

7-20-1982

HOTFOOT 71

JAY COBURN

JULY 20, 1982

JC: These cars all being stacked and getting through the toll, and they basically decide that they'll do nothing, that they'd get there just as quick by doing nothing as opposed to one of them getting out of the car and going up and telling whoever is in charge up there to let this emergency vehicle, the line that he's in, go and hold up all the other cars. And, I very quickly decide that that's a bad idea, just to sit here and do nothing. Got out of the vehicle, and it must have been at least a mile and a half, at least a mile and a half and I had terrible timing but I had, I have a bad memory problem. But I was having a tremendous xx problem at this moment in time, and running was not something that I should have been doing, okay. I mean, it hurt like shit but at any rate, I'm running, I run up there and I find who ever is in charge and I explain the situation to this guy and he says, no, I'm sorry, we, you know, xx well, who do you work for. I said it's my son, we're going to have to get this done. And he said, well you'll have to talk to so and so and they're over there. I ran over, got hold of this guy and he said, by all means, they shut down that whole xx tunnel and let, you know, this row of traffic, and certainly we got there quicker that way, but these two assholes in this emergency vehicle couldn't figure that out. But at any rate, they come by and I hop in the ambulance and we go to the xxx xxxxxxxx. And, you know, it was all the difference in the world. Ross had that xx wired. When we pulled up there in the emergency vehicle, there were about xxx. Part of the problem, my problem in calling the first place was I didn't sense that they were doing everything that they could do. See, if I'd been comfortable with the fact that they were doing everything and you know, I probably would have never made the phone call, Ken, but something didn't, instincts told me something wasn't right. And I don't know what made me make the phone call. But at any rate. There is just, there's about fifteen people waiting, I mean they're not inside waiting, they're on the outside waiting for this ambulance to arrive and, with all of their paraphenalia and everything. As soon as we pull up there, it's just like relief because you can tell, you know, that somebody is doing something. And this doctor, Jean Door, I'll never forget her, kind person, they

emotional.

JC: had given me the envelop to carry that had the x-rays that they had taken, and some other things. She said, it that the pictures? And I said yes. She opened it up and we were walking, we were on the way in and I was stopped and she opened it up and she said, Oh my God, she said, there surely have got to be more pictures and she grabbed a hold of a nurse and she said, where are the rest of the x-rays. And the nurse said, I don't know anything about it, this is the only envelop that they gave us. She said, well I have to go in and get on the phone. And so, she gets on the phone, that's all the pictures xx, there were two x-rays. And she was really upset, okay? One of the things they do right away is shoot you more pictures. Because as it turns out, Ken, they've got this thing diagnosed as a heart problem, and Scott did have a heart problem. But what the real problem was, when they took some more x-rays, legitimate x-rays, he had pneumonia. Which they had not treated. Had they been treating the pneumonia, this series of other problems that he had had probably would have not been as severe as they were. And, you know, as it turns out, I mean, doctors don't get involved in accusing other doctors in hospitals. But you could just tell, that whole scenerio that there were just some shoddy things going on. That probably would have never, Ross flew in, one of the doctors there besides this Jeanie Door, who was on the xx staff, Ross flew in the leading, he probably didn't tell you all this. He flew in the leading cardiovascular surgeon on the east coast, okay, that was waiting for us there by the time we got there.

KF: No kidding. Flew in from where?

JC: Boston. It didn't take him too long to figure out what the heart problem was, but as it turns out, that wasn't the real medical issue. He had a whole in his heart which is not that uncommon in a premature baby especially, for them to have some kind of deficiency, either an enlarged heart or, you know, some kind of problem because there hadn't been enough time for it to

JC: fully develop, okay? So, what was happening was, since they weren't treating the pneumonia, that was what was really causing most of the damage.

KF: Now, then, this is your first experience of Perot in action.

JC: That's right, that's exactly right. Seeing how he works; that's exactly right.

KF: That's not just seeing how he works, but what he works for.

JC: Well, let me just tell you some of the xx, and I'm sure he didn't tell you all this. You know, here is a guy that has been in the company less than two years. I have no responsibilities, I mean, I'm an individual performer in the company. And what I was thinking at the time, Ross probably didn't even know who I was and I'm sure that's probably the case. And you know, somebody would have had to ask him, I'd never ask him, but here, you know, he, besides all the things he did during the heat of the xx, he, I left this part out. One of the things he said, is Jay, we will do anything that is necessary to help Scott out and in your opinion, I know Dr. Urschel's involved and he's got all kinds of people involved, but if in your opinion, they are not doing everything they can do for that child, he said, we'll get him on a plane, we'll hire a medical plane, and put the staff, put the doctors on there, we'll get him down here in Texas where he belongs. That's Ross. He'd have the Houston Medical Center right there. They're the best in the world and all that kind of stuff. I said, no I really don't think all that's necessary. You know, and that initial concern he had for Liz, he called Liz during this crisis and the whole crisis took about four days, okay, when it was really in a crisis mode. He called her every day, just to see how she was. And of course, she relayed some of the things he was saying to the xx; I wasn't involved in the phone conversation, but Liz shared them with me. You know, he was saying things like Liz, you need to bear up under this. This is going to be a big strain on

everybody and it's important that you hang in there and Jay is going to need you. All the kind of things that I'd be terrible at. I am terrible in those situations. I never know what to say to another family member, you know, when they're really in a potential loss of life or even after a loss of life. In fact, I had that job in the Army and it's the pits. You have to go tell someone, a lady, you know, she just lost her husband, or she just lost her son or whatever, you know, I don't know what to say. And Ross is really beautiful in situations. He's really good. I think that's his, you know, a lot of it is just his natural compassion for other human beings and suffering and you know, that kind of thing. He really was good for Liz.

