

17 October 1989

Tom -

Since it appears our working association has temporarily come to an end, this seems like the appropriate time for me to share some thoughts with you and put certain things in perspective. I don't feel right about letting recent history just fade away without saying at least a few words about what I perceive as its overall significance.

When I think about job satisfaction, my primary criterion has always been: How much can I learn? In my years working for you, I've learned quite a few things, including:

- o What it means to have a "work ethic"
- o How to say what you mean
- o How to get other people to say what they mean
- o The real meaning of "quality control"
- o How to be organized
- o How being organized is essential to quality and productivity
- o The value of careful planning
- o The necessity of tenacious follow-up

There are at least another dozen things I've learned, and maybe another dozen I'm not even aware I've learned. By far the most important thing I've learned from you, however, is what it means to have integrity. In an environment where most people seem eventually to succumb to the temptation to take the easy, politically expedient road to fame and fortune, I have had the privilege of watching integrity in action on a daily basis. People take shots at other people in this corporation all the time, Tom, but in four years I have never heard another person question your integrity, your honesty, or your moral character. As you well know, these are not always the traits that get rewarded in corporate America -- in fact, it sometimes seem that when such people get rewarded, it's in spite of their having these traits. I may not have much of a future in this corporation (Janet suggested that to me just the other night), but in the last four years I've gained a lot more from your example than I can possibly gain from any promotion.

All these thoughts may not come as much compensation for recent events, but I wanted you to know that at least one person in this company besides you is willing to pay the price for subscribing to a more lasting set of values. Robert Louis Stevenson once said that "to travel hopefully is a better thing than to arrive, and the true success is to labour." We would both be wise to keep that thought in mind through all this turmoil. What's most important, it seems to me, is how we choose to define "success." In that regard, I recently came across a quotation from Emerson that I'd like to share with you:

To laugh often and love much; to win the respect of persons and the affection of children ... to know that even one life has breathed easier because you have lived --- this is to have succeeded.

Tom, in spite of what may be going through your own mind these days, **you are a success.** I would be honored to work for you again, either at this company or elsewhere. I hope everything works out for you.

- Art