

- 3) If he had done x, y and/or z, it would have pushed his rating to a 4.0.
- 4) He can choose his manager for the coming review period - either amit or david. He said he's perfectly comfortable w/ amit, but will think about it.
- 5) He and his manager will lay out in advance what he needs to do: x, y and z to get a 4.0 rating in the coming review period. If he follows through and achieves the 4.0, he will get promoted.

While I tried to stress the positive, I was also crisp about the negative feedback. I told him that I thought amit's criticisms in his review were valid, and that from my perspective, I would have liked to see him take a more global ownership of the project. For example, if he had no bugs in gdi to fix on a particular day, rather than stay home he could have come in and helped us chase down app compatibility bugs.

Like I said, we had a good talk and he came away feeling pretty good about the result. However, he said he has received offers from the publisher group and he wants to look at the particulars of the job they might offer him. I stressed that he should be just as open minded about what he could do here. If they offer him something that looks better than working on the dib driver (the current plan) perhaps we also can present a more attractive alternative. Most importantly, I stressed the importance of defining objectives in explicit detail with either Amit or David.

I think he needs a little more sell, but we should be able to keep him. One thing you might stress more is that he stands a much better chance of getting a promotion staying here than he would by moving.

That's all for now folks. Jeanp isn't here right now, so I'll probably save his review for Monday morning.

From: Alistair Banks
To: Paul Maritz
Cc: Bob Kruger; Brad Silverberg; Cameron Myhrvold; Jonathan Lazarus; Mike Maples; Steve Ballmer
Subject: RE: "Windows emulator" - Praxsys WABI "Windows apps on Unix"
Date: Friday, May 15, 1992 5:50PM

As per our discussion (for the benefit of the cc: list) the offer to meet as soon as tomorrow is there from me - BobV@praxsys is the limiting factor - and they dont want me to meet anyone else - he's back next friday, but they'll try to pull someone in

They've got my home ph#, and I offered to meet this this weekend (to show them the sense of urgency) - I'm following the tech angle, and will email tripp & ron with your email address, to get them to talk to you rather than bullshitting me with dubious "contractual" talk

I'll reduce the cc: list to bobkr on the later email, unless others want to hear this blow-by-blow - let me know

Alistair

>From paulma Fri May 15 17:35:05 1992
>From: Paul Maritz <paulma@microsoft.com>
To: alistair bradsi
Date: Fri May 15 1992 17:30:22
Subject: RE: "Windows emulator" - Praxsys WABI "Windows apps on Unix"
Cc: bobkr camerorm jonl mikemap steveh

If they do have clone code, then I want us out there next week. Camerorm - this is a priority, I would take davidwo and a WLO person out there and figure out what they have got.

From: John Parkey
To: Brad Silverberg; Mack Mccauley
Cc: John Parkey
Subject: u-janus project
Date: Friday, May 15, 1992 6:01PM

We have missed our beta release for today, 5/15. We just had a team meeting to get status from everyone and determine schedule from here.

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We missed the beta release because of two sev 1 bugs discovered late this week. The developers and testers have been working hard to make the schedule, but these bugs were quite difficult to track down. Davebe has fixed one and mikecole and harishn will fix the other this weekend (we know how and have an agreed to approach).

Our goal is to release beta disks by end of day, Tuesday. I am working with PRS to have kits shipped out 1 day air so people will receive kit before holiday weekend (next weekend).

I am not going to slip 6/26 release date just yet, but be advised this date is at risk.

John

From: Brad Chase
To: Bill Pope; Brad Silverberg
Cc: Brad Chase; Karl Stock; Mack Mccauley; Richard Freedman
Subject: Symantec update
Date: Friday, May 15, 1992 5:54PM

More negotiations with Rod Turner yesterday. I first told rod that I considered what he and Gordon did to be an "old central point manuever" (agreeing to move forward awhile ago without a guarantee of knowing what would be in astro and then saying tuesday that they would have to know first).

However, as per a previous strategy bradsi and I worked out I told them about virus being likely for ms-dos 6. Rod was obviously concerned but did not opt for out of the deal. I did tell him I needed to get all the business terms resolved by Wednesday or I would use another of my back-up options. We have a conference call Monday and as one of the open issues is publishing the file format for their catalog files and the api for their dma driver I have asked Mack to attend.

We did discuss the competitive restrictions clause for awhile and worked out the following compromise which I am hopeful will hold up:

Definitions:

Superset product: defined as a Norton product that contains back-up and/or the defragger but also contains other utilities (examples: desktop for ms-dos, desktop for windows, Norton utilities).

Competitive OS - just like the contract reads now, a product that substantially represents the APIs of MS-DOS or Windows

Agreement:

1. Norton may not integrate or bundle any superset product with a competitive OS until 6 months after we ship ms-dos 6. Norton may not integrate or bundle back-up or the defragger with any competitive OS until 12 months after we ship ms-dos 6.

Exception: Norton will not bundle or integrate back-up, defragger or any superset product with dr dos for the duration of the contract term.

2. Norton may bundle any product with an OEM at any time.

Exception: Norton may not bundle any superset product with a IBM machine shipping a competitive OS until 6 months after we ship ms-dos 6. Norton may not bundle back-up or the defragger with IBM machine until 12 months after we ship ms-dos 6.

From: Peter Miller
To: Bill Pope; Brad Silverberg; David Cole; Mike Maples
Cc: Michael Barfuss; Peter Braman
Subject: RE: Bob Jackson - Compaq
Date: Friday, May 15, 1992 6:07PM

Peterbra and I will call him Monday (if not before). His "we want to be partners" is a common subroutine, along with "we can't afford to give away our intellectual property" and "we want to be the biggest reseller of MS products."

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