KF: Well now, all right. Now he didn't, he hardly knew you, he'd never met Liz. He had no idea that you were on your way to becoming one of his right hand men.

JC: None.

KF: He just did this because if you tell Ross about a child needing xx, he can hardly do anything but offer to help.

JC: That's right.

KF: And he happens to be a man who has the power to really help. Nevertheless, after an employer has done something like that for you, you can't help but have a good deal more loyalty for that man.

JC: Certainly.

KF: Now, seems to me that, I don't think Ross does that kind of thing because he gains from it, but it seems to me that he gains from it.

JC: Sure he does. In fact, it doesn't even have to be directly to you. Because, for example, he's, he has done things like that in the company and when he tells the story it's the company doing it; it's never him doing it, okay. So, I have to be careful, I keep saying he. The company

JC: and his influence on the people that run the company, consequently, in a crisis situation in EDS is when I think EDS as a corporation really shines. Almost any crisis, whether it's Paul and Bill, whether it was the Three Mile Island situation in Harrisburg, where we have a very large facility, whether its flooding, a personal thing like mine with Scott with an illness, a death, whatever, the company is very attuned with that kind of thing. And it pays great dividends, it really does. Is that the reason, is that the motivation? Sure, I think to a certain extent it is. Meaning, I don't mean to the extent that the reason you're doing it is because you think that then you've the person locked in for ever and ever and I'm not saying that. But what I'm saying is, I think there is certainly some, something to be said and some merit in my opinion to the philosophy that you know, when you help your employees out, they're going to help you out. I happen to agree with that. Now, somebody asked me, not somebody, more than one person, over the years, if what happened for Scott is what has kept me in EDS. Well, certainly it's a contributing factor, but one of the things that I remember from my early days in EDS is that one of Ross' philosophies and consequently, I mean, the company has it as well, is that from time to time it gets out of balance, what the company has done for you maybe greater than what you have done for the company and sometimes its the other way around. But with time, you've got to have a clearing of the scoreboard, clearing of the record and make it a more equal situation or it will get out of hand. And so, I've always looked at it like, yeah, EDS, Ross, did something that, you know, will be invaluable to me for the rest of my life, but I have to keep that in the proper perspective in terms of, I mean just me personally, in terms of whether I would alter good common sense or good judgement on my part as it relates to my career or as it relates to my family or whatever it is. And the other thing I'd like to think is that, you know, and I know this gets back into this thing you were talking to Pat about, about the obedience. I know that people on the outside think that to a certain extent, the way you survive and the way you get ahead in an organization like ours, the way it appears to be to some people is to be the yes man. But, in fact, that's not true at all. I'm not saying that you shouldn't be loyal, I

JC: mean to me, there a difference in being loyal and being a yes, in fact, I don't think, the people that, eventually, it gets found out that all they are is a yes man. Really don't get very far at all. For one thing, Ross is too astute, from assessing human behavior and human characteristics and talent and all those kinds of things, that he would see through that in a country minute anyway. I mean, why would he want to surround himself with a bunch of guys that were just always going to say yes to him. See, he's a strong enough personality that he doesn't need that anyway. I mean, we can go tooth and nail with each other, you know, to the verge of arguing about it, but that doesn't mean that he ever gets intimidated by that or, you know, feels like that he's any less of a leader because somebody has argued with him or expressed an opinion that happens to be different from his. Now, if he was a weaker person, see, you may be right. I think that weaker person may have a problem being surrounded with xx, because they would always feel threatened. I can't imagine Ross feeling threatened, you know, by the same token, I can't imagine him tolerating, once it was found out that that's what it was, you know, somebody just being xx. I think Merv's a good example of that, alot of people think Merv is the xx, but I'm here to tell you, you know, he . . . yeah, Merv's very loyal, don't get me wrong. But Merv has a real shitty job sometimes, because he's the one who has to really level with Ross. No one else will. Merv's the one who has to really level with Ross. And that's not always the most pleasant, you xxx the most pleasant reacting, you know. The xxx some people that probably won't level with Ross for that reason. But tell us what they think the reaction is going to be -- terminal. You know.

KF: Well, now, during the course of this story, Ross does something like, it was something comparable, not similar, but comparable, with ^{Rashid} [REDACTED]. When they're in Heathrow and they say ^{Rashid} [REDACTED] can't go into England. Ross says well if he stays, I stay. Now, it seems to me that it's by doing things, ^{Rashid} [REDACTED] was obviously xx over.

JC: Yeah.

KF: Seems to me that, first of all, he goes out and looks for his eagles, then somewhere along the line he wins their loyalty.

JC: You know what though Ken? I don't think it's a premeditated thing on his part at all. It's not a, hey if I do these things then, I'm going to get in return. See, I don't think it's that at all. I think it's a genuine reflection of his personality.. Now, as it turns out, that's what it wins him, okay, but I don't think it's a premeditated, you know, how some people would say using, which I think some people are capable of don't get me wrong, okay?

