



How AMD Found its Next 5%

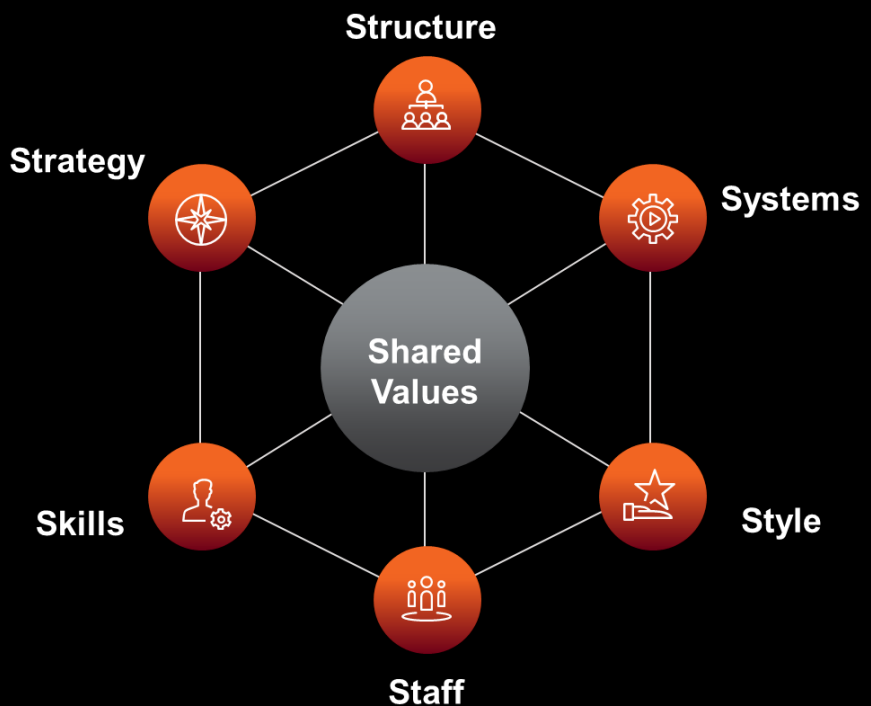
Our Cultural Journey

Robert Gama

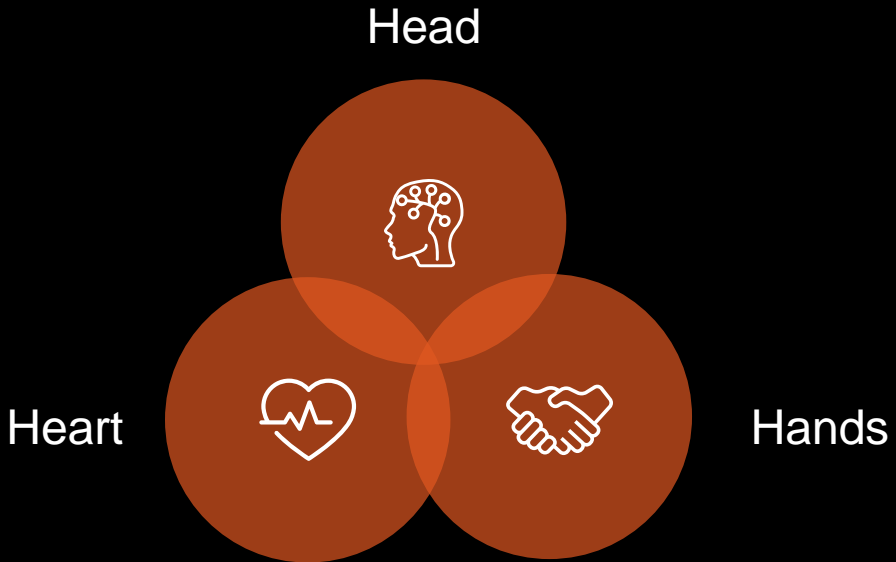
Senior Vice President & Chief Human Resource Officer

TRANSFORMATION MUST BE....

