

-New Page-

September 2, 1987

Mr. Fredrick Hill, Editor
Editorial Department
Simon and Schuster
1230 6th Ave
New York, NY 10020

Dear Mr. Hill,

re: Zeitz Manuscript

I am informed that you are the editor of Dr. Zietz's forthcoming book, ^{B&H} "The Best Companies for Women". As you probably know, Digital agreed to cooperate with Dr. Zietz in the preparation of this book, ^{and in that regard}, allowed her to interview several ^{senior level managers}. Upon review of the proposed manuscript we

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McAllister
senior level managers. Upon review of the proposed manuscript we informed Dr. Zietz, and subsequently her literary agent, that we believed the article contained materially inaccurate facts. Additionally, we informed them that in our opinion, some of the characterizations in the manuscript ~~were~~ ^{are} both inaccurate and offensive. Dr. Zeitz's literary agent initially agreed to withdraw the chapter on Digital from the book. However, he subsequently informed us that he, and others had reconsidered that decision and would print the chapter essentially "as is".

We continue to believe that the manuscript in its current form contains materially inaccurate facts, and inappropriate and inaccurate ^{about} the corporation, its environment and its senior managers. As such, we believe it will do considerable disservice to our major efforts to attract women at all levels to the corporation.

We have reviewed the manuscript with the women interviewed, several of whom indicate they did not consent to be quoted. ^{by name.} In this regard, Ms. Doris Mitchell of our Corporate Personnel organization informs me that one of the pre-conditions for our

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organization informs me that one of the pre-conditions for our participation was Dr. Zietz's promise not to quote any Digital employee directly.

Given the above, we believe that it would be in everyone's²⁵ best interest to delete any reference to Digital from this book. In the alternative, we insist on a meeting with you and Dr. Zeitz for the purpose of reviewing and correcting the inaccuracies in the manuscript.

I can be reached at (617)493-5673 between the hours of 8:30 a.m. and 5:00 p.m. Monday through Friday. I look forward to hearing from you at your earliest convenience.

Sincerely,

Ronald C. Glover, Esquire
Staff Attorney

cc Baila Zeitz

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I n t e r o f f i c e M e m o r a n d u m

To: CAROL BURKE

Memo: 5360377348PEN72

Date: Mon 5 Oct 1987 3:03 PM EST

From: DORIS J MITCHELL

cc: GIBSON

Dept: CORP. EEO/AA

RON GLOVER

Tel: 251-1389

ALAN ZIMMERLE

Adr: CFO2-3/K78

Subject: ZEITZ UPDATE

Under separate cover, I will send you a copy of the response to the Glover letter from Zeitz's editor.

The letter ends with "Please contact the authors or me directly". Ron and I feel that you and Jeff should talk directly with Baila after we have had an opportunity to discuss all the "fact" statements to be

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have had an opportunity to discuss all the "fact" statements to be changed and list recommended ways to soften the "cowboy", "macho", "need for bodies" (not women per se) type of statements. --We don't hold out much hope for a lot of change, but feel it is worth the try.

Since Ron, Jeff and I were unable to meet together and I met with each separately, let me give you Jeff's next step approach, which is that we send a letter that essentially says:

We are not interested in being included in the book nor do the persons who were interviewed. We feel the offensive characterization in this book works against our ability to attract women as employees and we believe that such descriptions are inconsistent with a book that purports to describe the best places for women to work.

The assumption here is that the fact statements as they stand will not really hurt us and we will probably not be able to change the characterization statements -- no legal grounds to do so.

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our ability to attract women as employees and we believe that such descriptions are inconsistent with a book that purports to describe the best places for women to work.

The assumption here is that the fact statements as they stand will not really hurt us and we will probably not be able to change the characterization statements -- no legal grounds to do so.

My feeling is that you and Jeff should try to meet face to face with Baila and try to convince her to soften some of the language.

If you agree, have Pauline set up an appointment with her. If she is smart, she will only talk with you by phone. This you don't want to do until we have reviewed the material. Let me know what you think should be done.

Regards,

Doris

END OF MEMO - Press RETURN to continue

digital

October 29, 1987

Baila Zeitz, Ph. D.
10 East 78th Street, Suite 3A
New York, New York 10021

Corporate Information

OCT 30 1987

Received

Dear Dr. Zeitz:

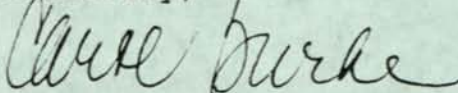
As agreed to in our telephone conversation on Friday, October 23, 1987, we removed the names of Digital women, corrected inaccurate information and edited some material to more accurately reflect the working environment at Digital. The women you interviewed, none of whom recall agreeing to have their names used, also provided corrections of erroneous information.

Our overall concern, in addition to the inaccurate portrayal of Digital, is that the company will not be seen as a place where women will want to come to work. Since your goal and ours is to present Digital as it is, and to encourage women to enter and advance in corporations, we edited the following material:

- o Ken Olsen is not perceived as a cowboy.
- o "Macho" or a "wild western town" do not accurately portray the Digital culture or environment.
- o Digital hires women because they are qualified and we want them in the workforce. They are not just bodies.
- o Inaccurate numerical data.

These limited revisions, which are highlighted in yellow, will correct some errors even though we still believe the portrayal of Digital and its culture is inaccurate.

Sincerely,



Carol I. Burke
Corporate Personnel Manager

CIB:aet

CC: Ron Glover
Digital Law Department

Jeffry Gibson
Digital Public Relations Manager

DIGITAL EQUIPMENT CORPORATION

The World's Leader In Networked Computer Systems

- o Employees: 69,000 (in U.S.); 38 percent are women (in U.S.).
- o Sales: \$9.4 billion
- o Digital Equipment Corporation lives up to its commitment to recruit and hire women and minorities. It actively advertises in minority and women's publications, and engages in special efforts with professional organizations. Once hired, employees can voluntarily participate in ongoing "Valuing Differences" programs. The company has a liberal tuition reimbursement plan, and provides a wealth of continuing education and personal skills workshops.
- o Charges of sexual discrimination are handled by formal procedure; the company reevaluates individual job descriptions in response to allegations of pay inequity.
- o In keeping with the company's "Valuing Differences" philosophy which stresses people as individuals, DEC does not think it is productive to discuss numbers. Although 38 percent of its U.S. employees are female, it would not make available numbers of female upper managers. One of the marketing vice presidents is female and the treasurer - also a vice president - is female. One of the seven members of the Board of Directors is female. Women are aggressively recruited for the sales force; they are increasingly beginning to move up to the middle levels of management in sales as well. Data on technical managers was unavailable.
- o Maternity leave is the standard disability (usually 8 weeks). The company provides flexible working hours, flexible work places, and part-time opportunities for managers and professionals. The company is grappling with child care alternatives. Currently, it provides monetary support for selected community-based facilities and is considering a resource/referral service.
- o The company has a strong policy on sexual harassment and a highly regarded training program for all professionals and managers. Complaints are handled by a formal grievance procedure.
- o In an industry where top talent is aggressively pursued, women find unusually good opportunities at Digital. But whether they will rise to the top in engineering - an area traditionally monopolized by men - remains to be seen.
- o Major employment centers: Maynard, MA 5,200; plants in Acton, Hudson, Marlborough, Natick, Springfield, Westboro, Westfield, Westminister, MA, Greenville, SC, several plants in Vermont, New Hampshire and Maine. Manufacturing facilities in Phoenix, AZ, Mountainview, CA, Colorado Springs, CO, and Albuquerque, NM. Approximately 45,000 additional employees work outside the U.S.

Digital Equipment Corporation
146 Main Street
Maynard, MA 01754
(617) 897-5111

DIGITAL

Are you mentally tough and aggressive?

Do you like to compete in meetings and win?

And is high tech your field?

There may be a place for you at Digital.

"DEC is a meritocracy. And consequently women can do very well because they are judged on their results. We have a strong orientation towards thinking that intense debate is necessary to determine what is the right thing to do."
-- A group manager.

"For a woman to survive in this environment, she has to have extreme self-confidence. Men too. The forces at play tend to whittle away one's self-confidence. It's highly competitive. And ultimately at the top, it's a white male environment." -- A senior executive.

"The kind of person DEC requires is assertive, aggressive, competitive. It's hard to maintain male-female relationships if you're that kind of woman...very few men are comfortable in a relationship with a woman who fits that description." -- A married woman who's been at the company a number of years.

As in many other large corporations, "There are many lonely women in this corporation...there's a price to be paid at Digital if you are doing the kinds of things that the high-ranking women you're talking to are doing." -- One of those women.

Mental toughness isn't all that's needed at Digital. The ability to operate in a loose structure, where you often have the flexibility to create your own job, is a prerequisite. If you don't need neat organizational charts and narrow parameters defining everyone's job -- and if you're competitive -- you'll thrive here.

The man responsible for the corporate culture is an entrepreneur named Ken Olsen. The company he shaped into a high tech giant started with three people in an old New England mill. Its name is Digital Equipment Corporation. They call it DEC (pronounced deck) for short.

The company that Olsen founded in 1957 with two other engineers from Massachusetts Institute of Technology is today the leader in networked computer systems and systems integration -- computers talking to one another. The sixtyish Olsen runs the company like a founding father, and no one doubts that he is the head honcho. He has not named a successor -- he has set up his first and second line lieutenants as free-wheeling entrepreneurs who design, build and sell their own products. Yet when all these product managers were allowed to go off in different directions, DEC sometimes ended up with competing products that were after the same customer dollar.

When the company went into the personal computer market in 1983, it brought out three unrelated PC's. Today, however, is different. The company operates from a philosophy of, "One company, one strategy, one message." Today most Digital PC's are bought to use as work stations with existing Digital networks.

Just as the company is decentralized, so is the physical plant. Home base is Maynard, Massachusetts, twenty miles west of Boston, in an old red brick woolen mill on the banks of the Assabet River, but Digital has facilities all over the world. Small engineering groups in places like Tokyo, Seattle, Palo Alto, Reading, England and Israel work as teams with larger groups in New Hampshire, Colorado, England, and the Maynard area where there are a number of sites.

So how to rope in this unwieldy structure? How to get your VAX computer to talk to my PDP-11 or the DECsystem-20 across the country or around the world? In solving their own communication problems, DEC found solutions that the marketplace wanted -- computer networking.

It appears to have put Digital in the pink. After a slump in the early Eighties during which Digital lagged behind competitors in new products and industry, analysts were warning investors. The company was posting healthy gains at a time when rivals were mired in a soft marketplace. Two new VAX

computers were brought to market in 1985, and the company moved from slot 65 to 55 on the Fortune 500 list. Revenues reached \$6.7 billion, reflecting a 20 per cent gain over the previous year, at the same time inventories were reduced. By 1987, revenues reached \$9 Billion and the Fortune 500 listing was 44.

To achieve this turnaround, Olsen was willing to fly in the face of the praise he has received for the loosely-structured management style that made DEC one of the stars of In Search of Excellence. Olsen pulled in the reins somewhat, centralizing the management and focusing the product line. Several vice presidents and managers chose to leave when their jobs changed. Those who stayed decided to base most computer designs on the company's line of VAX superminicomputers, a move which, while it slowed product development for a while, ultimately led to Digital's emergence as the world's largest manufacturer of networked computer systems. Partly because of this, DEC remains the major supplier of computers for scientific research, while garnering a healthy share of the market in medical research and industry.

"From the start, we chose to accomplish the harder, more technically challenging jobs, partly because of our engineering background but mainly because this was Digital's contribution to the computer industry," boasts the 1985 annual report, filled with page after page of pictures of DEC's applications in research and industry: monitoring earth tremors in Italy; providing access to up-to-the-moment biomedical research and patient data to staff at the Fox Chase Cancer Center in Philadelphia; collecting, transporting and analyzing data at the Lawrence Berkeley Laboratory in California, and controlling assembly and quality testing for the Ford Motor Company. And when Dennis Conner brought back America's Cup from the Aussies, some of the credit went to the Digital computer his team used to refine the design of their 12 meter yacht.

Above all else, at DEC it's engineering in its most advanced form. And since engineering is a field that is mostly male, the culture bred at Digital is male-oriented. However, women and minorities do have a chance, even in engineering, if they have the credentials.

Why not let a woman, or a minority, show her stuff? Why not indeed?

Why not let a woman, or a minority, show her stuff? Why not indeed? Especially if you're in an industry that's growing so fast you can't find enough good bodies, period, to keep up with the demand. At Digital, this willingness to hire women and minorities was intensified, as Digital grew even faster than the industry.