KF: I don't know, I think it's very hard to do. I don't know; I would guess. If you didn't genuinely feel compassion for people and sympathy and affection. If you didn't genuinely like people and like to help people it would be very hard to play that part. I don't think it's, I agree with you. My guess would be it's not premeditated at all. On the other hand, I would also guess that at the age of 52 or 55, whatever Ross is now, he is not unaware of what this does. He has been a business leader and a manager of people for long enough to have given some thought to how it is.

JC: Sure. We have a policy in the company which says that if there is a death of an immediate family member, if the chain of command within EDS, okay, all gets notified. It doesn't matter how remote this person is, but certain things happen. See, that's a form of what you're just saying. That's the company recognizing that that's important.

KF: Would Ross xx?

JC: Would he always hear?

KF: Yeah.

JC: Of a key staff member, let's say from a, from a yeah, let's just leave

JC: it that way, from a key staff member in EDS, we would always hear. And managers are instructed at different levels, that if they can't get a hold of the guy they report to, etc., you know, to let Ross know that they're xx. I mean, that's how strongly he feels about it. And then, some EDS representative is at that funeral or if it's a serious illness to an immediate family member, some representative of EDS visits them in the hospital.

KF: Now, this is not a member of the staff, this is a close family member of a member of the staff, of an employee.

JC: Right.

KF: See, I ought to put that in when I mention the dress code, because people get the wrong impression from the dress code. I don't want to leave it out because it's very, it's a striking feature of the company. But, if that's in, something like this ought also to be in. It balances the picture.

JC: Yeah, Ross in fact, did that in the, see, he's very conscious of that now, too.

KF: The dress code.

JC: Yeah, more so than he used to be. And of our image and what not. He xxx xx. But now, he's alot more conscious of that and we've educated him to a certain extent and he's gotten educated himself to a certain extent just by events that happen, but we had a group of financial analysts in, which we do every other year. And these are top people in a field that evaluate companies and their stock performance and that kind of thing. And he was giving them the presentation and all the group officers had given presentations prior to his. And he must have been either struck by the fact that they were all dressed the same or something, but anyway, he commented about the fact that you could see

JC: that we run a pretty tight ship by the performance of the company and, you know, that kind of thing, and he followed it up by saying, but yet in my presentation here, I'm going to show you some examples of the type of human beings that these people represent. And he talked about some of the outside activities of the same guys that were leading the company and making these presentations. One of which, as the President of the company was on the committee that designed and, or selected the design for the new Dallas Symphony Orchestra building, you know, in downtown Dallas. As an example of the fact that we are, you know, it's not a bunch of clones, military clones, you know. They are involved in meaningful activities outside of the company and you know, are human and that kind of thing, and then he told some stories about himself. You know, I think xxxx you really have to balance or people are really likely to get the wrong xx. xxx the recruiting point of view, I think xxx, practically in all the time I've been at EDS. In the xxx, one hand is a real selling point for EDS, from the customers point of view, because it makes him feel extremely comfortable in knowing that this disciplined crew of people is going to managing his affairs and handling his data processing, this information, the guts of this company the nuts and bolts of this company and financial information. But by like token, you know, from a recruiting point of view when you're out trying to find people to come to work sometimes, you know, very talented people sometimes get the wrong impression about what that represents. Because it's hard for them to sit in that customers chair and recognize that as an asset because they're not there yet. You know, they're young, they're getting started in the business world type people and they can't relate to that. But we have to tell them just like it is, you know and I was xxx. Really, you know, that's important because if that's a problem for somebody, if that really is a problem for somebody, then they're not going to be happy in our environment, they're really not. So even if they are talented, they xxxx. If they're not going to be happy, ultimately it's just going to be a sore spot that's going to fester and eventually it'll come out in some fashion or other. As a xx, that was great, it really was.

KF: Oh good.

JC: What ever the galassage (sp.) was, was great. Learn something new all the time.

KF: Let's see, I had some more questions. Oh, all right. Pages 68-70. There is a scene in which most of the rescue team had gathered, about to see Ross. By the way,

JC: There's some debate whether that was individually or collectively.

KF: Well, there we are, you see, you're both quite sure of opposite.

JC: I know it.

KF: You were, Ross was more vehement than you. He said, I would never have done that in a group situation. I definitely would have seen them individually. You have said, you haven't stamped your foot or anything, but you had said, no I'm pretty sure it was together. And I just took the ...

JC: He saw a couple of people individually, only because they were late, I'm telling you. Only because they were late arrivers, okay.

KF: Well, I wrote it his way just because he, he got madder than you about it.

JC: I know it. But, I'm interested though, in maybe what some of the other guys said. Did you ask any of the other guys the same question to see if I'm losing my mind or not.

KF: You know, I don't know. That's what I should have done. I should have asked them all.

JC: Well, it doesn't matter. It doesn't matter because if that's the way he wants it told.

KF: Well now, I'm not so concerned about the way he wants it told, I just want to get it right. Well, yeah, I must look through the notes and see what Schwebach, no Schwebach was a late comer. No, he was there.

JC: Schwebach was there.

KF: Schwebach was there.

JC: Schwebach was there. Davis was late. Schwebach was a little late but he wasn't late enough that he wasn't involved at the Hilton, because he was.

KF: But the two who weren't there were Davis and...

JC: Davis and somebody else. Because Davis arrived as we were in the board room.

