

DIGITAL -- PEACE RIVER FILMS
CAMERA ROLL 1, SOUND ROLL 1
KEN OLSEN

[JANUARY 27, 1987, DIGITAL, KEN OLSEN'S OFFICE, PEACE RIVER
FILMS, CAMERA ROLL 1, SOUND ROLL 1, JOE VITIGLIANO SHOOTING]

KO: This is a hard one for me, because ... I have-- don't
have straightforward answers to these. M-many questions I
can be political, I can dodge, I can hedge--

MAN: If you'd like, you can take a second before you answer.
Take your time.

KO: See, people try to make a direct connection between what
General Dorio did for Digital, and it's not that obvious,
it's not an obvious one, see? And it's nothing I can make up
to be smooth around. So that's what -- why this is a harder
one to do.

WOMAN: Well we'll just [INAUDIBLE] places. It's what you're
comfortable with.

KO: Let's see what we can do.

WOMAN: What I'd like to start out with -- Can I go ahead and
start?

MAN: Yeah.

WOMAN: What I'd like to start out with is a little bit about

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the job (?) in terms of the world's impression of him. I mean, the people who know him or read about him. Some think of him as a philosopher, some think of him as an educator, as their teacher. So many people have gone to his courses at the Harvard Business School. As mentor for some people, as a musician and painter for those who may know him the best. How would you describe the general, Ken?

KO: Oh, describing the general is a very difficult thing. There's many sides to him. Um, basically he's a teacher. He taught for many years at Harvard Business School. He took his classes very seriously. He taught the same subject every year for I don't know how many years. He redid his notes every time he gave a lecture. And he said he stayed awake the night before he was so nervous, after. Many years of the same lecture and the same course. But he was very conscientious. And uh, and he's kept to, to this day the notes for every year for this, every lecture for those many years. Um, he um, also has kept contact with a large percentage of his students. He remembers many of them in detail. And he is very interested in what they do, and helping them and giving advice, so many of them come to him for many years afterward and ask for his advice, or stay in contact because they appreciate him.

When you ask people what they thought of General Dorio's course, [COUGHS] you get, normally, two reactions. One is, people thought it was great. And then, I'm running out of

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voice. I have a --

WOMAN: Do you want a glass of water?

KO: I have a coughdrop here.

[MISC. DISCUSSION]

WOMAN: You don't need me to ask you a question, do you?

KO: Nope. [BEEP] There's several sides to the General, and there are different reactions to the General. If you ask people, which we often do. I mean, people who graduated from Business School, what they thought of General Dorio. And you get two polls. The group that admired him, felt he influenced them a lot, and they learned a lot from him. And there're those who disliked him completely. One thing the General wouldn't tolerate, and uh, in any area, in school or in business, was dishonesty or anything misleading. And if he felt a student was misleading him, or dishonest with him, he was very hard on the student. This is one of the reasons why some students disliked him, because it's not uncommon in business to think that marketing and impression, I would (?) count and a shallowness. And uh, a person with that attitude never did get along with the General. I'm sure also the General wasn't always fair in passing judgement. But um, those that uh, shared his view on things and he uh, agreed

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with, the rapport and the learning was very good. The General emphasized probably too much the need to work very hard. Uh, he probably overstated what he believed because so many people tend to look more toward the accoutrements of success, the um, the things which in the modern world we have so much opportunity to do. And often, s... at the sacrifice of the work. And um, this turned many people off, because um, he did emphasize it so much. But if you took that as a um, [CAR DRIVES BY] an insight um, and something to learn from, I think there was some valuable lessons there.

He gave the impression of being interested only in work. But there was another side to him. When his wife died, I had the task of giving the speech at her... funeral. And I, I asked and studied and questioned. And there was another side of the General, a romantic side. When he went on a trip, he'd find a love note in his pajamas. [NOISE IN BACKGROUND] Um, there was that romantic side of him, and a sensitive side to him. And the other side was all business. So there was, he was a complex person.

WOMAN: One of the things he talked about in the film was going the extra mile and part of that was, in doing, thanking people, doing the extra things that make people feel like they're very special no matter what the association in life. Can you talk about that part of him as it relates to the way we work inside Digital?

