



Guy Anthony

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At the time of this interview, Guy Anthony was the Director of Business Planning, Optical Products Group for Intel Corporation. Guy started his career at Intel Group as the Assistant Treasurer for Mergers and Acquisitions and has held various positions throughout the years including; Group Controller for Pentium Group; Finance and Administration Director for Asia Pacific (Hong Kong); Manufacturing Controller (Albuquerque). He received his BA from Albion College, and his MBA from Harvard. Guy and his wife, Gigi, have three children

professional

What are top 3 principles for success in your industry?

I've thought about this a lot in the last few years and it boils down to three things: 1) integrity; 2) intensity; 3) intelligence. What I've observed is those have to work together in a very synergistic way although they're in that priority order. Integrity is number one, I think, for success in high tech.

What makes a great leader?

I believe a great leader has the same qualities that I described for success in high-tech of integrity, intensity and intelligence. What I've observed is that of the lowest level of an organization, they can perceive the direction being set by the leader of the organization. In other words, his intensity is rippling down to the organization in a very meaningful way.

Who are your heroes and why?

My heroes are the business leaders that I've been exposed to in my career; Andy Grove, Craig Barrett, Gordon Moore, leaders of Intel. They founded Intel and grew it from the very early stages and I've always been impressed with how they've carried those three qualities through all the various stages of evolution of Intel as a company. Through the years, in uncharacteristic ways, you find leaders that can only perform in particular phases of evolution and I really admire their ability to transition in different phases of the company's evolution.

What are the 2-3 most valuable lessons you learned in your career?

The key lessons that I've learned in my career have been to persevere when I'm right and I've gone through some very interesting scenarios. The most interesting one was the situation where Intel was shipping a flawed Pentium product some years back. Learning how to persevere through that when some of the operational things I was exposed to weren't going the way I thought they should, I had to learn how to persevere in being right and getting the right thing done. Telling the truth is always one of the most key learning's. I'm finally taking jobs that nobody else wants to take: seizing opportunities that no one else seems to want to take on has proven to be a very useful strategy.

What was your worst career decision or mistake?

I think my worst career decision was a decision we made to actually leave Hong Kong. I'd been transferred to Hong Kong with Intel and we were only there for about a year and a half when I was offered a position to come back to the U.S. In retrospect, we were there such a short period of time and it's only possible now, looking back, that another year or two would have been great for rounding out an international experience.

Success has its cost: The biggest one is your "time" that can be stolen from your loved ones. How does one pay that back or balance that? Do you have to lose something to win something or can you have it all and how?

The way I balance the long work hours with all the important things outside of work is by drawing clear boundaries, by setting personal policy for myself in effect for being home for dinner, of not



working weekends. In some years I've had work hours and a work pace that breaks those boundaries. I've been fortunate enough over the years (20 years at Intel) - I've had three occasions where I've been able to take sabbatical leave for about three months a piece. Those have been great times of refreshment, to sort of balance things out a little bit. I think it's all about setting boundaries and keeping to them, not gradually letting yourself get sucked into disproportionate hours that take away from family.

p e r s o n a l

What is the difference between success and significance?

I believe significance is in staying the course on executing this God-given agenda. I believe that if you stay that course, not being distracted, not being pulled away into all the things that can compete for your time, significance will come in knowing that you've done the things that God would have you do.

What does balance mean to you? How important is balance to success?

I tend to put it in a little bit different construct. I view it more as a hierarchy with God coming first, family second, and work and professional life coming third. The balance is in keeping that hierarchy in perspective. The success trade-off relative to balancing things out and can you have it all and what price do you have to pay ... I think there's no easy answer here. I think you really do have to choose whether your faith comes first, your family comes first or your job come first. It's a cruel hoax that somehow this all can be balanced out in a meaningful way. Really do have to make a decision. I've seen too many situations where families are sacrificed by someone who thought they could balance these things and it just does not work.

How do you prioritize your time/values? What are your priorities?

The way I prioritize is I try to think through where my accountabilities are, what people am I accountable to for particular areas of focus, what tasks and organizations am I accountable to and I try to prioritize based on the urgency of those accountabilities and the importance of those accountabilities.

How do you deal with stress? How did you used to deal with stress?

The way I handle stress is through a combination of exercise, prayer and meditation and just other distractions such as recreation and reading and that sort of thing.

Have you ever had a wakeup call in your life?

The wake up call I had in my life was some year's back. I really had an area of sin in my life that was sexual in nature and it really just shook me and my family down to the core level. Dealing with that was something that sort of rippled across other areas in my life and it made me realize my dependence on God and what I had to do resolve it.

How do you define yourself?

I define success as the execution of a God-given agenda. And underneath that, managing a portfolio of engagements in the work place, in other activities, and with family.

s p i r i t u a l

How has God changed your life? How has your choice of faith in God changed your life?

God's changed my life in very significant ways, moving me beyond what my normal tendencies would be. My normal tendencies would be addictive behavior, compulsive behavior, and selfish impulses, doing things my way to the exclusion of other people. I don't see all of those issues resolved in my life. I think God has left residual areas of challenge for me that I continue to have to depend on him to work through; but I've seen, and I think people have given me feedback who've known me during my life, that's how God's worked in my life.



How does your faith help you in your professional life?

I think of it in terms of creativity. I think I have a gift of creativity, but that gift is only enabled with what I think of as a clear conscious. In my mind, the creativity is unleashed by the clear conscious, so faith is an avenue to keeping a clear conscious. As a Christian I believe Jesus took my sin upon Him, so my conscious can be clear because of what He did for me and that allows me to just be completely creative in an unconstrained way. I don't have to worry about whether I'm crossing the wrong boundary, I can just be myself and be creative.

How has God /faith changed your perspective on fulfillment, significance and success

God's changed my perspective on fulfillment, significance and success in a very dramatic way. I was not a Christian going into business school: I became a Christian at business school. For me it was a very dramatic shift from thinking that business success would be everything that was meaningful to seeing business success as much more a means to an end of living a holy life, having an impact on others, bringing others to a faith in Christ, and having a much more 'big picture view' of what the human experience is all about.

What is the hardest thing about being a believer in your line of work?

The hardest thing about being a believer in my line of work is that technology is such an intense environment and it is such a technically challenging environment that for me, at least, being a non-technical person, it requires virtually all my intellectual energy to just cope with the technology. The most challenging thing is in not getting so immersed in the technology I forget who the source of the technology ultimately is. The miracles we see in technology are a function of God's kingdom and if we see the wonder of that in the same way scientists who are Christian see in creation in their scientific field, then it's easier to handle. But that's what I struggle with much of the time.

Is faith critical to leadership or character?

For me, the importance of faith to character and leadership is really everything. It provides the underpinning and the meaning. Without faith, I can't imagine having the perspective to get through the challenges that come up; I can't imagine having the sense of purpose, the sense of fellowship with people that I'm working with, the sense of unconditional love that surrounds relationships. Faith, to me, provides the foundation for all of that. And without it I can't imagine keeping it all in perspective.

When you talk about faith, do you mean faith in oneself or faith in an external power? How has God changed your perspective on fulfillment, significance and success?

When I talk about faith, I definitely mean faith in an external power and not just within myself. I believe that God created the universe and that (in terms of our ultimate accountability) He is, in the words of Os Guinness, "... He is the audience of one that we need to direct our energies towards. "