KF: It may have been Joe.

JC: Could have been Joe, could have been Joe.

KF: Hey, Ross told me a good story about Davis arriving which nobody else had told me. Apparently he arrived when you were all in the board room and he opened the door and he said, All stand.

JC: I think that's right. Or at ease, or something like that. He xxx, yall have to get up. I think you're right.

KF: I thought that was terrific. He doesn't like the book very much apparently, he's

JC: Davis doesn't?

KF: Davis is not happy with ...

JC: You're kidding?

KF: Well, I kinda have said how he clowned around and I think he may feel I've presented him as what in England we would call a Nigger Minstrel, which is a black man who falls over to make the white people laugh. And that isn't how I presented him, but I can see how a black man might see that when it isn't quite that. And that's alright, I can handle that.

JC: It's just that Davis has such an incredible sense of humor, Ken. He can't keep it, he has a ..it's not that he can't, that's the wrong way to say it. He has a difficult time keeping it from surfacing. Okay? He can keep it from surfacing, believe me. But, his natural instincts are to let that humor surface. I mean he's the type of guy that would just crack up a business meeting, you know, with some humor. And some of that's really good I think. See, also in the book, you, to a certain extent have said that the Colonel got upset with that and absolutely, you're correct. He would get very upset with that. But now exactly how it's depicted in the book because the Colonel had a good sense of humor also, plus, I think the Colonel really knew that that had a value in those situations. Because see, I'd never been in one of those situations where that wasn't a necessary outlet. You know, guys being able to break the group up and get some of the strain of the situation dented somehow, okay, that's really what that is, that's really what its good for. Better than some other ways that you could dent it, but you know, the humor thing, the Colonel, I mean he had a real good sense of humor and he never really broke up and laughed or necessarily himself, but you could, you know, in his way tell he kind of thought it was cute and it had it's place.

KF: Maybe he didn't want to be seen to approve of too much fooling around.

JC: That's true.

KF: Even if he really did think it was okay.

JC: Yeah. It has it's place, I really believe that. In those situations, especially so. I think people need to have a good sense of humor in everything that they're doing, personally I think that's much, even

JC: to laugh at yourself, that to me is a necessary ingredient. Not everybody has that. I'm saying, to me that's very important.

KF: I don't know whether everybody needs it, but certainly all the most terrible people I know lack it.

JC: Right. That's right.

KF: All the xx people that you just never want to meet again and never want to do business with, people who can't laugh at themselves.

JC: Well, it's like you were saying. You'd think one of those guys involved in the State Department side, the Government side would say that they blew it.

KF: Yeah.

JC: Who are they trying to bullshit. Themselves? Well, not me. Well, everybody is so concerned, I guess, I don't know, you'd think at least one of them though would ...maybe with time, that will come.

KF: Maybe.

JC: See, it's such a serious thing still.

KF: Yeah.

JC: Because of the situation over there and there hasn't been enough time go by. Maybe with time, somebody will...

KF: Even now you would hope, I would hope that if it was me, I would at least say, well I seem to have done something wrong and I haven't yet figured out what it is, but I must have done something wrong because here were my objectives, I did not achieve them.

JC: Right. That's right.

KF: I hope that's what I'd say.

JC: See you can't set up a performance standard by which those guys could be measured that they can that they didn't fail. Not that I can see.

KF: No.

JC: I mean, there's hardly any other way to color it.

KF: Right.

JC: What is Sullivan doing these days anyway? Have you found that out?

KF: Well, he is at Columbia University and he is President of something called the American Conference or the American Institution, I presume it's, well it is an academic job of some kind. I imagine he must do some teaching to hold down the job like that. If it was an English University, you couldn't have a job like that unless you did at least some xx, give one lecture, but you'd have to at least do that. So maybe he gives lectures.

JC: But he has no formal position any longer in the State Department?

KF: Oh no, he's left the State Department.

JC: I would have thought after Saigon and he's have a difficult time finding a job, he sure xxx around.

KF: He's a survivor of some kind. Good bureaucrat, I'd say.

JC: Oh yeah. Did you have any problem getting interviews with anybody? I don't mean on our chain, but other people you tried to talk with?

KF: No, I haven't got together with Kissinger yet, but it's, that mainly because that man has a very tight schedule. But he wants to talk, I

KF: was going to talk to him this weekend in New York and then he was called to Washington to brief Schultz. That's how we missed it this time. One time I had an appointment with him and he had a heart attack, so it's been like that. Now, the only disappointment was that Dadgar never wrote back to me. Never replied to my letter.

JC: How did you word the letter to him?

KF: Well, obsecreious would not be too strong a term. I really phoned, that wasn't really that ... oh, I said alot about the events in Iran are not always accurately portrayed in the western press and I hope you will help me to redress the balance and stuff like this and I really want to put over the Iranian point of view. I don't know if it worked, he just never replied.

JC: I wonder if he ever got it.

KF: Maybe not.

JC: There's no way to know for sure.

KF: Never.

JC: That's too bad. He may not even be over there for that matter. Alot of those guys have a way of disappearing into the wood work.

KF: Well, I got to Rasmara (sp.) that was the best I did in terms of finding Iranians who had been responsible for keeping Paul and Bill in jail. And I interviewed him, I got, you remember that little scene with him. That's the nearest I've been able to get to explaining the Iranian point of view on this thing. But I don't think he had all the facts at his disposal. He had the dossier which he got from Amrani. And Amrani was part of the previous administration and God knows what he had to hide.