One woman was hired as a district sales manager, a slot which makes her responsible for some \$100 million of revenues annually. She is one of six female district sales managers out of 85. "I've worked hard but I've been afforded the opportunities to move ahead," she says. Although she says she has never encountered discrimination when it came to getting promotions, she met resistance from the men who reported to her, when she first was transferred. "It took six months to prove to them that I really had the credentials for the job," she says. "I would have gone crazy if I had listened to everything that was being said about me." Her husband, a service technician with the company, was transferred with her which didn't make life any easier for either of them.

Happily, the testing period for both of them is over now, and at 39, she feels she has a bright future with DEC. She is also aware that how well she does will affect the chances of other women coming up. "We're still kind of new," she says. "At least you know that you don't get a promotion just because they are promoting women. We don't do that."

No one would accuse this woman of having it easy because she's a woman. Married at sixteen, she worked as a secretary and went to school nights when her husband went during the day. It took 13 years of night school to get both her bachelor's and master's degrees. "You've got to know what you want and go after it," she says. Right.

And in some divisions, that means you change your job as you go along if you're to succeed. "You have to be very self-generated here," says a group manager and one of the highest ranking women in engineering. "There's no direct career path for anyone to follow." The advantage of this flexibility is that it allows for the individual creativity that Digital is known for.

"At Digital, you can try things that other companies probably wouldn't let you try," observes another group manager in marketing. "If you succeed and accomplish a few things, you can move on the next thing. There's not a card-stamping mentality here that say you can't do this until you do that. It's more of 'I think you can. Why don't you give it a whirl?' We're not bureaucratic."

The freedom to follow your own interests and create a job that suits you, whether it's in the area you're in or the one you'd like to be in, makes very loyal employees out of the ones who do well. When a manager agrees that employees need more education or professional memberships to advance their careers, the company pays the bills. A sabbatical program lets technical people earn advanced degrees fulltime -- at the company's expense --- while they remain on full salary.

Women who have been at the company through the move to centralize management said that, yes, there is less tolerance for people doing their own thing now, and yes, this meant that the product line fitted together better than it had, but overall the corporate culture was one of constant movement. "Some valuable people don't like it -- they have the mindset of wanting things clearly defined," - remarks one woman, "and Digital tends to burn out those people."

Yet all the women we interviewed were adamant about one thing: the freewheeling corporate culture made it possible for women to succeed, not because they were particularly sought after, but because they weren't locked out. Up to a point.

While the good news is that Digital has two female vice presidents, the not-so-good news is that neither is in engineering -- and Digital is a company where engineering is king. Women will have a harder time breaking through here than white males. One factor, of course, is that there are so few women from whom to choose. Even in 1986, only 14 per cent of all engineering graduates were women.

The other factor affecting women vying for the pinnacle in engineering is more

amorphous: How do you fit in with the group? It is still a problem. Even though there is real commitment on the senior management level to not be prejudiced against women, certain comments are made and old biases emerge. One woman said that when a woman breaks through, the attitude of her boss is, "Well, he hasn't been killed by her ineptitude yet...and maybe he has gotten some attention because he was the one who promoted this woman. The problem is that some of us are going to screw up, just like the men are allowed to do all the time. But the limelight on the woman who does will have a negative effect on the next one coming up; whereas, it doesn't hurt the next guy when a man screws up."

Another woman said that when she hears managers make even mildly sexist comments, she knows that ultimately it will be reflected in how she's going to be evaluated, perhaps unconsciously, and what kind of positions she'll be considered for. "The thing to do is to get away from it when it's impacting your career," she said. "But it's tough to fight because most of it is not anything you can hang your hat on. It's not direct. I've seen some women come along for two or three years and they are just poised with the right expertise to have a significant impact on a segment of the company, but if they run into that brick wall -- most women will go someplace else. That's the price the company pays."

A voluntary program called "Valuing Differences" for managers and professionals should help eradicate some of the old ingrained biases. One black woman said it made her rethink the stereotype she had of white males. While the program appears to have affected hiring and promoting to some degree, overall its impact is difficult to gauge. One woman who participated said that it was extremely helpful; another said the experience was irrelevant; most of our interviewees hadn't yet taken part in it.

However, this program may be part of the reason sexual harassment, even in this male-oriented culture, is minimal. One Texan who came in a few years ago and made lots of obnoxious comments about women eventually was asked to leave the company because he didn't fit in. Peer pressure is an effective tool here, especially at major sites. Out in the field in the sales force, however, it may be tougher for women.

extent, minorities, fill a wide variety of slots. The Strategic Resources Vice President is a black man, and the manager of a plant in Boston was a black woman who was recently promoted. The plant, incidentally, was located in Boston, not the suburbs, so that it could draw from a diverse inner city population.

Yet how effective such a program is at the higher reaches is hard to measure. The male preserve at the top is tough to crack.

"Ninety per cent of the people making the decisions about who they are going to let in are older men," commented one woman. "They have the philosophy that it should be equal for women and men, but they haven't internalized it. They just don't feel comfortable with you, even the ones who don't want to discriminate. It's just a fact. And so when it comes down to a selection of someone for a prize job, it's unlikely that it's going to be a woman. It's going to be one of the boys."

One woman who was able to rise on the technical side said that she did so by being given a project that was considered avant-garde and running with it. When it became more topical, the men wanted to get in, and they set up competing programs, a fact which she accepted as a matter of course. "I don't own that space." She added, "Women who are in line positions tend to be on projects that are not mainstream but on the fringe of the product line. Women will have to prove themselves in these slightly off-to-the-side projects, and then move laterally into the mainstream, whereas men don't have to do that. They would go straight there."

The question in some women's minds is whether or not they want to go straight to the top, where competing is not as natural as breathing, you might not survive. "Many women see the top as being a very male environment, and not necessarily one they want to part of," remarked one woman. "When anyone is in a position of being a leader of a program, he is going to have to display an ability to be able to live in a very combative environment," and, she added, "the more senior one became, the less stable was the focus of your job. The whole thing is moving the whole time."

Some of the women who are senior managers at Digital came in at fairly high levels to begin with, levels at which they could assume jobs -- or create new ones -- with a fair degree of autonomy. For newcomers, formal management training is available. For making classroom instruction available to its employees, Digital is at the top of the list. More than 500 courses and seminars on subjects ranging from learning English as a second language to Electromigration in Thin Film Interconnects are taught at a number of locations, either on site or in nearby public schools. Instructors are from the company or universities around the country. Some of the courses can be taken for academic credit.

Digital offers excellent educational benefits and is always looking ahead to develop better policies and provide better benefits. Once an omission is pointed out, the company is usually more than willing to correct it. Maternity benefits were initiated in 1978. While some locations have child care referral services, just how much the company should do in this area is a matter employees are ambivalent about themselves. Two surveys failed to indicate that employees wanted on-site daycare facilities. The attitude is that work and family are separate. Since the company is accommodating when day care centers are closed and managers are usually understanding when a parent has to be home during an illness, most employees do not feel it's an urgent issue.

A personnel manager tells of bringing her daughter to an interview for a different job at Digital one Columbus Day when her day care center was closed. She couldn't find a baby sitter, and her husband, an engineer with the company, was away on business. She had hoped her 14-month-old would be happy with a chocolate donut or two and her secretary's attention. Not this day. She went through an hour and a half interview with a chocolate-covered daughter on her lap and got the job. "That manager is impressive, but he's not alone," she says. Perhaps it's not surprising that he could overlook the toddler in the room -- after all, in this company of rugged individualists, anything goes.

As with benefits, when a problem is called attention to, it gets fixed. For instance, in 1985, it was discovered that one of the engineering organizations had a pay differential of twenty per cent between men and women in the same kinds of jobs. The group had been pulled together with people from a number of

different organizations. When the group manager learned of it, he immediately took steps. The company cannot always make up for the past, but they can do something about the future.

What attracts women to Digital are the same things that attract men: the opportunity to harness huge resources for your own ideas. "What I like about my job is always being required to think, says one software engineering manager. "There's a lot of pressure on you to come up with an answer and move it forward."

Digital is not a place for every woman, not even every woman with a technical bent. You have to be able to hold your ground in a fierce intellectual competition. You have to know how to present your ideas well and fight for them. But if you've got the initiative, and you need a lot of freedom to move around in, it will be your kind of place. You'll probably love it. And because your suit has a skirt in it may not make much difference.

* d i g i t a l *

I N T E R O F F I C E M E M O R A N D U M

TO: Carol Burke

cc: Rose Ann Giordano
Ilene Jacobs
Sharon Keillor
Linda A. Moore
Mary Low Olszewski
Willow Shire
Dorothy Terrell
Jeff Gibson
Ron Glover
Alan Zimmerle

FROM: Pamela Saloky
DATE: 10 December 1987
DEPT: BOS Engineering
DTN: 264-6183
MAIL: MK01-2/E06
ENET: VAX4::P_SALOKY

SUBJECT: BAILA ZEITZ UPDATE, MAIL FROM DORIS MITCHELL, 8-DEC

This is very disappointing. It is highly unlikely I will agree to cooperate with any such request in future. Can you please advise what steps have been/will be taken to limit the damage this could do to those of us who participated at the company's request? We previously discussed steps such as briefing senior management before the book comes out.

From: GRANIT::GRANIT::MRGATE::"PKOMTS::CELICA::DECMAIL::127380" 8-DEC-1987 13:3
5
To: MRGATE::"ABACUS::P_SALOKY"
Subj: Baila Zeitz Update

From: NAME: MITCHELL
INITLS: DORIS J
FUNC: CORP. EEO/AA
ADDR: CFO2-3/K78
TEL: 251-1389 <127380@DECMAIL@CELICA@CFO>

To: See Below

The Baila Zeitz Book is going forward and is scheduled to be out in May 1988. As you know we have tried many different approaches to have the Digital section removed from the book without success.

Carol Burke, however was able to convince Baila to remove the names of the women quoted and to correct all the factual inaccuracies. Baila, however, refused to change any other parts of the text even though we supplied some substitute words and re-phrased sections for her consideration.

Her response to our concern about the slant on the company and the kinds of women that could succeed at the Company, Carol reports, was that she thought we would have an influx of women who were aggressive, competitive and articulate because obviously that's the kind of women that succeed here.

Although many of us disagree with her, or would at least state that differently, let us hope she is correct about the influx of women who will be attracted to Digital.

Regards,

Doris

Distribution List:

NAME: BURKE
INITLS: CAROL <62693@DECMAIL@CELICA@CFO @*>
ROSE ANN GIORDANO @MRO
ILENE JACOBS @AKO
SHARON KEILLOR @OGO
LINDA A. MOORE @MRO
MARY LOU OLSZEWSKI @CHO
PAM SALOKY @MKO
WILLOW SHIRE @MRO
DOROTHY TERRELL @MLO
JEFF GIBSON
RON GLOVER @CFO
NAME: ZIMMERLE
INITLS: ALAN <74688@DECMAIL@CELICA@CFO @*>

BAILA ZEITZ, PH.D.
LICENSED PSYCHOLOGIST

739 PALMER AVENUE
TEANECK, NEW JERSEY 07666

(201) 836-0098

10 EAST 78TH STREET, SUITE 3A
NEW YORK, NEW YORK 10021

(212) 570-6319

July 24, 1987

Ms. Doris Mitchell
Digital Equipment Corporation
150 Coulter Drive
Concorde, MA

Dear Doris,

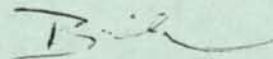
Here, at last, is the Digital profile to be included in Best Companies for Women. Political problems at S&S, having nothing to do with us, delayed completion of the manuscript, but at last we're done. If you find factual errors in the manuscript please call me at either of the above numbers.

Your company's reticence about numbers of women in upper management is almost unique among the 52 companies profiled (see front page summary). Please reconsider, as I'm sure your actual numbers compare well with those of companies in any way similar to Digital. If not, we'll have to go with what we have.

If I do not hear from you by August 10, I will assume that there are no errors. Simon & Schuster has promised that the book will be published in the Spring of 1988, and we are eagerly awaiting that time.

Once again, thank you for your time and attention.

Very truly yours,



Baila Zeitz, Ph.D.

DIGITAL EQUIPMENT CORPORATION

WORLD'S LEADING MANUFACTURER OF NETWORKED COMPUTER SYSTEMS.
The largest manufacturer of minicomputers and equipment for scientific research.

