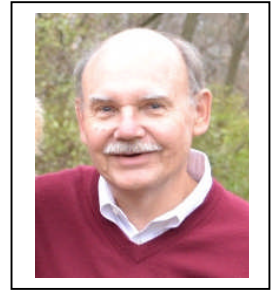# My HP Remembrances –
for the years 1987-2008 (21 years)
--Jay Coleman

Foreword

Mr. Employee Communications—Jay Coleman

In the New Technology of the Digital Revolution and the Social Media Communications of the 21st Century, hardly anyone remembers the communications technology of the 1900s. But the history of the Hewlett Packard Co. starts in the 1940s, with linotype machines for typesetting and flat presses and rotary presses for large runs like newspapers. Lithography dramatically improved the efficiency and quality and made prep processes far more timely and economic.

So basically, Hewlett Packard's image was built with technical and promotional printing processes. We became known and appreciated for our comprehensive instruction manuals, which included not just the detailed operating procedures, but an extensive trouble shooting and repair section. Plus pages and pages of component lists, keyed to the foldout sheets of wiring diagrams which might unfold outward to 5 feet to allow the manual writers to properly lay down the wiring and circuitry. Customer calibration and repair labs LOVED HP for this detail, since they could usually perform not just the diagnosis of faults, but quickly order parts from HP or often substitute their own parts from their storerooms.

I always liked to proclaim that HP sold more than just instrument products. We sold measurement tutorials, and we taught the newest high tech procedures, usually written around one of our new blockbuster instrument concepts. These new measurement techniques were delivered with hundreds of Product Notes, which delineated those newest processes that weren't taught in any engineering college. Even the Trade Magazines of the time, such as McGraw-Hill's Electronics, Hayden's Electronic Design, or the Proceedings of the IEEE, and dozens of other specialized industry-specific communications endeavors weren't current. HP also contributed Applications Notes, hundreds of them, which were more generic tutorials on measurement processes, not related to any given instrument family.

The customer was informed of our new product introductions with the HP Journal, a comprehensive technical presentation of both the functional performance, and since the articles were written by the project's design engineers, the deep technical tutorial on the breakthroughs, of clever circuitry and creative measurement functions that often were the first of their kind. I think the Journal circulation was 200,000.

Then there was the biggest promotional publication of them all, the annual HP Catalog. This was the bible of the electronics industry, growing from several hundred pages in the 1950s to 782 pages in 1989. This didn't quite rival Sears Roebuck, but for every engineer, it belonged in his bookcase. And we worked hard to deliver one to every engineer. More than once I would be in a customer office, with our field engineer, trying to sell one of our new introductions. When a technical question came up involving a different HP product, the customer would turn around to their bookcase, and pull out the HP bible. In those last years of the printed catalog, the print run went to almost 200,000. Only a few printing companies in the country could handle that load. I recall that they specified a special extra white, but extra thin paper to cut weight without print-through. They were magnificent.

Steve Duer was the magician who directed the compilation of content from maybe 50 divisions, converted to common format, reviewed by the authors, and gave the command to roll the presses. All of this was done without the Internet or email. Trucks were waiting to deliver not just to the USA, but around the world, with space reserved on fast freighters, and some by air. I have forgotten the budget numbers now, but it was millions. And well worth it.

In the early 1990s, the paper edition was discontinued, replaced with a pdf version up into the early 2000s. By that time the Internet was in full swing, and more information and more current information was delivered

into a customer's desktop computer for sales and technical training. I'm describing all of that print activity because it built the company.

But of course, I have left out perhaps the most critical function of company communications, and that is the employee environment, and their relations to the company mission and strategy. With today's social Internet such as Facebook and Instagram, as well as everywhere email and texting, it is hard to envision how these communications needs were done in the "Old Days."

The 1940-50s HP employee newsletter was a mundane tabloid named "Watts Current," to reflect our electricity roots. Bill Bigler presented the news by popping employee names in BOLD TYPE, and seemingly was able to include almost the whole employed roster every month. By 1963, with manufacturing divisions moving all across the US and Europe and Japan, and dozens of sales offices, a new professional editorial vehicle was needed. Corporate Communications head, Dave Kirby, initiated the new bi-monthly magazine, and appropriately called it *Measure,* appearing first in July 1963.

It was a winner, professional graphics, writing, editing, and presenting a nice mix of personnel news, corporate happenings, voices from the top executives, and a monthly message from Dave, himself, as well as other top managers. Stories came from across the HP world, and I found Jay's recounting of his publisher life (hired in 1987) stimulating and informative and interesting. But of course, in my whole life since college, I have loved the smell of printers ink. And the quaint tinkling of a Linotype machine setting hot lead type (from 1951).

As Jay moved on from the discontinuance of *Measure* in 2000, his expertise goes to good use in new businesses and industrial conditions, principally the emergence of the Internet. HP's internal email system, called HPDesk preceded the Internet by about 10 years, offering our thousands of employees the best of immediate contact, globally. We showed exceptional vision in integrating email and data for financial, order processing, manufacturing inventory management, and every element of Enterprise.

Jay's life work is rewarding, as any contributor to the enlightenment of other humans. There is no escaping the deadlines, content decisions, directing graphics and photo selections, and moreover, to do all that with upper managers ready to second-guess your editorial discretion. A few of these "misunderstandings" that Jay needed to handle are described, confirming that some dealings with CEO Carly were fraught with angst.

