

	<p>They met in London, they met in Prague, they met in Helsinki, they met in Leningrad, they met all over the world. So I started because I started going to those meetings and very quickly I became Chairman of the oscilloscope committee, the committee on oscilloscopes. I became chairman eventually of the, oh, electronic instrument piece of it, but that caused me to have to go to these meetings which were held in all of the different parts of the world. Which was a great thing for me, it was wonderful to go to Prague and have someone, people who were on the committee from Prague there to take you to dinner, tell you where to eat, tell you where to stay and be the host and so forth. And I did that in Helsinki, and Prague, and Rome, and Leningrad, and Paris several times, London, and Tokyo. It was a good thing to do and it was a good thing I was on it and eventually as I said I became chairman of all the committees that had anything to do with our type of instrumentation and we could make sure that we were not barred from places that we didn't want to be and on top of that push for standards which were the way we did things, which made it easier for us all around. It was a good thing for Tektronix and I think across, I think it was a really good thing all the way around. Good standardization of things that needed some standards. It was a very good, you</p> <p style="text-align: center; color: red;">Part two begins here</p>
<p>Audio File: WS600014</p> <p>Iron Curtain in Hungary/Russia</p>	<p>DW: Who all else was on the International Electronics [Electrotechnical] Committee?</p> <p>#00:00:08-8# BW: Well, most countries it turns out had a standards operation. Usually most of the other people that were on it, the committee, were from a standards operation. Like, our National Bureau of Standards and we did have someone from our National Bureau of Standard that was there, but he was not a very good technical person. He tried to get someone out of industry also to be a member of each, each time and so I served for the instruments. They did standards on many other things like lighting and all kinds of other things, but this one that I chaired for the US delegation was for measurement instruments. Then Russia was [laugh] was in it, but they were still behind the iron curtain so they</p>

sent not only a technical guy and then he had someone with him who was not a technical guy but was part of the, basically part of the Russian secret service, or [pause] or whatever they used to keep track politically of what anyone from Russia who went to the West, anywhere in Western Europe keep track of. My very good friend from Hungary, I made very good friends with had the same thing. They watched a Hungary came with him and watched him and made sure he didn't do anything that he couldn't. With him, I did manage one thing, I made very good friends with him, and I gave him an invitation that Hungary felt they couldn't turn down to come over and speak to the American Institute of Electrical, Electronic Engineers. Which sounds like a, you know, a pretty relevant body including the engineering people at Tektronix, of which they had a very high opinion in Russia. [Pause] And because [pause] they had gotten our scopes illegally. So [Dr. Feranseek??] actually in the long run came over here and spoke to us, and he was a very good friend of mine, and had no use for the Russians and the Communist Party at all, he just [laugh]. But they did not send any kind of a guard with him over here, but anytime we met in Europe there would always be someone from the Russian [pause] KGB I guess in attendance.

#00:03:16-1# DW: How did Russia get these Oscilloscopes?

#00:03:25-6# BW: Oh [laughs] I visited my friend in Hungary and his wife was a Ph.D. engineer, electronic engineer, and his wife was also a [Dr. Faranseek?] and she was head of the television [pause] engineering in Hungary. So she had a pretty good job. He was professor in University of Hungary. He took me to his office in the university and there was a Tektronix oscilloscope, and it was chained to his desk, I mean chained and [laughs] locked to his desk [laughs] so that some, some other guy couldn't make off with it. And I said, "How in the world did you get that over here? We do not ship to any of the Communist countries." And he said [laughs], "Look at the serial numbers." The serial numbers had been completely erased and there were stamps on it from practically every country in the world. And I said, "How did you get them?" And he said, "Well I have a Tektronix catalogue here, I order them out of the catalogue just like you would. It takes me about six months to get it, and in the course of me getting it, it will have been shipped all around the world, and finally come in here." [Laughs] So, you know, it's kind of funny because all the barriers you put up and all

<p>Howard Vollum</p>	<p>the things you do, there is a way around it, there is always a way around it. So he had this beautiful Tek scope chained to his desk with all of the serial numbers [laughs] erased on it.</p> <p>#00:05:16-2# DW: Were there times that stood out as more challenging while you were at Tektronix?</p>
<p>Jerry Meyer</p>	<p>#00:05:27-1# BW: Oh, [sighs] There were plenty of challenges. [Pause] Um, I think [pause, thinking] there were two very challenging times; one was back in the early eighties. When the worldwide economics were kind of on a down swing, and they came at a bad time at Tektronix and they actually were struggling just to break even there for a few years. That was, not very, not a very good time. Howard died during that time, became ill and died during that time, so we were going through a change of Presidents and, uh, that was a bad period of time. Then we got, one of the last Presidents we got in was Jerry Meyer who really just [pause] was interested in pushing his stock options as far as I'm concerned, his, his, I don't care if it's on the record. His, you probably don't want to use it, because you'd [laugh] just made enemies, or maybe get sued. But as far as I was concerned and my conviction was he was interested in the stock option, not very interested in making Tektronix a wonderful company.</p>
<p>Danaher</p> <p>Change in corporate values/ownership</p>	<p>And was in fact the guy that eventually sold the company to Danaher. Which was very good for him, was good for me too, because I had a lot of Tektronix stock. He got a good price for it, but we lost the, we lost the, really the premier company, except for Intel. But the premier self-grown Oregon Company. Well I didn't like that. I didn't like it at all. And I couldn't get it stopped. By that time our Board was mostly made up of outside members. That's what happens to companies. You start in and to begin with the Board has people like Howard Vollum on and people like me who came up through the ranks and we think alike and see alike. Then as time goes on, because people die or, and other things change. There are eventually more and more outsiders on the Board and eventually they don't have that, they really are only interested in shareholder return. Not interested in the company as an entity and how to make it a good company, a great place to work, good for the community, good for Oregon. Which were values all of us at Tektronix, from Howard [Vollum] and Jack [Murdock] right on down who were, that as long as it was in their hands, were really very serious values. Howard, we had people who were on the planning committees, we tried to do things to help get stop</p>

<p>Bill Webber, Community relations and TEK</p> <p>Jack Murdock</p>	<p>lights where they needed to be and get roads where they needed to be, get a fire station over near where it needed to be. Our officers in our company would get busy with the Beaverton Government, or Washington County Government and whatever it was and say, "How do we get this thing done, and help make it happen?" That eventually went away, and most of our Board members were outside members. Didn't think about Tek, outside Board members typically don't think much [laughs] about the company until they're on the airplane coming to a Board meeting, and then they say, "Oh, I see what's going on with this company". Companies change when they go from founders to outsiders, to having a preponderance of outsiders.</p> <p>#00:09:44-7# DW: Were there any projects or committees that you were involved with here in Washington County, that, as a Tektronix employee you were able to do some project for the community?</p> <p>#00:10:07-2# BW: I really was, I guess probably, my interests were much more involved in products and the technologies. [Pause] I really left most of that to the people who liked to do it and were better at it. Especially in the case of Tektronix we had very good, from early on, a guy named Bill Webber, had been sort of the [pause] community and world at large interface. If you came to Tektronix you'd talk to Bill Webber, he was Vice President; he had been there a long long time. He was very close to Howard and all of us who were Vice Presidents, and a very trustworthy guy. He would deal with a lot of this kind of thing. We who were dealing with the operating piece didn't have to deal with that so much. But, the attitude from the top down was always; be good community citizens, help where you can. Help with anything from traffic problems, to tax issues or whatever, whatever is coming up, try and be helpful in solving them and equitable and fair and leave people feeling that everybody has done a good job on it. And Tek participated heavily in community activities during all the years that I was active there. Both Jack and Howard, I mean Jack Murdock and Howard Vollum. To say this, to kind of stick it in because, [pause] Howard is kind of a known quantity because he was President and Chief owner for so long, but Murdock had a heavy influence in the character of the company. He was a gentle man and a gentleman. And not particularly a technical person, although he came from some technical background and loved technology, but he really thought a lot about organizations and how to make</p>
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Profit sharing