65,000

~~60,000~~

39

o Employees: ~~56,000~~ (in the US); ~~40~~ percent are women.

o Sales: ~~\$6.7~~ billion **9.4 Billion**

o Digital Equipment Corporation lives its commitment to recruiting and hiring women and minorities. It actively advertises in minority and women's publications, and engages in special efforts with professional organizations. Once hired, employees can voluntarily participate in ongoing "Valuing Differences" programs. The company has a liberal tuition reimbursement plan, and provides a wealth of continuing education and personal skills workshops.

o Charges of sexual discrimination are handled by formal procedure; the company reevaluates individual job descriptions in response to allegations of pay inequity.

o DEC is extremely reticent about numbers. Although 40 percent of its employees are female, it would not make available numbers of female upper managers. ~~Their~~ vice president of marketing is female, and their treasurer--also a vice president--is female. One of the seven members of the Board of Directors is female. Women are aggressively recruited for the sales force; they are increasingly beginning to move up to the middle levels of management in sales as well. Data on technical managers was unavailable.

o Maternity leave is the standard disability (usually 6 weeks), but this company provides flexible working hours, flexible work places, and parttime opportunities for managers and professionals. The company is grappling with childcare alternatives; currently, it provides momentary support for selected community-based facilities, and was considering a resource/referral service.

o The company has a strong policy on sexual harassment and a highly regarded training program for all professional and managers. Complaints are handled by a formal grievance procedure.

o In an industry where top talent is aggressively pursued, women find unusually good opportunities at Digital. But whether they will rise to the top in engineering--an area traditionally monopolized by men--remains to be seen.

HUDSON

o Major employment centers: Maynard, MA 5,200; plants in Acton, Marlborough, ~~Watick~~, Springfield, Westboro, Westfield, Westminster and ~~Worcester, MA~~, several plants in Vermont, New Hampshire and Maine. Manufacturing facilities in Phoenix, Arizona, Mountainview, California, Colorado Springs, Colorado, and Albuquerque, New Mexico. Approximately ~~30,000~~ additional employees work abroad

55,000

OUTSIDE THE UNITED STATES

GREENVILLE, SC.

Digital Equipment Corporation

146 Main Street

Maynard, MA 01754

~~(617) 493-5350~~

617-897-5111

DIGITAL

Are you tough and aggressive?

Do you like to slug it out in meetings and win?

And is high tech your field?

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"DEC is a meritocracy. And consequently women can do very well because they are judged on their results. However, what's also true is that we're a very combative company. We have a strong orientation towards thinking that intense debate is necessary to determine what is the right thing to do." --A group manager.

"For a woman to survive in this environment, she has to have extreme self-confidence. Men too. The forces at play tend to whittle away one's self-confidence. It's highly competitive. And ultimately at the top, it's a white male environment." --A senior executive.

"The kind of person DEC requires is assertive, aggressive, competitive. It's hard to maintain male-female relationships if you're that kind of woman. It's a given that there are women who are comfortable being married to men who fit this profile, but there are very few men who are comfortable being in a relationship with a woman who fits that description." --A married woman who's been at the company for a number of years.

There are many lonely women in this corporation...there's a price to be paid at Digital if you are doing the kinds of things that the high-ranking women you're talking to are doing." --One of those women.

Mental toughness isn't all that's needed at Digital. The ability to operate in a structure so loose you literally make up your job as you go along a prerequisite. But if you don't need neat organizational charts and narrow parameters defining everyone's job--and if you're tough and competitive--you'll thrive here.

The man responsible for the corporate culture is a cowboy with a computer in his holster. His name is Ken Olsen. The company he shaped is a high tech version of a wild western town, a place where anything goes as long as it works. Its name is Digital Equipment Corporation. They call it DEC (pronounced deck) for short.

OFFENSIVE
INAPPROPRIATE
AND
INCONSISTENT
WITH ALL
INTERPRETATIONS
OF HIM.

The company that Olsen founded in 1957 with two other engineers from Massachusetts Institute of Technology is today the leader in ^{NETWORKED COMPUTER SYSTEMS AND} systems integration--computers talking to one another. And while the sixtyish Olsen runs the company like an autocrat--no one doubts that he is the head honcho and he has named no successor--he set up his first and second line lieutenants as free-wheeling entrepreneurs who design, build and sell their own products. Yet when all these product managers went running off in different directions without anyone keeping close tabs on them, as it happened, DEC ended up with competing products that were after the same customer dollar. When the company went into the personal computer business in 1983, it brought out three unrelated PC's and confused buyers; today most Digital PCs are bought to use as work stations with existing Digital networks as they are more sophisticated and expensive than what most people

Within the offensive characterization
of Ken is also a second reference
of DEC, rather than Digital

I see that she has used the
Cowboy metaphor throughout
"Rope in this unwieldy..." If the
Ken reference goes, so will the
Skeleton of her copy.

need in their homes.

Just as the company is decentralized, so is the physical plant. Home base is Maynard, Massachusetts, twenty miles west of Boston, in an old red brick woolen mill on the banks of the Assabet River, but Digital has facilities all over the world. Small engineering groups in places like Tokyo, Seattle, Palo Alto and Israel work as teams with larger groups in New Hampshire, Colorado, England, and the Maynard area where there are a number of sites. *NEBBIM, ENGLAND*

So how to rope in this unwieldy structure? How to get your VAX to talk to my PDP-11 or the DECsystem-20 across the country or around the world? In solving their own communication problems, DEC found solutions that the marketplace wanted-- computer networking.

It appears to have put Digital in the pink. After a slump in the early Eighties during which Digital lagged behind competitors in new products and industry analysts were warning off investors, the company was posting healthy gains at a time when rivals were mired in a soft marketplace. Two new VAX computers were brought to market in 1985, and the company moved from slot 65 to 55 on the Fortune 500 list. Revenues reached \$6.7 billion, reflecting a 20 per cent gain over the previous year, at the same time inventories were reduced.

To achieve this turnaround, Olsen was willing to fly in the face of the praise he has received for the loosely-structured management style that made DEC one of the stars of In Search of Excellence and Olsen a popular speaker on the lecture circuit. *NOT TRUE.* Olsen pulled in the reins somewhat, centralizing the management

and focusing the product line. Several vice presidents and managers walked away when their jobs were reduced; those who stayed decided to base most computer designs on the company's line of VAX superminicomputers, a move which, while it slowed product development for a while, ultimately led to Digital's emergence as the world's largest manufacturer of networked computer systems. Partly because of this, DEC remains the major supplier of computers for scientific research, while garnering a healthy share of the market in medical research and industry.

"From the start, we chose to accomplish the harder, more technically challenging jobs, partly because of our engineering background but mainly because this was Digital's contribution to the computer industry," boasts the 1985 annual report, filled with page after page of pictures of DEC's applications in research and industry: monitoring earth tremors in Italy; providing access to up-to-the-moment biomedical research and patient data to staff at the Fox Chase Cancer Center in Philadelphia; collecting, transporting and analyzing data at the Lawrence Berkeley Laboratory in California; and controlling assembly and quality testing for the Ford Motor Company. And if Dennis Conner brings back America's Cup from the Aussies some of the credit will go to the Digital computer his team used to refine the design of their 12-meter.

Above all else, at DEC it's engineering-at-its-most-advanced. And since engineering is a field that is mostly male, the culture bred at Digital is overwhelmingly macho. What counts are the goods you've got. You have to prove yourself over and over

again, like the gunslinger whose reputation won't let him put away his guns. If anything goes, why not let a woman, or a minority, show her stuff? Why not indeed? Especially if you've got an industry that's growing so fast you can't find enough good bodies, period, to keep up with the demand? At Digital, this willingness to hire women and minorities was intensified, as Digital grew even faster than the industry. "The intention has not been to help women, but because bodies were needed, women had the opportunity of being successful and going up the ranks," says one senior woman.

One of them is Mary Lou Olszewski, district sales manager for Philadelphia, a slot which makes her responsible for some \$100 million of revenues annually. She is one of three female district sales managers out of 40. "I've worked hard but I've been afforded the opportunities to move ahead," she says. Although she says she has never encountered discrimination when it came to getting promotions, she met resistance from the men who reported to her, when she first was transferred to Philadelphia, "It took six months to prove to them that I really had the credentials for the job," she says. "I would have gone crazy if I had listened to everything that was being said about me." The fact that her husband is a service technician with the company, and transferred from Washington, D.C. with her, didn't make life any easier for both of them.

Happily, the testing period for both of them is over now, and Olszewski, 39, feels she has a bright future with DEC. She is also aware that how well she does will affect the chances of other women coming up. "We're still kind of new," she says. "At

least you know here that you don't get a promotion because they are promoting women. We don't do that." No one would accuse Olszewski of having it easy because she's a woman. Married at sixteen, she worked as a secretary and went to school nights when her husband went during the day. It took 13 years of night school to get both her bachelor's and master's degrees. "You've got to know what you want and go after it," she says. Right.

And in some divisions, that means you make up your job as you go along if you're to succeed. "You have to be very self-generated here," says Pam Saloky, a group manager and one of the highest ranking women in engineering. "There's no direct career path for anyone to follow." The advantage of this flexibility is that it allows for the individual creativity that Digital is known for.

"At Digital, you can try things that other companies probably wouldn't let you try," observes Linda Moore, also a group manager in engineering. "If you succeed and accomplish a few things, you can move on to the next thing. There's not a card-stamping mentality here that says you can't do this until you do that. It's more of 'I think you can. Why don't you give it a whirl?' We're not bureaucratic."

The freedom to follow your own interests and create a job that suits you, whether it's in the area you're in or the one you'd like to be, makes very loyal employees out of the ones who do well. When they decide they need more education, or professional memberships to advance their careers, the company pays the bills. A sabbatical program lets technical people earn

advanced degrees fulltime--at the company's expense--while they remain on full salary.

Women who have been at the company through the move to centralize management said that, yes, there was less tolerance for people doing their own thing now, and yes, this meant that the product line fitted together better than it had, but overall the corporate culture was one of constantly shifting sands. "Some valuable people don't like it--they have the mindset of wanting things clearly defined," remarks one woman, "and Digital tends to burn out those people."

Yet Moore, like all the women we spoke to, was adamant about one thing: the freewheeling corporate culture made it possible for women to succeed, not because they were particularly sought after, but because they weren't locked out. Up to a point.

While the good news is that Digital has two female vice presidents, the not-so-great news is that neither is in engineering--and Digital is a company where engineering is king--Women will have a harder time breaking through here than white males. One factor, of course, is that there are so few women to choose from. Even in 1986, only 14 per cent of all engineering graduates were women. The other factor affecting women vying for the pinnacle in engineering is more amorphous: How do you fit in with the group? It is still a problem. Even though there is apparently real commitment on the senior management level to try not to be prejudiced against women, certain comments are made and old biases emerge. One woman said that when a woman breaks through, the attitude about her boss is, "Well, he hasn't been killed by her ineptitude yet...and maybe he has gotten some

attention because he was the one who promoted this woman. The problem is some of us are going to ^eskrew up--just like the men are allowed to do all the time--but the limelight on the woman who does will have a negative effect on the next one coming up. Whereas it doesn't hurt the next guy when a man screws up."

Another women said that when she hears managers make even mildly sexist comments, she knows that ultimately it will be reflected in how she's going to be evaluated, perhaps unconsciously, and what kind of positions she'll be considered for. "The thing to do is get away from it when it's impacting your career," she said. "But it's tough to fight because most of it is not anything you can hang your hat on. It's not direct. So you've got to leave. You either have to leave the particular area or leave the company. I've seen some women come along for two or three years and they are just poised with the right expertise to have a significant impact on a segment of the company, but if they run into that brick wall--most women will go someplace else. That's the price the company pays."

A voluntary program called "sensitivity to differences" for managers and professionals should help eradicate some of the old ingrained biases--one black woman said it made her rethink the stereotype she had of white males--but while it appears to have affected hiring and promoting to some degree, overall its impact is difficult to gauge. One woman who participated said that it was extremely helpful; another said the experience was irrelevant; most of our interviewees hadn't taken part and some didn't know much about it.

However, it may be part of the reason sexual harassment, even in this macho culture, is minimal. One Texan who came in a few years ago and made lots of obnoxious comments about women eventually was asked to leave the company because he didn't fit in. Peer pressure is an effective tool here, especially at major sites. Out in the field on the sales force, it's tougher for women at some locations, as they have to be able to not let the putdowns get to them because no one is going to tell the guys to shut up.

The program may also have prevented the setting up of an old boy network, especially at lower and middle management levels. Women, and to a lesser extent, minorities, fill a wide variety of slots. The human resources vice president is a black man; the manager of a plant in Boston is a black ~~woman~~ ^{MAN}. The plant, incidentally, was located in Boston, not the suburbs, so that it could draw from a diverse inner city population.

Yet how effective such a program is at the higher reaches is questionable. The male preserve at the top is tough to crack.

