certain level, can sign for \$1,000. You can buy any microcomputer system in the world, plus components, at a \$1,000 a pop.

So there are people who are assembling mainframes.

(Laughter)

You walk in a room and you say, "What the hell is this?"

(Laughter)

The guy says, "Do you like it?"

(Laughter)

When it's all done, you owe \$700 a hit.

The guy walks in, you know, the 30 meg disk is \$3,000 and he says, "Can I buy the case separate? Carry it home in pieces."

(Laughter)

You're going to have to deal with it. It's bonafied and it's here.

So will it have any effect on you? Well, I think so. I think it's a structural change, and I think it's going to transform the way business is done. I think there's going to be whole new businesses growing up, and new ways of doing business in large corporations.

When there is a transformation, there is a boom, and then it works itself out over time. Like when cars appeared, everybody in America didn't have the car, but the revolution was complete.

At Kittyhawk, everybody hadn't flown on planes, but the revolution was complete. It had already occurred.

How many remember the four-minute mile?

Something like that is going on. You know, don't you, that a lot of people wrote philosophical papers before the running of the four-minute mile explaining why, in God's wisdom, it was not a good idea for people to run a mile in four minutes.

It wasn't just that we couldn't do it physically. It's like humans aren't supposed to aspire too much here. Four minutes is the limit. All of the sudden Bannister does it. The whole world went, "I didn't know you could

that."

(Laughter)

And then everybody started doing it. Within two years of the race, there were seven people who ran under four minutes. So what happened in that two years?

Hello. What happened? People suddenly realized that that wasn't it. I mean, four minutes sounded big and that wasn't it.

There was a paradigm shift. They suddenly went, "Oh, I can do that." A lot of senior executives right now don't think they can use personal computers. They don't believe they can use your centralized data system. Within two years, they're going to know they can.

So if the pressure isn't on you now, it will be in two years.

Did you ever try to get out of a bank door? "What the hell. It's during working hours. What's going on here?" Some seven-year-old kid says, "IT says 'pull'."

(Laughter)

Then you're so embarrassed, you don't go out.

"Well, I'm just checking it, just checking it, kid."

There's a paradigm shift. You're head changes.

Now right now, there are a lot of data processing

professionals who regard this whole thing as an irritation. It's just nonsense. I mean, Microcomputers and executives, my God, are beginning to learn programming.

But in a few years, young people are going to have jobs in your company. Now, there are executives at the senior level who are never going to use a personal hands-on technology. And maybe don't even need to.

The new generation is going to use it. Their demands are going to be very high. Further on, you're going to have stacking of demand during prime time.

Freeways were built for the commute. Hello. Freeways were built for the commute. Weren't your data systems mostly designed for three shifts? Weren't they originally designed that this is the daytime shift, then the evening shift is some of this, and then you do batching all night. Then you do on line. Then you do off line. Then you do batch.

What's happening now is, executives come to work about 10. Well some of them come to work at 5, but I do a lot of work with corporations in California, and I know that many of them don't want to have a meeting until 10:30, because they're not really up to speed yet. They get in, check the mail, get oriented -- it takes about two hours to

get oriented.

(Laughter)

Then about 10:30, they come on line. And then about 12:00, they have a business lunch, and then they get back about 2 or 2:30, and then they really want to crack out some stuff. And then they got to leave, because they have the opera tonight. And so, there is an incredible spike between 10:30 and noon, and 2 and 4.

And wait until the micros start linking up. You're going to have spikes that are going to grind your mainframes to an absolute halt.

You know, you want sub-second response time. You're going to give a command. You can go out and eat lunch.

(Laughter)

In fact, I actually heard a subversive dialogue between some people who said that they had been working on a mainframe -- they're pros, I mean, DP types -- and these executives were getting to do electronic mail, and it was slowing up response time. So they started giving the machine mathematical problems. I mean big, humongous number-crunchers. Like, give me pi to a billion points.

(Laughter)

And the machine was going wa-wa-wa-wa. And the

executives were trying to send mail. They had couriers returned.

(Laughter)

So they say to the secretary, "Get this goddam thing out of here."

(Laughter)

Response time went right back up.