them work. He was very tempted to make Tektronix into an entirely employee owned company. But he understood and had done a lot of research to know that some of those attempts had really gone bad, it didn't work that well. Because a company needs to be investing always for long range and ahead of time, and getting ready and if it's company owned, that people who are there are more interested in short term benefits than they are in long term corporate growth then by and large it...the old General Radio is often used as an example it doesn't really work out to be a good way to do it. So they went a different way and said we'll make it very heavily a profit sharing company. As I came to work for Tektronix, if you took the Tektronix profits, it was basically divided three ways. About a third of our profits went to pay taxes and about a third of our profits went to the employees in profit share, and about a third of our profits went back into the company to grow the company and engineer the next rounds of products and so the [inaudible] company growing. So we were a very kind of a very equality oriented, kind of company. We wanted to be fair with the employees and we wanted them to feel like this was their company. They really had a part. So we had, not a union, but we had a very strong, had this very strong [pause] area rep system, so that every area every month got to, ah I think I mentioned thing, got to get the managers up in front of them and tell them what was wrong and what they thought ought to be changed and why and force them to feed back, to deal with these issues. So it had that character to it, everything was open, the cash boxes were open, the doors were unlocked at all hours and if there was anything at all going on around there. There were no fences around the yards, there are still no fences around the Tektronix property, beautiful property there, you can drive right out to the middle of it and go around it, where the buildings are and no fences. An open company, as open as the society would allow it to be and still, it is still kept that way. I really have to say, I really like the Danaher people. I think it's a big conglomerate but I, from everything I see, they are doing a nice job, in today's world in running the company and keeping the property nice. Employees who work there seem to feel they are treated fairly. I don't feel too bad about it all. I'd rather it was still an Oregon owned company. [Pause]

#00:16:16-0# DW: What ways do you think the county has supported the high tech industry? Or encouraged it's growth here.

Community
Relations

#00:16:30-5# BW: Well, you know I haven't personally involved myself in that. To be the best spokesman for how that was done. But I will say, that it has seemed to be that it has always been good relationships. In that if there were a stoplight needed somewhere that had to do with our traffic or whatever, that we were in on offering to pay half of it or doing whatever it seemed to be the thing that was needed to be done and cooperate with it. We kept all of our own roads inside of the area ourselves and we blocked one of them a day a year so that they could not become public roads. But yet the public used them and that was ok for us, we just wanted to keep the option of being able to keep them like we wanted and take care of them and run them where we wanted and so forth. We built a, we gave them grounds to build a fire station nearby for that big trailer park neighborhood. I think we had, as near as I could tell we had really good personal relations. We had Tom Williams, and Bill [pause], I just said his name, but anyway. The guys that interfaced with the community were really well thought of people and I think they did a good job for Tektronix, and our community relations. Bill Webber.

#00:18:27-3# DW: When do you first remember hearing the term Silicon Forest?

#00:18:34-2# BW: Well [pause]

#00:18:38-1# DW: Or if not, you know, what does it mean to you?

#00:18:44-8# BW: Yeah, I think I first heard the term, who were the guys? Was it Sequent? Do you know who generated the term?

#00:18:53-3# DW: I don't.

#00:18:55-0# BW: I thought maybe you did.

#00:18:55-0# DW: No.

#00:18:57-1# BW: Well I did know who generated the term, it was one of the [whistles] one of these, what seemed to me like newer companies, but not, seems to me like it may have been [Sequent]. I wonder if Lu remembers, I'm going to go ask her. [Gets up from couch]

<p>Audio File: WS600015</p> <p>Silicon 'Rain' Forest</p> <p>Early isolation of TEK</p>	<p>DW: So it was originally referred to as the Silicon Rain Forest?</p> <p>#00:00:10-8# BW: Yeah, I think she's [LW] right. The first words we heard on it were Silicon Rain Forest.</p> <p>#00:00:16-2# LW: Yes, yes.</p> <p>#00:00:19-1# DW: What does that mean to you? When you hear that term?</p> <p>#00:00:25-5# BW: [laughs] Well silicon, you know what silicon is? [I shook my head no] It's the substance that all of the active components in electronic equipment is made of. It's the substance that all the Intel, literally all the Intel products were made of silicon, and all the Tektronix products are made with silicon pieces made by Intel or [Sequent??] or other companies, out of silicon. Silicon is the primary building block for high-tech equipment, and all the high-tech equipment coming through here I guess generated that term Silicon Rain Forest [laughs]. And we became, I think, a good place for a number of the California companies to kind of come up and use our labor market and our</p> <p>#00:01:25-9# LW: Can I give you a little bit more? [Asking DW about coffee]</p> <p>#00:01:36-9# BW: Labor market. Came to pass because Tektronix trained their engineers and we were the source of a lot of that labor [laughs] early on. Creative engineers wanted to go out and get involved in new companies and new start ups and many of them got wealthy, became multi-millionaires in the process. Just like the guys at Planar, the guys who started Planar.</p> <p>#00:02:08-7# DW: And being so isolated originally out here, how do you think that contributed to the success of the companies, or made it difficult for them perhaps at the beginning?</p> <p>#00:02:28-5# BW: Well for Tektronix, it had a very definite effect because we were isolated, we tended to not only build the final product, which was the oscilloscope, it made us, we</p>

did not have other suppliers readily available that we could get this made and this made and this made and this made, and so we started our own components business. Even the [cathode ray tubes?] which is the thing you look at, we even built our own [cathode ray tube plant?] really very early so we could build it like we want and influence like we want. Other wise we would have had to buy [cathode ray tubes?] form somewhere in the northeast and we would have had to take from their technology and what they had done and it just, the guys who were really pushing the state of the art, like Howard Vollum and Jack Murdock were, you just couldn't do that. You had to have an influence on the components. Because we were here and not up in the northeast or even down in the Bay Area, which was a little ahead of us, we built up our own components industry, almost all of our components. We built resistors and switches, and [cathode ray tube], and integrated circuits, we just, we literally built it from the ground up. We built our own wiring, our own cables. We would take the wires and [stripe?] them ourselves and build our own cables, everything. So it was very self-sufficient, but the real [inaudible], the real thing I think you're digging at is, because we were doing those things, we were building up little capabilities all around here as supply [inaudible]. We didn't really want that to be our main business, and so when it would get big enough, we would let them spin-off and do their own thing. Cut their costs by distributing to a larger customer base than just Tektronix alone. To be their own company. But that really did a huge amount to build the Silicon...I mean, there was a time before Intel came in, almost everything, almost every electronic company in Oregon was a spin-out from Tektronix in some form.

#00:05:04-2# LW: And HP.

#00:05:08-7# BW: Well HP didn't come to Oregon until fairly late, and they came to Corvallis and they didn't get any spin-outs. They were always Tektronix primary competitor, it was always Hewlett Packard

#00:05:32-0# DW: So you were involved in Planar, which was one of the spin-offs, and ESI as well.

#00:05:38-1# BW: They are not exactly spin-offs. Let me give you...