"Ninety per cent of the people making the decisions about who they are going to let in are older men," commented one woman. "They have the philosophy that it should be equal for women and men, but they haven't internalized it. They just don't feel comfortable with you, even the ones who don't want to discriminate. It's just a fact. And so when it comes down to a selection of one of the boys for a prize job, it's unlikely that it's going to be a woman. It's going to be one of the boys."

One woman who was able to rise on the technical side said that she did so by being given a project that was considered

avant-garde and running with it. When it became more topical, the men wanted to get in, and they set up competing programs, a fact which she accepted as a matter of course: "I don't own that space." She added that women who are in line positions tend to be on projects that are not mainstream but on the fringe of the product line. "Women will have to prove themselves in these slightly off-to-the-side projects, and then move laterally into the mainstream, whereas men don't have to do that. They would go straight there."

The question in some women's minds is whether or not they want to go straight to the top, where slugging it out is not as natural as breathing, you might not survive. "Many women see the top as being a very macho environment, and not necessarily one they want to be a part of," remarked one woman, "When anyone is in a position of being a leader of a program, he is going to have to display an ability to be able to live in a very combative environment," and, she added, the more senior one became, the less stable was the focus of your job. "The whole thing is moving the whole time."

The majority of women who are senior management at Digital came in at fairly high levels to begin with, levels at which they could assume jobs--or create new ones--with a fair degree of autonomy. It's apparently not easy to be female and make points when you start at the bottom. Formal management training is nonexistent. "If you're good, you're good, remarked one woman. "If you're not, you're not."

Yet for making available classroom instruction to its

Co is fashioning a formal
Resource and referral program
for day-care

employees. Digital is at the top of the list. More than 100
courses and seminars on subjects ranging from learning English as
a second language to Electromagnetic Field (EMF) Interference
are taught at a number of locations. Other on-site or in nearby
public schools are available. Some courses are held in university
around the country. Some are conducted in company facilities.
At the same time, the company is also looking for ways to
promote work-life balance. It is looking for ways to help employees
parenting responsibilities. How does an employee go about it?
The company is usually more than willing to correct it--not in
over generous, understand, but as least far as. Maternity
benefits were initiated in 1978 when a high ranking woman
threatened to leave the company and sue if she didn't have paid
leave. While some locations have child care referral services,
just how much the company should do in this area is a matter
employees are ambivalent about themselves. Two surveys failed to
indicate that employees wanted on-site daycare facilities. The
attitude is that work and family are separate. Since the company
is accommodating when day care centers are closed and managers are
usually understanding when a parent has to be home during an
illness, most employees do not feel it's an urgent issue.
Children do come to work with their parents when they must, and
the parent is occasionally dad.

Willow Shire, a personnel manager, tells of bringing her
daughter to an interview for a different job at Digital one
Columbus Day when her day care center was closed. She couldn't
find a baby sitter, and her husband, an engineer with the

employees, Digital is at the top of the list. More than 500 courses and seminars on subjects ranging from learning English as a second language to Electromigration in Thin Film Interconnects are taught at a number of locations, either on site or in nearby public schools. Instructors are from the company or universities around the country. Some of the courses can be taken for academic credit.

At the same time that the culture doesn't aggressively promote women, it does not look after their special needs either: parenting responsibilities. But once an omission is pointed out, the company is usually more than willing to correct it--not be over generous, understand, but at least fix it. Maternity benefits were initiated in 1978 after a high ranking woman threatened to leave the company and sue if she didn't have paid leave. While some locations have child care referral services, just how much the company should do in this area is a matter employees are ambivalent about themselves. Two surveys failed to indicate that employees wanted on-site daycare facilities. The attitude is that work and family are separate. Since the company is accomodating when day care centers are closed and managers are usually understanding when a parent has to be home during an illness, most employees do not feel it's an urgent issue. Children do come to work with their parents when they must, and the parent is occasionally dad.

Willow Shire, a personnel manager, tells of bringing her daughter to an interview for a different job at Digital one Columbus Day when her day care center was closed. She couldn't find a baby sitter, and her husband, an engineer with the

company, was away on business. She had hoped her 14-month-old would be happy with a chocolate donut or two and her secretary's attention. Not this day. Shire went through an hour and a half interview with a chocolate-covered daughter on her lap and got the job. "That manager is impressive, but he's not alone," she says. Perhaps it's not surprising that he could overlook the toddler in the room--afterall, in this company of rugged individualists, anything goes.

Just as benefits are not at the high end here, neither is the pay--for either sex. And as with benefits, when a problem is called attention to, it gets fixed. For instance, in 1985, it was discovered that one of the engineering organizations had a pay differential of twenty percent between men and women in the same kinds of jobs. The group had been pulled together with people from a number of different organizations. When the group manager learned of it, he immediately took steps. Yet such adjustments don't make up for past years--nor do they make up for the lower salaries that women often come in at.

What attracts women to Digital are the same things that attract men: the opportunity to harness huge resources for your own ideas. "What I like about my job is always being required to think, says Sharon Keillor, a software engineering manager. "There's a lot of pressure on you to come up with an answer and move it forward."

Digital is not a place for every woman. Not even every woman with a technical bent. You have to be able to hold your ground in a fierce intellectual competition. You have to know how to

present your ideas well and fight for them. But if you've got initiative, and you need a lot of freedom to move around in, it will be your kind of place. You'll probably love it. And because your suit has a skirt in it may not make much difference.

Maternity leave is 8 weeks (paid)
Parental leave available to both
parents is 8 weeks above and beyond
the standard disability for the mother
(unpaid)

released
to
working
mother
Maggie
and Jack
Enterprise
provided by
Ted Campbell
Corp 200

20% of management jobs held by women

This copy is really
offensive and plays
to stereotypes, particularly
this "lonely, aggressive woman."

— COMPANY CONFIDENTIAL —

DORIS:

The portrayal and characterization of Digital, its culture, and programs, is the most offensive, inappropriate, and inaccurate that we have read in a long time. In a section supposedly written for a book on "best companies for women," it incorporates sexist stereotypes. The characterization of Olsen is offensive and inconsistent with all international descriptions of him; furthermore, the description of him as a "popular speaker on the lecture circuit" is so far from accuracy that it suggests the author of the section on the company has done shallow research into the company. Describing the culture as "macho" invites sexist characterization that is not an accurate portrayal of the culture, and inconsistent with portrayals of reputed journalists who have described the company. To include a reference to the America's Cup possibly being won, when the event concluded six months ago, suggests that if they weren't careful enough to return to and correct their manuscript, they're not being careful in other areas.

Reading the manuscript confirms to me that my original decision that the company should not participate in this project was well founded. On the part of Corporate Public Relations, I will not agree to this manuscript being published, and I see no reason to waste time trying to improve the manuscript. We are better served being absent from the book than being present in a book written by authors who research and write in this fashion.

Regards,

Jeffrey Gibson

d i g i t a l

I N T E R O F F I C E M E M O

TO: "SEE DISTRIBUTION

DATE: 5 AUGUST 1987
FROM: DORIS MITCHELL
DEPT: CORP EEO/AA
DTN: 251-1389
LOC: CF02-3/K78

SUBJ: BEST COMPANIES FOR WOMEN

ENCLOSED PLEASE FIND THE DIGITAL PROFILE TO BE INCLUDED IN BEST COMPANIES FOR WOMEN, THE BAILA ZEITZ BOOK.

PLEASE SEND ME YOUR WRITTEN COMMENTS OR CORRECTIONS FOR THE ENTIRE PIECE; HOWEVER, CAREFULLY REVIEW ANY OF THE MATERIAL WHICH IS SPECICALLY YOURS.

I HAVE CALLED BAILA TO SEE IF THE TIME TO RESPOND CAN BE EXTENDED. AFTER HAVING WAITED THIS LONG TO RECEIVE THE PROFILE, I AM SURPRISED THAT WE HAVE BEEN GIVEN SO LITTLE TIME TO RESPOND.

WHEN THE TOPIC WAS LAST DISCUSSED AND FINALIZED, I THOUGHT, IT WAS AGREED THAT NAMES OF DIGITAL PARTICIPANTS WERE NOT TO BE USED IN THE PIECE, INCLUDING QUOTES. PLEASE LET ME KNOW IF I AM WRONG ON THIS POINT AND OR IF ANY OF YOU HAD AGREED EITHER WITH BAILA DIRECTLY OR UNDER SOME OTHER CIRCUMSTANCE TO HAVE YOUR NAME USED. FROM WHAT BAILA TELLS ME, WE ARE THE ONLY COMPANY INCLUDED THAT HAS REFUSED TO USE THE NAMES OF THE PARTICIPANTS, BUT WE HAD MADE THAT DECISION KNOWING THAT AT THE TIME. HOW DO YOU FEEL ABOUT IT NOW?

SEND YOUR INPUT ASAP TO ME AT THE ABOVE ADDRESS OR BY DECMAIL(MITCHELL @CFO); VAXMAIL (CELICA::MITCHELL)

REGARDS,

DORIS

DISTRIBUTION:

CAROL BURKE
SHARON KEILLOR
PAM SALOKY

ROSE ANN GIORDANO
LINDA MOORE
WILLOW SHIRE

ILENE JACOBS
MARY LOU OLSZEWSKI
DOROTHY TERRELL

CC: JEFREY GIBSON ✓
ALAN ZIMMERLE

JOHN MURPHY

JOHN SIMS

I n t e r o f f i c e M e m o r a n d u m

To: DORIS MITCHELL

Memo: 5354753738PEN22

Date: Mon 10 Aug 1987 8:45 AM EST

From: ILENE JACOBS

Dept: TREASURER'S OFFICE

Tel: 244-6464

Adr: AK01-3/D7*

cc: see "CC" DISTRIBUTION

Subject: RE: BEST COMPANIES FOR WOMEN

Doris, I told Baila she could not use my name and she complied with my wishes. After reading her "Digital profile", however, I am even sorry that I agreed to participate in any way at all. She appears to have had some preconceived ideas about Digital and did lots of selective listening to people she interviewed. Her description of Ken is insulting!

"CC" DISTRIBUTION:

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JOHN MURPHY
PAM SALOKY
JOHN SIMS
ALAN ZIMMERLE

END OF MEMO - Press RETURN to continue

I n t e r o f f i c e M e m o r a n d u m

To: DORIS MITCHELL

Memo: 5354749692CEL50

Date: Mon 10 Aug 1987 9:45 AM EDT

From: ILENE JACOBS

Dept: TREASURER'S OFFICE

Tel: 244-6464

Adr: AK01-3/D7*

cc: see "CC" DISTRIBUTION

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JOHN MURPHY
PAM SALOKY
JOHN SIMS
ALAN ZIMMERLE

I n t e r o f f i c e M e m o r a n d u m

To: JEFF GIBSON

Memo: 5354973661PEN47

Date: Wed 12 Aug 1987 12:21 PM EST

From: ILENE JACOBS

Dept: TREASURER'S OFFICE

Tel: 244-6464

Adr: AK01-3/D7*

cc: see "CC" DISTRIBUTION

Subject: RE: ZEITZ MANUSCRIPT

Jeff, I agree completely with your letter to Doris.

"CC" DISTRIBUTION:

JEFF GIBSON
DORIS MITCHELL

ILENE JACOBS
WILLOW SHIRE

END OF MEMO - Press RETURN to continue

Interoffice Memorandum

To: DORIS MITCHELL

Memo: 5354963881PEN71

Date: Wed 12 Aug 1987 8:46 AM EST

From: ROSE ANN GIORDANO

Dept: CONSULTANT & IS MKTG

Tel: 297-4049

Adr: MRO2-2/C2*

cc: see "CC" DISTRIBUTION

Subject: RE: BEST COMPANIES FOR WOMEN

I was on vacation and could not meet the August 10th deadline.

I was interviewed with the understanding that my name not be used. After reading the article, I feel even more strongly that my request be honored.

Press RETURN to Cont, B for Begin, F for Finish, P for Previous Page >

Baila's description of Ken is insulting; if the company was ever as chaotic as she describes it, we never would have sustained our growth rate. Her choice of words and sentence structure also leaves much to be desired.

Some factual errors:

Overview of Digital Page - DEC does not have "A" Vice President of Marketing, one of the Marketing VP's is a female.

Page 5 - I believe the number of female District Sales Managers is now four or five.