Holistic



Inclusive



WHY START WITH CULTURE



Culture describes
“the way things work
around here”



Culture drives people’s
behavior, innovation,
and productivity



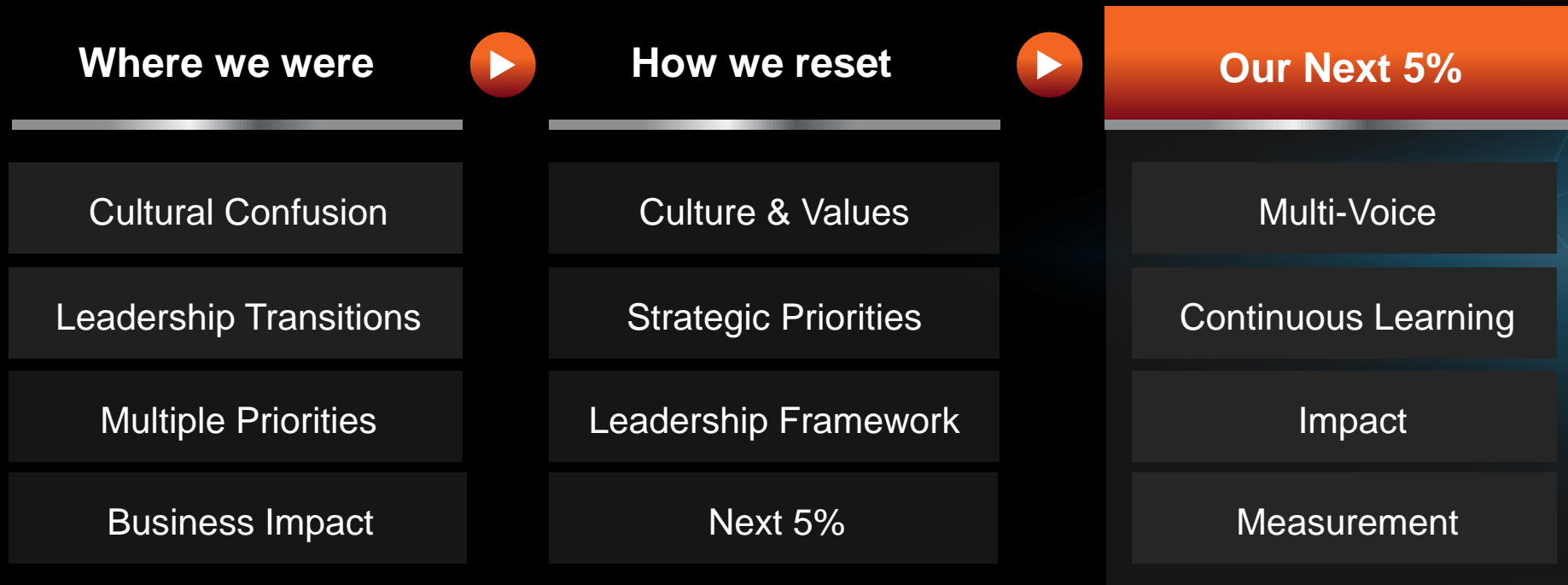
Culture is a
differentiator, it can be
your competitive
advantage



Culture drives employee
engagement

Culture is an output of leadership behavior.
Values drive behavior.