#00:05:41-8# DW: Ok. [Laughs]

<p>Brown Bridge Company/ESI Electro Scientific Industries</p>	<p>#00:05:46-1# BW: a little bit of background of ESI. ESI came about like this, and here's kind of [laughs] the connection. There was a company in Portland called Brown</p> <p>#00:06:00-5# LW: Bridge.</p> <p>#00:06:02-4# BW: Bridge, The Brown Bridge Company, and they built a very simple instrument that was called a bridge. That you could use to take two quantities and kind of compare them with each other. They also built some standards, which were secondary standards, which were based on the National Bureau of Standards in Washington D.C. and anyone in the electrical or electronic business could then test against their standard without having to go all the way back to Washington D.C. It was this little company that had these few standards, very simple instruments, and a bridge and Brown decided that he wanted to move to Seattle and take the business to Seattle, but he said, "I don't really want to take the standards, that's not a very good business, I'm just going to take the bridge part of the business" and so, What's his name?</p> <p>#00:07:14-5# LW: [Inaudible]</p>
<p>Doug Strain, ESI</p>	<p>#00:07:17-7# BW: Yeah, Doug Strain at ESI, who founded ESI said to Brown, "I don't want to go to Seattle, so could I buy from you the business that makes the standards?" and Brown said, "Well, yes." So they made a deal selling, Doug Strain the standards. Doug didn't have any money [laughs], to buy it with. So he stopped by Howard Vollum's house on his way home that night and he said, "Howard, will you loan me the money to buy this product and this little company here to split this little company off when Brown goes to Seattle?" And so Howard said, "Yeah I'll loan you the money". So Howard Vollum loaned Doug Strain the money to buy that and then so Doug Strain went out and Tektronix retirement trust, which is, held the funds for the retirement plan, also held some of, had invested some of them in land around here, and some of the land they had invested in was over by Sunset Highway. So they let Doug Strain build the first ESI plant on the Tektronix trust property, and that's where the ESI plant still is. So anyway, there was that kind of a relationship went on. ESI always felt a little like a cousin of Tektronix to us. So when Paul [Littener?] died with a heart attack running on a beach, he was CEO there. I was on their board, and I</p>

<p>Fact Check ESI CEO Paul ?</p>	<p>agreed to come on until we could find a new CEO, and I actually stayed on three years as CEO for all that. And it's kind of interesting because ESI plugs along over there. Most companies have been bought up in some kind of a conglomerate, even Tektronix, but ESI still plugs along. I don't know what, I think one of these days someone is going to come along and buy them. I don't know what has kept it from happening it's kind of nice, just a little, their own little private company over there. They have never become too big. I said ok.</p> <p>#00:09:55-2# DW: Did you have any particular mentors within the businesses or did you mentor people in Planar and ESI?</p>
<p>Relationship with Howard Vollum</p>	<p>#00:10:08-5# BW: I would say that Howard Vollum was probably my mentor. He and I very early, pretty early on, well for one thing, they had a little thing they called a Key Employee Program that I was the, they had done a round or two before and then after I came, it was something where he and Murdock, Jack Murdock who owned stock would sell some of their personal stock to someone, people that they had decided were key employees within the company. The key employees to make this company better and great and so I was in the last round of that and Howard was the one that sold me some his personal stock in Tektronix. This was long before they were public, so this was just private stock. He didn't give it to me. It was risk. I had to risk it because it was on a ten-year pay out plan. I did five percent per year for ten years and then the rest of it was due at the end of ten years, that's a long payment. So I borrowed money to do that, and to buy stock in Tektronix during all that time. And of course I talked to Howard a little early on about that, and then later on he came to be someone I could really work with. I liked to start new things and he liked that. [Laughs] He loved it. And so he and I really became, we really became two that together could do a lot of stuff. I thought so much of him. He was such an honest guy, and very very creative. He was a great photographer; pretty good artist on top of that, loved good music. But, on anything, he was kind of like a Steve Jobs. If he picked that up [gestures to the recorder on the table] and before he would walk out of the room he would have something laid out differently on that and added to it. He just was a very creative guy. It was fun to even go to watch him around when he was having his car lubricated or something. He's always talking to them about what ought to be done [laughs] different, very creative guy, and I liked him a</p>
<p>Key Employee Program at TEK</p> <p>Howard Vollum, character</p>	

	<p>lot. Very honest, totally honest, totally creative, a nice sense of humor. Not a hardnosed about anything. But just a really wonderful guy to work for. So we did form a tight relationship that in some ways when I really wanted to do something, in some ways would by-pass all of the intervening layers. Big companies get made of.</p> <p>#00:13:32-6# DW: Did...</p> <p>#00:13:34-2# BW: Good ace in the hole, for me. But he loved it because I would get out and do things, like start the IC [Integrated Circuit] operation. You know, something that would bring a whole kind of, you know, he was creative enough that you bring a whole element into how to build the oscilloscopes and he really liked all that. We got along good. [Pause] He was married to a wonderful woman. You know they had six boys?</p> <p>#00:14:10-3# DW: [gasp] that's a lot of boys!</p> <p>#00:14:07-8# BW: And, one of them died, but.</p> <p>#00:14:14-3# DW: [expresses non-verbal apologies]</p> <p>#00:14:14-7# BW: They raised the other five. But none of them ever came into the business. [Pause] Jean was a really fine gal and she came on the Tek board after Howard was gone. She and I managed to collaborate and hold the fort on a lot of things for a long time.</p>
<p>Jean Vollum</p> <p>Family life and</p>	<p>#00:14:44-8# DW: Um, Most, Yourself and Mr. Vollum and Mr. Murdock all seem to have been so involved in the management and the growth of these companies, um and Tektronix in particular. How did you all manage the balance between work life and life outside of work? Or was that a blurred line?</p> <p>#00:15:12-5# BW: What life? [Laughs]</p> <p>#00:15:15-6# DW: [laughs]</p> <p>#00:15:17-8# BW: Well, we did that, I think we all did that really pretty well, and Tektronix really allowed it pretty well. It had a family orientation. You know, we had family picnics and families were welcome on the premises and they would come in, could get in and out of the doors to see their</p>

TEK	<p>husbands if they needed to. Wouldn't you say that it was quite open in that respect? [To LW]</p> <p>#00:15:40-6# LW: I never did that.</p> <p>#00:15:42-6# BW: You never did it, no. But people did and...</p> <p>#00:15:46-2# LW: But I took some of the classes, they would allow people to take the classes. And they had big picnics each year that all the family came.</p> <p>#00:15:54-1# DW: Yeah. What kind of classes did you take?</p>
TEK Classes	<p>#00:15:58-4# LW: Well I just found a certificate, Bill did earlier that it was a class on International Relations.</p> <p>#00:16:07-3# DW: That you had taken, or that Bill?</p> <p>#00:16:11-0# BW: No, no Interpersonal Relations.</p> <p>#00:16:10-3# LW: Interpersonal Relations?</p> <p>#00:16:14-7# BW: Yes, Interpersonal Relations. I just saw, just ran across it in the garage I was...[inaudible LW & BW speak over one other briefly]</p> <p>#00:16:18-3# LW: ...just got our certificate and then I took one on, oh, two or three...</p> <p>#00:16:27-8# BW: Did you and I take the Myers Briggs together?</p> <p>#00:16:26-5# LW: No we did that later, at ESI.</p> <p>#00:16:32-0# BW: At ESI.</p> <p>#00:16:33-0# LW: Um.</p> <p>#00:16:36-2# BW: I took a course in flying.</p> <p>#00:16:38-8# LW: And I took that too, and passed ground school.</p> <p>#00:16:39-2# BW: Yeah you did, that's right you did, you took ground school.</p>