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KO: Um, we don't always follow this. We don't always, a-aren't always able to. But um, it is such good style. It is such a thoughtful thing to uh, remember to thank someone, to spend the extra time with them, uh, and to uh, really look out for their uh, their well-being particular when they're, they're guests. Um, we try and sometimes our people aren't duly sensitive to it. When you have a guest, go to the door and pick him up. Don't send the secretary. Sometimes you have no choice, but to send the secretary. But it is just so thoughtful to go there to meet him. Then there's a European tradition which is so often forgotten here but it... very much appreciated, and that is, when your guest leaves, you go to the door with him. If you live in an apartment house, you go all the way down to the door with him. Or, hopefully, when we have guests here, if it's at all practical, we go all the way out to the door with him and say goodbye at the door. It is an obvious way of making them feel like -- And I think that thoughtfulness we should uh, try to do whenever we have the opportunity.

WOMAN: Can you help relate that to the courtesies even working with [INAUDIBLE], team work in the company...

KO: Um, yes. The next part of that, of course, is uh, being thoughtful of your, your colleagues. Um, it makes working together so much better. And um, sometimes we have to be um,

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practical and very uh, precise and, with our thoughts. But it's always worthwhile to afterward take the time to remember the other people. And I think we enjoy, um, a group of people who are particularly friendly and thoughtful of each other. Now, we had some, through the years, some very many interesting examples of this. Um. When visitors come from other countries, or from Puerto Rico, um, they've been received so well. At one time, we used to send a basket of -- when Puerto Rico was small and we were small. We sent a basket of apples every fall to Puerto Rico because that's one thing they don't have. Um, but things like this do uh, do make working together so much nicer.

WOMAN: We were talking a few minutes ago about honesty and how the General really couldn't tolerate any misleading statements. In the tape we have, he talks about mediocrity as a failure, and failure being ok if it's an honest mistake and you learn from it. Can you help relate success and failure and what is an acceptable kind of failure in business in Digital?

KO: Um --

[INTERRUPTION]

KO: The uh, the, there're two sides to this. One of the problems, um, many countries have, many societies have is

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that failure is uh, almost a personal catastrophe. As a result, they don't tolerate entrepreneurial activities. Um, there're very few people who will go off and start a business where the risk is high because if they fail, they're tainted for life. Uh, this country, we've probably gone too far in starting companies and uh, not taking it seriously at all the failures. Uh, particularly when it's someone else's money. There's been too much money around to start companies and failure is taken too casually. But um, within Digital, we can't fail very often. And there are areas where we can't fail at all. We, for example, when we take a commitment from a customer, usually it's a very serious commitment on his part. His whole organization is dependent on it. And in cases like that, we can't fail. We cannot uh, take that casually and just walk away from it afterward. [RINGING] We made a commitment to make him succeed with that product. And there's no failures allowed. There are other times, though, where we have to try, for example, many technologies. If we want a large computer three years from now, we are wisest if we'll two, three, maybe four approaches, even though we only need one. It's a good investment. Uh, the competitive spirit between the groups i-is, helpful. Uh, the ideas they get help each other. And uh, it's common sense that if you really want something bad enough, you'll take several paths even though most of them'll fail, or will come in second best. Um, we also make gambles on technology. We invested in trilogy a few years ago.

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KO: There are several parts of risk taking that one has to consider. You don't get rewarded for failure. If we're ^{wise} wide, we don't punish for failure if it was done with good reason. Um, if you have to have a technology like we did when we invested in Trilogy, um, we were willing to gamble twenty-five million plus dollars, uh, because it looked like a technology that was worth gambling on. It failed and uh, it was the sort of thing we would do again, because we learned a lot and it was a good gamble. That one, unfortunately, was done publicly because uh, we had to announce our investment. And so we're called to answer for it all the time because it's public. M... So from that point of view, it maybe wasn't a wise investment because things that you, that are risky you shouldn't have to explain all the time. That's why government organizations never take risks, because they're punished unmercifully for failure so they really don't get much done.

The um, risk taking from an individual or an organizational point of view has to be done for a good reason. There's no reason to take risk if you don't have to. If you have two ways to walk to a different point -- if one is on a tightrope and you're not good at it, uh, there's just no reward in taking that risk. You're likely to get yourself killed. Now, some people don't learn that. Some people think there's reward in risk taking in itself. And uh, there's no reason for that. I -- We once had someone who took some risks and lost badly at Digital. We never brought

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him to task, to lecture on what he did wrong. We thought he learned. He left us-s, joined another company, and took an absolutely unnecessary risk and lost the whole company. We should have lectured him a little bit on the foolishness of risk when there's no need for it. Um, so there is no reason for risk if you -- when there's no reason for risk, there's no reason to take it.