JC: That's right. My guess is alot.

KF: Yeah.

JC: You know, there might be some benefit, I don't know this for a fact, but some, in fact, what's the girls, oh, Nazi Genopsedi, some of our early Iranian employees, some really trusted people like Amir Baktiar, but Amir wouldn't help you out that much on a business side, but somebody like Nazi who worked for me, she was one of our recruiters, Iranian type recruiters eventually. But, initially her job was one of kind of a I guess a girl Friday when we were an extremely new company over in Iran and she was very loyal to us throughout the whole thing, and during employee strikes she was very helpful in getting information from the employees side of things, kind of a liaison type person. She could, she was very good at communications and that kind of...and that's why I moved her into a recruiting mold. I think she's in Seattle or somewhere now. And she, if I remember right, had a fair degree of understanding of all the players on the Ministry side and what some of the real problems were from their point of view that I'm not sure that Paul or Bill or anybody from our side, from the management side, EDS point of view, ever really could relate to or probably never got across to you certainly. But, hell there's some guys on the team that probably would have known a fair amount about that too.

KF: Well, everybody's got theories.

JC: That's unfortunate nobody knows for sure.

KF: Nobody knows for sure except Dadgar. He knows.

JC: Well see, the theory is, one of the theories I've heard that I found most believable is that he was kind of a, saw himself as the next minister of justice in the new regime, okay? And his ticket to becoming that was us.

KF: He had nailed EDS to the cross.

JC: Right, that's exactly right. And I found that to be the one that was, why else, unless it was something that, it was either money -- alot of it or that had to be something like that.

KF: Well nobody, who would want to pay him any money to nail EDS. It had to be elected xx career motive, or he was getting orders from above.

JC: Well, that's possible.

KF: And it may be that he saw a way to survive was to follow the orders from the top.

JC: That's possible, but you'd think as things were crumbling, the reason I discount that, when you have anarchy ..

KF: It has no orders from the top.

JC: That's right. There is a period of time in there Ken where I guarantee you, there is nobody in control. Having been there, I had kind of presumed that and the Colonel was trying to sell me on that idea, but then once you see it, you know what people are talking about. Nobody is in control, literally. I mean, it, you hear about things like that, the laws of the jungle where the strong survive. But I mean, I'm telling you, it's literally nobody's in control. I mean, it's whoever has the loudest, the biggest gun, you know. If there are no weapons involved, whoever's the biggest guy, that's whats in control.

KF: So at some point, Dadgar must have been, as it were, working for himself.

JC: Sure, because see, in the middle of the anarchy was when he was still looking. Now what would motivate somebody in that set of circumstances when you're in between. The Shah's not in control, Baktiar's not in

JC: control, Khomeini's not in control yet. I mean, nobody's in control and during that time he was still seeking. Now, that's why I think the theory that holds the most merit is the one that he had to have something inside saying this is important to me to keep that up. Because he had, you know, the best excuse in the world for not continuing to look if he was reporting to some superior.

KF: Yeah, he had all the excuses he needed.

JC: Sure.

KF: But he went out of his way.

JC: Yeah, and it's incredible ...

KF: Interestingly enough, he behaved somewhat like an EDS man.

JC: Right.

KF: In other words, and EDS man even if Perot is in Greenland, xx plane had crashed, I would expect an EDS executive to do his damnest to get the job done.

JC: That's right, you have to hand it to the guy.

KF: Even if, say EDS was about to be bought by ITT and people really didn't know who their boss was anymore, you would expect that reflex action to continue and the guy all the way down the line would still be trying to sell his thing, that he had been trying to sell for the past four weeks. But, what was Dadgar's loyalty to? See, then he told John Howell at one point, he said look, if my superiors want to call this case off, I'd be only too happy; I'm tired. I'm not a young man anymore. Like that.

END OF SIDE ONE

JC: ... stop at that, xxx better shut up, you know, go xxxxx. Where as Howell was the craftee, obviously intelligent, you know, thorough...

KF: I mean, if anybody was going to trip up, it was going to be Howell rather than Taylor.

JC: That's right. Because Taylor was easy to read, I mean, he was playing the role of, you know, not being patient, you know, emotional.

KF: Now then, let's, what I started to ask...

JC: And that's interesting too, because xxx with Taylor was the most successful American manager of Iranians that we had over there doing business...

KF: Oh, was he?

JC: He realized more so than some of the other managers xx had to work long and successful. That you're in Rome, so you'd better do as the Romans do and he played all their games, more so than most EDS managers were doing. And Keane is extremely successful, I mean, he did all the socializing and all the things that meant alot from the Iranian perspective and it fit into their culture and their society that most EDS managers were not willing to do.

KF: Such as.

JC: Just socializing for one thing. Having luncheons. We don't really put a premium necessarily here on socializing with the customers and you know, and certainly from the employee perspective. We do more of a customer socializing than our own employees.

There's alot of social activities that go on in EDS and alot of that is expected in the Iranian culture and Keane grasped that very quick.

KF: So, he would like have lunch with Iranian employees or invite them to dinner at his house.