	<p>#00:16:44-5# LW: But one we took was from a Portland State [University] professor and it was...</p> <p>#00:16:50-4# BW: Oh, [Richards?]</p> <p>#00:16:51-5# LW: Yeah, oh psychology, so mostly psychological things.</p> <p>#00:17:00-0# BW: Who was the Arkansas here who gave, I really liked, that [pause] did courses for, I don't know. Anyway. It was really open. We [pause] the doorway was just open, she could walk in or out or.</p> <p>#00:17:27-7# LW: I could have, but I didn't think it was the proper thing to do.</p> <p>#00:17:30-5# BW: No you didn't, but some people did. [Pause]</p> <p>#00:17:41-2# LW: But board meetings, wives and family always went to an annual shareholders meetings. They would all show up and sit together. Which is not done today. No longer done, but I would sit by Edna Wantland or the other wives at the annual shareholders meetings. [BW & LW speak over one another briefly]</p> <p>#00:18:04-4# BW: Virginia Polits or Edna Wantland Yeah.</p>
TEK Board Meetings	<p>#00:18:10-4# LW: And we would.</p>
Executive wives	<p>#00:18:12-2# BW: Yeah and our annual shareholders meetings were always just open, real open things that encouraged all of the employees to come who would want to, and hear the board, anyone of the board members, could ask questions to any one of the board members or any of the management people at that. John Addis who still is part of the, there is a TEK retiree website that we'll interact on, and John Addis is always in there agitating for something and he would stand up at nearly every one of them and give a long spiel on what was wrong with Tektronix, and.</p>
John Addis TEK employee at Board Meetings	<p>#00:19:02-7# DW: What kind of things would he...</p> <p>#00:19:06-5# BW: [laughs]</p> <p>#00:19:01-3# DW: [laughs] would he spiel about?</p>

International TEK

#00:19:07-4# BW: Oh gosh, I don't know [laughs] [pause]. It would be anything from why there's not coffee out for the some shift in building fifty, when there was coffee out for shifts in the, all those shifts in another building. Can you remember any of the things that he made speeches about? [Asking LW]

#00:19:39-6# LW: Be something very political, like, how you were treating employees somewhere else. In some other country or not.

#00:19:51-0# BW: Yeah.

#00:19:53-8# LW: It was often something sort of, political.

#00:20:02-0# BW: Yeah. [Pause]

#00:20:05-0# DW: How did Tektronix try to extend their, um, corporate atmosphere or community atmosphere to their international hubs? Or did they?

#00:20:24-7# BW: Well, they did. And they had to do it within the norms of that particular entity which may be very different. It was easy to do [pause] in Australia for instance, because they are a little bit more down home. It was harder to do in some of the Central European countries like France, or Germany where they are more used to a formal atmosphere and the boss treated formally and spoken to formally, and personally. First name is not used and so forth. We tried to introduce all of those things and we, ah, succeeded in really every country to make a significant impact in the direction of informality rather than formality, but you always were a little bit bounded by just the national habits and always good manners there. We, we did succeed pretty broadly in getting people onto a first name basis though. And we did succeed pretty broadly in reducing the office space, so that the higher up you were, you didn't have the bigger office and etcetera. Etcetera. We managed to create a lot more equality among the employees. Howard loved to say, "We are all equal, I just have a different job than you do, but there is no sense in, there is no difference in our equality. You can talk to me, like I can talk to you, like you can talk to other employees. We'll do it on a first name basis, and a friendly basis, and a business basis and it's not a matter of status. We just have different jobs."

<p>Parking at TEK</p>	<p>#00:22:56-2# LW: Never any parking spaces for anybody. Have you already told her that? [To BW]</p> <p>#00:23:02-0# BW: No, I can...</p> <p>#00:23:04-2# LW: Nobody ever had a parking space. Howard parked in the rain, on the backside because he was usually there later. Bill did too, because he drove a little old blue car.</p> <p>#00:23:17-1# BW: Yeah, you'd see Howard walking in the morning, through the rain. He owned this company, but he walked in the back of the parking lot because he got later [laughs] than some of the other employees.</p> <p>#00:23:32-7# LW: There were no special parking spaces for anybody.</p>
<p>Howard Vollum, "smart attitude"</p>	<p>#00:23:41-3# BW: But he just followed that pattern all the way through. And everything from dining rooms to open cash boxes to...We even kept our stock room open. Now this was a company filled with technical people, the engineers and all these kinds of things, and the stock room was open and some of the guys from the finance group said, "You know, Howard, you know, people are going to steal stuff out of that stock room." and Howard said, " Well if they take some of it, build their own audio equipment, they will probably learn just as much in that process as if we paid to send them off to school to learn and educate them. If they want to do that, it's not going to cost us very much." Such a smart attitude. And it didn't cost us anything. If I wanted to build another piece of audio equipment and go in there and get parts out of the stock room to build audio equipment that was fair game. And he did that with all the engineering, well not only engineers, anybody could do that. If we decided we were going to build a whole bunch of them got together and were going to build a whole big group of some project, something like a transistor stereo amplifier, then we would make a deal with the supply room and say, "Ok, we are going to need so many and so many and so many of all of these." and they would just give it to you at whatever it cost them. But if you just wanted a moderate few of something or any other you just went in and got it.</p> <p>#00:25:34-4# DW: Did you ever bring part or equipment</p>

	<p>home to tinker with or to use here?</p> <p>#00:25:44-8# BW: Oh yeah, if I wanted any piece of test equipment to make some tests here I would just bring it home and use it and take it back.</p> <p>#00:25:54-1# DW: What would you be testing?</p> <p>#00:25:56-5# BW: Oh, if you're an engineer you're always curious about something. Maybe I'm just sticking it in the wall plug here to see if there's any radio being, signals coming out of what should be just sixty cycle, which just goes like this [waves hand] nice and smooth. If there's stuff riding on it, I would be saying to myself maybe that's what's causing some of the interference from one of our radios, or some interference on our TV set or something. Yeah, I'd go to trouble shoot my own electronics [laugh] around here and use Tek instruments.</p>
<p>TEK at Walker home</p>	<p>#00:26:36-8# DW: Did you share that with your children at all?</p> <p>#00:26:40-6# BW: Yeah, none of them, only had a daughter and a son and [pause]. He ended up getting a degree in computer science, but he wasn't...he's more involved in basic electronics now than he ever has been before because he's gotten really wrapped up in audio systems and how to get the maximum fidelity, with all the harmonics and a good audio system. So he's learning more electronics now than he ever learned before. He was more of a computer person than electronics. But he always knew that I had these instruments and he could play with them or do what he needed to do with them. But he didn't have much interest in that though, until he got a little older.</p>
<p>Walker Family</p>	<p>#00:27:50-6# DW: Would you have any advice for a young person looking into the high tech industry?</p> <p>#00:27:58-9# BW: Yes. I think my advice would be, [pause] to look at the start-ups that were going on, or around the small start ups and what they were doing and which things interested you. The second thing, if you can find a way to first hand or second hand, first hand hopefully to find out what the management are like. What are they like? Are they real people that you can sit and talk to? And honest? That you feel good about? Because, if you go to work for something,</p>