WOMAN: What about the upside of risk taking. We talk about success a little bit, and you certainly talked about being cautious about success. And so does the General. We don't want to let it go to our heads. How can we help the individual in the company understand how important the balance of success is with staying on our toes?

KO: After our first year, we made a little profit. And we were quite proud of it. We went down to see the General and we showed him the figures. And he um, looked at them, looked up at us, and snarled a little bit, which surprised us. And he said, "I'm sorry to see this." He said, "Noone has ever succeeded this soon and survived." And it might be that his challenge has helped us survive. His lesson of course was that there are very few people on earth who can tolerate success. And the biggest danger in business is success. And uh, it's something just to worry about all the time. You see catastrophes in the entertainment world, and the sports world and the political world, and writers. Um,

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it's something to be terrified of. Um, so um, and sometimes the success is temporary and it still ruins people. So his message is very clear. Worry about success. Don't take it seriously.

WOMAN: When you think about the various stages of a company and you think about one can be successful, one can fail, one can strive for the in-between. The General talks about mediocrity as perhaps the most dangerous place to be. Why would he say that?

KO: Uh, there's enormous pressure on organizations and on people to be like everybody else. It's uh, very scary to get out in front. It's very scary to do something different. And uh, most people just won't do it. Um, if it's, if everybody else is out doing something or even apparently having fun, it's very difficult for someone to admit he's enjoying working. Um, the pressures are always to make everyone the same and the pressures are to make all organizations the same and do things the same way. And uh, I think uh, his lesson's very clear. Uh, you have to do better, you have to work harder and don't do things the way everybody else does.

WOMAN: Sounds like there's a piece of being courageous, an inner strength, if you will.

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KO: It's all, uh, yes, but it's also something taught, because there's a tendencies for all, everything we, all the pressures we see, where we have are to do things the same way. The saddest thing, or the frus, most frustrating thing for me [HORN BEEPING] is when people say, "I want to be creative. I want to be bold. I want to do like everybody else does." Like somebody came back from New York and say, "I want to do some bold marketing I saw in New York city. Let's print matchbook covers." You know. That is not the limit of bold marketing. Uh, so we got to be careful our, if our boldness isn't to do something we already saw someone do.

WOMAN: What about creativity? Where does creativity come from?

KO: Oh, some -- I, I don't know. It, more serious students than I ha -- I am, have um, worried about that question. But I think um, a good part of it is trained, a good part of it is the environment and uh, whether it's encouraged or not. And we just have to be sure we encourage it.

WOMAN: Can you say that again, but include the word 'creativity'?

KO: Um, many people are worried about creativity. Many p-papers have been written. Uh, I think it's obvious that part of it must be inborn or come from one's early age, but

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part of it also comes from training in in the environment.
And if creativity is encouraged, you will get more
creativity. And we have -- and you'll discourage creativity.
And we got to be sure that we do the encouraging.

WOMAN: One of the things that the General also talks about
is patience. There's patience with oneself as well as
patience with the environment, taking time to let things
succeed. Can you talk about...

KO: Oh yes. U-um, it's, that's one lesson learned from the
General. He was one of the leaders in the risk capital
business. They were supposed to get started before World War
II with some of the New England business leaders and it
didn't quite make it and after World War II they started.
And General became president soon afterward. And his goal,
expressed many times, was to be patient, nurture, encourage
and help businesses. This is quite contrary to most risk
capital organizations, very contrary to what you see in the
business world today. The General was patient with companies
when they were not doing well, and he was patient with them
when they were doing well. Digital sometimes had problems,
often was doing well in the early years. Almost any other
company would have sold us in either case. There was
enormous pressure on the General to sell us to ^{ITEK}~~HiTech~~ (?)
after we were going one year. You see, the profit they could
have made on paper would have been enormous. One year, they

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put 70 thousand in, I'm not sure what they would have gotten, but it would've been an enormous amount and many of his vice-presidents couldn't see why the General and Dorothy wouldn't sell Digital. Now, they came up much better by showing patience. Sometimes they showed patience and didn't do well. But uh, you don't -- their job was to grow companies. And you don't grow companies by making the fast buck as soon as you can. Uh, it's a serious problem we have in the financial world today. They knew (?) only one motivation and that's to make the quick dollar and get out. It'll hurt the country. Now we as a company have to take the long term view and be patient.

WOMAN: Can you relate that to management in the company?