In 2000, HP published the last edition of *Measure* in May/June -- a massive, 74-page finale that traced HP's decade-by-decade history, products and culture. It was the end of a 43-year run that began when Dave Packard pitched the idea to Dave Kirby.

To implement the new Branding Vision of new CEO Carly, Jay's group designed and titled a new magazine, using Carly's new slogan, *invent.* The new publication won a Gold Quill (the highest recognition) award from the International Association of Business Communicators (IABC). But sadly in the midst of the contentious HP-Compaq merger, *invent* died in July/August 2001 -- six issues after it began.

Jay stayed busy with other Corporate PR, including Annual Report project, then moved to the Imaging and Printing Group (IPG). This lasted until his buyout at the big recession of 2008.

As a divisional Marcom manager, I had very good relations with Jay. He was perceptive of the employees down in the manufacturing end of the business, the ONLY place profit is made. He would occasionally run my Letter to the Editor, maybe complaining of some bureaucratic rule. I think one of my letter titles was, "Who audits the auditors?" It had to do with complaints I heard from old field engineer friends who were saddled with piddling rules on submitting their expense accounts, which used up their time instead of being before customers.

This is a truly enjoyable lookback at HP culture.

--John Minck

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My HP Remembrances -- for the years 1987-2008 (21 years)
--Jay Coleman

Like most former employees, I consider my years spent at HP as the highlight of my working career. My journey took me from small-town Midwest kid to being part of one of the world's pre-eminent employee communications departments and magazines.

I was hired at HP as editor of *Measure* magazine in October 1987 at a momentous time: The Employee Communications department already had begun planning how it would celebrate HP's 50th anniversary in 1989. Never ones to look back or pat themselves on the back, Bill and Dave (mostly Dave, I understand) vetoed any overly elaborate or expensive events, giveaways or expenditures. That included a proposed a slick, coffee table book to commemorate the anniversary year for employees. The one thing that was approved was an expanded edition of *Measure* (more about that later). That edition remains my favorite among the 75 for which I was editor. But I'm getting ahead of myself. Here's how it all began:

THE EARLY YEARS

I was born in the basketball-crazy town of Washington, Indiana, where my father was a high school teacher and coach for 10+ years. He supplemented his teacher's salary by selling insurance on the side, then gravitated to banking to support his homemaker wife and four children. In 1964, we moved about 60 miles away to Mt. Carmel, Illinois, where dad became president of one of the two local banks. For his entire life, he worked hard and was active in leadership positions in many local charitable and civic organizations. So the work ethic and care for others was part of my DNA long before HP. [Side note: Roy Verley, who was HP's manager of press relations when I joined the company, spent several summers with relatives in Princeton, Indiana, which was just across the Wabash River from Mt. Carmel. We didn't know each other then, but we literally grew up about 12 miles apart. You can read Roy's excellently written HP Remembrances at:

As a high school freshman, I tagged along with my best friend to a meeting of the school newspaper club. They were showing a movie that day about careers in journalism, and I immediately was bitten by the bug. I worked on the *Prep Journal*, our high school paper, for four years and became the editor my senior year. I also was a sports writer for the daily newspaper and earned the lofty sum of 10 cents per column inch. (Being paid by the length of a story generally is a bad idea, by the way.)

I wasn't a very good athlete, even in our small town, but my brother excelled in nearly every sport he participated in, and our father was a huge sports fan, especially Indiana State University, where he played football, and the St. Louis Cardinals baseball team. So although I wasn't athletic, I was surrounded by sports growing up and was well versed in the major sports -- something that would benefit me later.

My dream after high school was to attend the University of Missouri School of Journalism, one of the premier J-schools in the country; but with three kids in college (and one more in the wings), my parents informed me that I should pick an in-state school, so I enrolled at Eastern Illinois University after high school. During that year, I wrote for the college paper, then learned that my father accepted a bank president's position in northwest Missouri. My dream came true, and I was blessed to complete my final three years of college at Mizzou. I specialized as a sports writer on the school paper, *The Missourian*, which competed with the local daily newspaper in Columbia. During my senior year, I was one of two writers covering Missouri football in a wild season that included losing to the University of Nebraska 66-0 on one Saturday in Lincoln, then upsetting No. 8 Notre Dame, 30-26, in South Bend, Indiana, the following week. It was an incredible experience.

THE NEWSPAPER YEARS

Missouri played in the second Fiesta Bowl in Tempe, Arizona, that year (1972) and I knew immediately that I wanted to live in Arizona. Hey, it was December 23 and 70 degrees -- about 50 degrees warmer than the Midwest -- so Phoenix became my target destination. However, the newspaper market was very competitive, so I sent letters and resumes to the 150 largest newspapers in the U.S. I was about to accept a newspaper job in Evansville, Indiana, when I received an offer from *The Arizona Republic* newspaper in Phoenix. I spent my first five years as a sports writer, interviewing athletes as diverse as Wilt Chamberlain, Muhammad Ali (2 private interviews when he set up training camp in isolated Show Low, AZ), and Terry Bradshaw.