(Applause)

At any rate, I believe there's a transformation going on. I believe it's going to change your relationship, even with your own job.

Now let me just give you one tip about transformation. It is instantaneous and it always involves letting go. It always involves letting go. Transformation is not about lifting weights and learning Pascal and all that. It is about letting go of some belief in your past that is keeping you from being transformed.

I have trained 1,000 executives with my own hands on micros, and they are all clinging to a belief that they were good the old way, but they don't even know what the new way is.

And I'm saying to them, let go. Let go, I'll catch you. But they can't even see me. You know, and they're

saying, "What the hell are you talking about? I don't even know what this new way is."

It's like a trapeze act. You know, to have an act, you've got to let go of the bar. Hello. So the first time you do it, you know, you're swinging and the guy who is going to catch you is saying, "Richard, (whistles)

(Laughter)

"Guy, do you want to let go of the bar. Because, you see, if you don't let go of the bar, we don't have an act here. You know."

(Laughter)

But a lot of executives say, look before you leap. Let's be sure we have a strategic plan, that is secure in where we are going before we let go of where we are. That's not transformation. That's change. That's repair. That's maintenance. But it's not transformation. So there has to be a letting go of the preconception.

Let me nail you, now. You have preconceptions and you're not willing to let go of them. You have preconceptions you're not willing to let go of.

You as data processing professionals vis-a-vis the executive suite, you have beliefs -- well, I'm not going to run around here and start spending my time on PC's. I

got work to do.

Well you do today.

(Laughter)

I'll spot you that. But I'm telling you that I think what's going on is endemic and significant. Now you may disagree with it. You may think this is just cyclical and all it is is a little ancillary, a little ~~peripheral~~ to what you are doing. But it is changing the mentality of executives.

There is a process called letting go and then you have to hang out in what I call "the void." There is a position of uncertainty. Like how many of you are certain of how this is going to turn out?

(Laughter)

Any of you certain how this is going to turn out. Anybody certain how this is going to turn out? How many of you are uncertain about how this is going to turn out? How many of you are uncertain about how this is going to turn out? How many of you are uncertain about what you ought to be doing about any of it?

(Laughter)

Okay. You got to recognize that as a positive opportunity. That uncertainty is a good thing. You can



hang out in that void and produce really creative results if you're conscious. But a lot of people who go into the void, they don't know what's going on. They just close their eyes, and fold their arms, and go to a lot of meetings.

You must see this uncertainty as a creative opportunity, because the executives don't know and neither do you, and if you both stay conscious, something good may come out of it.

Let me give you a couple of quick tips on letting go.

You know why it's exciting to be Tarzan?

(Laughter)

Did you ever see a Tarzan movie? Didn't it look like fun. It's exciting to be Tarzan because he never looks to see if there's a third vine.

(Laughter)

And that's not a joke. It is a joke, but it's not a joke. That is, his intention is clear. He sets off, and he will deal with whatever comes up out of his competence, but it's not a strategic plan.

There are all kinds of people who say, now in the fourth year, we're going to implement decentralized Farkelstein. And I say, in the fourth year? In a rate

of change like we have now, you're sure you're going to have a company. I mean you may be acquired by Polyglot International. You know, let's worry about right now. Let's get our purpose clear. Let's get the direction clear, and then let's let go. Let's set off.

I'll give you two last examples of letting go. One of my favorite illustrations is David Voltz. Do any of you know who David Voltz is? Well, he broke the world indoor pole vault championship last October. And he believes the great barrier in leaping high is the great fear of falling far.

The great barrier in leaping high, it's not, am I strong enough. It's a kind of holding to the earth, because for every extra foot you go up, you get to fall another foot. Now some of you might not think that's a **big deal**, so what we'll do is put a small ladder in the **balcony**, and just have you step off. Eighteen, nineteen feet, that's two stories.

So he believes you have to own falling. You've got to get rid of falling. So he has been stepping backward off increasing heights. He jumped off the rafters, 65 feet high in the field house of their university, and fell into a pole vault pad in the jump circle, in the basketball

floor.

You know, he owns falling.

When he broke the world record, which was last October, he ran, planted, inverted, lifted up, and on the way up, he knocked off the bar with one of his thighs going up, and he thought, "Oops, that's not right."