KO: Um, when we make commitments to a project, with time, with dollars and with people, we [SIGHS] have to get it done as planned or we might lose the whole investment. So being patient doesn't mean that we can be casual, let things go, because [HORN BEEPS] everything falls apart if you don't make your commitments. But patience is also important in that you can't get everything done or wha, within a project, not everyone will do their part, and you have to be patient and make sure we get the job done anyway. And we're dependent on developing people in many sides. And you only develop people if you give them opportunities and be patient with them when they fail, even though the project can't fail.

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WOMAN: And what about exerting leadership? What's your definition of leadership?

KO: Oh, I have no d -- I haven't thought of a definition of leadership. There is um, a [SIGHS]... I'll tell you what it is not. Some people feel that to show that they are leaders they have to make the arbitrary decision and force their will on the people. Um...

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WOMAN: We were talking about leadership. What is it and how do we apply it in the company?

KO: The definition of leadership, um, I'm not sure'd be useful and I'm sure I couldn't give one. Uh, one weakness that people show when they try to show leadership is they try to make all the decisions and force their will on people. Um, this does not show leadership. Leadership is getting people to go where you want to lead them. Showing that you're boss, I think, is not leadership. And what it does is set yourself to make all the decisions, to do all the work, and you're never that smart. The people who should know what's going on, who should be expert in the details and take the responsibility for the details should be left to make all those decisions. Leadership is picking the direction and make sure everybody follows. And the less overt, the less forceful you are in getting people follow, the more effective they are in following. So um, I th-think that the technique we try to use at Digital, that I try to use is to give everyone a sense of direction. Here're the goals of the company. Have them set their individual goals and then just guide them to make sure that they are in the direction that we're trying to go. Now, some people think that's abdicating leadership because it's not showing power and force all the time. It actually takes more work and maybe more leadership to do that than it does to uh, give arbitrary, absolute directions at all time, even though they're not very

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effective.

WOMAN: The mic will pick up the sound of your watch. You were talking about risk taking from a personal perspective. If you want to just say something else about that.

KO: Oh yes. There is a time when individuals uh, have to take risks, or should take risks. And one story goes like this. If one is given the opportunity to do a job which is not clear they can do it, if there's a good possibility and if it's a job they like to do, and they may have the opportunity to learn and develop the skills, uh, I would encourage them on the condition that they take it as if it was a risk and a gamble. Work hard, like they're committed to make it work, but if it doesn't work, back off and go back and do the other job, uh, without embarrassment, without uh, [BELL RINGS] defensiveness and uh, from that point of view, I think it solves the uh, problem of that fellow that wrote the book, the problems um...

WOMAN: [INAUDIBLE]

KO: The Peter Principle where you keep going until you collapse. Let's start that sentence over again.

[MISC. DISCUSSION]

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KO: This also avoids the Peter Principle, where Peter argues --

[INTERRUPTION]

KO: Individuals should take risks and try new things, but they should be ready for failure and if they're not suited for that job, they should be happy to do the job they're suited for. Uh, the Peter Principle said, as I remember it, that people keep getting promoted until they fail. And uh, the implication is that they're destroyed after that. And risk taking as an individual should imply that people will take new jobs, try them. If thit [SIC] is not the job for them, they will without embarrassment [AUTOMOBILE] take a, a job which is more positive. It also is wise for an individual, when he is taking a new job which is not absolutely sure he is suited for, to refuse the pay raise that goes with the new job until he proves himself. And that way he can move to a new job very freely because he's not overpaid.

WOMAN: Sounds like there's a little bit of humbleness there.

KO: A c... obvious common sense is what it is. Uh, and very people can adapt to this, and it's good they think about it ahead of time.

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WOMAN: What about humility in the workplace? If you're successful and you're working for a successful company, how do you balance your own?

KO: Um... We got a lot of reason for being humili, yo, uh, for being humble. Noone can be sure -- when we're successful [AUTOMOBILE] noone can be sure why we're successful and who really deserves the credit. And anyone that thinks that he deserves the credit is probably wrong. And if it is a team effort, you're just going to offend the rest of the world and confuse yourself if you show any lack of humility.

Unfortunately when things are going well, now, some of our officers open their mouth outside and embarrass the company. Um, companies have times of pride and times of humility and uh, we just always got to be ready for when it's our turn to be humble for real good reason.

WOMAN: Complacency is something which the General implies and which you certainly talked about as something to be very concerned about relating to success of course. How can we keep ourself from being complacent? How can we continue to make ourselves strive as individuals in the corporation?

