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Global Workforce Development
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Brings out a large beach ball sized balloon with the map of the world on it. Throws the balloon into the audience so that they get a chance to touch the “world” and bounce it around the room. When the balloon gets back to Stan, he holds it in his hands

We many not be able to hold the world in our hands, but our emails bounce around it in seconds.

The planet has become a neighborhood.

Artificial boundaries of nationality and language are rapidly disappearing.

And AMD is perfectly positioned as a global corporation.

Look around you.

In this room, we come from Germany, Thailand, China, Malaysia, Singapore and the United States.

Our cultural and religious heritages include Judaism, Islam, Christianity, Hinduism and Buddhism.

We want to colleges and universities from Stanford and Bangkok universities to Beijing Polytechnic Institute.

We are the world in a room.

We are a microcosm of AMD's current and future leadership.
We help to manage a global enterprise in global marketplace.

Too often, the term "global" is used as a commercial catch phrase.
At AMD, it is a reality.

Let's consider our company today.

We may have a product designed in Austin, Texas...
Manufactured in Dresden, Germany....
Assembled and tested in Bangkok, Penang, Singapore or Suzhou.
With a worldwide sales force responsible for getting it to
customers on six continents.

Our leaders in one location have direct consequences on AMD
employees and customers everywhere.

We need a global workforce led by people - like you - who can
inspire and motivate those they work with...both peers and
employees.

Of course, that's easier said than done.

To continue our growth, we need leaders who are constantly
looking for ways to improve the quality and efficiency of our work.

And we don't have to look very far to find leaders that exemplify
these qualities.

For example, in Germany Olaf Rothe led an on-the-job training
team to develop and improve Fab 30' ability to accelerate Wafer
Fab Tech and Manufacturing Tech development.

Saini Hussain in Singapore was on vacation in Kuala Lumpur when
he found out that database and systems administration issues
were about to bring operations to a halt. Saini rushed back and
worked around the clock to see that the manufacturing operations
were maintained.

Olaf and Saini are just two examples of the type of leadership AMD being demonstrated every day.

AMD needs to leaders who can communicate strategy, goals and outcomes so that others do not duplicate efforts.

We require leaders who live the values of the company and serve as role models of good leadership

We have an expression in America: "We want leaders who not only talk the talk, but walk the walk."

Anyone can repeat words about leadership.

It takes a real leader to lead by example, to DO the things he or she talks about, day after day, week after week, no matter how difficult the job or how challenging the situation.

What is AMD doing to achieve these leadership goals?

Our president, Hector Ruiz, who spoke to you on the first morning of this conference, has made leadership and management development a top priority.

Despite his unbelievably tight schedule he made a point of being with us to help kick off this seminar because of his personal commitment to the process.

And process is the right term.

Leadership development is not a one-time workshop. If it is effective, it is never ending.

On the job development activities you can choose to meet your own needs.

The competition for outstanding talent at every level of our industry has never been greater.

The organization that can attract, nurture and retain innovators has a real edge.

In fact, people are the only sustainable source of competitive advantage.

That's NOT just P.R. or corporate spin.
It's a fact.

While many companies claim that "people are it's most important resource" – AMD has staked its future on that premise.

In the last decade our industry has changed dramatically.
Those traditional barriers to entry have disappeared.
Our competitors now include sovereign nations.
They can afford to spend billions on new facilities and technology.
We can't out-build them.
We have to out-think them.

Talented, committed people are our greatest resource.

The future does not belong to the big and the bloated, but to the able and agile.

As managers, you have the responsibility to create an environment where employees can deliver performances that live up to – **and go beyond** – their capabilities.

Hiring, developing and retaining the best people is the foundation on which our future will be built.
We may not be the biggest, but we can be the brightest.
We can focus on breakthroughs instead of TV commercials.
Our job is to out-innovate, not to outspend.

Why is innovation so important?
Because you can't put a price tag on ideas.
You can't quantify creativity.

For the last few years, innovation has set AMD apart.
And who is responsible for that innovation?
Not machines.
Not fabs.
But **people**.

Innovation brought us the Athlon.
It gave us a measurable competitive edge

The Memory Group has done a phenomenal job by doubling their
business in the past year.

Innovation has been our strength and remains our goal
But competition is fierce.
The labor market is highly mobile.
If we are to stay retain our leadership, EACH ONE OF US must
play a part in making our strategy succeed.

The right strategy creates **a spirit of success** – a positive net
flow of talents that is a key indicator of performance.

I like that phrase "spirit of success"
We are building it here this week.
It's a spirit we want to create and nurture in every workplace
throughout our company.

Our goal is to help you, as managers, create a strong,
enthusiastic, skilled workforce -- a workforce that understands the
importance of connection.

Whether we work in Singapore, Austin, Sunnyvale, Bangkok,
Dresden, Tokyo or Penang we are all part of the same company.

Wherever our home, whatever our job title, our actions affect the entire company.

I've been with AMD for 20 years and I've seen lots of ups and downs...and some amazing examples of leadership. I'd like to share one of them with you.

One of the more impressive leaders I have had the privilege of knowing is Jim Doran.

I know you all had a chance to meet Jim on Monday when he spoke about the AMD Leadership Model.

You can tell that he is a passionate, dynamic and a leader who inspires others, but you should also know that he is an expert in this business and knows how to get work done through others.

Jim came to AMD just about ten years ago - in 1990.

At that time he was the Director of the Submicron Development Center when that facility was under construction.

With his leadership, this facility became a major revenue-producer and led to his promotion to Vice President in 1994.

Jim then went on to head up the effort to bring Fab 25 on-line and recently completed his tour as VP and General Manager of Fab 30 in Dresden.

In each of his roles, Jim was quick to take on tough assignments and put together teams of experts who could get the job done.

He is one of the best examples I know of someone who models the values of our company.

For example, I recall that early in his tenure with Fab 30 he held an all managers' meeting and expressed his expectations for Fab

30 for the coming year... both the technical and organizational challenges.

One issue facing Fab 30 at that time was that the Culture Team was not being as successful as it could.

Now, Jim is a major advocate for AMD's values, and when he found that the Fab 30 culture team was struggling, he quickly stepped into the role of team sponsor.

He became a visible and vocal champion for the team's charter and direction.

As a result, this team went on to be a strong influence in driving many of the positive changes that occurred within Fab 30.

Jim demonstrates initiative and accountability. Jim identified an obstacle and took appropriate steps to resolve the problem.

Leadership involves demonstrating integrity and responsibility. Jim acted quickly to do the right thing by giving the culture team the focus it needed to excel.

Jim is a good example of what a leader should be, but he is not alone.

There are leaders at every site and in every function. Some of them are sitting right here in this room. You are the leaders of the future.

This week is the beginning of a long-term commitment to leadership development.

We want you to carefully evaluate your experience here in San Francisco.

We need your feedback – good and bad. Tell us what you liked and what you did not like about this week.

If there's something you think could be better, share your ideas. On the other hand, tell us what you DID like as well.

The only "reviews" that mean anything are yours.

Getting your input is the only way we can refine the process and make it even better next time.

And there will be lots of next times.

Our goal is to have these seminars 4 times a year – every year.

We want to create leaders who share common strengths, values and goals.

The success of this workshop will be measured by YOUR success.

In the long run, it's not what we've said here that counts, but what you DO with what you've learned when get back to work.