<p>Advice for young people starting in tech industry</p>	<p>you need to go to work for something that you can really take an interest in. Because you'll do, if you're interested in it, you almost certainly are going to do pretty well. If you're not really interested in it, it's just a job. It's also important that you establish personal relationships. Those personal relationships are worth so [emphasis] much. I was both mentored by Howard Vollum and I mentored people in my church and kids. One of, a guy I consider absolutely a world class engineer, well he used to be in my Sunday school class in church and after class he and I, at that time he was in high school and trying to repair audio and visual equipment for his high school. That was a kind of a part time job he had. So we would be up on the blackboard drawing diagrams and I would be [laughs], giving him, [laughs], all of the information I could to make him a good technician. He's an absolutely world class engineer now. He has done, he did some of the basic stuff for Planar systems in terms of addressing how to address a flat panel from both sides and he has several patents around that. He's a missionary, works mostly, his wife's a missionary, so he's off in the boondocks most of the time, but every time he comes back Planar has him in for whatever few days or weeks he's here [laughs] and," Tim come help us, we're having, addressing problems, we're having this problem, whatever." And he can go in with his background in their display systems, why he can go in and [laughs] and give them some help. [Laughs] Yeah, and I love to have someone like that to mentor, it's great, it's great, it was great fun. I mentored him all the way through college, told him what little calculators and computers to buy and not buy. And then when he came to work for Tektronix and he got an offer from Planar and he'd come and say, "Should I take it?" and I'd say, "What are they offering?" and he'd say, "Well this and some, so many stock options", and I'd say, "Take the stock options and go to work for them." and [laughs] he'd come, maybe six months or a year later and say, "Tektronix offered me more stock options to come back. What should I do?" [Laughing] "Go back! Take the stock options. If they want you, that's what you should do." [Laughs] So he did that and he went back and forth between Planar and Tek, and they both wanted him because he was such a valuable, creative guy. And he'd get stock options each time he would move. I like to mentor these, you don't find people as gifted as he was that often, but every now and then you do and...</p>
<p>Importance of Relationships, mentor/mentee</p>	
<p>Tim Fleagal, one of BW's mentees</p>	
<p>#00:31:55-0# LW: Paul Dubose.</p>	

#00:31:54-9# BW: Paul [Dubois?], another one. It's nice when you do that you run into, you are able to give them some help and some good advice along the way.

#00:32:07-3# DW: His name was, Tim?

#00:32:11-5# BW: Tim Fleagal.

#00:32:13-2# DW: Tim Fleagal?

#00:32:11-9# BW: F, L, E, A, G, L, E.

#00:32:14-9# LW: G, A, L.

#00:32:14-8# BW: G, A, L. Yeah, F, L, E, A, G, A, L.

#00:32:21-2# DW: And there was another person? Paul?

#00:32:21-4# BW: Paul Dubose. D, U, B, O, S, E. Well, there's others, but those are two that we think of special.

#00:32:29-1# LW: He has, I don't know how many doctors degrees.

#00:32:32-5# BW: Yeah, Paul has gone and done all kinds of wonderful technical stuff. He tended more toward the mathematical side.

#00:32:53-9# LW: There were others all through the years. [Whispers apologies for speaking up]

#00:32:56-3# DW: It's ok, it's ok.

#00:33:01-3# LW: You can [motions to be quiet.]

#00:33:02-6# DW: Laughs.

#00:33:02-7# BW: Laughs, What's that?

#00:33:02-6# DW: No, I appreciate it, you can help.

#00:33:06-1# BW: She's a legitimate commentator [laughs] because she's lived through all of this. [Laughs] Night and day of me coming home with a bad humor and how bad it had been all day, and how dumb my boss was and how...[laughs]

<p>Lula Walker, support of BW</p>	<p>and I think I'm going to be fired next week for [laughs] some fight I'm in. [laughs]</p> <p>#00:33:30-3# LW: He used to, well, what he used to do it say, "Well I have another promotion and I don't know if I can make it or not because those people here in that level and all the people are really smart. And really bright and I just don't know [laughs] if I can handle this Lu or not." He'd say, but he really thought he could.</p> <p>#00:33:57-4# BW: [laughs]</p> <p>#00:33:57-8# LW: I think. [laughs] Or else he wouldn't have taken it. [pause] But it was a fun, thing.</p> <p>#00:34:11-9# BW: All our life's been fun. [pause]</p> <p>#00:34:19-9# LW: Did you ask about our family?</p> <p>#00:34:23-5# DW: I haven't ask too much about it, but is there something you want to share?</p>
<p>Family and Home life</p>	<p>#00:34:30-0# LW: Well he did tell you about our son, he worked at Tektronix for several years writing technical manuals, but he didn't tell them. You know, Walker is a common name. And he went over there and got a job without telling them who he was. And then some of the people eventually nosed it out and found out that he was the son of a Vice President of the company, at that time probably. But our daughter is the one who loves computers and has a degree in English Literature, but she is really good with computers. And she takes classes all the time. She has taken so many classes, everywhere, Washington D.C., Salt Lake City, she just got back from that she's a certified Genealogist and once and a while she'll take a client. She helps her husband run a business along with her kids, but she'll take a client. Right now she's working with one out of New York that wants to trace his family heritage.</p> <p>#00:35:45-6# DW: How do you...</p> <p>#00:35:48-5# LW: So, we're proud of them.</p> <p>#00:35:50-0# DW: Yeah, How do you think your husband influenced your children's decisions to go into that work? Or do you think you have?</p>

#00:36:02-0# LW: Well he's a writer, and they are both writers. Very good writers. He taught them to read before they went to school and so they've just, they are just avid readers. As we both are, so I think together.

#00:36:18-2# BW: They are both really good writers. I am really proud of their writing skills.

#00:36:22-9# LW: I'm not a writer, but.

#00:36:24-7# BW: No, but you're a reader and...

#00:36:27-4# LW: Yeah.

#00:36:28-6# BW: Very up, but ah both of them are writers. Scott's just about to finish up a science fiction book that he's done.

#00:36:43-6# LW: That he hopes to publish.

#00:36:46-3# BW: That he hopes to publish. Janice is just about to finish up a poetry book that I did, and get it published.

#00:37:04-1# LW: And the state of South Carolina asked her as a part of her genealogy stuff to write how to do genealogy in the state of South Carolina.

#00:37:15-5# BW: Yeah, that's one of her books. [Shuffles books on table] That's the official book in South Carolina.

#00:37:22-4# LW: Goes in the national historical library.

#00:37:30-1# DW: Wow.

#00:37:34-1# LW: And we have a grandson who is a freshmen in electrical engineering at Oregon State and he just called and said he made ninety-five on his electrical engineering class. [Laughs] So.

#00:37:51-3# BW: I was a reasonable engineer, reasonably good engineer. But to be honest I really, my talent really had to do with creating organization and systems within an organization. You know? It isn't just the organization, it's the system. Do you have the systems? How do they

BW reflects on personal strengths in career

communicate? What do they communicate? How do they work together? And how do you organize to make all that happen? I pushed Tek into as they grew, I pushed them into a divisionalized system because as an oscilloscope company it was ok to be just one monolithic company, but as we got into television products, and computer display products and several different kinds of product lines, we really needed divisions, so I pushed them into divisionalized structure. So organization, my honest contributions to Tektronix were not directly to technology, it was the organizational structure and it was even going out and getting ourselves into an integrated circuit capability and those kind of things which would allow us to have the bits and pieces that would go together to make the instrument. As far as sitting down and laying out wiring diagrams to make a thing like that, there are engineers a hundred times better than I am at doing that. I mean, they just are amazing. I love those engineers that do that. They are just amazing. You know, the Steve Jobs type people.

#00:39:52-5# DW: Is there anything else that um, that either of you think is important to include for the exhibit? For the exhibit?