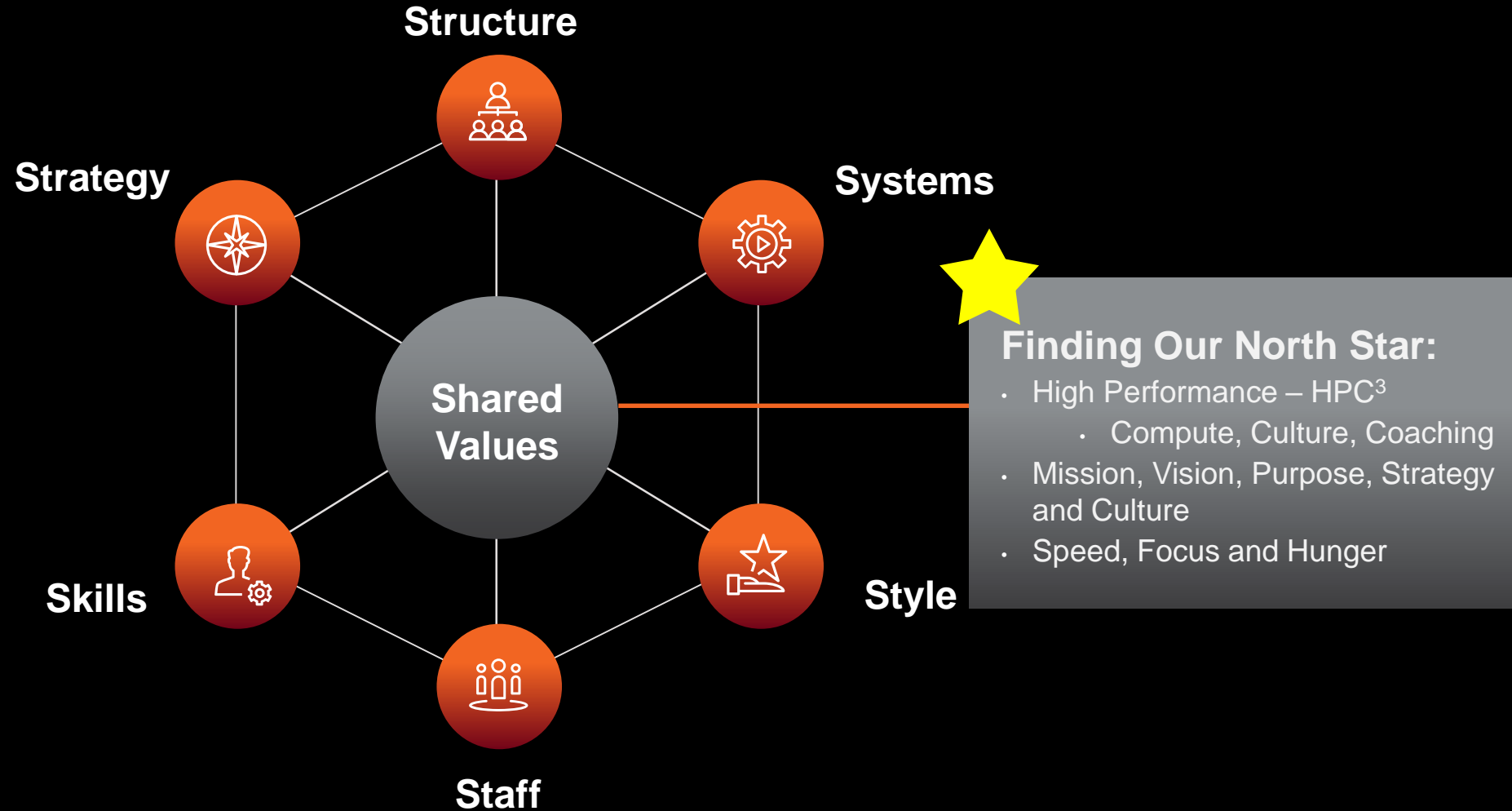
OUR JOURNEY



Culture Change Begins With a Purpose



OUR NEXT 5% STARTED WITH RE-DEFINING OUR VALUES

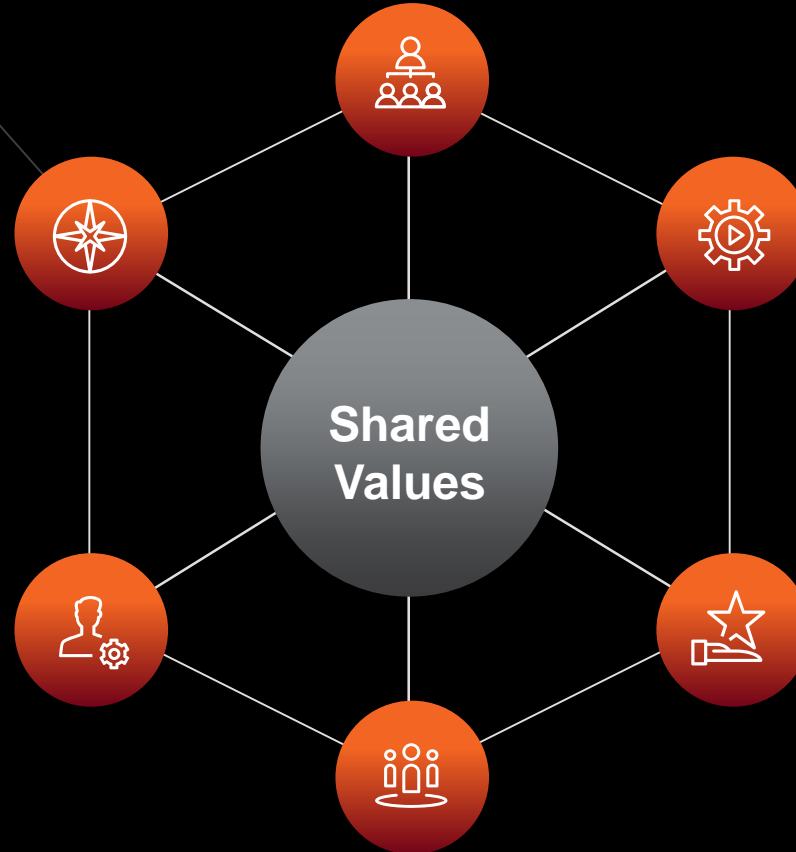


STRATEGY: DETERMINE YOUR PRIORITIES AND STAY FOCUSED

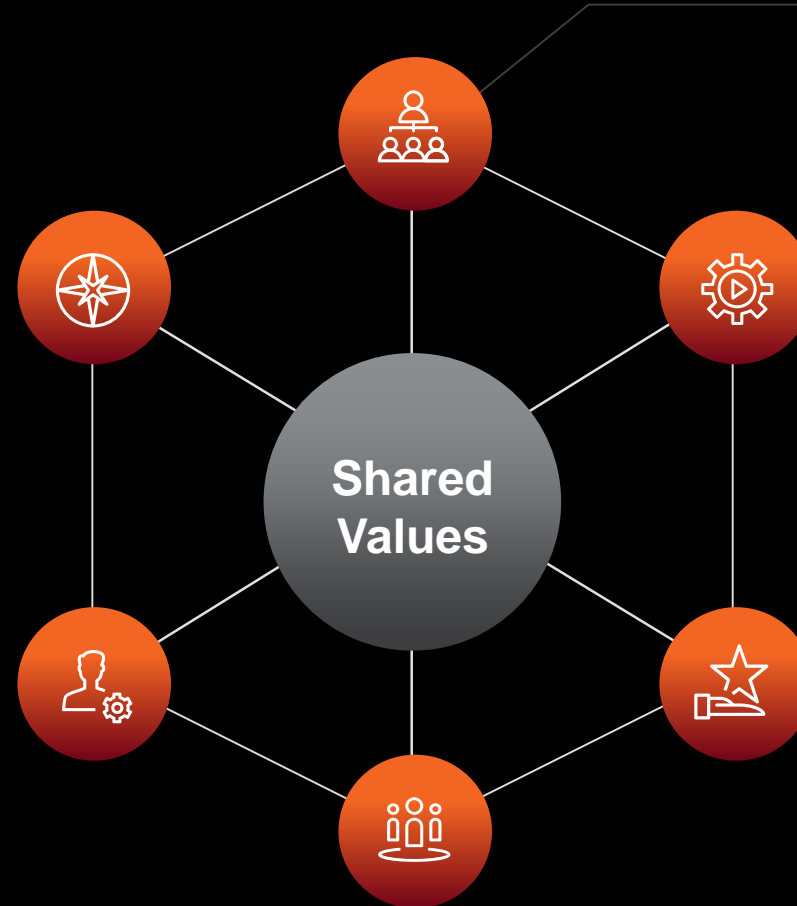
Strategy

3 Strategic Priorities

- Great Products
