

# *A Celebration*

## ANDY GROVE'S LIFE AND LEGACY

BY HOWARD HIGH

*Andy Grove, the legendary President and CEO of Intel passed away on March 21, 2016 at the age of 79. A memorial service took place in late May and Howard High, a member of IRO, attended and has given us a look into the celebration.*

### **THE DILEMMA - PUBLIC OR PRIVATE?**

With the passing of Andy Grove, his wife Eva and his family were left with a conundrum (one of Andy's favorite words). When it came to Andy's private life, he had always preferred to keep it private, and nothing is more private than one's death. But Andy had impacted thousands of people and they clamored for an opportunity to pay their final respects to this man who in many cases had literally changed the courses of their lives. What was the family to do?



Andy would have preferred just a small private affair with family and maybe the closest of friends. The family ultimately decided to hold two smallish "public" events, predominantly centered around Intel. One event was held at Intel Santa Clara and "broadcast" internally to Intel sites (*a video of this event has been made available for viewing by Intel retirees at the Intel Retiree Organization's Facebook page*).

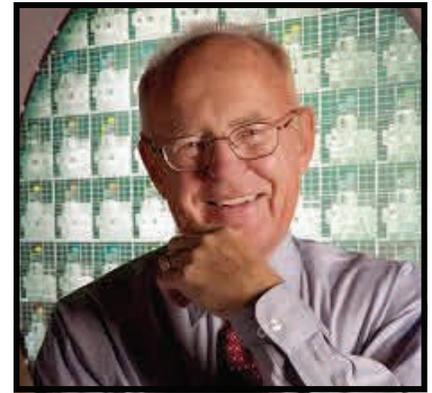


In the evening of the same day, by invitation, a few hundred people gathered at The Computer History Museum in Mountain View to recognize Andy's tremendous life achievements in the Celebration of Andy Grove's Life and Legacy. This was also predominantly an Intel event, but filled with the people Andy worked closely with throughout his years at the company, especially the early years. The family had determined that there wouldn't be a parade of politicians with their proclamations (although many such people had contacted the family wanting stage time at the public memorial). There wouldn't be an endless list of speakers featuring global business leaders, educational leaders, and other famous people, even though Andy had met, worked with, and even mentored many of them and they had fostered relationships and connections with him. The family decided this would be a gathering of some of Andy's closest Intel confidants.

## ***A REUNION OF GENERATIONS***

The room was filled with pioneering executives from Intel’s past. Led by Gordon Moore and Craig Barrett, a quick glance around the room would have revealed Arthur Rock (the original venture capitalist and the person who set up the initial funding for Fairchild Semiconductor and later Intel), Les Vadasz, Ron Whittier, Sunlin Chou, Keith Thomson, Gerry Parker, Dave House, Carl Everett, Jack Carsten, Ron Smith, Roger Borovoy, Tom Dunlap, Louis Burns, Albert Yu, Steve Natchsheim, Jami Dover, Pam Pollace and many others. Intel Fellows such as Ted Hoff, John Crawford, and Gene Meieran were also in attendance.

Many of Andy’s past TAs were present, from Dennis Carter to Renee James, and of course Andy’s direct support staff through the generations, Carlene Ellis, Karen Thorpe and Terri Murphy (who was responsible for coordinating the family’s wishes with Intel to execute on these activities and events, but also left with the burdensome task of saying “no” to the various requests that didn’t match up with what the family had decided). These people and more gathered to share stories of Andy and express how much he meant to them.



*Gordon Moore*



*Craig Barrett*

## ***THE FORMAL REMEMBRANCES***

Most of the remembrances were shared in individual conversations between the attendees, as they recalled particular encounters with Andy over the years. But there was also a formal part of the event and fittingly the first speaker up was the only boss Andy had ever had – Gordon Moore.



*Andy Grove, Bob Noyce, Gordon Moore*

Gordon spoke of how he first met Andy on a recruiting trip to UC Berkeley, and how one of Andy’s professors had told him that whoever hired this (at the time) unpolished, brash young man would be lucky to have made such a great decision. Gordon said he felt that professor’s advice rang true and that he and Intel were so lucky to have had Andy as a colleague. Andy, in return, had always felt he was the lucky one to have Gordon as his boss, his supporter, his confidant and his friend, and said so in countless interviews over the years.

Gordon remembered how Andy was a problem solver and recollected the early days when Intel meetings couldn’t start promptly at 8:00 a.m. because people were late arriving to work. Andy’s solution was the creation of the “late list.” If a certain percentage of people working in the building arrived past 8:00 a.m., then they had to sign in on the late list. One sign-in had no ramifications, two sign-ins resulted in your boss being notified, and three sign-ins were supposedly noted in your personnel file. People would move heaven and earth to try to get into the office on



time so they wouldn't have to sign that damned late list. It had its desired effect and Intel started its workday promptly at 8:00 a.m. People made it a priority to be on time. Gordon shared that Andy (not a naturally early riser) would from time-to-time get caught in his own trap and have to grudgingly sign in on the late list. He hated do so -- just like everyone else.