- JC: If you ever went to a party at Keane's house, for example, there would always be a group of Iranians that would always be in attendance where as when you went to some other American managers party, there would be none. Keane grasped that very quickly, and he knew it. He and I talked about it.
- KF: Let's run over the members of the rescue team. I'm going back now to my scene where they're introduced. And they're seen through your eyes. So lets talk, just briefly talk about each one of them and I'd like to have you sum, try and sum each character or may be tell an anticdote or some thing, give me the key word that his personality or whatever. Let's do it in order. This is page 68. Okay. The first one on my list is Sculley.
- JC: You know, it's hard to separate, I always see these guys from two perspectives. Having been involved with them in a business, and still being involved with them in a business environment, versus what we were up to or versus the evacuation. You know, there really is some Jeckyl and Hyde business going on here, okay, in terms of how you see these guys, there really is. And so, when you ask me to do that, I'm always torn between which one, which one do I use. Do I use the how I saw them from a business point of view before we ever got involved in anything like this, or before I ever really thought about it interms of their military background or what their capabilities might be in an evacuation situation where they might have to make some really tough decision.
- KF: Well, let's talk about both. Tell me about Sculley. A, just as an ordinary businessman and B, as the man you wanted on the team for a dangerous job.
- JC: Pat is, from a business point of view, in my opinion, a very up and coming young manager in EDS. What you'd probably say, typical junior executive. We are a technical company and our business is one of high technology and the majority of the people in the company are oriented toward doing technical things and whatnot. Pat is one of those people that you can single out very early not only because you can tell it, but

- JC: because he'll tell you. Pat is really not interested in pursuing a technical career, he's interested in, you know, managing people than to sit down and writing computer code and all that kind of stuff. I think, in relative, you know, he's a very capable person in managing something significant at some point. He's a bright, aggressive, outgoing young businessman. That's what he xxx. And the reason I keep saying young is, to a certain extent, he has some really encouraging naivety to, you know, how he approaches things from a business point, which I was xxxx, I mean, that didn't bother me. I may not been around him alot. Eighteen times and xxxxxx all over it. Some of that's xxxxx xxxxxx. Optimistic would be a good word. And then, from a, from the evacuation or from a military or a paramilitary thing like we got involved in, Pat has the capability to be very calculating. Still very aggressive, that quality still comes through. I don't think there's any question when he gets in that role, when he gets in that mode, you know, you're going to have a hard time picking it out. If he's not in that role, if he's just in a business role, I don't think there's any question about his capability of, for example, doing something very difficult like restraining somebody, or hurting them or may be even to the point of killing him if he had to. You can kinda sense that and see that, you know, in his intensity in his eyes, in various situations.
- KF: It interested me that Simons picked him for one of the xx guards, along with Schwebach. And I thought Pat xxxxxx. He said, well I suppose Simons thought I wouldn't hesitate to kill someone. And, I said, have you killed anybody. He said, no I haven't killed anybody, but Simons seems to have the same perception that you did, that he had the ability to turn very cold if required.
- JC: If it's required, yeah. And, you may not even have picked that up because see, I, I know alot of people that know Pat and if you say something like that, they'd say, oh, come on. And even Schwebach to a certain extent, when you talk to people that are not aware of his background. I mean, heres a guy, that are alot of people who would be, who will be extremely surprised

JC: when you write, when that book comes out.

KF: Yeah.

JC: They won't have any idea. For one thing, Jim doesn't talk alot about it. There's alot of people that'd just, would be floored.

KF: All right, so Pat, there is this contrast. Quite nice contrast in Pat. He looks boyish and in some ways you say he is rather more naive and optimistic than say a seasoned, jaded businessman who, on the other hand there is this side to him which Simons saw, you saw, but the casual acquaintance would not see. All right. Glen Jackson.

JC: The first thing that comes to mind; it's good that you're doing it this way because it, then I have this first thing and I wasn't sure, xxx corrected it. The first thing that comes to mind is the least likely guy of the whole group, okay, he was probably the guy from a, from my perspective, that you would have chosen out of the eight. And I'm not saying that there were other people to chose or anything like that, but I'm saying, out all the guys, and I guess part of that is is that I've gotten to know Glen a little since then, okay, as opposed to what I knew about him at the time. But, you know, you really have a hard time projecting Glen into a role of hurting or being deceptive, I mean, he's just so straight and honest and forthright, and you know, that you hardly, you have really out of all the guys that are involved, I have the hardest time projecting Glen into the role of all the people that are involved. And, he was involved primarily because of his knowledge, selected because of his knowledge of weapons and being a good marksman. So, even though I'm sitting here saying that about the fact that he's the least likely to, he obviously has the capability, I mean, he's a good hunter and obviously he's killed alot of game and what not and so he's not like a passivist at all. I guess I was more surprised by Glen in the actual things that we did and whatnot than anybody else that was, see, he just didn't seem to have any problems at all. I really, I really didn't see, I couldn't project him into doing the kinds of things we were doing. I mean, you start talking about Glen

JC: dressing up as a pilot, you know, I just have a hard time projecting into it, deceptive role, because he's, because day to day he's just so, you know, straight.

KF: Up front.

JC: Oh yeah. Likeable, you can't help but like Glen. Just an extremely likeable person, helpful, definitely a team player.

KF: Ralph Boulware.