After five years of 3 p.m.-to-midnight work schedules in the sports department, I transferred to the features department, where in I interviewed people such as Nobel Prize winner William Shockley and actor/entertainer Mickey Rooney.

HELLO HIGH TECH

My life changed completely in 1980 when I married the beautiful Kate Ferry, and we decided to leave Phoenix for the Bay Area. Kate became the marketing director at the *Oakland Tribune* newspaper. After trying to break into the competitive Bay Area newspaper market, I switched directions and accepted an employee communications job at Applied Technology in Sunnyvale. ATI, as it was called then, developed and

Were we ever that young? Sadly, Kate died in 2018, after a marriage of 38 years.
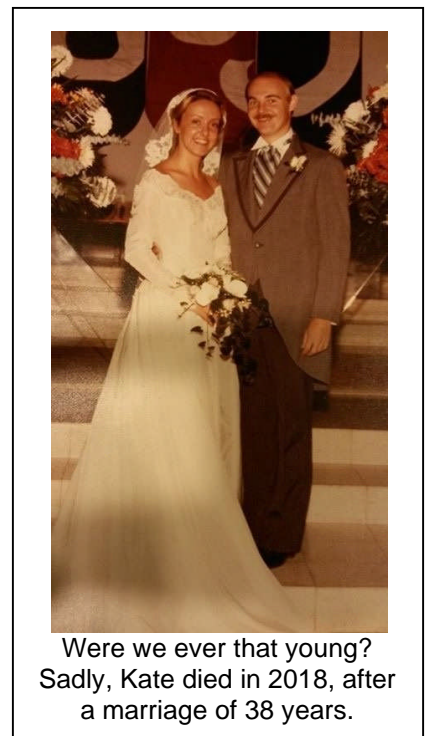
manufactured some of the first (and best) radar warning systems for military aircraft. It was my first venture outside of daily journalism and into high tech, but it put me right near in center of innovative Silicon Valley.

HP & MEASURE MAGAZINE: MY DREAM JOB

Of course in the 1980s, seemingly everyone wanted to work for Hewlett-Packard, both for its creative and highly sought-after products, but also because of its envied management and employee practices, including cash profit-sharing, flexible time off and the legendary HP Way. I had met a few HP employees through a professional development organization called the International Association of Business Communicators (IABC). HP was well known as the best employee/internal communications department in Silicon Valley (and beyond) under the leadership of its manager, Brad Whitworth. One day at an IABC luncheon, I sat next to Kevin O'Connor from HP's community relations team, and Kevin mentioned that HP was looking for a new editor of *Measure* magazine. After six years at Applied Technology, I was more than ready for a move, and *Measure* editor was a dream job.

I promptly sent my resume and samples of our modest Applied Technology magazine to Brad and soon was called for an interview. We hit it off immediately. Brad, it turned out, also graduated from the Missouri J-school two years after I did. Although we didn't know each other at school, we had a shared view of communications, journalist standards and serving our readers. My interview experience was typical HP style or, basically, half of Palo Alto: Not only did I interview with Brad, the hiring manager, but also with Corporate Communications Director Dave Kirby (we talked at length about newspapers and sports) and the other department managers, including Roy Verley (press relations), MaryAnne Easley (community relations) and Katie Nutter (executive communications). Additionally, I met with Annette Yatovitz, *Measure* art director, and Betty Gerard, *Measure* associate editor and writer of daily Newsgrams, which were sent throughout the company.

Betty was my last interview of what had to have been a 4- to 5-hour block of interviews. If you know Betty, you know that she was a treasure of HP information long before there were organized volumes of files in the HP Archives. We began talking at about 4 p.m. And were still chatting non-stop when the phone rang at about 6:30 p.m. I REALLY wanted the job and was ready to be grilled, but by 6:30 p.m., it was beginning to feel like an endurance test. It turned out that Betty was finished working for the day and was just waiting for her daughter to give her a ride home. I told that story to Betty years later, and we both wondered how long we would have continued talking had her daughter not called when she did.

A DAY IN THE LIFE OF HP-50TH ANNIVERSARY

One of the key reasons Brad was eager to fill the editor's job was because, in late October 1987, we had just over a year to prepare a communications plan for HP's 50th anniversary in 1989. But there was a secret weapon: Brad had gained approval for a commemorative edition of *Measure* -- a *Day in the Life*-type photo essay -- and a creative way of compiling and funding the project. With 87,000-plus employees, asking employees to contribute photos from their work sites could have presented a logistical nightmare with no assurance of equal quality. It was also prohibitive to hire professional, freelance photographers at $1,000 or more each per day. Instead, Brad had the creative idea of identifying talented photojournalism students from the U.S. and from universities near several major HP sites around the world.