#00:40:05-1# BW: Anything else that we ought to think about for the exhibit?

#00:40:12-5# LW: I don't know Bill.

#00:40:15-4# BW: I don't either.

#00:40:15-4# LW: I don't know what you can put in as an exhibit that he's told you or I've told you.

#00:40:28-3# BW: Let me see what I brought up here... [Begins to shuffle papers on table, muffles audio] That was ESI, my ESI time. I thought I brought up [pause, shuffles papers]

#00:40:49-1# DW: We can look more into that stuff, um in a moment too. I can...

#00:40:57-2# BW: There I was when I came. [BW points to a photo of himself]

#00:40:57-7# DW: [laughs] Looks like the style of today for the kids.

	<p>#00:41:01-8# BW: [laughs] It does, doesn't it?</p> <p>#00:41:10-5# DW: Mhmm.</p>
<p>Audio File: WS600016</p> <p>Why Washington County?</p> <p>Jean and Howard Vollum's relationship</p>	<p>DW: So, why do you think that the Silicon Forest developed here in Washington County of all places?</p> <p>#00:00:10-1# BW: Well, I don't know where Howards wife, Jean lived, and I don't really know where Howard's original home was. They developed a home together and raised a family together up on Skyline Boulevard. I have heard them, I have heard Jean talk about and point out to me where the first Tektronix building was built on [pause] along Sunset Highway. That she and Howard, when they were courting would come and sit out there in the apple orchard and talk</p>

<p>Jean Howard at home and in TEK</p>	<p>about they were going to build a building there and Howard and Jack who had a little business started in downtown on Hawthorne Boulevard I think at that time. They were going to build a building out there and move out there and she and Howard were going to marry and live somewhere around the west side, so that's how Jean and Howard came to be on the west side. He called her [Kit?], she went by the nickname of [Kit?]. And she was Canadian. A powerful lady in her own right. A very good board member at Tektronix and I'm sure a strong partner in raising those six boys while Howard built a company. [Pause] What did I miss Lu? What have we not talked about that we should talk about?</p> <p>#00:01:56-1# LW: Just that Tektronix being here led to the rest of it. The spin, that Tektronix was the first.</p> <p>#00:02:08-9# BW: And I've seen...</p>
<p>TEK and spin-outs</p>	<p>#00:02:12-0# LW: I'm sure you've seen those charts that they did [PSU graduate student project?], and you can see how Tektronix was the center of that.</p> <p>#00:02:21-8# BW: At our peak we were 20,000 people in Tektronix alone, and I wonder if we really traced it back right now and looked at all the spin-outs that came from Tektronix, I wonder what the total employment in Oregon is for the spin-outs and I don't know the answer to that. Might not be easy even to get it. [Pause] Some of them, spun-out as companies, some of them were just individuals that went off and later on came back and started companies.</p>
<p>Economic development around tech industry</p>	<p>#00:02:58-9# LW: One of them was a furniture company for computers.</p> <p>#00:03:06-1# BW: For [inaudible]</p> <p>#00:03:09-4# LW: Electronic equipment.</p> <p>#00:03:12-2# BW: Lab equipment and it's still a very prosperous company, I'm trying to think of it's name. [Laughs]</p> <p>#00:03:12-9# DW: That's interesting, were there other companies that started up in Washington County, not necessarily in the technology field, but, like you said, supportive type industries?</p>

TEK Scholarship Board

#00:03:32-4# BW: This is one at least. [Pause] What others? I'll have to think about that a while, I'm sure there have been a couple of others.

#00:03:09-2# LW: I'm sure there has been, but once you have 20,000 people, although they weren't all here in Beaverton, but 12,000 at least were.

#00:03:56-5# BW: Yes.

#00:03:58-4# LW: And once you have all those people, you have to have an infrastructure. That means the car dealerships and the restaurants and the grocery stores, and all the service people that surround that many employees, the schools. You can just see how that would happen.

#00:04:26-9# BW: Tek always gave scholarships for the three high schools in Washington County, Beaverton, Hillsboro, and Aloha. [Pause]

#00:04:44-4# LW: To young people who they interviewed and then they would give full to partial scholarships to those going into technical fields. And you could name a lot of them whose careers you've followed. [To BW] He was on that board too for many many years. The Tek Scholarship Board with [Gene?] and Howard and

#00:05:14-5# BW: Bill Webber and Jean and Howard and I

#00:05:18-9# LW: Jean and that's all I can remember.

#00:05:25-1# BW: That's pretty much it, oh, no we always had an outside board member on, like Paul Bragdon or whoever.

#00:05:36-5# DW: Are there any other people that you think would be good for the museum to contact? To learn more about Silicon Forest.

John Kobbe and Howard Vollum, differences

#00:05:48-6# BW: We mentioned Kobbe already, and you already had him on your list. Boy, he can talk about the very early part. I think, he won't talk about it, but he and Howard didn't really come into conflict I would say, [pause] but they didn't mesh well, as well as they should. Both of them creative geniuses. [Pause] Howard was more interested in the looks to a greater degree than John was, and John was

Pat Kunkle, Vice
President of TEK
and other
Women in TEK

interested in function, almost to the exclusion to the other. So you can see how they didn't always have the same priority, but they each made a huge contributions, but their two personalities didn't quite gel. Which is really too bad, I wish they could have. I really wish they could have because it kept Kobbe from staying at Tektronix as long as he should have stayed, and continue to do the things that he could do.

#00:06:52-1# LW: What about Pat Kunkle To get a woman? Do you have any women? You have her?

#00:06:59-5# DW: That is something that our class has spoken about often, is that we do not have any women yet as interviewers [narrators]. So what was her name again?

#00:07:14-2# BW: Pat Kunkle. k, u, n, k, l, e.

#00:07:15-4# LW: She became a Vice President of the company.

#00:07:18-1# BW: The first woman vice president

#00:07:20-0# LW: The first woman.

#00:07:19-4# DW: Yeah, Of Tek?

#00:07:21-6# BW: Of Tek

#00:07:23-7# LW: Yes, at Tektronix. And then there was a women who was head of, um...

#00:07:25-7# BW: But I really would like you to, because, she grew up and eventually ran the Human Resources, Personnel kind of thing. So she has an in-depth understanding of the culture. And the things that made the culture work, and the systems that were, the sub-systems that made it work. She would be an excellent person for you to contact.

#00:07:56-1# LW: Do you have her e-mail or phone number, address? [To BW]

#00:08:03-8# BW: I have it somewhere. She spends part of her time in...

#00:08:05-6# LW: But she's here now.