JC: Well, the first thing that comes to mind is kind of the same thing as Davis. Probably knew Ralph as well or better than most of the guys on the team. I knew very little about Poche. It's hard for me, when you really get into Ralph, knowing him as well as I did and like I say, his family and my family in Iran had alot of interface with one another. Our children did, we played together; we got drunk together. He's a character. Very outgoing, outspoken. It was, and I guess, you know, part of the reason I say he's outspoken is that alot of blacks in our environment, in EDS' environment have a hard time standing up and being counted because it's pretty much a white organization and Ralph just never had that problem. But, if you looked at him, that's why I say it's relative, you know, if you put him up against somebody against Ross, you wouldn't he's outspoken at all. But, I'm saying, I see Ralph as being an awfully nice xx, xxx problem. And I was pretty xxx at that. The things he said weren't always very bright or always white, but he'd at least say what he felt. Family oriented person, really enjoyed his kids. He enjoyed life. I said character which is the first word that came to my mind. Really enjoys living. Likes to socialize. But if I had say somebody was going to say no out of the group, and I sat there and looked through that drill more in my mind when Ross had talked to us, I would have guessed it would have been Ralph.

KF: Why?

JC: Partly because of his family orientation. Partly because of his skepticism of something like that succeeding. Again from a background of his friends point of view, I don't he been xxx, military, I think he was an air force and hadn't been really involved in that kind of thing.

KF: He's a technician on bombers once.

JC: But Ralph had a way of questioning and maybe that's a part of him standing up and being counted, saying his peace. I thought if anything, he'd be the one who'd be skeptical of the whole thing. I even felt that way two or three days after we got started. Of all the people, I can't put my finger on any one thing that happened or that he said or anything else. And maybe it was because of a conversation that he and I might have had during that thing, I'm not sure, but I do remember now, nobody xxx put this question to me before. I do remember that I had that feeling that he might say no. I mean, he was a crazy person, but maybe his liking for life was so much stronger than the rest of ours, you know, who knows. But that is one quality that I know that alot of people would say about Ralph is that he really enjoyed living.

KF: Joe Poche.

JC: The first word that came to my mind was skeptical, again. Just questioning, not to the standpoint that Joe would ever, I never got the impression that Joe would even have not been involved with us, but have probably, yeah, out of all of the people involved, may be other than Jackson, he's probably got the more logical thought process, have to think it all through type approach to things. To life, to business, to our involvement than any of the guys involved. Think it to death. And so, when I say skeptical, I don't mean that from a negative point of view, I mean, I never really, and I don't think any of us did, I think in fact, it was very clear to everybody that Joe would be there right until the end, okay. But, yet throughout the whole thing, which is good, you really need somebody like that, all along that's going to question and what not. It stimulated a lot of good, having him, I liked Joe around, stimulated a lot of good conversations where a lot of the good ideas came out because

JC: of his way of questioning and doing that. Like I say, it was never really from a, I don't think, at least I never got that impression but maybe some of the guys did, but I never got the, I was never made xx, it was always a constructive questioning process that Joe would through. And even when it was just the three of us over there together, which, you know, we spent the most, of all the guys, we spent the most amount of time together, day in and day out. And he never quit. And in some cases, it was kinda irritating and I'm sure on occasions, he probably got tired of my optimism. But, I'm saying, it sometimes was irritating. But, you know, never anything serious. I'm just giving you my real personal xx.

KF: So he's, its not skepticism, it's just that anything comes up, he won't give it his approval until he really examined it, looked at it from what, I mean he'll take a little longer than everybody else to say yes, that's a good idea.

JC: That's right. Not just a little longer, he'll beat it, I mean, he will beat it to death before he gets over it. And like I say, that's really not all that bad.

KF: Can be useful.

JC: Oh yeah. I mean it was really helpful.

KF: Maybe what Simons liked about him.

JC: I think so, and what we were up against, it wasn't just a slam bam thank you mam operation and I think the Colonel knew that. That there were going to a lot of things that we had to improvise, once we found out what it was really like over there and what not. So, I think Joe's the kind of guy that you would want, I would. But you know, he has a way of kinda putting people off if they don't understand that side of it. That can kind of put

JC: a damper on things. You know.

KF: Well, he certainly, I think, the only person at EDS that I haven't been able to get xx. I just never, I don't think I ever, he and I never touched and it could be that in ten years time, he'll decide that I'm all right.

JC: That's right. That's Joe, I'm telling you. Well you said a little longer, but you used the wrong word, xx lot longer. He's just not as willing to leap in there and just accept it, he wants to question. And like I say, I think that served a useful purpose. Not so much that I really realized it at the time, but we never had time to sit back and analyze it. From my point of view, it was moving too fast. But now, that you've stimulated that kind of thought process, like doing things like this exercise where you tend to think back, I think the Colonel really xxxxxxxx. And I appreciated it, you know, there were times when I wanted to say, aw, just shut the fuck up and let's get on with it, you know. But, that's how I xxxx, you know, let's just get this show on the road. Let's don't talk it to death, let's just get it done.

KF: Jim Schwebach.

JC: First word that came to mind, for some reason, was fiesty.

scapped

KF: A strapper?