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CAROL BURKE
ILENE JACOBS

JEFF GIBSON
SHARON KEILLOR

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DOROTHY TERRELL

JOHN MURPHY
PAM SALOKY
JOHN SIMS
ALAN ZIMMERLE

END OF MEMO - Press RETURN to continue

I n t e r o f f i c e M e m o r a n d u m

To: ILENE JACOBS

Memo: 5354760508PEN91

Date: Mon 10 Aug 1987 10:32 AM EST

From: WILLOW SHIRE

cc: see "CC" DISTRIBUTION

Dept: PROD MKTG PERSONNEL

Tel: 297-7827

Adr: MRO3-1/E8

Subject: RE: BEST COMPANIES FOR WOMEN

I agree with you regarding your appraisal of Baila Zeitz' description of Ken. I'd be embarrassed if I thought that she derived that from any of our comments. A "cowboy" is not at all how I think of him.
Willow

"CC" DISTRIBUTION:

CAROL BURKE

JEFF GIBSON

Press RETURN to Cont, B for Begin, F for Finish, P for Previous Page >

cc: see "CC" DISTRIBUTION

Dept: PROD MKTG PERSONNEL

Tel: 297-7827

Adr: MRO3-1/E8

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MARY LOU OLSZEWSKI

PAM SALOKY

WILLOW SHIRE

JOHN SIMS

DOROTHY TERRELL

ALAN ZIMMERLE

END OF MEMO - Press RETURN to continue

#1 10-AUG-1987 09:13:51

From: CURIE::SHIRE "WILLOW SHIRE - DTN: 297-7827"
To: CELICA::MITCHELL.SHIRE
Subj: The book

The only key correction I see in the draft of Zeitz' book is on page 6, paragraph 3, line 3. Linda Moore is a group manager in Marketing, not engineering.

Another small point is that on page 4, the last line of paragraph 2 talks about Dec computers and the America's Cup. Our computers were used to design and were on board to help them sail the boat.

Fianlly. I hope that she has an editor who is better with grammar than she is, for the number of errors, primarily dangling prepositions, are numerous.

I don't know what the agreement between Dec and Zeitz was. I know that in the beginning, you said that we would not be quoted, which felt fine to me. I think that you and John Sims should make the final decision based on the content of the material and what is in Digital's best interest. I don't think that adding our names adds that much to it, but what do I know about writing books. I have a slight preference not to be quoted but I really don't care. Do what's best for the company. Maybe it adds weight to the comments if they are not anonymous- in which case use my name because I do believe what I said.

Thanks for keeping up with this thing.
Willow

MAIL>

I n t e r o f f i c e M e m o r a n d u m

To: ILENE JACOBS

cc: see "CC" DISTRIBUTION

Subject: RE: BEST COMPANIES FOR WOMEN

Memo: 5354756627CEL40
Date: Mon 10 Aug 1987 11:32 AM EDT
From: WILLOW SHIRE
Dept: PROD MKTG PERSONNEL
Tel: 297-7827
Adr: MRO3-1/E8

I agree with you regarding your appraisal of Baila Zeitz' description of Ken. I'd be embarrassed if I thought that she derived that from any of our comments. A "cowboy" is not at all how I think of him.
Willow

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LINDA MOORE
MARY LOU OLSZEWSKI
WILLOW SHIRE
DOROTHY TERRELL

I n t e r o f f i c e M e m o r a n d u m

To: JEFF GIBSON

Memo: 5354864148PEN73

Date: Tue 11 Aug 1987 11:41 AM EST

From: WILLOW SHIRE

cc: see "CC" DISTRIBUTION

Dept: PROD MKTG PERSONNEL

Tel: 297-7827

Adr: MRO3-1/E8

Subject: RE: ZEITZ MANUSCRIPT

Thanks for forwarding your note. You were eloquent and I truly agree with you. Willow

"CC" DISTRIBUTION:

JEFF GIBSON
DORIS MITCHELL

ILENE JACOBS
WILLOW SHIRE

Press RETURN to Cont, B for Begin, F for Finish, P for Previous Page >

#2

10-AUG-1987 09:22:52

From: TOPCAT::P. SALOKY "PAM 264-6183 MK01-2/E06"
To: CELICA::MITCHELL.P_SALOKY
Subj: Best companies for women

NEHMAIL

Doris

I received the package today, August 10th, the deadline for getting the comments in. I hope you were successful in pushing back on the date.

I think the tone on page 2, paragraph 2 is inaccurate and discolours the whole piece...this analogy to gun slingers is used later on. This kind of comment - about cowboys and wild west - will be picked up and used to discredit the whole piece. And it really isn't necessary. If that is used in the piece, then I DEFINITELY want my name out of it.. I don't want to be associated with it.

I don't think I agreed to having my name used. I don't feel strongly about the one quote that is attributed, so if other names are used, mine can be... provided the above comment is taken care of.

I assume there is an error in the next to last paragraph on page 9,'selection of < someone > for a prize job'....

Is the comment at the bottom of p10 that most senior women came in at fairly high levels accurate? I'll be surprised if it is. and I don't agree with the comment about women at the bottom not being able to be heard. The evidence of promotions in the more junior ranks does not support it. But again, Personnel have more data than me.

I'm surprised by the comments on page 12. Paragraph 2 is confusing and I think the comment on pay not being at the high end 'for either sex' is wrong, but I guess someone in Personnel can comment on that. Likewise, someone ought to say if it is true that women come in at lower rates.

Pam

MAIL>

Leave print mode and press RETURN Current Memo: 24. From: AXEL DONSBY Subject:
RE: REQUEST FOR COUNTRY INFORMATION

** CURRENT Memo Options **

D DELETE

A ANSWER

F FILE

P PRINT

R READ

FO FORWARD

SH SHOW

N NEXT MEMO

M MAIN MENU Type the proper LETTER(s) and press RETURN > Type the proper LETTER(s) and press RETURN >
Interoffice Memorandum

To: DORIS MITCHELL

cc: see "CC" DISTRIBUTION

Memo: 5355852122PEN72
Date: Fri 21 Aug 1987 9:14 AM EST
From: MARY LOU OLSZEWSKI
Dept: PHD SALES
Tel: 336-2011
Adr: CHO

Subject: BEST COMPANIES FOR WOMEN

I JUST RETURNED FROM VACATION - SORRY FOR THE DELAY!

I ALSO AGREE THAT THE MANUSCRIPT APPEARS INACCURATE, INAPPROPRIATE, OFFENSIVE AND I'LL ADD INSULTING! I SUPPORT A DECISION NOT TO PARTICIPATE. SEEMS LIKE BAILA WENT OUT OF HER WAY TO PRESENT A LACK LUSTER, DEMEANING CORPORATE IMAGE. BEING AWARE OF THE AGREEMENT NOT TO USE NAMES, I CAN SAY THAT I REGRETTED HER USE OF PERSONAL QUOTES AND FELT UNCOMFORTABLE WITH THE "SPECIFICS" IN PRINT.

IF WE DO DECIDE TO CLEAR UP THE DOCUMENT, I'D LIKE TO MAKE SOME CHANGES.

THANKS,

MARY LOU

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PAM SALOKY
JOHN SIMS
ALAN ZIMMERLE

JEFF GIBSON*
SHARON KEILLOR
WILLOW SHIRE
DOROTHY TERRELL

Interoffice Memorandum

To: JEFFRY GIBSON
RON GLOVER

cc: CAROL BURKE
JOHN SIMS
ALAN ZIMMERLE

Memo: 5354766272CEL86
Date: Mon 10 Aug 1987 3:48 PM EDT
From: DORIS J MITCHELL*
Dept: CORP. EEO/AA
Tel: 251-1389
Adr: CF02-3/K78

Subject: Zeitz update Monday August 10, 1987

Al Lowman, Literary Agent for Baila Zeitz called me around noon today. Baila had sent him a copy of my letter. He was livid about our sending a copy of the letter to the Law Department at Simon and Schuster. He felt it was inappropriate and totally unnecessary for us to involve them. He vented his anger about this for several minutes.

He reminded me that Baila and I had a verbal agreement which included our having "control over changing any incorrect facts and/or figures".

He asked me what did I mean by "inappropriate and offensive characterizations of the company in the manuscript". I responded that the entire manuscript, which we believed was inappropriate, was being reviewed by our Public Relations and Law Departments so I did not have a complete response for him. However, calling our president a "Cowboy with a computer in his holster" and later in the piece referring to "like the gunslinger whose reputation won't let him put away his guns", was both offensive and inappropriate.

He then informed me that they were not writing a Public Relations piece for Digital and that this was one of the finest pieces out there. Afterall, he informed me, they were writing about the "Best Companies for Women". I replied with something like, the tone and quality of the piece was a poor characterization of Digital and that we really did not want the Digital section included in the book.

His response was so unexpected that I was shocked. "If you don't want to be in the book, ok, but you must have a lot to be afraid of. We will state (or we will probably state, not sure which) that Digital was invited to participate but withdrew". I got the impression that there would be other qualifiers like "after reading the draft, Digital....".

It appears to me, we need to send a follow-up letter immediately, confirming our understanding that the Digital material will not be used in the forthcoming book or anywhere else.

Ron is drafting a confirming letter this afternoon. If I can reach you later this afternoon, Jeff, perhaps we will not have to meet tomorrow.

Regards,

Doris

Interoffice Memorandum

To: JEFFRY GIBSON

cc: RON GLOVER

Memo: 5354774636CEL99

Date: Mon 10 Aug 1987 5:52 PM EDT

From: DORIS J MITCHELL*

Dept: CORP. EEO/AA

Tel: 251-1389

Adr: CF02-3/K78

Subject: Glover's Draft Response

August 10, 1987

Mr. Al Lowman
Literary Agent
Authors & Artists
14 East 60th Street
New York, New York 10022

Dear Mr. Lowman:

Thank you for ^{your} ~~taking the time to call~~ regarding Dr. Zeitz's proposed chapter on Digital in "Best Companies For Women". I was sincerely sorry to learn that our last letter to her distressed you. However, we were equally disturbed by her draft because we do not believe it presents an accurate picture of Digital, its employees, or its culture.

^{THIS}
~~Given these concerns, I thought I would send you this letter confirming your commitment, and our agreement to omit the Chapter on Digital from "Best Companies For Women". I am sorry we have gotten to this point, but I think this solution is in everyone's interest. I~~ ^{we} ~~honestly wish you and Dr. Zeitz the best of luck on the project, and in your future endeavors. If you have any questions or any different recollection of our conversation, please contact me at (617)264-1389.~~

Sincerely Yours,

Doris J. Mitchell

CC: Dr. Baila Zeitz

R. Glover
Digital Law Department

J. Gibson
Digital Public Relations

Ron and I agreed that the last sentence of his draft could/should (respectively) come out.

In typing this up, I had a chance to think about it again and I believe it is too solicitous and perhaps will give him an opportunity to have second thoughts (SORRY we have gotten to this point-not true, I am delighted; SINCERELY SORRY to learn that.....distressed you, etc).

Why not something like:

Dear Mr. Lowman:

As a follow-up to our phone conversation yesterday, August 10, 1987, I am sending this letter to confirm our agreement to omit the Digital section from Dr. Zeitz's forthcoming book, "Best Companies For Women"

I believe the agreed upon solution to omit the Digital draft manuscript is in everyone's best interest.

Thank you very much for your cooperation in this matter and I extend my best wishes to you and Dr. Zeitz on the book.

Sincerely Yours,

Doris J. Mitchell

CC: Dr. Baila Zeitz

Ron Glover
Digital Law Department

Jeff, What is your suggestion (s)? We need to keep the 1pm meeting here tomorrow since the three of us have not talked together this afternoon.

Doris

I n t e r o f f i c e M e m o r a n d u m

To: CAROL BURKE

Memo: 5368774241PEN24

Date: Mon 28 Dec 1987 3:29 PM EST

From: NIKKI RICHARDSON

Dept: CORP PUBLIC RELATIONS

Tel: 251-1549

Adr: CF01-1/M18

cc: JEFF GIBSON
RON GLOVER
DORIS MITCHELL

Subject: Zeitz Book II

Carol,

Fred Hills called me back this afternoon because "one of the authors of the book happened to have called." Hills told her that he had just had a "very congenial conversation" with me and mentioned the inaccuracies concerning Ken that remain in the article, specifically the comment about his being a

Press RETURN to Cont, B for Begin, F for Finish, P for Previous Page >

Carol,

Fred Hills called me back this afternoon because "one of the authors of the book happened to have called." Hills told her that he had just had a "very congenial conversation" with me and mentioned the inaccuracies concerning Ken that remain in the article, specifically the comment about his being a popular figure on the lecture circuit.

He told me that the author responded to his comment by telling him that when we were asked to correct the factual inaccuracies in the copy, we rewrote it instead. He said that the two authors were so upset that we would presume to rewrite their material that they paid little attention to the new version. They did notice that the lecture circuit comment was missing from the new text, but since they didn't know why, they disregarded the correction.