(Laughter)

He wasn't occupied with falling. I mean he already had falling handled. So he thought, "Oh, damn, I knocked it off." So he real quick did a roll, grabbed the bar, put it back on the standard, **steadied it**, let go, and fell into the pit, and the bar bounced and then stood there.

(Laughter)

And the crowd did about what we're doing, kind of went --

(Laughter)

and the judges, kind of like the election committee we were talking about earlier, the judges took two hours to figure out if he had cleared this. Then one position was, well he didn't clear it. He knocked it off going up. Everybody in the stadium saw that. And they said, well that's true.

And the other position was, but he did put it back.

(Applause)

And so they went to the Rule Book. I think it was Section XIII.

(Laughter)

(Applause)

They went to Section XIII of the Rule Book, and do you know it didn't say a word about putting the bar back.

(Laughter)

Nobody had ever conceived of putting the bar back. So they said, okay, he cleared it.

That was a transformation, because pole vaulters the world over now call that Voltzing a jump, and they practice it once in a while. In other words, we are not going to see world records set by going through belly-high and then slam-dunking the bar.

(Laughter)

But, pole vaulters now know, look if you knock it off, tidy up.

(Laughter)

Before Voltz, nobody ever thought about that. Now, I'm telling you that what we face right now in information science and information processing, and I think data processing is going to become information management. I don't even think they're related. I think we're going to move

toward information management, and executives are going to come on line. We face a moment kind of like David Voltz's jump. Who has the creative solutions? Who has a good idea?

I can list 25 strategies being used by companies now to implement personal computing. None of them make too much sense to me. So now is the time for creation, for creativity.

I'll give you my last example of letting go. This is my favorite story and I tell it in every speech I've ever given, I think, ever since I've seen the film. How many have seen Butch Cassidy and the Sundance Kid? Hands down.

I'm telling you, there is a scene in there, that if you get it--you know Robert Heinlein's Stranger in a Strange Land, where he talks about grocking things. It isn't just that you hear it. You don't just understand it. You grock it. You own it. If you can grock this scene, I'll feel good. And you can go away, and you won't have to worry about the content of my speech.

Butch Cassidy and Sundance have been chased very much like executives being chased by micros and mainframes and supermicros and terminals and so forth, been chased by this guy with the skimmer and Lord Baltimore, remember?

And he says, "Well, they can't trail us over **rocks**, so they tie gunnysacks over the horses' feet, and then for three days they walk only on rocks. And then after they get off **them**, here come these guys just following them, right up the mountain. And they say, "Who are these guys?"

Finally, they're chased to the top of a mountain, and they're running, and these guys are all around them and there are people fifty feet away, I mean, as far as me to the front row, with rifles aimed right at these guys, and it is over.

It is where C.E.O.'s feel themselves right now regarding the technologies. It is over.

And **all of a sudden**, Butch has a transformation, a structural change, there on top of a mountain, 200 feet above a river with a waterfall. Remember that?

And he's standing there. "How do we get out of here?"

And suddenly he says, "I know what we'll do. We'll jump."

(Laughter)

"They'll never follow us. We'll jump. They'll never jump. We'll jump."

And Sundance, Robert Redford, says, "I'm not jumping."

And he says, "Why?"

And he says, "I can't swim."

(Laughter)

And he says, "What did you say?"

And Redford said, "I can't swim!"

He said, "Swim, hell, the jump will kill you!"

(Laughter)

Now stay conscious for just two seconds here. Swim hell, the jump will kill you, and he looks at it and he laughs, and he says, "That's right, the jump will kill me. I don't mind." And so they jump.

He was afraid of drowning. He was not afraid of dying. Hello. He was afraid of drowning. He was not afraid of dying.

Many executives who do not have the good relationship with you. They do not immediately come to you for sustenance and counsel and support. You're not their guru and they're not your guru. They're afraid of something and you're probably addressing the wrong fear.

It's not the fear of dying. It's the fear of the loss of something that they haven't yet articulated. There's something that they are clinging onto which either makes them get to be computer zealots, which in one way is the worst thing that can happen.