It literally took a year of planning -- while still publishing the regular, bimonthly magazine -- to prepare for the October 18, 1988, 24-hour photo shoot. We ended up with 17 student photojournalists from seven countries who shot more than 300 rolls of film (remember film?) and produced more than 11,000 images. The core group of Manager Brad Whitworth, *Measure* Art Director Annette Yatovitz and yours truly spent the better part of two weeks poring over the images and whittling them down to the best 60 for *Measure and* an additional 44 for a traveling 50th anniversary photo display. It was the most exhausting -- and exhilarating -- project I've ever been a part of. For example, one day I drove to work at the Corporate Offices to spend the day focused on selecting images. It was early in the morning, but the traffic seemed much lighter than usual. And the building was eerily quiet for several hours. Sometime late in the morning, a janitor poked his head in the conference room where I was working and said, "Nice to get some work done with almost no one in the building, huh?" I thought it was a curious remark until I checked my calendar: I was so consumed with the day-in-the-life project that I didn't realize it was Saturday!
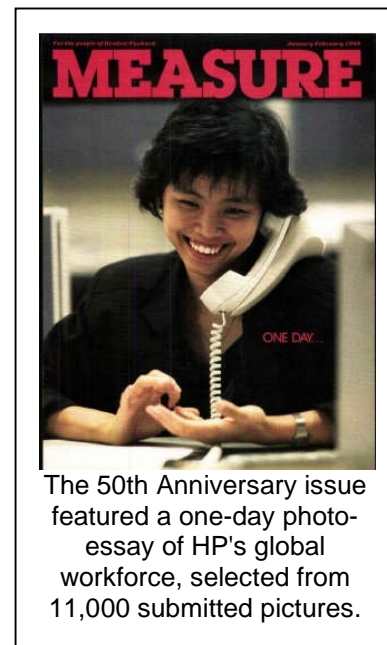
The 50th Anniversary issue featured a one-day photo-essay of HP's global workforce, selected from 11,000 submitted pictures.

You can read about the logistics of the project in the January/February 1989 *Measure* at

http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1989_01-02.pdf.
Go to pages 2 & 46-48

We continued the 50th anniversary celebration with special articles and features in each edition of *Measure* throughout the year (see links below).

I still consider my 13 years as *Measure* editor to be an honor and privilege. Some of my colleagues at other companies were restless and swapped employers every few years, but HP management believed that we should communicate honestly with employees, and *Measure* was one of the primary vehicles in which to do so. No, no one would ever mistake *Measure* for the *New York Times* or *Washington Post*, but Corporate Communications leadership by high-integrity managers, including Dave Kirby, Roy Verley, Brad Whitworth, who fought for open and honest communications that you wouldn't find at most companies then or now. The support even went as high as the CEO. And in 1993, *Measure* was cited in the book *The 100 Best Companies to Work for in America* as one of the seven best employee publications in the nation.

Here are a few examples from *Measure*:

- For the September/October 1992 edition, we wrote a story headlined "What I'd like to tell HP" about a program where HP invited customers in for a frank discussion on what HP was doing well and poorly. One senior executive heard about the article and lobbied CEO Lew Platt to stop the article from being printed because he felt it showed HP in a bad light (as though customers didn't already know). It would have been easy for Lew to send a memo over, saying to delete the article; instead, he walked over to my office with a draft of the article in hand, sat down and said, "Jay, I've had some concerns about this article and I think we're going to have to pull it from the next edition." I had worked with Lew on drafting most of his Letter from Lew Platt bimonthly messages in *Measure* and had a great working relationship with him, so I took a deep breath and said, "Do you mean there's no middle ground between the article as it is written and totally killing it from the magazine?" It took us maybe five minutes to make some fairly minor edits to the article, then Lew deemed it OK to publish. Believe me, that exchange would not have happened in most companies.

- As most people know, we mailed *Measure* via third-class postage to employee homes in the United States and bulk shipped copies to HP sites worldwide. The belief was the magazine included important news and messages that employees may not otherwise receive. Also, management didn't want the publication to get buried in a pile of work materials in the office. And *Measure* articles went beyond the workplace and included human interest stories that -- surveys showed -- were of interest to employee families as well. The belief was that *Measure* competed with commercial magazines people received at home, so the content had to be visually interesting and relevant. This philosophy, again, reflected a willingness to be open and honest. Here are a few examples:

A COMPILATION OF SIGNIFICANT ISSUES

- **Will HP remain true to itself? (January/February 1993)**
Noted author and long-time HP watcher, Milton Moskowitz, the creator of *The 100 Best Companies to Work for in America*, offers thoughts on the changing HP company.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1993_01-02.pdf
Go to page 8

- **"I'm losing my job." (September/October 1994)**
Employee Jim Haberkorn writes about the Boise manufacturing plant closing and how it affected him and others.
http://hparchive.com/measure_magazine/HP-Measure-1994-09-10.pdf
Go to page 24

- **Is HP built to last? (March/April 1995)**
James Collins, Co-author of the popular business book *Built to Last — Successful Habits of Visionary Companies* talks about HP's strong & not-so-strong points.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1995_03-04.pdf
Go to page 3

- **Is MBWA still alive? (July/August 1997)**
Purists believe there is no substitute for MBWA -- management by wandering around. But there is only one you. There are only 24 hours in each day. Where do you find the time?
http://hparchive.com/measure_magazine/HP-Measure-1997-07-08.pdf
Go to page 4

- **Culture? No, it's a matter of values (January/February 1999)**
John Doyle, retired HP Vice President for Business Development, takes issue with consultants and lithe adoption of the latest management fad."
 http://hparchive.com/measure_magazine/HP-Measure-1999-01-02.pdf
Go to page 26

Of course, everything changed at HP in 1999 when the company hired the first "outsider" -- Carly Fiorina -- as CEO. Suddenly, we had a rock star CEO: The infamous, egalitarian, bland Ford Taurus company cars gave way to BMWs, Mercedes Benz', etc., and branding companies were brought in for a corporate makeover from what some perceived as the country club company to the edgy, innovative company that purported to be an Internet leader. So, in 2000, we published the last edition of *Measure* in May/June -- a massive, 74-page finale that traced HP's decade-by-decade history, products and culture. It was the end of a 43-year run that began when Dave Packard pitched the idea to Dave Kirby.