Hills has asked if we would do a listing of the factual inaccuracies with corrections.

Nikki

END OF MEMO - Press RETURN to continue

I n t e r o f f i c e M e m o r a n d u m

To: DORIS MITCHELL

Memo: 5354370492PEN80

Date: Thu 6 Aug 1987 2:36 PM EST

From: JEFF GIBSON

Dept: CORP PUBLIC RELATIONS

Tel: 251-1596

Adr: CF01-1/M18

cc: JEFF GIBSON

Subject: ZEITZ MANUSCRIPT

DORIS:

The portrayal and characterization of Digital, its culture, and programs, is the most offensive, inappropriate, and inaccurate that we have read in a long time. In a section supposedly written for a book on "best companies for women," it incorporates sexist stereotypes. The characterization of Olsen is offensive

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sexist stereotypes. The characterization of Olsen is offensive and inconsistent with all international descriptions of him; furthermore, the description of him as a "popular speaker on the lecture circuit" is so far from accuracy that it suggests the author of the section on the company has done shallow research into the company. Describing the culture as "macho" invites sexist characterization that is not an accurate portrayal of the culture, and inconsistent with portrayals of reputed journalists who have described the company. To include a reference to the America's Cup possibly being won, when the event concluded six months ago, suggests that if they weren't careful enough to return to and correct their manuscript, they're not being careful in other areas.

Reading the manuscript confirms to me that my original decision that the company should not participate in this project was well founded. On the part of Corporate Public Relations, I will not agree to this manuscript being published, and I see no reason to waste time trying to improve the manuscript. We are better served being absent from the book than being present in a book written by authors who research and write in this fashion.

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Regards,

Jeffrey Gibson

END OF MEMO - Press RETURN to continue

I n t e r o f f i c e M e m o r a n d u m

To: CAROL BURKE

Memo: 5368763182PEN33

Date: Mon 28 Dec 1987 12:27 PM EST

From: NIKKI RICHARDSON

Dept: CORP PUBLIC RELATIONS

Tel: 251-1549

Adr: CF01-1/M18

cc: JEFF GIBSON
RON GLOVER
DORIS MITCHELL

Subject: Zeitz Book

Carol,

Because both you and Ron Glover were on vacation, Jef Gibson asked me to call Fred Hills at Simon & Schuster to respond to his letter to Ken Olsen dated December 22. My message, to be delivered on behalf of you and Ron, was very simple: that you were both on vacation and wouldn't be able to respond until Monday, and that there were some

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wouldn't be able to respond until Monday, and that there were some inaccuracies in the footnote material that he had prepared to accompany the article. (Our specific complaint about the footnote material was the impression given that the decision to withhold attribution was a company decision, not that of the individuals involved.)

From that simple message, the conversation became somewhat more complex. Mr. Hills, an editor of the book, kept asking me to consider "how it would look" if 50 of the 52 companies had attribution and Digital didn't. He continued, "Maybe, there was something in the article that bothered the people in Human Resources." I reiterated that the decisions to withhold attribution were made by the individuals involved and it was only the message that was conveyed by Personnel. He countered, "I don't know, maybe the tide was high, the moon was full, but it's statistically absurd that all the women would individually decide that they didn't want their names used."

I mentioned the inaccurate characterization of Ken Olsen as one of the possible reasons for people rescinding permission for attribution. He said that as an editor, he "didn't have his heels

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for attribution. He said that as an editor, he "didn't have his heels dug in in any way," and that he was "open to consider other ways of characterizing Olsen" as long as they were colorful as well as accurate in describing the guiding spirit of Digital as a company.

Hills also mentioned the fact that he had enclosed a copy of the newly-edited article in the package he sent and asked that you read it and note that the orientation of the paragraphs has changed so that the more favorable material opens the article with the qualifiers at the end of the article. He feels that this orientation leaves the reader with the impression of "an exciting, yet tough company rather than a tough, but exciting company."

From our conversation, it looks as though Hills, at least, is willing to work toward a compromise in this article. Remember, though, that his primary objective in any compromise is to get the attribution back into the Digital piece. I reiterated that you and Ron were the people he needed to speak with and he said that he would wait for your call next week.

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This pretty much sums up our conversation, but if you have any questions, give me a call.

Nikki

END OF MEMO - Press RETURN to continue

* d i g i t a l *

I N T E R O F F I C E M E M O R A N D U M

TO: ILENE JACOBS
CAROL BURKE ✓
JEFF GIBSON ✓
ROSE ANN GIORDANO
SHARON KEILLOR
LINDA MOORE
JOHN MURPHY
MARY LOU OLSZEWSKI
WILLOW SHIRE
JOHN SIMS
DOROTHY TERRELL
ALAN ZIMMERLE

FROM: Pamela Saloky
DATE: 10 September 1987
DEPT: BOS Engineering
DTN : 264-6183
MAIL: MK01-2/E06
ENET: VAX4::P_SALOKY

CC: DORIS MITCHELL

SUBJECT: BAILA ZEITZ

Corporate Information
SEP 11 1987
Received

My response to Doris Mitchell re Baila Zeitz', Best Companies for Women.

Attachment - Mail 10-Aug

From: TOPCAT::P_SALOKY "PAM 264-6183 MK01-2/E06" 10-AUG-1987 09:28
To: CELICA::MITCHELL,P_SALOKY
Subj: Best companies for women

Doris

I received the package today, August 10th, the deadline for getting the comments in. I hope you were successful in pushing back on the date.

I think the tone on page 2 , paragraph 2 is inaccurate and discolours the whole piece...this analogy to gun slingers is used later on. This kind of comment - about cowboys and wild west - will be picked up and used to discredit the whole piece. And it really isn't necessary. If that is used in the piece, then I DEFINITELY want my name out of it.. I don't want to be associated with it.

I don't think I agreed to having my name used. I don't feel strongly about the one quote that is attributed, so if other names are used, mine can be... provided the above comment is taken care of.

I assume there is an error in the next to last paragraph on page 9,'selection of < someone > for a prize job'....

Is the comment at the bottom of p10 that most senior women came in at fairly high levels accurate? I'll be surprised if it is, and I don't agree with the comment about women at the bottome not being able to be heard. The evidence of promotions in the more junior ranks does not support it. But again, Personnel have more data than me.

I'm surprised by the comments on page 12. Paragraph 2 is confusing and I think the comment on pay not being at the high end 'for either sex' is wrong, but I guess someone in Personnel can comment on that. Likewise, someone ought to say if it is true that women come in at lower rates.

Pam

digital

September 2, 1987

Mr. Fredrick Hill, Editor
Editorial Department
Simon and Schuster
1230 6th Avenue
New York, NY 10020

Corporate Information

SEP 11 1987

Received

Re: Zeitz Manuscript

Dear Mr. Hill:

I am informed that you are editor of Dr. Baila Zeitz's forthcoming book, "The Best Companies for Women". As you probably know, Digital agreed to cooperate with Dr. Zeitz in the preparation of this book under several conditions, and in that regard, allowed her to interview some senior level managers. Upon review of the proposed manuscript, we informed Dr. Zeitz, and subsequently her literary agent, that we believe the article contains materially inaccurate facts. In addition, we informed them that in our opinion, some of the characterizations in the manuscript are both inaccurate and offensive. Dr. Zeitz's literary agent initially agreed to withdraw the chapter on Digital from the book. However, he subsequently informed us that he and others had reconsidered that decision, and would print the chapter essentially "as is".

We continue to believe that the manuscript in its current form contains materially inaccurate facts, and inappropriate and offensive characterizations of the corporation, its environment and its senior managers. As such, we believe it will do considerable disservice to our major efforts to attract women at all levels of the corporation.

We have reviewed the manuscript with the women interviewed, several of whom indicate they did not consent to be quoted by name. In this regard, Ms. Doris Mitchell of our Corporate Personnel organization informs me that one of the pre-conditions for our participation was Dr. Zeitz's promise not to quote any Digital employee directly.

Given the above, we believe that it would be in everyone's best interest to delete any reference to Digital from this book. In the alternative, we insist on a meeting with you and Dr. Zeitz for the purpose of reviewing and correcting the inaccuracies in the manuscript.

Mr. Fredrick Hill, Editor
September 2, 1987
Page two of two

I can be reached at (617)493-5673 between the hours of 8:30 a.m. and 5:00 p.m. Monday through Friday. I look forward to hearing from you at your earliest convenience.

Sincerely,

Ronald C. Glover

Ronald C. Glover, Esquire
Staff Attorney

RG/sad
cc: Baila Zeitz
Al Lowman
Doris Mitchell
Jeffrey Gibson
Carol Burke

BAILA ZEITZ, PH.D.
LICENSED PSYCHOLOGIST

739 PALMER AVENUE
TEANECK, NEW JERSEY 07666

(201) 836-0098

10 EAST 78TH STREET, SUITE 3A
NEW YORK, NEW YORK 10021

(212) 570-6319

July 24, 1987

Ms. Doris Mitchell
Digital Equipment Corporation
150 Coulter Drive
Concorde, MA

Dear Doris,

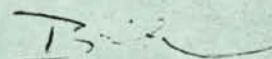
Here, at last, is the Digital profile to be included in Best Companies for Women. Political problems at S&S, having nothing to do with us, delayed completion of the manuscript, but at last we're done. If you find factual errors in the manuscript please call me at either of the above numbers.

Your company's reticence about numbers of women in upper management is almost unique among the 52 companies profiled (see front page summary). Please reconsider, as I'm sure your actual numbers compare well with those of companies in any way similar to Digital. If not, we'll have to go with what we have.

If I do not hear from you by August 10, I will assume that there are no errors. Simon & Schuster has promised that the book will be published in the Spring of 1988, and we are eagerly awaiting that time.

Once again, thank you for your time and attention.

Very truly yours,



Baila Zeitz, Ph.D.

DIGITAL EQUIPMENT CORPORATION

The largest manufacturer of minicomputers and equipment for scientific research.

- o Employees: ^{60,600}~~56,000~~ (in the US); ³⁹~~40~~ percent are women.
- o Sales: ^{7.5}~~\$6.7~~ billion
- o Digital Equipment Corporation lives its commitment to recruiting and hiring women and minorities. It actively advertises in minority and women's publications, and engages in special efforts with professional organizations. Once hired, employees can voluntarily participate in ongoing "Valuing Differences" programs. The company has a liberal tuition reimbursement plan, and provides a wealth of continuing education and personal skills workshops.
- o Charges of sexual discrimination are handled by formal procedure; the company reevaluates individual job descriptions in response to allegations of pay inequity.
- o DEC is extremely reticent about numbers. Although 40 percent of its employees are female, it would not make available numbers of female upper managers. Their vice president of marketing is female, and their treasurer--also a vice president--is female. One of the seven members of the Board of Directors is female. Women are aggressively recruited for the sales force; they are increasingly beginning to move up to the middle levels of management in sales as well. Data on technical managers was unavailable.
- o Maternity leave is the standard disability (usually 6 weeks), but this company provides flexible working hours, flexible work places, and parttime opportunities for managers and professionals. The company is grappling with childcare alternatives; currently, it provides momentary support for selected community-based facilities, and was considering a resource/referral service.
- o The company has a strong policy on sexual harassment and a highly regarded training program for all professional and managers. Complaints are handled by a formal grievance procedure.
- o In an industry where top talent is aggressively pursued, women find unusually good opportunities at Digital. But whether they will rise to the top in engineering--an area traditionally monopolized by men--remains to be seen.
- o Major employment centers: Maynard, MA 5,200; plants in Acton, Marlborough, Vatic, Springfield, Westboro, Westfield, Westminster and Worcester, MA, several plants in Vermont, New Hampshire and Maine. Manufacturing facilities in Phoenix, Arizona, Mountainview, California, Colorado Springs, Colorado, and Albuquerque, New Mexico. Approximately 30,000 additional employees work abroad.

Digital Equipment Corporation

146 Main Street
Maynard, MA 01754

~~(617) 499-5930~~

617-897-5111

DIGITAL

Are you tough and aggressive?

Do you like to slug it out in meetings and win?

And is high tech your field?

There may be a place for you at Digital.

"DEC is a meritocracy. And consequently women can do very well because they are judged on their results. However, what's also true is that we're a very combative company. We have a strong orientation towards thinking that intense debate is necessary to determine what is the right thing to do." --A group manager.

"For a woman to survive in this environment, she has to have extreme self-confidence. Men too. The forces at play tend to whittle away one's self-confidence. It's highly competitive. And ultimately at the top, it's a white male environment." --A senior executive.