If they start coming in and walking around the shop, talking bites. How many baw does this thing put out, Bill? How many K you got in here? I usually say, "How many K do you need?" And the guy doesn't know what K is.

(Laughter)

So the key is, he's not afraid of dying, he's only afraid of drowning. Make of it what you will.

Now, I need to get to the last two questions because I need to quit in about a few minutes.

The third question is will you have any effect on the change? Remember the change? Are there any changes going on? Will the changes have any effect on you? Will you have any effect on the changes?

My recommendation is you should. I'm a very strong advocate that you assume a slightly different role in organizations than most data processing personnel that I'm familiar with.

I think you need to be part guru, part information source, part inspiration. Certainly you need to be a teacher/trainer, and you see a lot of people train how to use the 435917 amp augmentation of dot 30. That's probably not what I'm talking about.

What I'm talking about is how to leverage competency.

How do you assess real needs? A lot of people come into a computer store, they don't have any idea what they want, so they say, "What will this thing do?"

They say, "Well, it will do word processing and spread sheets."

The guy says, "Oh, good."

"Good, I'll take that."

The guy goes home and finds himself doing things that he never does, or she never does. So you need to be mentors, guides; you need to share with executives in a very special way.

Will there be any problems coming up? Will any of things I'm talking about cause any problems? How many think there'll be a problem? Good, hands down.

How many people believe that if you just totally disregard everything that I've said and thought, that you might still run into one problem.

(Laughter)

There are some problems up front, aren't there? I want to recommend that you start seeing problems as the good part. It's so clear in sports. Problems are the good part. What you want to do is create imaginative, challenging, stimulating problems. That's what sports is

about.

How many have ever played tennis?

Good. Take tennis to work with you. Run your data center thinking you're playing tennis, instead of running a data center. Did you ever notice the problems? First of all, can you get a ball, and a racket, and a partner, and a court? Most of you already have a court. You at least have a machine.

Now, can you hit the ball hard enough, second, to get it over the net, third, left of the right line, fourth, right of the left line, short of the long line -- this is six problems in the first shot -- and hard enough that you don't look like a jerk?

(Laughter)

That's the first shot. Your partner is feeling spicy, and he makes a passing shot into the showers. And you say, "Uh oh, first shot, alright."

And so the two of you increase the level of difficulty, and you make it impossible for each other to play tennis. At the end of two hours, you're just short of coronary, stopped sweating, pure white, you say, "God, that was great. Help me back to the car. Can you play tomorrow?"

(Laughter)

But the problem is seen as a creative thing. You clear the high jump, they raise the bar. Did you know that that's the award you get when you clear the high jump?

(Laughter)

As soon as you solve the problem, they say, you're so good, we're going to make it a lot harder. Here you go. And you say, thank you very much.

(laughter)

You need to see this problems as creative.

I hear a lot of people in data processing and in the executive suite, lamenting their problems, wishing they'd go away.

"I wish the goddam PC revolution never happened. Get it out of here."

NO, no, no. Embrace those problems as a creative stimulus. Okay. So I think that you need to be seen as source, a conduit. I think that I'll give you analogy and then I'm going to go to the last question.

One analogy I think you ought to think about is orchestra. Have you ever seen an orchestra or a band? How many of you have ever seen an orchestra live? Good, hands down.

I think you ought to figure out what role in an

orchestra you play regarding data processing and information management in your company. If you've ever watched the lead violinist in an orchestra, notice what he's doing. Two and half hours. Okay. Watch the tympanist, back here with the cymbals, watch what he's doing: 159, 2, 3, 4, 160, 2, 3, 4, 161, 2, 3, 4. Is that fair?

(laughter)

Is it fair for the violinist to be on line, batch, processing, decentralized whatever it is and somebody else is waiting, and then on the last shot of the symphony, goes bou-o-o-o-gh, and the audience applauds.

(Laughter)

Would it help if he pitched in more?

(Laughter)

I mean **Bernie**, are you in the orchestra or not? You know, Bernie is going, boom, boom, boom, boom. No, no, the way it works is he doesn't do a damn thing until the last beat. We need to sort out roles and responsibilities in corporations regarding information processing, and it may be that the C.E.O. doesn't do anything until the last beat, when he presses a button on a specialized terminal designed for only one application, looks at it and presses Y. And data processing says, "Right on!"

