

TO: Ross Perot

FROM: J. Coburn

DATE: January 19, 1982

SUBJECT: My Emotions at Various Times Throughout Mission

1. When Ross discussed the idea with Pat Sculley and I initially -- A really far-fetched, unbelievable alternative but very impressed with the extent and single mindedness of purpose that Ross was willing to go to on behalf of his employees.
2. Ross explaining to the team members about mission -- this was really serious business that we were about to undertake and my mind began to totally focus on the job at hand. Also, a tremendous sense of pride as each member returned from their private thoughts and each accepted the challenge ahead.
3. Not many emotions during the training phase, as all energy devoted to the planning for mission. It is difficult to put into words how mind consuming this period was.
4. On the airplane to Tehran from Zurich -- A time to reflect as I was alone for the first time in awhile. Experienced true anxiety about what was ahead of us. Even with all preparations, so many unknowns.

5. The first few weeks in Tehran -- emotionally this was a difficult time. So many options pursued and abandoned, that it was a series of ups and downs. Extreme frustration at times, then high optimism at others. Colonel Simons' optimistic attitude about the eventual outcome made it possible to continue through this.
6. Ross coming to Tehran -- I was amazed and really questioned the judgement in his coming. Then at the jail watching Paul and Bill respond to his visit, I understood.
7. During recon trip to Turkish border, after road block incident with young boy and pistol. Driving away from incident I had an overwhelming sense of fear at how close we were to danger back there. This has always occurred to me after periods of danger, so it was not a new emotional feeling. But it was a knee-knocking feeling.
8. At all road blocks, searches, crowded areas during mission -- A sick, helpless feeling as others were in control of activities. Tremendous relief as we departed each of these occasions and were back in control of our own destiny.
9. Walking across border with Paul and Bill -- I'm not sure why, but this was a very anxious time. With all the bad things that had delayed us until now, I was anticipating something else going wrong. I told Paul and Bill to keep walking regardless of what happened behind us. That 100 yards felt like a mile. Then on the Turkish side the relief was overwhelming. A lot of hugging, jumping up and down -- true joy at being free again.

10. During trip back home -- nervous anticipation for reuniting with my family. After being away a long time, I always feel this way to a certain extent. However, on this occasion, even more so.

11. The reception at airport -- Really happy to be on U.S. soil again. Then greeting family on bus was one fantastic occasion. Then, with family, walking in that room of EDS employees is really beyond words. Tremendous sense of pride in what had been done. Victory against overwhelming odds. We actually did it!

12. I'm not sure anything else has been written about this next subject. In my opinion, Merv Stauffer is really the unsung hero of this whole affair. I can't even begin to do justice to the efforts he went to, behind the scenes, always miraculously getting the job done in every detail. This was true right until the very end. Having the privacy of those buses at the airport to spend a few minutes away from the crowds with our families was outstanding. Any you know, in true Stauffer tradition, no detail left out. A person was assigned to meet me in between customs and the bus. He handed me my wedding ring to put back on before seeing my wife. Truly incredible!

13. As equally incredible, but in the opposite direction, is any feeling about how inept certain people in our government were throughout this whole ordeal. It is hard to imagine that we were on our own throughout. It is difficult to put in words how disappointing this is and at the time how angry I was.