"The kind of person DEC requires is assertive, aggressive, competitive. It's hard to maintain male-female relationships if you're that kind of woman. It's a given that there are women who are comfortable being married to men who fit this profile, but there are very few men who are comfortable being in a relationship with a woman who fits that description." --A married woman who's been at the company for a number of years.

There are many lonely women in this corporation...there's a price to be paid at Digital if you are doing the kinds of things that the high-ranking women you're talking to are doing." --One of those women.

Mental toughness isn't all that's needed at Digital. The ability to operate in a structure so loose you literally make up your job as you go along a prerequisite. But if you don't need neat organizational charts and narrow parameters defining everyone's job--and if you're tough and competitive--you'll thrive here.

The man responsible for the corporate culture is a cowboy with a computer in his holster. His name is Ken Olsen. The company he shaped is a high tech version of a wild western town, a place where anything goes as long as it works. Its name is Digital Equipment Corporation. They call it DEC (pronounced deck) for short.

The company that Olsen founded in 1957 with two other engineers from Massachusetts Institute of Technology is today the leader in systems integration--computers talking to one another. And while the sixtyish Olsen runs the company like an autocrat--no one doubts that he is the head honcho and he has named no successor--he set up his first and second line lieutenants as free-wheeling entrepreneurs who design, build and sell their own products. Yet when all these product managers went running off in different directions without anyone keeping close tabs on them, as it happened, DEC ended up with competing products that were after the same customer dollar. When the company went into the personal computer business in 1983, it brought out three unrelated PC's and confused buyers; today most Digital PCs are bought to use as work stations with existing Digital networks as they are more sophisticated and expensive than what most people

need in their homes.

Just as the company is decentralized, so is the physical plant. Home base is Maynard, Massachusetts, twenty miles west of Boston, in an old red brick woolen mill on the banks of the Assabet River, but Digital has facilities all over the world. Small engineering groups in places like Tokyo, Seattle, Palo Alto and Israel work as teams with larger groups in New Hampshire, Colorado, England, and the Maynard area where there are a number of sites.

So how to rope in this unwieldy structure? How to get your VAX to talk to my PDP-11 or the DECsystem-20 across the country or around the world? In solving their own communication problems, DEC found solutions that the marketplace wanted-- computer networking.

It appears to have put Digital in the pink. After a slump in the early Eighties during which Digital lagged behind competitors in new products and industry analysts were warning off investors, the company was posting healthy gains at a time when rivals were mired in a soft marketplace. Two new VAX computers were brought to market in 1985, and the company moved from slot 65 to 55 on the Fortune 500 list. Revenues reached \$6.7 billion, reflecting a 20 per cent gain over the previous year, at the same time inventories were reduced.

To achieve this turnaround, Olsen was willing to fly in the face of the praise he has received for the loosely-structured management style that made DEC one of the stars of In Search of Excellence and Olsen a popular speaker on the lecture circuit. Olsen pulled in the reins somewhat, centralizing the management

and focusing the product line. Several vice presidents and managers walked away when their jobs were reduced; those who stayed decided to base most computer designs on the company's line of VAX superminicomputers, a move which, while it slowed product development for a while, ultimately led to Digital's emergence as the world's largest manufacturer of networked computer systems. Partly because of this, DEC remains the major supplier of computers for scientific research, while garnering a healthy share of the market in medical research and industry.

"From the start, we chose to accomplish the harder, more technically challenging jobs, partly because of our engineering background but mainly because this was Digital's contribution to the computer industry," boasts the 1985 annual report, filled with page after page of pictures of DEC's applications in research and industry: monitoring earth tremors in Italy; providing access to up-to-the-moment biomedical research and patient data to staff at the Fox Chase Cancer Center in Philadelphia; collecting, transporting and analyzing data at the Lawrence Berkeley Laboratory in California; and controlling assembly and quality testing for the Ford Motor Company. And if Dennis Conner brings back America's Cup from the Aussies some of the credit will go to the Digital computer his team used to refine the design of their 12-meter.

Above all else, at DEC it's engineering-at its most advanced. And since engineering is a field that is mostly male, the culture bred at Digital is overwhelmingly macho. What counts are the goods you've got. You have to prove yourself over and over

again, like the gunslinger whose reputation won't let him put away his guns. If anything goes, why not let a woman, or a minority, show her stuff? Why not indeed? Especially if you've got an industry that's growing so fast you can't find enough good bodies, period, to keep up with the demand? At Digital, this willingness to hire women and minorities was intensified, as Digital grew even faster than the industry. "The intention has not been to help women, but because bodies were needed, women had the opportunity of being successful and going up the ranks," says one senior woman.

One of them is Mary Lou Olszewski, district sales manager for Philadelphia, a slot which makes her responsible for some \$100 million of revenues annually. She is one of three female district sales managers out of 40. "I've worked hard but I've been afforded the opportunities to move ahead," she says. Although she says she has never encountered discrimination when it came to getting promotions, she met resistance from the men who reported to her, when she first was transferred to Philadelphia, "It took six months to prove to them that I really had the credentials for the job," she says. "I would have gone crazy if I had listened to everything that was being said about me." The fact that her husband is a service technician with the company, and transferred from Washington, D.C. with her, didn't make life any easier for both of them.

Happily, the testing period for both of them is over now, and Olszewski, 39, feels she has a bright future with DEC. She is also aware that how well she does will affect the chances of other women coming up. "We're still kind of new," she says. "At

least you know here that you don't get a promotion because they are promoting women. We don't do that." No one would accuse Olszewski of having it easy because she's a woman. Married at sixteen, she worked as a secretary and went to school nights when her husband went during the day. It took 13 years of night school to get both her bachelor's and master's degrees. "You've got to know what you want and go after it," she says. Right.

And in some divisions, that means you make up your job as you go along if you're to succeed. "You have to be very self-generated here," says Pam Saloky, a group manager and one of the highest ranking women in engineering. "There's no direct career path for anyone to follow." The advantage of this flexibility is that it allows for the individual creativity that Digital is known for.

"At Digital, you can try things that other companies probably wouldn't let you try," observes Linda Moore, also a group manager in engineering. "If you succeed and accomplish a few things, you can move on to the next thing. There's not a card-stamping mentality here that says you can't do this until you do that. It's more of 'I think you can. Why don't you give it a whirl?' We're not bureaucratic."

The freedom to follow your own interests and create a job that suits you, whether it's in the area you're in or the one you'd like to be, makes very loyal employees out of the ones who do well. When they decide they need more education, or professional memberships to advance their careers, the company pays the bills. A sabbatical program lets technical people earn

advanced degrees fulltime--at the company's expense--while they remain on full salary.

Women who have been at the company through the move to centralize management said that, yes, there was less tolerance for people doing their own thing now, and yes, this meant that the product line fitted together better than it had, but overall the corporate culture was one of constantly shifting sands. "Some valuable people don't like it--they have the mindset of wanting things clearly defined," remarks one woman, "and Digital tends to burn out those people."

Yet Moore, like all the women we spoke to, was adamant about one thing: the freewheeling corporate culture made it possible for women to succeed, not because they were particularly sought after, but because they weren't locked out. Up to a point.

While the good news is that Digital has two female vice presidents, the not-so-great news is that neither is in engineering--and Digital is a company where engineering is king--Women will have a harder time breaking through here than white males. One factor, of course, is that there are so few women to choose from. Even in 1986, only 14 per cent of all engineering graduates were women. The other factor affecting women vying for the pinnacle in engineering is more amorphous: How do you fit in with the group? It is still a problem. Even though there is apparently real commitment on the senior management level to try not to be prejudiced against women, certain comments are made and old biases emerge. One woman said that when a woman breaks through, the attitude about her boss is, "Well, he hasn't been killed by her ineptitude yet...and maybe he has gotten some

attention because he was the one who promoted this woman. The problem is some of us are going to skrew up--just like the men are allowed to do all the time--but the limelight on the woman who does will have a negative effect on the next one coming up. Whereas it doesn't hurt the next guy when a man screws up."

Another women said that when she hears managers make even mildly sexist comments, she knows that ultimately it will be reflected in how she's going to be evaluated, perhaps unconsciously, and what kind of positions she'll be considered for. "The thing to do is get away from it when it's impacting your career," she said. "But it's tough to fight because most of it is not anything you can hang your hat on. It's not direct. So you've got to leave. You either have to leave the particular area or leave the company. I've seen some women come along for two or three years and they are just poised with the right expertise to have a significant impact on a segment of the company, but if they run into that brick wall--most women will go someplace else. That's the price the company pays."

A voluntary program called "sensitivity to differences" for managers and professionals should help eradicate some of the old ingrained biases--one black woman said it made her rethink the stereotype she had of white males--but while it appears to have affected hiring and promoting to some degree, overall its impact is difficult to gauge. One woman who participated said that it was extremely helpful; another said the experience was irrelevant; most of our interviewees hadn't taken part and some didn't know much about it.

However, it may be part of the reason sexual harassment, even in this macho culture, is minimal. One Texan who came in a few years ago and made lots of obnoxious comments about women eventually was asked to leave the company because he didn't fit in. Peer pressure is an effective tool here, especially at major sites. Out in the field on the sales force, it's tougher for women at some locations, as they have to be able to not let the putdowns get to them because no one is going to tell the guys to shut up.

The program may also have prevented the setting up of an old boy network, especially at lower and middle management levels. Women, and to a lesser extent, minorities, fill a wide variety of slots. The human resources vice president is a black man; the manager of a plant in Boston is a black woman. The plant, incidentally, was located in Boston, not the suburbs, so that it could draw from a diverse inner city population.

Yet how effective such a program is at the higher reaches is questionable. The male preserve at the top is tough to crack.

"Ninety per cent of the people making the decisions about who they are going to let in are older men," commented one woman. "They have the philosophy that it should be equal for women and men, but they haven't internalized it. They just don't feel comfortable with you, even the ones who don't want to discriminate. It's just a fact. And so when it comes down to a selection of one of the boys for a prize job, it's unlikely that it's going to be a woman. It's going to be one of the boys."

One woman who was able to rise on the technical side said that she did so by being given a project that was considered

avant-garde and running with it. When it became more topical, the men wanted to get in, and they set up competing programs, a fact which she accepted as a matter of course: "I don't own that space." She added that women who are in line positions tend to be on projects that are not mainstream but on the fringe of the product line. "Women will have to prove themselves in these slightly off-to-the-side projects, and then move laterally into the mainstream, whereas men don't have to do that. They would go straight there."

The question in some women's minds is whether or not they want to go straight to the top, where slugging it out is not as natural as breathing, you might not survive. "Many women see the top as being a very macho environment, and not necessarily one they want to be a part of," remarked one woman, "When anyone is in a position of being a leader of a program, he is going to have to display an ability to be able to live in a very combative environment," and, she added, the more senior one became, the less stable was the focus of your job. "The whole thing is moving the whole time."

The majority of women who are senior management at Digital came in at fairly high levels to begin with, levels at which they could assume jobs--or create new ones--with a fair degree of autonomy. It's apparently not easy to be female and make points when you start at the bottom. Formal management training is nonexistent. "If you're good, you're good, remarked one woman. "If you're not, you're not."

Yet for making available classroom instruction to its

employees, Digital is at the top of the list. More than 500 courses and seminars on subjects ranging from learning English as a second language to Electromigration in Thin Film Interconnects are taught at a number of locations, either on site or in nearby public schools. Instructors are from the company or universities around the country. Some of the courses can be taken for academic credit.

At the same time that the culture doesn't aggressively promote women, it does not look after their special needs either: parenting responsibilities. But once an omission is pointed out, the company is usually more than willing to correct it--not be over generous, understand, but at least fix it. Maternity benefits were initiated in 1978 after a high ranking woman threatened to leave the company and sue if she didn't have paid leave. While some locations have child care referral services, just how much the company should do in this area is a matter employees are ambivalent about themselves. Two surveys failed to indicate that employees wanted on-site daycare facilities. The attitude is that work and family are separate. Since the company is accomodating when day care centers are closed and managers are usually understanding when a parent has to be home during an illness, most employees do not feel it's an urgent issue. Children do come to work with their parents when they must, and the parent is occasionally dad.

Willow Shire, a personnel manager, tells of bringing her daughter to an interview for a different job at Digital one Columbus Day when her day care center was closed. She couldn't find a baby sitter, and her husband, an engineer with the

company, was away on business. She had hoped her 14-month-old would be happy with a chocolate donut or two and her secretary's attention. Not this day. Shire went through an hour and a half interview with a chocolate-covered daughter on her lap and got the job. "That manager is impressive, but he's not alone," she says. Perhaps it's not surprising that he could overlook the toddler in the room--afterall, in this company of rugged individualists, anything goes.

