

**TO: Andrew Michalik**

**DATE: March 5, 1986**

**FROM: James T. N.**

**SUBJECT: Mid-Year Performance Update**

This IOC is to confirm our conversation concerning your performance through the first half of the year. The specific categories follow:

I. Major Responsibilities

1. **PRODUCT KNOWLEDGE** - Considering that at the time of acquisition your involvement with CAE Systems, Inc. products was zero, your progress in essentially one-half year is astounding. You are a recognized expert; in demand by not only sales and marketing, but engineering as well. You have exceeded my expectations in developing your product knowledge base.
2. **BUSINESS PLANNING** - The work you've done with the Rockwell proposal and Hughes support preparation, your coordination efforts for DAC and operation Honesty, and your involvement in training tasks all exceeded original objectives. In addition, your documentation of this work has been superb.
3. **CUSTOMER RELATIONSHIPS / CONTROL** - In terms of outside customers your performance during the SPERRY PC-IT upgrade effort was excellent. You frequently handled complex situations on your own without management involvement; yet know when to get management involved as appropriate. Similar success has been achieved with "internal" customers, as you have juggled the frequently conflicting needs/aims of management, engineering, marketing and the field.
4. **SPECIAL TECHNICAL MASTERY** - Again you have exceeded objectives with your DAC demo preparation and operation Yuletide work. Your frequently updated "Changes Required for a Useful Product" has proved an invaluable technical reference, especially for newly involved higher management such as Dick L.

II. Dimension Summary

1. **TECHNICAL KNOWLEDGE** - All behavior has evidenced strength in this dimension. Your inputs have proven to be extremely valuable not only within the confines of our product but in general technology and other Tektronix division's products as well.
2. **INTERPERSONAL COMMUNICATION SKILLS** - You are in general so well rounded it is difficult to 'rank' your abilities. Your technical knowledge is so strong it is tempting to designate that as your greatest strength. However, I have observed you approach politically hot, difficult situations with a disarming style that even seems to win over antagonists. In my opinion, this ability is your greatest asset.
3. **INITIATIVE** - On numerous occasions, you have pitched in when not required, and, energetically and enthusiastically assisted various projects. You have been known to work around the clock or long hours for days at a time (before crashing) to get the job done.
4. **TIME AND TERRITORY MANAGEMENT** - You have been timely with all requested reports, and have met deadlines for technical project completion (i.e.: various demos, SRITEK / PC-IT mating and linking with TEK-AT, etc.). You have managed your time efficiently in shuttling between Irvine, Santa Clara and other locations.
5. **PROBLEM ANALYSIS / JUDGMENT** - I have observed you tackle difficult tasks and bring a calming, rational influence to others. Your approach is well reasoned, analytical and thorough.

Andrew, it is very unusual for me to give a review and not suggest one or two areas where personal development would be helpful. This is such a review. The only thing that you need is more experience to broaden your background and widen your 'decision base'.

In terms of career development, you have so much to offer you would be an asset to Tektronix in any position that offers a good match for your talents.

As you know, Tektronix must be successful with CAE. It is only through professionals like yourself that Tektronix can be successful. You are immensely talented and capable. With you focusing that talent on division goals, our success is all but assured.