KO: Complacency is probably our biggest weapon when it's the competitor who has the complacency. Um, watching the competitors is easy to see what we shouldn't do. They get involved in politics, outside company activities, all the

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things that you should do, you know, as a good citizen and all the places you should be, and all the memberships you should have. And a little by little, there's less and less time for the corporate needs. And uh, you end up not being a good citizen of the world when the corporation disappears. So we should leave complacency to the competition and we should always worry about it and work hard not to have it.

WOMAN: It's almost picking up on the General's work ethic around the importance of working hard.

KO: Yes.

WOMAN: When you think about all the things that we've talked about, Ken; failure, courage, patience, humility, leadership, success. Is there any one thing that is particularly important for employees to look at in the way they behave in the workplace?

KO: There... Life is filled with paradoxes and complexities and uh, there's no simple rules of thumb that you follow. You have to worry about all of these virtues. Um. You can go a long period of time not following them, not following the rules of nature, but um, one really has to worry about all of them... and enjoy it. It's really a happier life anyway.

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WOMAN: What about those things that relate to Digital? Some people say that the General's had a major influence on Digital's business philosophies. Are there any of the concepts in particular that...

KO: Well, the General's influence on Digital has been a rather quiet and subtle one. He very rarely forces his ideas on us. He often presents ideas in a way that if you, you can accept them or not accept them without explaining. He presents ideas in such a way that if you didn't want to hear them, you don't have to hear. So his influence has been um, cautious and indirect, uh, but very effective. There's a lesson there too. Often you can't force your advice on someone. S-especially in some of these areas which sound um, which people in various degrees (?) rebel against.

WOMAN: What kinds of areas?

KO: Oh...

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WOMAN: We just talked about the General's influence on the company and the way he approaches giving advice. Is there some way that we can learn as managers how to use the General's approach...

KO: No, I, I started off on a thought. Now, I've forgotten what it was.

[MISC. DISCUSSION]

WOMAN: Why don't we talk about the things you were thinking about coming over this morning.

KO: Well, why don't I talk about the General.

WOMAN: Ok.

KO: Ready to go? Whenever the General was in the West, near Salt Lake City, he would try to be there when the Mormon Tabernacle Tria -- Nor-Mormon Tabernacle Choir rehearsed, [BELL DONGS] because he enjoyed it so much. It was to him, a uh, example of teamwork. Everyone working together with its magnificent sound. And in time, they uh, learned to know the General, and had him lecture the choir, because his attitude of working together and the need of cooperating uh, they enjoyed hearing. And to him they were an inspiration of the same thing. [BELL RINGS] One of the things that uh, has

*Mormon
Choir
+
Teamwork*

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changed Digital has been that um, as we went from 15 separate companies to one company, we've had an in, magnificent example of people working together. And uh, it's been more fun than ever and uh, we've been so effective and so productive. And it's important that we maintain that attitude, that there's no heros. We all work together. And together we have enormous power. There's one other attitude too that we have. And it's true of the choir; that not only do we work together, but we keep people on the job for a long time and after a while they get to be very good.

WOMAN: So there's good news (?) to staying on the job.

KO: Oh yes. Yes. Um, this's a story that um, you've heard me tell sometimes. And... now is an appropriate time to use the story because people ask why have we succeeded when others have failed now? And [CAR] my story is about Amundsen and Scott going to the South Pole. They were two people driving to the South Pole early in the, the, near the turn of the century and there approach was quite different. Scott was a marketer. He did things with flair, with show, with parties, uh, and very effective. He announced ahead of time how he was going to do dramatic new things, try n -- he uh, s-equivalent to a snowmobile at the time. He used ponies instead of horses. He had all these radical ideas that marketed so well as he was raising money and building up his position in the world. Amundsen was a quiet Norwegian who

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had spent a lot of time in the Arctic, um, done impossible things, understood the details of surviving, understood dogs and sleds and even spent one winter in a hole in the ice with one other person living on, off seals and being warmed with seal oil in one little hole in the ice. And he quietly planned his trip. He picked the best people, the best dogs, got Manson (?) to or -- loan him the best ship, and he prepared and studied and prepared and studied and prepared and studied with people who had done it the longest and were the best and kept learning. He was redesigning his equipment to the last moment. Now, he was taking risk. And he was in danger at times. And the trip was hard, but almost he just marched to that South Pole and m-left his extra tents for Scott and walked back. Scott, the marketer had troubles all the way. After he got going, he should have turned around because he wasn't prepared. And after he was marching back from the South Pole, they ran out of food, they were freezing, and they had Barry Berry (?). And he had several days to write his log, and he was still marketing. And after he died, his family rewrote the history to make it look much more glamorous. I like to think of us as -- we market and tell people what our product is, but we get the best people, the best products, keep working on the products, take certain risks, but then we win. Now, with Scott, he was a villain. People said, "It was too easy for him. He didn't take any risk." And Scott said, "Those English. They die well." And I think it's better to -- don't take unnecessary risks.