- Deep Customer Relationships
- Simplification



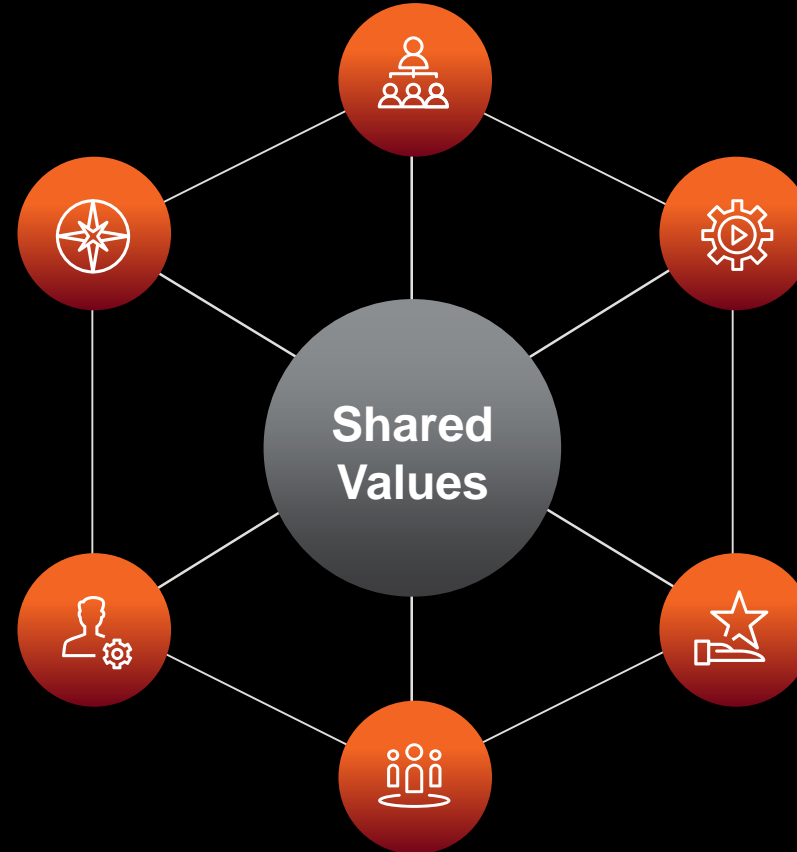
STRUCTURE: BUILD THE ORGANIZATION THAT DRIVES YOUR STRATEGY



Structure

- BU Centric Decision Making
- Market focused engineering
- Created 5 distinct go-to-market business units
- Activated an agile engineering matrix
- Spans & layers for speed