	<p>#00:08:05-0# BW: Redmond. By here, is she in town?</p> <p>#00:08:10-6# LW: Or, in the Bend area.</p> <p>#00:08:13-0# BW: the Bend area.</p> <p>#00:08:15-1# LW: She decided...</p> <p>#00:08:18-0# BW: She's here for the winter instead of spending it in...</p> <p>#00:08:22-7# LW: I don't know. Ida would know.</p> <p>#00:08:26-7# BW: Ida would know. Yeah.</p> <p>#00:08:26-6# LW: And Ida, I don't know if Ida would be another person.</p> <p>#00:08:29-1# BW: Yes, she might be.</p>
Ida Meyers	<p>#00:08:32-0# LW: Ida Meyers was there for many many years...</p> <p>#00:08:35-3# BW: The HR person.</p> <p>#00:08:36-6# DW: Ida Meyers</p>
Jim [James] Castles	<p>#00:08:43-6# LW: She knew everybody. She could tell you lots of stories about Jim Castles, who was the [emphasis] attorney for Tektronix.</p> <p>#00:08:51-6# BW: He helped put the, Jim Castles, he was a lawyer, and he wrote the organization papers for Tek Oregon. They gave him a big chunk of stock in the new little company he was, for having done that, which was a nice thing for him. He came [laughs] to be worth multi-millions of dollars. But [clears throat], yeah, that's a very good point Lu. That both Ida and Pat are...</p> <p>#00:09:28-0# LW: Long time people who knew everybody.</p> <p>#00:09:28-9# BW: Knew everything and everybody.</p> <p>#00:09:32-0# DW: And what was Ida's role in Tektronix?</p> <p>#00:09:32-5# LW: She was in Human Resources as well, I</p>

	<p>think after Pat left and had a more corporate job, then Ida was the head of that. Wasn't she? [To BW]</p> <p>#00:09:48-9# BW: She was the head of one section of it. I don't know if she was the head of all of it or not.</p> <p>#00:09:50-4# LW: I don't now exactly. But she could tell you, you know, she would be happy to. They're in Palm Springs right now, but they'll be back this week. And we do have their phone number and ah.</p> <p>#00:10:05-0# BW: I wonder if Pat's.</p> <p>#00:10:09-7# LW: e-mail</p> <p>#00:10:06-7# BW: I bet Pat's, I wonder where they are.</p> <p>#00:10:13-0# LW: I don't know.</p> <p>#00:10:14-7# DW: Well, um, any information. Like contact information, and stuff like that maybe we could get afterwards.</p> <p>#00:10:27-8# BW: Yeah, I'll see if I can...</p> <p>#00:10:28-6# DW: Can be in contact.</p> <p>#00:10:31-0# BW: Yeah, You can check with Ida, but I'll see if I can contact Pat.</p> <p>#00:10:34-6# LW: Ok</p> <p>#00:10:36-8# DW: Alright, well if there is anything else, or not anything else for right now, we can also stay in contact and if there is stuff that comes up later on, you know doesn't all need to be right now.</p> <p>#00:10:52-5# BW: If things cross my mind, I'll jot them down either send you something or, if it's something we need to talk about longer we can maybe get together and get a cup of coffee, or come back by here, or whatever works for you.</p> <p>#00:11:07-3# DW: Sure, yes. Well thank you very much. That'll conclude the recording for Tuesday the twenty-first.</p>
<p>Audio File: WS600017</p>	<p>LW: [Inaudible]</p>

Secretary for
Glenn [Pelican?],
Frankie [Buts?]

#00:00:08-3# BW: Oh [laughing], oh Frankie. [Laughing]

#00:00:06-4# LW: You don't want to interview her.

#00:00:08-1# BW: Oh, You don't want Frankie, no.
[Laughing]. Frankie [Buts??] [Laughing] I don't know what her name is now, she's remarried. I'll tell you, first time I saw her, A guy had just worked for me...I hadn't had a manager job too long. But this guy that just worked for me had hired her for a secretary. Glenn [Pelican?] had hired her for a secretary. And the guy that had hired me, who to me was like God, he was way up here somewhere [gestures up], and he ran the whole manufacturing organization. He came to see me and I went into Glenn [Pelican's?] office to introduce him to Glenn [Pelican?], and there sat this secretary [BW puts his feet up on the table] in the big chair with her feet up on the desk like this, smoking a [laughing] cigar [laughing]. That was Addie, [laughing] or, that was...[laughing]

#00:01:03-7# LW: Frankie.

#00:01:03-2# BW: Frankie [Butte?], [laughing] Frankie [Butte?] or [Butts?] or whatever [laughing], and she was a flamboyant buxom blonde [laughing]. Poor old Scott was like, "What was that?" [Laughing].

#00:01:20-5# LW: She was a...

#00:01:23-5# BW: She was a cracker-jack secretary, she was fast as lightening, she took care of everything, she was a very good secretary. She was flamboyant.

#00:01:26-0# LW: But today, those people don't exist. They changed to computers and everybody does all their own work. But back then, a secretary did it. Took notes, and

#00:01:47-4# BW: I'm glad I was working back then, it was a much better system.

#00:01:52-0# LW: Did a lot of, didn't have to make your own reservations or, airlines, or [pause]

#00:01:57-5# BW: Did it all.

#00:01:59-4# LW: I think it's a waste of time. I really think these secretaries, men or women, are so good at certain

Role of
Secretaries at
TEK

	<p>things and should have honor and recognition for it. But I think whether it's a man or a woman, if they spend too much time at this, routine stuff instead of...</p> <p>#00:02:27-0# BW: Which we're not very good at, are we? [Laughs]</p> <p>#00:02:27-6# LW: Which you're not very good at. [Smiles] So, I just, anyhow. I'm not sure the world's better today, for it.</p> <p>#00:02:41-2# DW: Without having the secretaries, the administrative assistants around?</p> <p>#00:02:49-9# LW: Yes, they're all called administrative assistants now I think. But I suppose there's some secretaries, but I know before Bill retired, his secretary [adjusted microphone] had switched over to administrative assistant. Doing similar things.</p> <p>#00:03:11-0# DW: Are there other women that you remember from Tek? I know you mentioned that you would sit with other wives at the Board meetings. But, were there wives or other women that you recall?</p> <p>#00:03:25-1# LW: Well I'm trying to.</p> <p>#00:03:26-1# DW: As interesting characters, or...</p>
Loss of Peers	<p>#00:03:30-6# LW: think... [Pause] You know, [pause] so many people have died. Who are, who were our contemporaries. And so many of the women have, um, you know, I'm trying to think of friends that I have, we have made of those vice presidents wives and corporate wives that I enjoyed. But, they're not around. They're gone mostly.</p> <p>#00:04:12-7# DW: What kind of influence did you have, or did other wives have, do you think in the company?</p> <p>#00:04:21-7# LW: What kind of what?</p> <p>#00:04:24-2# DW: Influence.</p> <p>#00:04:26-6# LW: Influence. Oh, You know, I think the wives of Tektronix were so careful. So if our husbands would have a, if you knew they were having a knocking heads, knockdown drag-out fight [BW laughs] over something. You</p>
Influence of wives of TEK	

employees	<p>would go sit by that person, and be courteous and friendly, and that was the atmosphere there. I don't know influence that other wives had basically. I just know, I listened a lot to Bill, and I never knew anything [said very deliberately and with a smile]. I was in a club...</p> <p>#00:05:15-6# BW: Yeah, you pretended to never know anything. [Smiles]</p> <p>#00:05:18-4# LW: I pretended to never know anything. [Said very deliberately and playfully]</p> <p>#00:05:20-9# BW: [laughs]</p>
Change in gender roles	<p>#00:05:23-6# LW: There were other wives in some of the places where I went, or groups, you know, that were community groups. As far as they knew, Bill never told me anything, because I never said a word about anything. And I think that's the way most of them were. So I'm sure they influenced their husbands, or listened, or, but. [Pause] But as far as overt, it just never happened in those days. Interesting, I think our world has changed. And it may be because women are more out there. The wives back in those days did not work. We stayed home, took care of the children, did volunteer work, and traveled. With our husbands when they traveled.</p> <p>#00:06:20-3# BW: Went to dinners with us, when it was appropriate.</p> <p>#00:06:24-4# LW: Went to dinners. Or entertained. It was a different world wasn't it? [To BW]</p> <p>#00:06:35-7# BW: [pause] Quite a bit.</p> <p>#00:06:36-3# LW: It was a good world. But as far as, [to BW] She asked me how much influence the wives had. I don't know.</p> <p>#00:06:44-5# BW: On business?</p> <p>#00:06:48-3# LW: I don't know that it was, I'm sure that it was a lot. With just, with their husbands. But as far as overt anywhere, none. It just wasn't [pause] talked about.</p> <p>#00:07:05-3# BW: I'm sure that they would go home from</p>

dinner meetings. And say, " I don't like that guy for this reason, and this reason. And you better watch him because he's..."