As we phased out *Measure*, newly-hired Art Director Tim Mitchell and I were tasked with updating the employee magazine to be more contemporary and creative than its middle-aged "parent." Somehow, we were allowed to hire world-famous designer Roger Black -- who had designed or

redesigned such publications as *Rolling Stone, Esquire, the New York Times magazine, Newsweek and Fast Company* -- to collaborate with us on a fresh, new approach with the magazine format and graphics. The result, in keeping with the company's new marketing theme, was *invent* magazine, which debuted in September/October 2000. Scrapping the standard 8 1/2 X 11" size, *invent* was a uniquely-shaped 7 1/2 X 12. Although roughly 10 percent of employees said they hated the new format, about 90 percent favored the creative approach. We even shook things up in one edition by having a freelance photographer create 3-D images, and we included a pair of 3-D glasses with every copy of the magazine. Tim truly had a vision and passion for taking the magazine to a new level, and he deserves all the credit for the new look.

The *Measure*-to-*invent* redesign and transition was such an impressive project that it won a Gold Quill (the highest recognition) award from the International Association of Business Communicators (IABC) -- the largest and most respected organization of its type in the world. It was a bitter irony, however, that precisely as *invent* was being honored as the best of its kind in the world, HP Corporate Communications decided to kill the magazine. This was a Carly-influenced decision to save money, divert more resources to HP's intranet and to demonstrate that we are a cool, online company, so why would we have an old-fashioned print magazine? While I agreed that the budget was a legitimate reality we all had to live with, I (and many industry experts agreed) that there still was a place for print, especially for its strength as a cohesive, story-telling medium, which the company desperately needed in the midst of the contentious HP-Compaq merger. Alas, *invent* died in July/August 2001 -- six issues after it began.

LIFE AFTER *MEASURE/INVENT*

With no print employee publications anymore, I turned my Corporate Communications skills to other needed projects. One immediate need was as a producer and manager of customer-success videos for Carly's quarterly all-employee broadcasts. This was a natural assignment for me because I had managed and produced the *HP VideoMagazine* for about six years in the 1990s while simultaneously serving as *Measure* editor. I helped generate video story ideas on how HP customers were using HP products and technology to solve their business needs. Fortunately, I was able to work with a fantastic creative/production company, Seed Communications, out of Berkeley, California, which took the ideas, developed story lines, interviewed and recorded the stories for the quarterly broadcasts. This collaboration also produced an IABC Gold Quill award of excellence.

Between 2001-2005, I also took on other department projects, including an ongoing management-communications program, liaison for HP's growing retiree population and initiating the company's first comprehensive crisis communications plan, which was completed after I left the department. For three years, I also helped edit and press check the *HP Annual Report*, which was a collaborate effort among creative consultants Stone Yamashita, Steve Beitler, HP's communicator for business communications, and my *Measure/invent* colleague, Designer/Art Director Tim Mitchell. The press check involved Tim and I being available 24 hours a day for about three days at the Los Angeles-area printer, Anderson Litho, to edit, review and approve pages in the Report one last time before the presses began rolling on the 5 million-copy (as I remember) press run. The Annual Report process lasted several months from inception to printing and distribution. Seeing the final product was always a relief!

MY IPG YEARS

In 2005, I was approached by HP's Imaging and Printing Group (IPG) to move from the Corporate team to the business team, and I jumped at the opportunity. Not only was it an opportunity to be part of HP's most profitable group, but also to join an incredibly talented and caring organization, led by Vyomesh (VJ) Joshi. After 17 years in Palo Alto at the Building 20 Corporate Offices, I could be

closer to HP products and support two HP Senior Vice Presidents -- Sam Taylor (who later became CEO of Oriental Trading Company) and Ron Coughlin (who later became CEO of Petco). I also worked with another great HP Communications Manager, Nicole Morantz Helprin, and managed her team of six IPG communicators for several months when she was on maternity leave.

GOODBYE (AFTER A FAST 21 YEARS)

In 2008, I, like many thousands of others, accepted an Enhanced Early Retirement package and left HP. What may have seemed like a long time year-by-year went extremely fast as I reflect on it. I had the distinct opportunity to interview both Bill Hewlett and Dave Packard -- the nicest billionaires I ever met. I also was there for the transition from John Young to Lew Platt (my all-time favorite CEO), Lew Platt to Carly Fiorina, and Carly Fiorina to Mark Hurd. Being part of HP's 50th anniversary was a special experience. Being editor of one of the best-ever employee magazines (*Measure*) gave me an opportunity to honor Bill and Dave via special issues of *Measure*. It helped pay for homes, cars and two college educations through HP stock purchase and stock bonuses. And my wife and I used the company's adoption assistance program twice to welcome home daughters born in Japan and Guatemala. In a time today when virtually everyone is obsessed with the Googles and Amazons and Facebooks of the world, I proudly remember when I was part of one of America's great business and cultural success stories -- Hewlett-Packard.