*Dennis Carter*

Next up was Andy's first TA (Technical Assistant), Dennis Carter (who was the genius behind Intel Inside) who shared several stories about Andy and his mentorship. Among them was one of his first tasks of having to sort through Andy's daily mail (this was back when the company ran on paper memos, letters, reports, etc. instead of email). The goal of this task was to highlight the most important items in the mail, the most important fragments of each piece, and ultimately make it faster and easier for Andy to get through his mail and make timely decisions. What Dennis noted was how much work this was (there was a lot of mail) and as he highlighted and annotated key points that Andy would later ask questions about (sometimes with a phone call late at night), Dennis realized that rather than making it faster for Andy to get



through his mail, he was continuing to read every word in each correspondence, and also all of Dennis' added notes and information. In contrast to the effort's goals, it was actually increasing the time Andy had to spend reading his mail. He brought it up to Andy, but the practice continued as Andy said it helped him focus on the key elements within the mail. Dennis remembered that the mail had to be completed by 4:00 each afternoon when it would be placed in a folder on Andy's desk.

Andy would often say he had to run at 5:00 p.m. but would stay after hours and as he finally headed to the car and home to his family, Dennis would accompany him through the halls and into the parking lot while Andy gave insight and instructions on various tasks that were underway. Dennis said in retrospect, he cherishes that time when he got to listen to Andy share his thoughts and analyses while accompanying Andy in his mad dashes to get home.

There was a parade of others that had been asked to speak. Another of Andy's TAs, Renee James (who later became Intel's first female president) spoke next. Then Robert Burgelman, a noted professor at Stanford University, shared some of his memories from the 25 years that he and Andy co-taught a graduate course at the Stanford Graduate School of Business. For some insights from Professor Burgelman on Andy as a teacher, I encourage you to read his tribute [here](#).



*Renee James*

John Doerr, who started at Intel and later went on to become one of Silicon Valley's most influential and successful venture capitalists at Kleiner Perkins Caufield & Byers; current Intel CEO Brian Krzanich; and Brent Schlender an editor and writer at Fortune magazine who penned many of the cover stories of Intel in Andy's heyday and later was consoled and advised by Andy as Brent lost hearing from a health related episode (Andy had suffered through deafness from a childhood disease that was surgically corrected later in life) each spoke.



*John Doerr*



*Brian Krzanich*

The evening wrapped up with a short comment from Andy's youngest daughter on behalf of the family. Although an adult now, she noted how much her family's lives were intertwined with Intel and the people they met at various Intel events while growing up. She noted how special that relationship was and how devoted her father was to the company, its success and the people that constituted Intel.

### **ANDY'S INFLUENCE STILL CONTINUES**

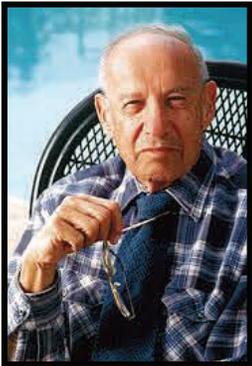
Conversations among the attendees continued as the evening wrapped up, but the memories and influence of Andy still continues.

One of the popular tribute stories (and its embedded video of Andy receiving an award from the Churchill Club) can be found [here](#).

As I dug through many of my old file boxes of Intel stuff, I came across an audio recording of the late, great Peter Drucker interviewing our now late, great Andy about entrepreneurship and innovation for the American Management Association (AMA).

Of course this comes with a side story too.

It was 1985 when a producer from the AMA set up this recording session between Drucker and Grove (Peter Drucker was a friend and fan of Intel and its three-headed leadership team of Bob Noyce, Gordon Moore and Andy Grove. As such he had interviewed all of them for some of his



*Peter Drucker*

management books, and he had reached out to Andy to ask him to participate in this project). Drucker lived in southern California and offered to come to the Bay Area for the interview. I was tasked with finding and booking a professional recording studio.

As the day approached, the producer (based in New York and used to a more traditional east-coast business structure) called to let me know when he and Drucker's flight would arrive at San Jose airport and asked if Dr. Grove's limo and driver could be sent to pick them up? I told Andy about it and he said, "Well, I drive a convertible Chevy Cavalier, but I'm happy to pick them up and drive them to the recording studio." So on a sunny day in 1985, Andy picked up Peter (while the producer and I tucked

into the back seat), and with the top down, we sped up highway 101 to record this interview. Enjoy.

For me, it was great to soak in Andy's rich Hungarian accent again and hear some of his thoughts of management and commitment to an organization one more time. You can find the interview [here](#).



*"Success breeds complacency. Complacency breeds failure. Only the paranoid survive."*

*Andy Grove*