#00:07:09-7# LW: [laughs]

#00:07:10-5# BW: [laughs], Didn't they? [Laughs]

#00:07:12-4# LW: Possibility. [Smiles]

#00:07:15-4# BW: [laughs]

#00:07:15-9# LW: Possibility.

#00:07:15-8# BW: I would, I would say so. [Laughs]

#00:07:19-5# LW: Did I do that a time or two? [laughs]

#00:07:20-7# BW: Oh yeah.

#00:07:22-9# LW: [laughs] I guess I had that [laughing] kind of influence.

#00:07:27-6# BW: Because you also knew who in that group of my peers, that I was kind of on the same wave length with, And who was really opposing and you know, I had major conflict going on with. [To DW] You didn't know there was major conflict? [laughing] Did you? [laughing] I didn't win every battle, but I won most of them. [laughing] Yeah, had a good time to tell you the truth. It was great fun. Just what I love to do. How lucky can you get? I worked all my life, and as far as I'm concerned work is only work if you don't like it. And I had fun every single day, nearly every single day [laughs] at work.

#00:08:13-9# LW: Bill, used to make talks for classes, like at OSU or Portland State or somewhere. And I know one time he was making a talk to a bunch of engineers at OSU and one of the questions was, "How many hours do you think you have to work to be successful in a job like yours?" And he [BW] said to them, " That's the wrong question. The question should be, how many hours do I get to work in order to do what I'm doing. Because it's fun and you like it and..."

#00:09:06-5# BW: And there's always more to do.

<p>BW reflects on joy of work</p>	<p>#00:09:10-1# LW: And there's always more to do. [Laughs] Didn't you? [Laughs] Now I'm not saying he worked day and night. Because he didn't. He gave plenty of attention to our children and to me. And one thing that he did that a lot of them didn't do, he always took weekends off. Unless he was on a trip somewhere. But if he was at home then the weekend was at home, with his family. Sundays especially. And evenings, he didn't bring stacks of work home in the evenings, he brought stacks of reading. Like magazines and electronics stuff. [To BW] But you never brought home work. You gave the attention to the children and to me. So I think he would say, that was a key to a [pause] good career. Was that, you had asked about that kind of balance?</p> <p>#00:10:16-3# DW: Yeah.</p> <p>#00:10:17-8# LW: Was his balance, his family. His church, and what he could contribute there and teach teenagers. Spent as much time as he could manage to get to work.</p>
<p>Balance of work, family life, church</p>	<p>#00:10:36-9# BW: Went through a spell where flying was a passion.</p> <p>#00:10:41-0# LW: Yeah</p> <p>#00:10:42-5# BW: Spent a lot of time at it. [pause]</p>
<p>Social Life and TEK</p>	<p>#00:10:46-8# DW: Did the two of you do many activities together with other, fellow colleagues, or employees?</p> <p>#00:10:59-0# LW: Not a lot.</p> <p>#00:11:00-7# BW: Tek was not a heavily, ah [pause]</p> <p>#00:11:05-9# LW: Social.</p> <p>#00:11:02-3# BW: Social Club.</p> <p>#00:11:02-7# DW: Hm.</p> <p>#00:11:05-2# LW: Hmmm.</p> <p>#00:11:03-4# BW: No, we did not do a lot of things at each other's homes. We each had our own private lives, pretty much. And we might do something at Christmas or Thanksgiving. Have a group out, or something like that, or</p>

Importance of
Family

someone else might. But very little of that went on.

#00:11:26-3# LW: It was mostly business related. When we would, have a dinner...

#00:11:34-5# BW: It was kind of nice that way, because there was not a pressure on the wives to entertain, or [pause] anything like that.

#00:11:39-1# LW: And they all had families, and they all had schools that they [pause] participated in with their children, or supported and had their passions and interests. So, [pause] we were not socially just to stay late, or call each other up or anything like that.

#00:12:06-0# DW: Yeah.

#00:12:07-3# LW: Interesting.

#00:12:10-2# BW: Yeah. Some companies I know are much more tightly coupled socially than we ever were.

#00:12:20-0# LW: But Tektronix was really like that. And, you know, they all had kids that had ball games and [pause] our kids were involved in tennis and tennis is always involved in, and theater and music and so we were always there. When that was going on.

#00:12:52-7# BW: And I really support that, as an ethic, I think family is first. Because that's the place that you have the most influence. It's the place you have the most pain if it goes bad, and you, even worse than the pain of your job [laughs] going bad is the pain of your family going bad. So that has to take precedence over...[pause]

#00:13:16-1# LW: With your children, it really does. [Pause]

#00:13:26-1# BW: And

#00:13:25-2# LW: And your marriage. And most of the families that we knew all through those years were like that. They [pause]

#00:13:36-5# BW: Where are you in Portland and in school?

#00:13:40-5# DW: I am in my last term.

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#00:13:40-8# BW: Are you?

#00:13:42-7# DW: Mm, hmm.

#00:13:40-7# BW: Last term, Boy. Ah.

#00:13:42-5# DW: The end of March. [BW laughs] I'll be all done.

#00:13:45-2# BW: Oh, then what? You got a plan? [Laughs]

#00:13:50-9# DW: [smiles] A little, a little, do some archaeology. Stay around the Northwest.

#00:13:57-6# BW: That should be fun.

#00:14:00-8# DW: Mm, hmm.

#00:14:03-0# LW: And the marriages, my observation has been that on that level, that the marriages are usually solid marriages too. Long-term marriages.

#00:14:14-2# BW: At Tektronix, that level of Tektronix. That's very true. Almost no [pause].

#00:14:26-0# DW: And that level...

#00:14:27-7# BW: divorce.

#00:14:30-4# DW: Sorry, that level, you mean the more administrative level?

#00:14:31-3# BW: Yeah, sort of the hot top couple or three levels of the company were all very strong families, strong families.

#00:14:41-9# LW: And solid marriages. Long-term marriages. Whether [pause] Of course there was the exception now and then, but they didn't last long. [Pause] I don't know if it was the culture or the [pause] [to BW] What do you think it was?

#00:15:12-0# BW: I don't know. Well, I was trying to think, [to LW] You probably knew more of the inside stories of those kind of things than I did. [Alvie?] [Alvie's?] was a second

	<p>marriage wasn't it?</p> <p>#00:15:24-4# LW: Maybe, but [Diane?] was always the one that was with him here.</p> <p>#00:15:34-6# BW: Yeah.</p> <p>#00:15:34-5# LW: And they had two small children. I never knew anything else.</p> <p>#00:15:46-5# BW: That's true. All the upper management seemed to have strong marriages.</p> <p>#00:15:49-8# LW: And it's either, you don't know whether it's the chicken or the egg. [Laughs]</p> <p>#00:15:58-7# DW: Mhmm.</p> <p>#00:16:00-6# LW: Really don't.</p> <p>#00:16:02-9# BW: So, where would you like to dig? [Asking DW]</p> <p>#00:16:06-5# DW: Well, um, I don't know if [inaudible]</p> <p>#00:16:11-5# BW: On the coast?</p> <p>#00:16:11-5# [end of recording to carry on a more informal conversation]</p>

