

DREAMERS, HERETICS, GADFLIES, MAVERICKS, AND GENIUSES.



The story goes that Henry Ford once hired an efficiency expert to evaluate his company.

After a few weeks, the expert made his report. It was highly favorable except for one thing.

"It's that man down the hall," said the expert. "Every time I go by his office he's just sitting there with his feet on his desk. He's wasting your money."

"That man," replied Mr. Ford, "once had an idea that saved us millions of dollars. At the time, I believe his feet were planted right where they are now."

At IBM, we have 46 people like that, and we don't worry about where they put their feet either. They are the IBM Fellows.

They earned the title by having ideas that made a difference. Their job is to have more ideas like that, but under a very special condition.

It's called freedom.

Freedom from deadlines. Freedom from committees. Freedom from the usual limits of corporate approval.

For a term of at least 5 years, an IBM Fellow is free to pursue any advanced project of value to IBM, even if chances for success may seem remote.

As a result, some of the great innovations of our time have come from IBM Fellows.

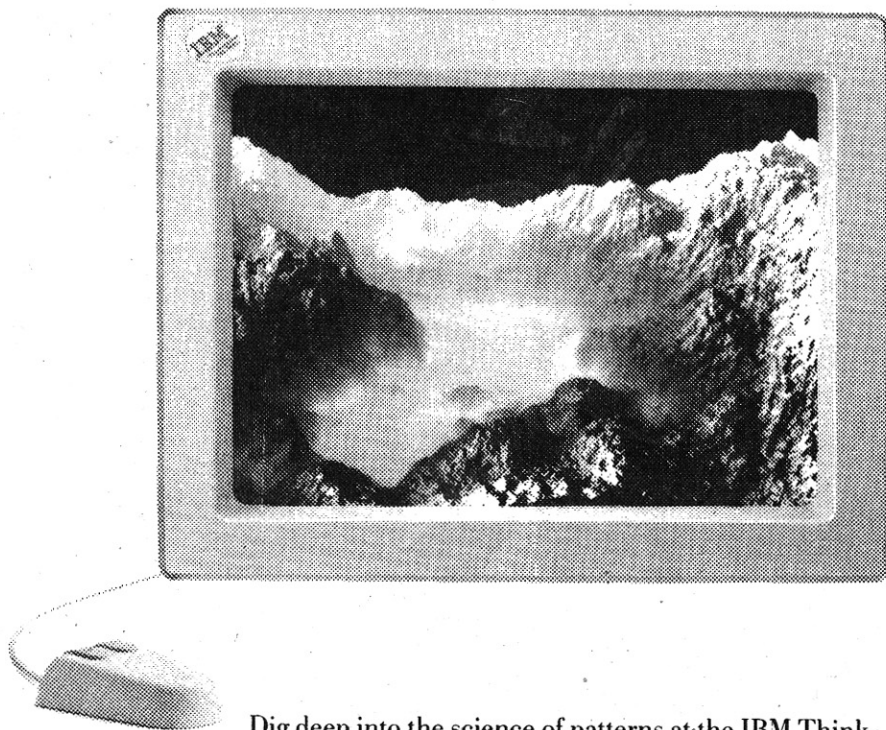
We may not always understand what they're doing, much less how they do it. But we do know this:

The best way to inspire an IBM Fellow is to get out of the way.

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