(Laughter)

But who figured out the orchestration? Who wrote the score? Who is the conductor? What is your role in this? If you could design an orchestration of all the information resources in your corporation, who would play what roles? I don't think it helps for you to take the cop-out, and say, "Hey, that's not my job, man."

Whose job is it? If the professionals don't govern it, you will have anarchy and chaos. And I see that happening. I know one company where there are 45 different incompatible microcomputers being used in the same executive suite. People just go out and buy them, and bring them in. And I'm telling you there's lunacy ahead.

So, the third question is "Will you have an impact on the change?"

I pray to God you will.

Now, let me give you my fourth question. What should you do right now? What should you do right now?

I'd like you to be conscious for this last part. This is going to last about three minutes. I always end with tips. I always make a list of little one-liner tips, so that when people go away, at least they have the tips. Otherwise, they say, well how was it? Was good. What did

he say? Well, you had to be there, man. Maybe they taped it.

(Laughter)

So I'm going to give you some tips. So what I'd like is for everybody to lighten up 1%, right now, physically. Just lighten up 1% and raise one hand. Good. Hands up. Good. Hands down.

Okay, here are the tips. I have a long list and I've numbered ten of them that I like since lunch.

1. You must learn to embrace uncertainty as positive. You must learn to embrace uncertainty as positive. But to do that you have to explore it. Like if you're uncertain, try this, and then try that, and then think about that, and do that. You see, I say to executives, "Buy a computer. Use it for one targeted application that leverages your skill. Do it for 90 days. And then give it to your church, because you will have cost-justified it three times over within 90 days.

Either that or get into waiting. Make waiting a lifestyle. Commit yourself to waiting. How many of you think you ought to wait on micros? Anybody here want to tell the truth and say they think you ought to wait? Thank you very much.

A lot of executives believe that. And I say, "Commit to waiting as a lifestyle. Go out here and wait for the limo to the airport. When that limo pulls up, wave it on. Say, I'm waiting for limos. I'm not getting into limos. I'm waiting for limos."

(Laughter)

Because otherwise, it's madness. Wait until when? November? Until this thing has 300K. Until hell freezes over? So either get in, cost-justify, or just wait.

2. Be conscious. I'd say, five minutes an hour.

(Laughter)

Pick a time. Say, five minutes to the hour, I'm going to be conscious for five minutes. You'll find it very difficult to do. Read the New York Times. Read your local newspaper. Read one page and see what the implication is of that page for your current job.

If you're really conscious, you will find out you cannot read anything. I mean you can't read graffiti in the restroom out here without getting an implication of it for your job. You know, you walk out of here and in the parking lot it says, "Stay right." If you're conscious, you say, "Stay right. Ah-ah, heavy. Heavy work here going on."

But you've got to be conscious, and most of us are unconscious most of the time. Most of us are just doing our job.

So be conscious.

3. Be willing to start ignorant. Be willing to start ignorant. One of your problems is a lot of you think you know a lot. A lot of you are very condescending about the microcomputer revolution because you're used to working on big machines.

In fact, I've heard discussions of SHARE and GUIDE. "Well, SHARE used to be the big machine." And I gathered that means a lot. The big machine. Now some of GUIDE's have bigger machines than we have.

Be ignorant. Come fresh. Tabula rasa. When you sit down with an executive, don't act like you know it all. Don't even think you know it all. Be willing to learn. I'm telling you, a lot of you know beans about micro-computers.

I'm not going to ask for a show of hands, because some of you will just check out. But I think when you go into a computer store, you should not ask technical questions. You ought to find some 16-year-old salesperson, fall on your knees, clutch his leg, and say, "My life and



my job are in jeopardy. Help me."

(Laughter)

Be willing to learn. You can't learn anything that you think you already know. You think you know how to get from here to the airport. Somebody says, "Turn right." You say, "No, thank you." Because you think it's left. Anything you think you know, you can't learn.

The Zen master was confronted by a guy from America, and the guy said, "Teach me some Zen, Master."

The Zen master thought, "Oh, boy, have I got a problem with this guy."

