BY WALTER KIECHEL III

BEAT THE CLOCK

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Business men and women eat this stuff up. The hot gospel message raises the prospect of redemption—you can be saved if you learn to plan better, organize better—but only after it has strummed about every chord of guilt that can be sounded in anyone even moderately imbued with the good old American work ethic. Most executives feel they should be handling their time better. The lament of John Mowrey, American Motors' vice president in charge of product planning, is representative: "Time management is probably *the* major problem in my life."

The cruel irony is that much of this executive fretfulness is unwarranted. A lot of the guilt comes from measuring one's own seemingly miserable performance against ideals that, when examined in light of the best research on how executives actually get things done, simply don't hold up.

On its face, nothing in the conventional wisdom seems particularly exceptionable. You may know the drill: Decide what you want to accomplish and list what you'll have to do to reach these goals. Assign priorities to both goals and activities. Review the rankings constantly, making sure your daily what-to-do list is in accord with them, and then work hardest at the A items. Since you can't possibly get any serious work done in fits and starts, block out healthy chunks of time to single-mindedly address your major projects. Do everything that you can to avoid being interrupted, particularly during those half-hours or hours that you've set aside for heavy managerial thinking and decision-making. Your secretary can intercept telephone calls; the petty annoyances that they repre-

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Computerworld

June 25, 1984

SECTION: SOFTWARE & SERVICES; Application Packages; Pg. 56

LENGTH: 198 words

HEADLINE: TANDEM COMPUTERS, INC.;
T-Text

BODY:
     Tandem Computers, Inc. has announced the addition of word processing
capability for its Nonstop distributed processing superminicomputer systems.

     T-Text, an option for Tandem's 6530 terminals, consists of special editing
keys, a word processing controller board for the terminal and host software. It
reportedly eliminates the need to learn complicated sequences of control
characters. T-Text enables users to create, edit and print documents by pressing
editing, function and object selection keys, the vendor said.

     Documents created using T-Text can be distributed via the vendor's electronic
mail to any combination of users, either locally or through a worldwide network,
the vendor said.

     T-Text is said to provide menus for creating, formatting and printing
documents, or for listing documents and printing status. Other menus enable
users to set edit and print profiles to an automatic default.

     The T-Text terminal is available factory-installed or as a field upgrade. The
terminal package, factory-installed, is priced at $400. Pricing for host
software is $1,000 per processor for a one-time license fee.

     Tandem Computers, 19333 Vallco Pkwy., Cupertino, Calif. 95014.

Zitel, Tandem Out-of-Court Settlement

SAN JOSE, Calif. — Zitel Corp. here and Tandem Computers, Inc., Cupertino, Calif., said last week they have reached an out-of-court settlement of their trade secrets dispute.

The firms refused to reveal terms of the settlement, or whether any payments are involved. The agreement ended over a year of litigation.

Robert Pape, vice-president of finance at Zitel, a maker of memory boards and other board-level products, said the settlement immediately dismisses Tandem's trade secrets lawsuit and Zitel's counterclaim of restraint of trade against the mainframe manufacturer.

"Neither party admitted any wrongdoing," Mr. Pape said.

Trade officials declined further comment.

Tandem's original complaint, which was filed in April, 1983, charged Zitel and Cable Data, a Sacramento producer of on-line processing systems for cable television networks, with misappropriating trade secrets.

Several months later Zitel filed a counterclaim accusing Tandem of restraint of trade, in part relating to its maintenance policies, which limited its support to those customers who bought both the memory boards and mainframe from the Cupertino company, according to Mr. Pape.

He said Zitel had marketed since 1982 to OEM suppliers of Tandem-compatible memory boards memory-intensive applications and special-purpose computer systems. The San Jose-based firm, however, last October terminated that product line. The company still provides support for the existing product base, Mr. Pape added.

Zitel chose other mass memory systems over the Tandem-compatible boards because they were "not as attractive in terms of the long-term strategy," Mr. Pape said.

He noted Zitel has purchased the rights to the Motorola Series 3000 (Zitel's Systems 93 and 94) and to the Intel Series 90, another mass memory system. He reported that during fiscal 1983, which ended last September, Zitel received from the sale of Tandem-compatible boards about $812,000, less than 8 per cent of the company's $11 million in total sales last year.

Cable Data, which reached a mutual agreement with Tandem in court 2 months ago, was sued for its purchase of Zitel memory boards for its Tandem mainframes. Mr. Pape said.

Tandem Adds Upgrade to Line

CUPERTINO, Calif. — Tandem Computers, Inc., has added a word processing software hardware upgrade for its Non-Stop computer line.

The software/controller board combination, called T-Text, was developed by Tandem for use on terminals connected to its Non-Stop II and Nonstop TX systems. The package lists for $400 when installed on Tandem's 653X line of terminals at the factory, or for $850 when installed as a field upgrade.

In addition, users must pay a one-time software licensing fee of $1,000 per NonStop processor. Tandem said it will start shipping the upgrade this month.

