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LPI INTEROFFICE MEMO

TO: The Attendees of the 4/21/86 R&D Meeting:

FROM: Michael Schwartzman

DATE: May 1, 1986

ON-LINE FILE: joanne>mike>r&d.meeting



Ten years ago at DEC, I was running a group of 15 people in R&D and was juggling my attention between the slowly dying PDP-11 and the new machine to replace it (it became the VAX-11).

At times, I felt under-appreciated (management paid more attention to other guys), or manipulated and deceived, or unfairly judged, or overworked, or not able to control the environment around me, or frustrated by DEC's decision-making process. And sometimes, I felt all of the above at once.

These things kept me going:

1. Understanding that I was involved in something that was important to DEC -- it was new, advanced and my judgment counted -- it was the future VAX.
2. The feeling that several people around me -- some that I worked for, or some that worked for me or with me -- were people that I liked and that appreciated my efforts.
3. Several books (only 2 or 3) that I read and re-read again and again when things were getting real bad.

The enclosed, "Bravely, Bravely in Business" is one of those books. Read it.

My heart is with you, and I know what you sometimes feel.

(end)