JC: Yeah, he's a gamer. That's what they call, I don't know if you understand that, but the real dirt ball player, a gamer. He's going to be, it doesn't matter what the score is, it could be 12 - 0, ninth inning and two outs. You know, he'll be up on the edge of the dugout, clawing away and trying to figure out some way to, you know, get an extra hit, xx, or xx somebody off. I think beyond a shadow of a doubt, and I'm not sure I really, I understand all of what the Colonel was thinking, but in my opinion, of all of the guys that were involved, if I had to select the people I would have taken

JC: to the country, I don't see how I could not have selected Jim. Even as opposed to myself. Just xxx. Background, experienced, guts, determination, leadership capabilities, has been there. Again, maybe what the Colonel saw was, at least from the outset, initially, from what we were faced with, keeping people there initially that were the better planners and then bring the doers in xxx. I kind of have put that together now, after the fact. I'm not sure I really looked at it at that time, but that may have had to have been xxx, in terms of who went in there. But, I tell you what. I have a lot of admiration for Jim. He's a, you know, not only from a standpoint of what he did for us, just in terms of what he's done for the country, the time he served in the military, the kinds of things he got in the Army -- he volunteered for, the fact that would let him xxxxx to Viet Nam. A very principled person. You know, if, Schwebach is not the kind of guy you'd want to capture. He's the last guy that you'd want to capture. If you had your druthers, you'd want to make sure that you killed that little son of a bitch before you captured him. He would create more problems, okay, and you never get anything out of him anyway. I mean, it would be, that would be the worst thing that could happen to you is to have to capture him. I mean, that's just the kind of guy. The will to survive, the will to win, you know, it's just incredible. And in most cases, because of that he will survive and has and will be a winner. It's that strong.

KF: When you say the will to survive, when you think about the number of years he spent in combat, do you compare him to some extent to yourself? In your own experience, becoming a survivor, becoming what you call a serious soldier. You see that quality in him perhaps more so.

JC: More so than myself. In fact, you know, I, you know, I think Jim much more so than myself, because really, if you look at, I mean the things I got involved in wouldn't even hold a candle to xxxxxxx. It's not even close. And knowing, see, what I would have had a hard time doing is projecting myself back into that environment after I was out of it. I would probably have been one of the guys that would have been bad to go back on a second tour. I'd have had a hard time getting back into that

JC: role. I'm not saying I couldn't have, I'm just saying that I, I really wasn't fired up about going back again. I mean, I had a chance to go. The Viet Nam conflict was still going on when I got out of the service, but I did not desire to go back. So, I think that's the difference in Schwebach. He had a chance to go back and took it.

KF: It probably makes you more of a survivor than Jim. Ultimately. A real survivor.

JC: There's something about the challenge.

KF: Well, it appealed to him more than it did to you.

JC: Yeah. Well, it was just like our episode. I think that the intrigue, the challenge of it drew all of us in, to a certain extent, okay. You know, could we, can we, could I have a little part in pulling something like that off. I mean, that's got to have something to do with it. I know it did in my case. But you're right, I guess, I never looked at it from that perspective.

KF: Ron Davis.

JC: Ron Davis is a, you know, it's, of all the guys I could probably get closest to Davis than any of them. You know, the reason is that he's he is a very vulnerable type of guy. He's very open, you know, in his relationships with people, he's very willing to share his feelings, he's probably the most vulnerable guy of all. And anybody that's that vulnerable, you have an easy time getting close to. It makes it alot easier for everybody. And he has a, even with all his, his rhetoric and his showmanship and all that crap that he puts out, I really think Ron, of all the guys, is probably the most sincere out of all the, I mean when it comes to interpersonal relationships and whatnot, he's

JC: probably the most sincere of all the guys.

KF: The least guarded, would you say?

JC: Yeah, the least guarded, yeah. He kind of, you know, he has gone through some difficult times with his family situation as well and we've, he and I have spent some time talking about that. And I think, I have a difficult talking, opening up to someone other than a real close personal friend, or a family member and even in some of those cases I don't talk about it, I have difficult time and I admire it about Ron. That he could take someone like myself, then we really don't know each other that well, that he could, you know, share that as intimately as he did and has the capability to do. I really admire that, and you know, that kind of shows a lot, in my opinion, maybe not in some people's, but in my opinion, that shows a lot of confidence to his own. ...

KF: It's a certain kind of strength.

JC: It really is, it really is. It's a real strength of character in my opinion. A lot of people don't look at it that way. xxxxxx and say, xxxx. See, and I think I would have just the opposite, I think it takes a very strong person to be able to do that and feel comfortable that maybe somebody's not going to use that in some way, you know,...

KF: Against you.

JC: Against you, right. So I really admire that. On the business side of things, you really have to admire a guy like Davis. He has come a long way in our company. And, you know, I don't know how far his confidence etc. is going to carry him but xxxxxx it's a tough xx and EDS is a very competitive environment and it really comes down to, you know, getting the job down, and performance, and being willing to step up to the plate and take some chances and being wrong and make mistakes. And Davis does

JC: that. Most guys that start out in operations, like he did, never get out of operations. They may get into management in operations as Ron did, but they somehow never break that plane and get into managing on the systems engineering side, on the customers side. And alot of them have the capability to do it, they just never, they never step up to the plate. Ron's stepped up to the plate and he's done it and he's done well.

KF: Good. It's 11:30; I have alot more questions.

JC: Oh, my goodness. It really has gone by quick, hasn't it.

KF: Well, it has for me, I'm glad you feel the same way.

JC: I didn't know it was 11:30. Why don't we call it a night.

KF: . I think we'd better, yeah.

END OF SIDE TWO