Our daughters, Casey (lft) and Maggie (rt) now live across the country, Rhode Island and the Bay Area, with me now in Indianapolis.

Since retiring from HP, I have "unretired" twice, working for worldwide consulting company Accenture for 2 1/2 years, and more recently managing communications for a 55+ active adult retirement community east of San Francisco. Kate, my wife of 38 years, died in 2018, and I moved back to my Midwestern roots (to Indianapolis) to be closer to my mother, brother and two sisters. My two daughters are in Rhode Island and the Bay Area, so a find myself on airplanes a few times a year. Other than occasional writing projects, I spend a good deal of my time on volunteer projects, giving back, as Bill and Dave taught us to do.

Jay Coleman
Indianapolis,
Feb, 2019

Funny/interesting/disturbing stories from 21 years at HP

Here are some random anecdotes from my eclectic career at HP:

- In the January/February 1989 edition of *Measure*, in the ExtraMeasure section in the back of the magazine, we featured a photo of Pope John Paul II blessing HP medical equipment at the Universita Catholica hospital in Rome. I wanted to say that the blessing was part of HP's new extended warranty program, but we decided against that wording.

- In Dave Kirby's HP Remembrances, you can read his story about driving Mr. Packard to the dedication of the HP Garage as a state historical landmark and the birthplace of Silicon Valley -- and Mr. Packard admitting that he had not been back to the Garage since they moved out of it. MaryAnne Easley, then manager of HP's Community Relations group, tells the story of driving Mr. Hewlett to the event, and Bill saying, "Which house is it?" It's fascinating that the Garage is essentially a sacred institution to most HP employees, even though Bill and Dave never held it in such reverence.

- As editor of *Measure* magazine for 13 years, I had the privilege of working closely with CEO Lew Platt on his bimonthly letter to employees. He also frequently would sit with the Corporate Communications team in the HP cafeteria, mainly, I think, because we usually talked about movies, sports & any number of topics.

HP was an official sponsor of the Olympics one year, and I told Lew about a company that had just received the title of official condom of the Olympics. "Darn it," I said, "We missed a great marketing opportunity to partner with that company because our current marketing theme is 'Expanding Possibilities!' " We nearly had to pick the laughing, red-faced Lew up off the floor.

- Like most HP employees, my cubicle was a modest, glass-enclosed square maybe 10 feet by 8 feet in a sea of cubicles in Building 20. At one time, I sat about 20 feet away from the head of media relations and couldn't avoid hearing conversations from that office. One time, in the midst of the CEO Carly Fiorina days, I overheard a corporate attorney helping prepare the media relations manager for a media interview on a particularly sensitive topic. At one point, the attorney said, "So, if they ask you about that issue, just say..." and dictated a couple of succinct statements, then added, "That's the truth, by the way." To me, that incident summarized the state in which HP had sunk -- when we distinguish between when we're telling the truth and when we aren't.

- I frequently worked with CEO Carly Fiorina on various projects, including her CEO Letter in *Measure*, customer success videos for Carly's all-employee broadcasts and the HP Annual Report. I always thought she was a brilliant marketeer and presenter. She changed the image of HP from what some thought of as an old, stodgy company. She would have benefitted from allowing a strong No. 2 person run the day-to-day operation while she appeared on Oprah and provided the "face" of HP. But because of her "drive" -- and ego -- I believe she felt that she had to do everything herself. She also was driven by size -- the number of HP patents, the 300,000 employees as a result of the Compaq merger, etc. -- and she wasn't above reshaping reality to create the narrative that fit her messaging. She clearly had her pros and cons.

After HP, Carly was mentioned as a possible VP running mate when John McCain launched his campaign for U.S. President. Friends who knew I worked with Carly asked me my thoughts on the matter, and I responded, "John McCain was a war hero and former POW," I responded. "I think he's suffered enough."

Here are the special editions/inserts, significant articles and a few personal favorites from my tenure as editor of *Measure* magazine. BTW, just google HP Measure Magazine for the complete archive.

1. Special editions/sections of Measure

HP 50th Anniversary

-- One Day: 24 Hours in the lives of HP people (January/February 1989)
Special, 52-page photo feature to kick off HP's 50th anniversary year.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1989_01-02.pdf

-- The Test of Time (March/April 1989)
16-page insert, decade-by-decade insert summarizing HP technology & culture.
http://hparchive.com/measure_magazine/HP-Measure-1989-03-04.pdf

-- 50th anniversary Book of Lists (May/June 1989)
4-page insert, including Top 10 HP technical contributions, 10 Famous People Who Visited HP, 10 experiments or products that didn't quite make it (bowling alley foul line indicator, lettuce crop thinner, harmonica tuner, etc.).
http://hparchive.com/measure_magazine/HP-Measure-1989-05-06.pdf

-- 50th anniversary ambassadors (July/August 1989)
109 employee ambassadors from around the world were flown to Palo Alto to be part of the 50th anniversary celebration, including attending the dedication of the HP Garage as a California state historical landmark and the "birthplace of Silicon Valley."
http://hparchive.com/measure_magazine/HP-Measure-1989-07-08.pdf