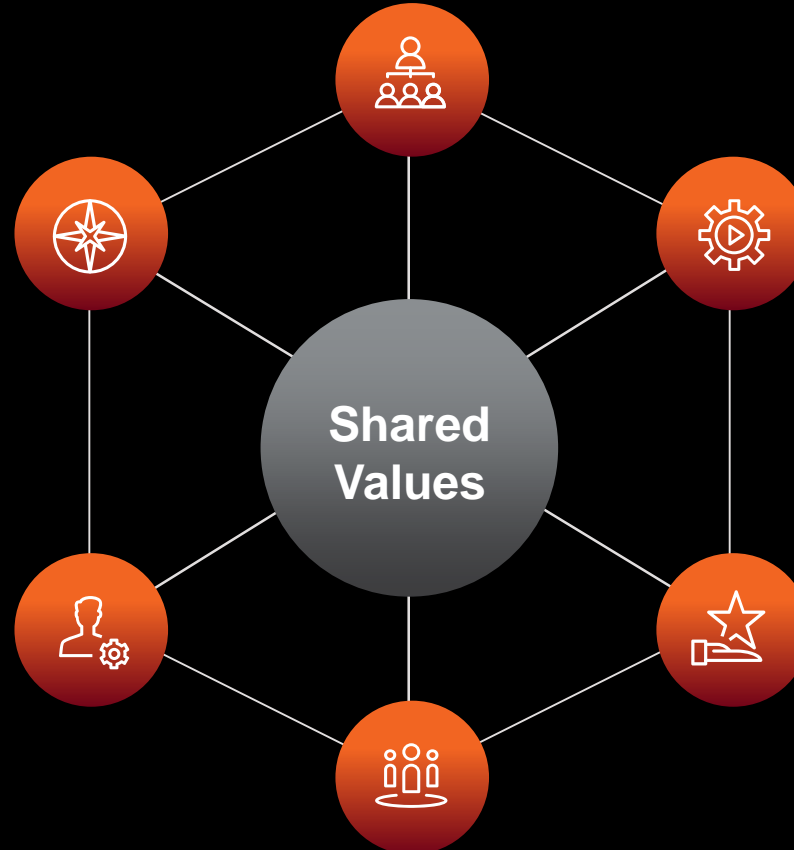
SYSTEMS: REDESIGN YOUR MANAGEMENT TO ENABLE YOUR STRUCTURE



Systems

- E2E Management System
- Created BU and Corporate product and roadmap steering groups
- AET Ops & Strategy Forums
- Transparency:
 - Open Door Leadership
 - Monthly CEO and AET engagement
 - Employee Metrics