Tandem said the software offers standard editing functions and enables NonStop system users to distribute text via its Transfer/Mail and networking features. T-Text also lets users produce letter quality copies of documents with Tandem's 5530 printer.

6/11/84

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   06/11 TANDEM COMPUTERS OFFERS
   (DJ) ENHANCEMENT TO NONSTOP SYSTEMS
   CUPERTINO CALIF -DJ- TANDEM
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Tandem boss aims to set up Lloyd's network

by John Riley

LLOYD'S of London is to develop an extensive data processing network by 1988 and recently hired Tandem Computer's UK managing director, Peter Hermon, to set it up.

Hermon has taken over as head of systems and communications at Lloyd's, and will develop and implement Lloyd's computing and telecommunications strategies.

At the same time, Hermon, who joined Tandem only a few months

HERMON . . . Geared up.

ago, remains a consultant and non-executive director of that company.

Precise details of Lloyd's new network are sketchy, but it will be integrated into the new Lloyd's building, due to open next year.

Tandem regional director for North-west Europe and Hermon's former boss, John Louth, refuses to speculate on Tandem's chances of landing contracts from Lloyd's.

"It is not fair to assume a correlation of Tandem's business with Lloyd's," he says. "It is premature to speculate on computer plans."

Louth, who has taken over Hermon's former job in addition to his European responsibilities, says Lloyd's contacted him about releasing Hermon and that negotiations were conducted in a "very professional and gentlemanly" manner.

In his short time at Tandem Hermon had made a significant contribution, says Louth: "He helped us gear up for the next five years and set plans in motion. He has set up a structure, with contacts and by taking on people, and we will implement his plans."

Computer Weekly 6/7/84 p 4

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Sys. Designers
In Tandem Pack

LONDON (FNS) — Systems Designers Ltd. (SDL), of Fleet, Hampshire, has signed an agreement with Tandem Computers for SDL applications packages and customer specific services for Tandem Non-Stop systems.

The company said it also is negotiating with Information Processing Corp. of Dallas to obtain exclusive European rights to market the financial software packages produced by IPC.

"The agreements will consolidate our position in established market areas and greatly help our drive into new areas in the U.K. and Europe," said Ian Scoggins, SOL's marketing director. SDL markets consulting services and software and serves as a hardware OEM, he explained.

The company anticipates sales of $3.08 million for the current year, almost double last year's $1.8 million.

SDL and Tandem have worked closely since Tandem first entered the U.K. market in 1979. Since then, SDL has installed over $11.2 million worth of Tandem hardware in the U.K.

June 25, 1984, Domestic Edition

SECTION: OFFICE HOURS; Pg. 147

LENGTH: 1643 words

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BYLINE: BY WALTER KIECHEL III

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or more and like it -- however secretly -- are rare.

Academics and psychologists offer this advice for dealing with a workaholic
boss: As soon as it becomes apparent that he's going to routinely keep you there
until 10 or 11 at night, go to the misguided soul. Tactfully explain that his
ways are not yours, that you value your personal life and can get your work done
before the sun goes down. The problem with this advice: It assumes that the
workaholic doesn't necessarily want you to grind away the same way he does and,
indeed, workaholics sometimes say as much.

Don't believe it. While in the abstract he may applaud the value you attach
to your life outside the office, what he in fact values is the work that's
getting done. It is, after all, what he has chosen to give the bulk of his time
to. H. Michael Hayes, a professor of business at the University of Colorado at
Denver, admits that he was a workaholic in the years he spent in the employ of
General Electric. Did it bother him when his subordinates failed to put in the
same long hours that he did? "Yes," he confesses. "I'd think, 'What's the
matter? They're not interested in the job?' "

Real live managers understand this. Their advice -- the correct advice -- is
to decide whether what you'll get out of slaving away can possibly be worth it
and, if it can't, to dust off your resume.

IF THE WORKAHOLIC is your subordinate, your alternatives are easier. At the
magnanimous extreme, you may dispatch him on a mandatory vacation, as Treybig of
Tandem says he might do. At the other extreme, you may have to think seriously
about firing him, particularly if he has subordinates of his own. Sure, sure, he
really turns the stuff out, but he may also keep everybody else -- including you
-- from effectively managing time. The collective misery may not be worth his
output. Philemon Marcoux is chairman of AWI, a start-up electronics company in
Silicon Valley. Contrary to what you might expect at an entrepreneurial venture,
he reports that he has no workaholics working for him and doesn't want any.
"It's not healthy," he says.

What the workaholic has forgotten, and the would-be manager of time should
always keep in mind, is what one might be doing outside the office.
Possibilities include walking out in the weather of sunlit days and storm;
watching the seasons change; seeing children grow and maybe even helping the
process along; talking in candlelight, perhaps over a meal, with attractive
persons, possibly including one's spouse; and being there to solace a troubled

friend, or child, or aging parent. If you consistently choose work over these alternatives, then you really do have a problem managing time.

GRAPHIC: Illustrations 1 and 2, no caption, ILLUSTRATIONS BY MARC ROSENTHAL

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