-- What a Mickey Mouse way to start a company (September/October 1989)
Measure article examined HP's contribution to Walt Disney movie *Fantasia*.
http://hparchive.com/measure_magazine/HP-Measure-1989-09-10.pdf

-- An amazing look at HP's future (November/December 1989)
Ten pages of predictions from HP executives & employees and celebrities (Arthur C. Clarke, author of *2001: A Space Oddessy*; George P. Schultz, former U.S. Secretary of State; Dan Rather, CBS news broadcaster; Steve Martin, comedian, actor, author, playwright; Katharine Graham, Chairman of the Board, The Washington Post Company; etc.) on what the future will be like in 50 years.
http://hparchive.com/measure_magazine/HP-Measure-1989-11-12.pdf

2. Other special editions/articles

Dave says goodbye (November/December 1993)
Co-founder Dave Packard retires after 54 years.
http://hparchive.com/measure_magazine/HP-Measure-1993-11-12.pdf

Dave Packard's death (March/April 1996)

1. The Packard Touch
16-page insert of employee memories about the late co-founder.
http://hparchive.com/measure_magazine/HP-Measure-1996-05-06.pdf

2. Letter from Lew Platt
CEO Lew Platt's moving letter to employees, including his favorite memories of Dave.
http://hparchive.com/measure_magazine/HP-Measure-1996-05-06.pdf

The passing of Dave Packard reminded us of the remarkable contributions that he made to 20th century business and employee cultures.

3. From the editor
Measure Editor Jay Coleman recounts his memorable interview with Dave Packard.
http://hparchive.com/measure_magazine/HP-Measure-1996-05-06.pdf

Bill Hewlett's death (January 12, 2001)

The final edition of *Measure* magazine was in May/June 2000. It was replaced by *invent* magazine, which published a special edition -- "The end of an era" -- to celebrate Mr. Hewlett's life and contributions. Sadly, copies of *invent* aren't digitized and available online.]

Hewlett-Packard's Corporate Objectives: Still fit at 40 (January/February 1997)
8-page insert examining the Corporate Objectives on their 40th birthday.
http://hparchive.com/measure_magazine/HP-Measure-1997-01-02.pdf

Breaking up is hard to do (May/June 1999)
16-page special insert that covers the split of computing & imaging company (HP) and measurement company ("NewCo, " later designated Agilent).
http://hparchive.com/measure_magazine/HP-Measure-1999-05-06.pdf

Lew retires/Carly hired

Keeping up with Carly (September/October 1999)
Carly Fiorina, HP's new president and CEO, sets a fast and energetic pace for the company to follow.
http://hparchive.com/measure_magazine/HP-Measure-1999-09-10.pdf

Letter from Lew Platt
HP's retiring President and CEO Lew Platt reflects on his 33-year career.
http://hparchive.com/measure_magazine/HP-Measure-1999-09-10.pdf

The last issue in May/June 2000, was a huge 72-page review of Measure history from 1963. It celebrated the impact of Bill Hewlett on the 20th century. He would die Jan, 2001, just 6 months later.

3. Measure addresses issues of the day

Child care (September/October 1988)
Coming to Grips with child care in the '80s
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1988_09-10.pdf

Environment (March/April 1990)
HP & the Environment M/A
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1990_03-04.pdf

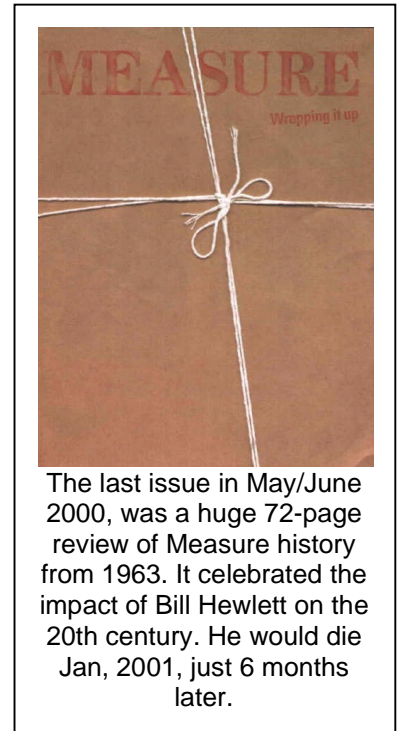**Education (September/October 1990)**
The ABC's of HP and Education
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1990_09-10.pdf

Drug Testing (January/February 1994)
The pros and cons of drug testing
Two employees debate the wisdom of HP's new 1/1/94 drug- testing policy.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1994_01-02.pdf
Go to pages 20-21

Work/life balance (March/April 1996)
Balancing work and kids: It's not child's play
http://hparchive.com/measure_magazine/HP-Measure-1996-03-04.pdf
Go to pages 4-7

AIDS (July/August 1996)
One day at a time
An HP employee with AIDS discusses some unusual support groups that play a role in his life — and survival.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1996_07-08.pdf
Go to pages 22-23

HP-specific topics/issues

This is a collection of miscellaneous *Measure* articles that I liked for various reasons:

It's only money -- $24 million of it (March/April 1988)
HP employee Ron Bouvia wins a $24 million lottery and vows to continue working.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1988_03-04.pdf
Go to page 20