Just as benefits are not at the high end here, neither is the pay--for either sex. And as with benefits, when a problem is called attention to, it gets fixed. For instance, in 1985, it was discovered that one of the engineering organizations had a pay differential of twenty percent between men and women in the same kinds of jobs. The group had been pulled together with people from a number of different organizations. When the group manager learned of it, he immediately took steps. Yet such adjustments don't make up for past years--nor do they make up for the lower salaries that women often come in at.

What attracts women to Digital are the same things that attract men: the opportunity to harness huge resources for your own ideas. "What I like about my job is always being required to think, says Sharon Keillor, a software engineering manager. "There's a lot of pressure on you to come up with an answer and move it forward."

Digital is not a place for every woman. Not even every woman with a technical bent. You have to be able to hold your ground in a fierce intellectual competition. You have to know how to

present your ideas well and fight for them. But if you've got initiative, and you need a lot of freedom to move around in, it will be your kind of place. You'll probably love it. And because your suit has a skirt in it may not make much difference.

called in 2:40
10/29

DIGITAL EQUIPMENT CORPORATION

The World's Leader In Networked Computer Systems

- o Employees: 69,000 (in U.S.); 38 percent are women (in U.S.).
- o Sales: \$9.4 billion
- o Digital Equipment Corporation lives up to its commitment to recruit and hire women and minorities. It actively advertises in minority and women's publications, and engages in special efforts with professional organizations. Once hired, employees can voluntarily participate in ongoing "Valuing Differences" programs. The company has a liberal tuition reimbursement plan, and provides a wealth of continuing education and personal skills workshops.
- o Charges of sexual discrimination are handled by formal procedure; the company reevaluates individual job descriptions in response to allegations of pay inequity.
- o In keeping with the company's "Valuing Differences" philosophy which stresses people as individuals, DEC does not think it is productive to discuss numbers. Although 38 percent of its U.S. employees are female, it would not make available numbers of female upper managers. One of the marketing vice presidents is female and the treasurer - also a vice president - is female. One of the seven members of the Board of Directors is female. Women are aggressively recruited for the sales force; they are increasingly beginning to move up to the middle levels of management in sales as well. Data on technical managers was unavailable.
- o Maternity leave is the standard disability (usually 6 weeks). The company provides flexible working hours, flexible work places, and part-time opportunities for managers and professionals. The company is grappling with child care alternatives. (Currently, it provides monetary support for selected community-based facilities?) and is considering a resource/referral service.
- o The company has a strong policy on sexual harassment and a highly regarded training program for all professionals and managers. Complaints are handled by a formal grievance procedure.
- o In an industry where top talent is aggressively pursued, women find unusually good opportunities at Digital. But whether they will rise to the top in engineering - an area traditionally monopolized by men - remains to be seen.
- o Major employment centers: Maynard, MA 5,200; plants in Acton, Hudson, Marlborough, Natick, Springfield, Westboro, Westfield, Westminster, MA, Greenville, SC, several plants in Vermont, New Hampshire and Maine. Manufacturing facilities in Phoenix, AZ, Mountainview, CA, Colorado Springs, CO, and Albuquerque, NM. Approximately 45,000 additional employees work outside the U.S.

Digital Equipment Corporation
146 Main Street
Maynard, MA 01754
(617) 897-5111

DIGITAL

Are you mentally tough and aggressive?

Do you like to compete in meetings and win?

And is high tech your field?

There may be a place for you at Digital.

"DEC is a meritocracy. And consequently women can do very well because they are judged on their results. We have a strong orientation towards thinking that intense debate is necessary to determine what is the right thing to do."

-- A group manager.

"For a woman to survive in this environment, she has to have extreme self-confidence. Men too. The forces at play tend to whittle away one's self-confidence. It's highly competitive. And ultimately at the top, it's a white male environment." -- A senior executive.

"The kind of person DEC requires is assertive, aggressive, competitive. It's hard to maintain male-female relationships if you're that kind of woman...very few men are comfortable in a relationship with a woman who fits that description." -- A married woman who's been at the company a number of years.

As in many other large corporations, "There are many lonely women in this corporation...there's a price to be paid at Digital if you are doing the kinds of things that the high-ranking women you're talking to are doing." -- One of those women.

Mental toughness isn't all that's needed at Digital. The ability to operate in a loose structure, where you often have the flexibility to create your own job, is a prerequisite. If you don't need neat organizational charts and narrow parameters defining everyone's job -- and if you're competitive -- you'll thrive here.

The man responsible for the corporate culture is an entrepreneur named Ken Olsen. The company he shaped into a high tech giant started with three people in an old New England mill. Its name is Digital Equipment Corporation. They call it DEC (pronounced deck) for short.

The company that Olsen founded in 1957 with two other engineers from Massachusetts Institute of Technology is today the leader in networked computer systems and systems integration -- computers talking to one another. The sixtyish Olsen ^{is active and involved in the company} runs the company like a founding father, and no one doubts that he is the head honcho. He has not named a successor -- he has set up his first and second line lieutenants as free-wheeling entrepreneurs who design, build and sell their own products. Yet when all these product managers were allowed to go off in different directions, DEC sometimes ended up with competing products that were after the same customer dollar.

When the company went into the personal computer market in 1983, it brought out three unrelated PC's. Today, however, is different. The company operates from a philosophy of, "One company, one strategy, one message." Today most Digital PC's are bought to use as work stations with existing Digital networks.

Just as the company is decentralized, so is the physical plant. Home base is Maynard, Massachusetts, twenty miles west of Boston, in an old red brick woolen mill on the banks of the Assabet River, but Digital has facilities all over the world. Small engineering groups in places like Tokyo, Seattle, Palo Alto, Reading, England and Israel work as teams with larger groups in New Hampshire, Colorado, England, and the Maynard area where there are a number of sites.

So how to rope in this unwieldy structure? How to get your VAX computer to talk to my PDP-11 or the DECsystem-20 across the country or around the world? In solving their own communication problems, DEC found solutions that the marketplace wanted -- computer networking.

It appears to have put Digital in the pink. After a slump in the early Eighties during which Digital lagged behind competitors in new products and industry, analysts were warning investors. The company was posting healthy gains at a time when rivals were mired in a soft marketplace. Two new VAX

computers were brought to market in 1985, and the company moved from slot 65 to 55 on the Fortune 500 list. Revenues reached \$6.7 billion, reflecting a 20 per cent gain over the previous year, at the same time inventories were reduced. By 1987, revenues reached \$9 Billion and the Fortune 500 listing was 44.

To achieve this turnaround, Olsen was willing to fly in the face of the praise he has received for the loosely-structured management style that made DEC one of the stars of In Search of Excellence. Olsen pulled in the reins somewhat, centralizing the management and focusing the product line. Several vice presidents and managers chose to leave when their jobs changed. Those who stayed decided to base most computer designs on the company's line of VAX superminicomputers, a move which, while it slowed product development for a while, ultimately led to Digital's emergence as the world's largest manufacturer of networked computer systems. Partly because of this, DEC remains the major supplier of computers for scientific research, while garnering a healthy share of the market in medical research and industry.

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Above all else, at DEC it's engineering in its most advanced form. And since engineering is a field that is mostly male, the culture bred at Digital is male-oriented. However, women and minorities do have a chance, even in engineering, if they have the credentials.

Why not let a woman, or a minority, show her stuff? Why not indeed?

Especially if you're in an industry that's growing so fast you can't find enough good bodies, period, to keep up with the demand. At Digital, this willingness to hire women and minorities was intensified, as Digital grew even faster than the industry.

One woman was hired as a district sales manager, a slot which makes her responsible for some \$100 million of revenues annually. She is one of six female district sales managers out of 85. "I've worked hard but I've been afforded the opportunities to move ahead," she says. Although she says she has never encountered discrimination when it came to getting promotions, she met resistance from the men who reported to her, when she first was transferred. "It took six months to prove to them that I really had the credentials for the job," she says. "I would have gone crazy if I had listened to everything that was being said about me." Her husband, a service technician with the company, was transferred with her, which didn't make life any easier for either of them.

Happily, the testing period for both of them is over now, and at 39, she feels she has a bright future with DEC. She is also aware that how well she does will affect the chances of other women coming up. "We're still kind of new," she says. "At least you know that you don't get a promotion just because they are promoting women. We don't do that."

No one would accuse this woman of having it easy because she's a woman. Married at sixteen, she worked as a secretary and went to school nights when her husband went during the day. It took 13 years of night school to get both her bachelor's and master's degrees. "You've got to know what you want and go after it," she says. Right.

And in some divisions, that means you change your job as you go along if you're to succeed. "You have to be very self-generated here," says a group manager and one of the highest ranking women in engineering. "There's no direct career path for anyone to follow." The advantage of this flexibility is that it allows for the individual creativity that Digital is known for.

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try," observes another group manager in marketing. "If you succeed and accomplish a few things, you can move on the next thing. There's not a card-stamping mentality here that say you can't do this until you do that. It's more of 'I think you can. Why don't you give it a whirl?' We're not bureaucratic."

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The other factor affecting women vying for the pinnacle in engineering is more amorphous: How do you fit in with the group? It is still a problem. Even though there is real commitment on the senior management level to not be prejudiced against women, certain comments are made and old biases emerge. One

women said that when a woman breaks through, the attitude of her boss is, "Well, he hasn't been killed by her ineptitude yet...and maybe he has gotten some attention because he was the one who promoted this woman. The problem is that some of us are going to screw up, just like the men are allowed to do all the time. But the limelight on the woman who does will have a negative effect on the next one coming up; whereas, it doesn't hurt the next guy when a may screws up."

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However, this program may be part of the reason sexual harassment, even in this male-oriented culture, is minimal. One Texan who came in a few years ago and made lots of obnoxious comments about women eventually was asked to leave the company because he didn't fit it. Peer pressure is an effective tool here, especially at major sites. Out in the field in the sales force, however, it may be tougher for women.

The program may also have prevented the setting up of an old boy network, especially at lower and middle management levels. Women, and to a lesser

extent, minorities, fill a wide variety of slots. The Strategic Resources Vice President is a black man, and the manager of a plant in Boston was a black woman who was recently promoted. The plant, incidentally, was located in Boston, not the suburbs, so that it could draw from a diverse inner city population.

Yet how effective such a program is at the higher reaches is hard to measure. The male preserve at the top is tough to crack.

"Ninety per cent of the people making the decisions about who they are going to let in are older men," commented one woman. "They have the philosophy that it should be equal for women and men, but they haven't internalized it. They just don't feel comfortable with you, even the ones who don't want to discriminate. It's just a fact. And so when it comes down to a selection of someone for a prize job, it's unlikely that it's going to be a woman. It's going to be one of the boys."

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The question in some women's minds is whether or not they want to go straight to the top, where competing is not as natural as breathing, you might not survive. "Many women see the top as being a very male environment, and not necessarily one they want to part of," remarked one woman, "When anyone is in a position of being a leader of a program, he is going to have to display an ability to be able to live in a very combative environment," and, she added, "the more senior one became, the less stable was the focus of your job. The whole thing is moving the whole time."

Some of the women who are senior managers at Digital came in at fairly high levels to begin with, levels at which they could assume jobs -- or create new ones -- with a fair degree of autonomy. For newcomers, formal management training is available. For making classroom instruction available to its employees, Digital is at the top of the list. More than 500 courses and seminars on subjects ranging from learning English as a second language to Electromigration in Thin Film Interconnects are taught at a number of locations, either on site or in nearby public schools. Instructors are from the company or universities around the country. Some of the courses can be taken for academic credit.

Digital offers excellent educational benefits and is always looking ahead to develop better policies and provide better benefits. Once an omission is pointed out, the company is usually more than willing to correct it. Maternity benefits were initiated in 1978. While some locations have child care referral services, just how much the company should do in this area is a matter employees are ambivalent about themselves. Two surveys failed to indicate that employees wanted on-site daycare facilities. The attitude is that work and family are separate. Since the company is accommodating when day care centers are closed and managers are usually understanding when a parent has to be home during an illness, most employees do not feel it's an urgent issue.

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As with benefits, when a problem is called attention to, it gets fixed. For instance, in 1985, it was discovered that one of the engineering organizations had a pay differential of twenty per cent between men and women in the same kinds of jobs. The group had been pulled together with people from a number of

different organizations. When the group manager learned of it, he immediately took steps. The company cannot always make up for the past, but they can do something about the future.

What attracts women to Digital are the same things that attract men: the opportunity to harness huge resources for your own ideas. "What I like about my job is always being required to think, says one software engineering manager. "There's a lot of pressure on you to come up with an answer and move it forward."

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