So he said, "Sit." And he took tea, poured it in the cup, poured the cup full, poured it over on the tatamis, poured it under their robes, poured it out into the street. They're sitting in a big, wet puddle of tea. They sat for two hours and didn't drink the tea.

And the Zen master said, "This is how you have come to me. As a cup which is full. Nothing can be added to a cup which is full."

So if you think you know too much, it is an absolute barrier to learning.

4. Gather information. Go to your local public lending library and browse. See, don't just go to the

IBM Information Center. Go browse. Go read magazines you don't read. Read SAVVY, if you're a guy, and you don't read SAVVY. And if you're a woman and don't read POPULAR MECHANICS -- and I'm not being sexist about it. Whatever it is you don't read.

Why, one of the best summaries that I ever saw of office automation was a guide to microcomputers that was printed in SAVVY magazine. It was one of the best I have ever seen. So you need to browse. Encounter what's going on in other parts of the world, that are not common to you.

Okay. Gather information.

5. Learn to speak executive. Learn to speak in French, Spanish, learn to speak in executive.

Many of you are so competent that it's very difficult for you to deliver five minutes worth of speech without an initial.

(Laughter)

And I'm not being critical. I'm just pointing out the truth.

You walk around to some of these sessions and assume that you are a brain surgeon looking for a meeting, and you will find out there's about nothing being said that anybody gets.

Because it is all cryptic. It is all code and acronyms when you talk to executives. Ask them "How big a machine would you like on your desk?"

You've got to speak executive, you know. Slow it up.

(Laughter)

6. Learn to learn. Many of you don't know how you learned. You know your job, but you don't know how you learned your job.

How many of you cannot play a harmonica? Hands down. I asked that because almost nobody can play a harmonica. Go buy a \$2 harmonica at the dime store. Don't buy the \$64 Honer chromonica with the slide. No buy a little cheap one. Pick a tune. Try to stay conscious. Most of you are unconscious until you can play it and then you regain consciousness.

Stay conscious, and try to notice how you learn. Whatever it is. Notice how you learned it and then you will have learned something about teaching executives about using a microcomputer.

Many of you are not competent at learning. You're only competent at computing. Okay. Good.

7. Before you train an executive, train a whale.

(Laughter)

Now this is a given. This is absolutely necessary. Many of you have never done this. But this is what you have to do.

How many of you have ever seen, even on television the Shamoo Show where the whale swims around in a tank, and the band goes da-da-da-da-da, and then the whale goes 50 feet up and hits the ball, and dumps the water out on the people from Dubuque?

(Laughter)

How do they get the whale to do that? Because if they can get a whale to do that, couldn't they get a C.E.O. to stay off-line?

(Laughter)

How do they get a whale to do that? I was talking to a bunch of data processing pros, and there was a guy sitting in the front, and I said, "You sir, how do **you** think they do that?"

And he said, "I think they have a big stick that puts a big electric shock into the water."

And I asked him, "What company do you work for, sir?" I want to be sure I don't work with them.

The way they do it is by progressive reward. They

pick a natural behavior. You've got to start with a natural behavior of the executive. So they choose swimming and jumping. There are no whale acts based on the musical saw. That is not a natural behavior for whales. But there are a lot of training programs that teach C.E.O.'s VISICALC. Wrong. That is not a natural behavior.

They put a rope in the bottom, and every time the whale comes over the rope, they feed him. They raise it a little in the middle, he swims over it, and they feed him. They raise it a little higher, he swims over it, they feed him. He swims under it, they don't feed him, and the whale says, "Uh-oh, this guy's not trained yet."

(Laughter)

So he only swims over it. Then they raise it to the top of the water, and the whale will fin about two hours. I don't know if you've ever watched this process, but when it goes to the top of the water, the whale looks at the trainer a lot.

(Laughter)

The whale knows to go over the water to get fed, but he also knows he's also going to leave the water, and the whale is thinking, "God, this is a paradigm shift."

(Laughter)

"I'm going to go over, but will he get it?" Finally, he says, "Well, I got to go sometime." He goes over, gets fed, says, "Alright." Then it's just a piece of cake.

So I tell C.E.O.'s when I train them on micros, take your IBM PC home. See if you can get a light on. See if you get a disk drive to light up. You know, flip the switch, lights up, great. Have a drink.

