

SCHOOL OF INDUSTRIAL MANAGEMENT

ESTABLISHED UNDER A GRANT FROM
THE ALFRED P. SLOAN FOUNDATION, INC.

50 MEMORIAL DRIVE
CAMBRIDGE 39, MASSACHUSETTS

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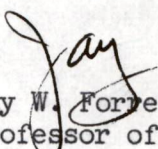
Mr. Harlan E. Anderson
Vice President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Harlan:

On your questionnaire and analysis of staff members there is another characteristic which seems to me rather important to the work of DEC and I believe is not covered by the items you listed at the last board meeting.

This is the extent to which the man is constructively dissatisfied with the present state of affairs, and his accompanying motivation to search for and create improvement even where there is no great immediate pressure for doing so. This includes the ability to look with a fresh and critical eye at the activities which may easily be accepted as standard and commonplace and which thereby are perpetuated even when improvement is possible. I mean here a measure of the extent to which the man and the organization can avoid falling into a feeling of self satisfaction with things which are going all right. It is the inclination to find and to correct those things when there is no pressure that might be forced in the face of a crisis. It is a valuable trait in avoiding crises.

Sincerely,


Jay W. Forrester
Professor of Industrial Management

JWF:fr