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Don't market foolishness and survive. And I like to think that's our approach to, to business.

[INTERRUPTION -- MISC. DISCUSSION]

KO: Oh, I see. All right. Yes. Amundsen said. Yes. Yes.

MAN: Could you just repeat the last part of that story.

KO: Amu -- uh, people criticized Amundsen because he did things a straightforward, easy way. But Amundsen's criticism of Scott was, "Those English, they die well." And I think a lesson for us is be prepared, do things a straightforward way, plan and study, and don't die unless you really have to. This bears by the way, very much on our approach to networking. We started many years -- I was worked of (?) network in 1952 or three. A big one. And the people we have, we've been working at Digital now for the same network that we offer today, 14 years. Many of the same people investing many hours, many tens of millions of dollars. Keep working, keep working, and doing it better and compromising, doing simple things, doing nothing bold and dramatic that we can brag about. Just doing one of everything, work your way at it. And those people who ahead of time announced all the wonderful things they're going to do, and they could never write the software for it, never get things to work, and they say, "Well, Digital just does the easy things," and indeed,

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that's hard enough. That's filled at risk. But we'll let the others die beautifully and we want to succeed.

WOMAN: You had some thoughts this morning driving in.

KO: That was the thought. It was about Amundsen, yes.

[MISC. DISCUSSION]

WOMAN: When you think about General Dorio, is there one outstanding quality that you think of in the man that when you're going to meet with him, when you're talking about him to your business colleagues, or just thinking about him... You've had a relationship with him for a long, long time.

KO: Let me not answer that question, because I don't know how to answer that one. Let me answer another question.

WOMAN: Ok.

KO: General Dorio will do what has to be done. Sometimes it's detail work. Sometimes it's very general, broad. Sometimes it's marketing. He became a General with the American army during World War II which is a real accomplishment with French accent like he has. When I met him first, I didn't know which army he was a General in. He found -- he was head of the research part of the

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quartermaster core. He searched out the most critical problems and set about to solve them. Shoes were a problem in the American army since the Revolutionary War. They were not about to do anything. He had to solve the problem with technology and then he had to solve the problem of getting the army to follow, but he hung on, used trickery, used marketing and technology, and changed the American boots. And he changed the uniform. And he changed a lot of things. And as that combination of detail, the overall view, and then marketing the idea. One time I was wearing high shoes when I met him and he looked at them and he said, "There shouldn't be cleats in the heels, like all the boots we buy today." I said, "Why?" He said, "the heel doesn't flex, and so the mud and snow in the heel will stay there." As my wife finds out in the kitchen floor. You see, he still remembers those details. [TALKING IN BACKGROUND]

[END OF CAMERA ROLL 4, SOUND ROLL 4]

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KO: Sometimes in an organization you have to use tickery in order to get a message across. [BEEP] Trickery -- I'll -- It may be a bad word but...

WOMAN: Let's talk about the word on film a little bit.

[MISC. DISCUSSION]

KO: The General -- I can't go back and redo the thing. I've an absolute blank afterward. Uh, let me go on with the shoe story. You cut off --

WOMAN: ...shoes. You were talking about your heels.

KO: Some time ago I was with the General wearing some high hiking shoes. He looked at the heels and said, "There shouldn't be cleats in the heel." I said, "Why?" He said the heel doesn't flex so it won't knock off mud and snow." And of course, he was right. And my wife can vouch for it because there's always water now in the wintertime near the, where I sit in the kitchen. Uh, and it's these details that uh, he [BELL RINGING] was willing to get involved in. And he remembers so many details today because he was so deeply involved in them. I flew him in my little airplane up to our Burlington plant, all across the hills of New Hampshire and Vermont. And he knew what most of the instruments in the airplane were. And he could pick out the towns from the a --

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nobody else can pick out the towns. But during the war he had done experimental work in the towns or had special products made there. So he, he, he's a leader that gets involved in details and that's important.

WOMAN: There're any closing thoughts you --

KO: Oh, I'll think of them tomorrow.

WOMAN: Oh, I'm sure. [LAUGHTER]

MAN: Can you just watch her for a moment?

[END OF CAMERA ROLL 5, SOUND ROLL 5]