(Laughter)

Now, can you get it turned off. Hooray. Have a second drink, and call it a night.

Now, I'll tell you why I tell you that. Most executives work at home, because they don't want to look like a fool at work. So they want a machine they can check out and take home.

They work, "Yeah, I got that. Fine. Dos. Okay. Good. Work star. Great. Now how do you get it to do block moves?"

"Well, I guess I'll pick it up there tomorrow night."

And they quit, losing. They almost always, when they train themselves, stop just when they're losing. And they go to bed and they sleep with loss.

That is a mistake. They got to quit winning. So what you got to do is if you get stuck, "Say, I can't do this."

So you back up two pages and do something you can do, and quit winning.

I'm telling you the motivational impact of stopping winning every time is powerful. And it's what I mean, when I say you need to train a whale, then train a C.E.O.

The last three will be quick.

8. Create vision. How do you want this to work? If you could draw on one side of one 8½ x 11 paper, exactly how you want information management to run in your company, what you want the C.E.O.'s to do on little toys, and what you want linked to a mini, and what kind of data pool, and downstream, and whatever, what would you have it look like?

What would be ideal for you? Because you don't know. The C.E.O. might come to you and say, "Karen, what should we do?" Well, what you don't want to say then, is, "Well, I don't know. What do you want to do?" No good.

So create visions and then you'll see them come real.

9. Come from mastery. Does what I'm talking about sound difficult? I mean dealing with the C.E.O.? Any problems involved in it? It's a little difficult, and some of you say "I'm not a C.E.O."

You need to come from mastery. Don't seek it. Come from

it. Then everything you do is easy.

I come from Independence, Missouri. Hello. I come from Independence, Missouri. Can you change that? Can I change that? I mean, you torture me; I come from Omaha! I come from Omaha!"

Do I really come from Omaha? No, not really. You can also come from mastery. That doesn't mean you'll do it the first time, but I mean it'll be easier. When you come from mastery, it's easier to do a speech. It's easier to learn a micro. It's easier to share information.

Come from the position of being a master, and then assist the C.E.O. Don't try to do it to him.

10. My last tip is be a wellspring of aliveness. Aliveness. What we need is more aliveness, not more SNA and DMA and XA and Farkelstein. We need more aliveness in the corporate setting.

Have you noticed that I've been alive up here? You know, alive? Have you also noticed that my aliveness is not dependent on your response?

(Laughter)

There's a key point in **that**. When you go back to the company and you come in enthusiastic and you say, "I think we should develop a plan for the integration of microcomputers

with the mainframe."

Half the people back there will say, "What?"

The other half will say, "Get out of here."

And you will tend to say, "Well, it was just an idea."

You will tend to become like your environment. You will tend to mediate your behavior to fit more in with the environment and the attitudes of the other people. That is lethal. You are the competent data processing professional.

You need to have the vision. You need to be the one with aliveness.

God bless you all and good luck.

(Applause)

WILLIAM D. BUTTERFIELD, (GM), PRESIDENT,  
SHARE INC: Ladies and gentlemen, I have several things to apologize for. First of all, the length of this session; however, I don't think anybody would have had this session any shorter.

(Applause)

Richard has indicated that he'll be around for an hour or so, someplace in the ante-room area, around here, if you want to talk, ask questions, swap cards, whatever. Okay.

Number two, Mort's point of order. Mort Bernstein's

point of order regarding the mailing date, as nearly as we can determine, is correct. It was published, but not mailed until after the cut-off date; therefore, the By-law revision will be removed from the ballot.

Finally, we are obligated to conduct business at this general session. Okay. Now the coffee breaks will be left set and the next session start will be delayed until approximately 20 minutes after the end of this session. And with that, I declare the general business meeting of SHARE open.

The Secretary, Rosie Higdon, is on the stage with me, and she has informed me that there is no old business. Is there any new business? If there is, approach one of the microphones which are turned on.

Is there any new business?

Is there any new business to bring to the floor?

Seeing no new business, I declare this meeting of SHARE 61, general session, closed.

Enjoy the rest of the week.

(The end of the General Session.)