Bill's blooming hobby (July/August 1991)
Photo feature and brief article on Bill Hewlett's passion for wildlife photography.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1991_07-08.pdf
Go to pages 15-17

Dean Morton/John Young retire — Lew Platt new President & CEO (September/October 1992)
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1992_09-10.pdf
Go to pages 9-16

From the Editor (May/June 1995)
A somewhat amusing article written when *Measure* began using a capital W for HP Way.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1995_05-06.pdf
Go to pages 10-11

Ask Dr. Cyberspace (November/December 1995)
A new *Measure* feature devoted to Internet with advice on how to explore the universe of information...new sites, tips. Dr. C's Too 10 Picks. Eight easy steps to start surfing. It was an innovative idea by long-time HP Employee Communications Manager Brad Whitworth; however, there was the ironic idea of publicizing something as immediate as Internet content, inviting employee questions, then answering the questions two months later in the next *Measure* edition!
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1995_11-12.pdf
Go to page 24

A leap of fate (September/October 1996)
An HP clinical imaging specialist, who was about to demonstrate the HP Sonos echocardiography imaging machine, detects a mass in her abdomen. The mass was a malignant tumor that had to be removed, along with her right kidney, saving her life.
http://www.hp.com/hpinfo/abouthp/histnfacts/publications/measure/pdf/1996_09-10.pdf

Keeping the faith (March/April 1997)
Using HP analytical equipment, Dr. Holmes Morton diagnosed and now successfully treats Amish children who suffer from a hereditary disease.
http://hparchive.com/measure_magazine/HP-Measure-1997-03-04.pdf

Letter from Lew Platt (November/December 1997)
HP's chairman, president and CEO outlines the Business Fundamentals for fiscal year 1998 and discusses the crossroads at which HP stands. The real story was the photo for *Business Week* that featured a dozen Silicon Valley executives, including Larry Ellison (Oracle), Marc Andreesen (Netscape), Gordon Moore & Andy Grove (Intel), John Chambers (Cisco), Scott McNealey (Sun Microsystems, Steve Jobs (Apple) and Lew.
http://hparchive.com/measure_magazine/HP-Measure-1997-11-12.pdf

The Best of the Best: GE (September/October 1998)
The house that Jack built
From light bulbs to loans, General Electric has reinvented itself countless times under the leadership of CEO Jack Welch.
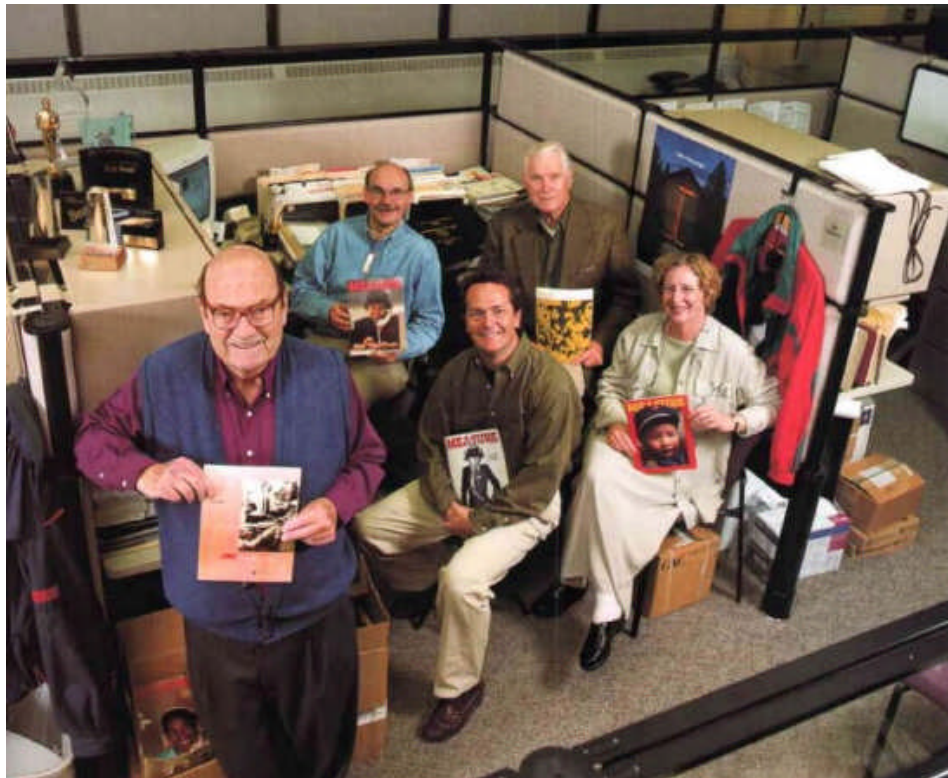http://hparchive.com/measure_magazine/HP-Measure-1998-09-10.pdf

Best of the Best: Southwest Airlines (November/December 1998)
Still nuts after all these years
Don't let its wacky ways fool you. High-flying Southwest Airlines proves that business can be fun and profitable.
http://hparchive.com/measure_magazine/HP-Measure-1998-11-12.pdf

Measure was the brainchild of Dave Kirby (left) and Dave Packard. This team of editors made it happen from 1963 to 2006. Front Brad Whitworth and Jean Burke Hoppe, rear, Jay Coleman and Gordon Brown.