

said to be great, they also guarded against feelings of self-satisfaction. Opel concluded: "If any of us in our company behave in any way that reinforces the idea of smugness of power or arrogance, then our image could be severely tarnished. The hero of today can become the bum of tomorrow." But during those same years, IBM failed to see the growing commoditization of its main business lines—mainframe computer systems and minicomputers. Opel's successor, John Akers, was replaced.