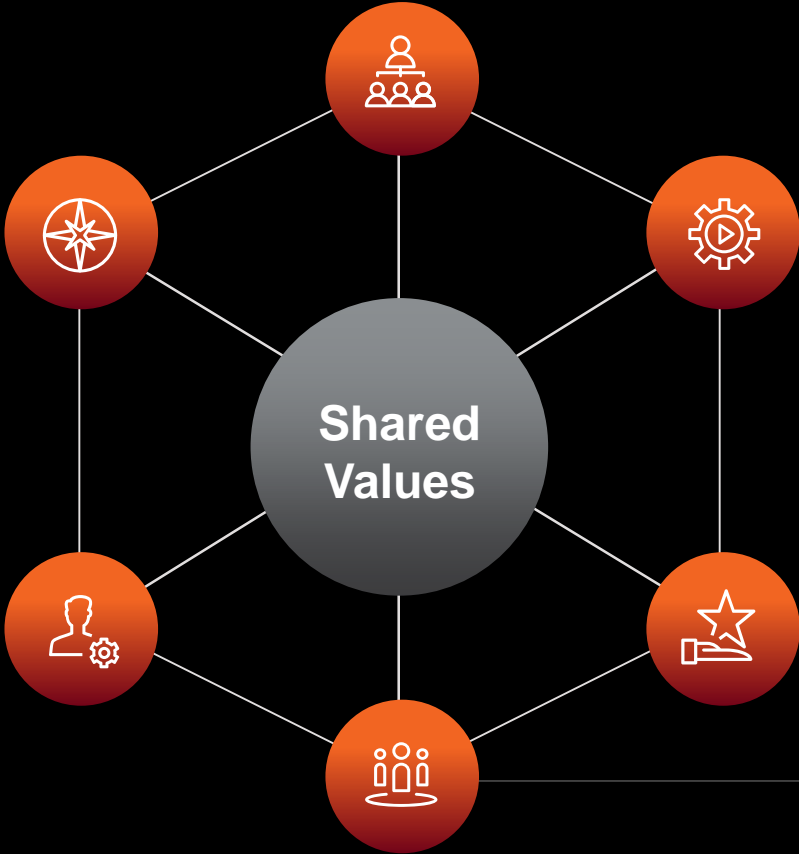
STYLE: DEFINE YOUR “HOW”



Style

- Purpose & Operating Principles
- BU led behavior models linked to AMD Leadership Framework (Innovate, Lead, Execute)
- 80/20 Rule
- “Experience” focused
- Impact over effort
- Feedback and Multi-Voice

STAFF: RIGHT PEOPLE, RIGHT PLACE, RIGHT TIME



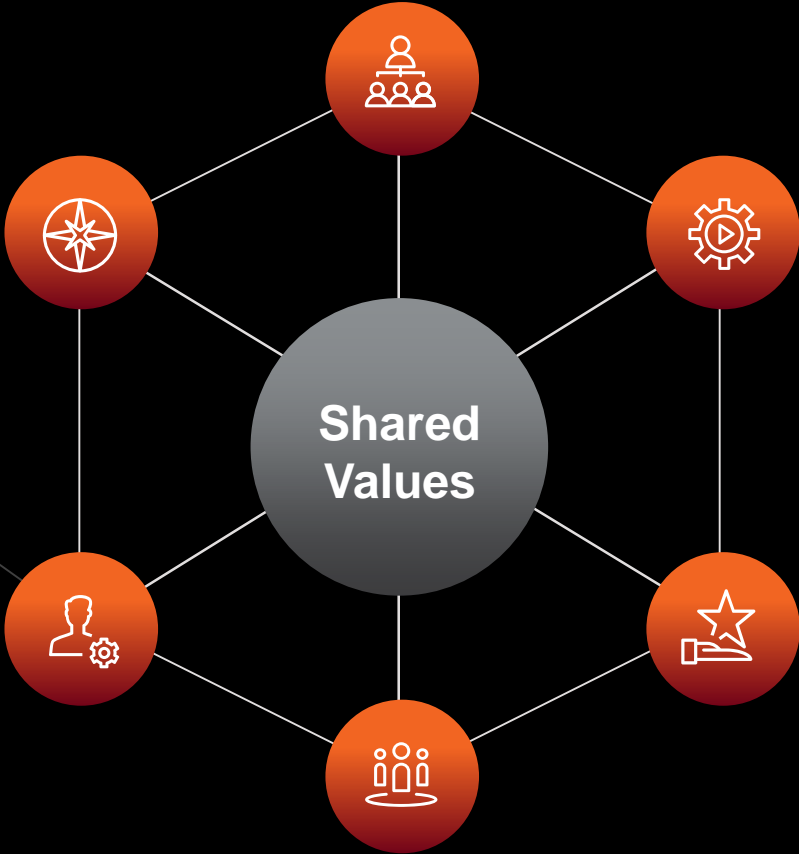
Staff

- Live our Operating Principles
 - Talent – Monthly AET People Planning focused on experiential learning
 - Internal vs External
- Take Big Bets

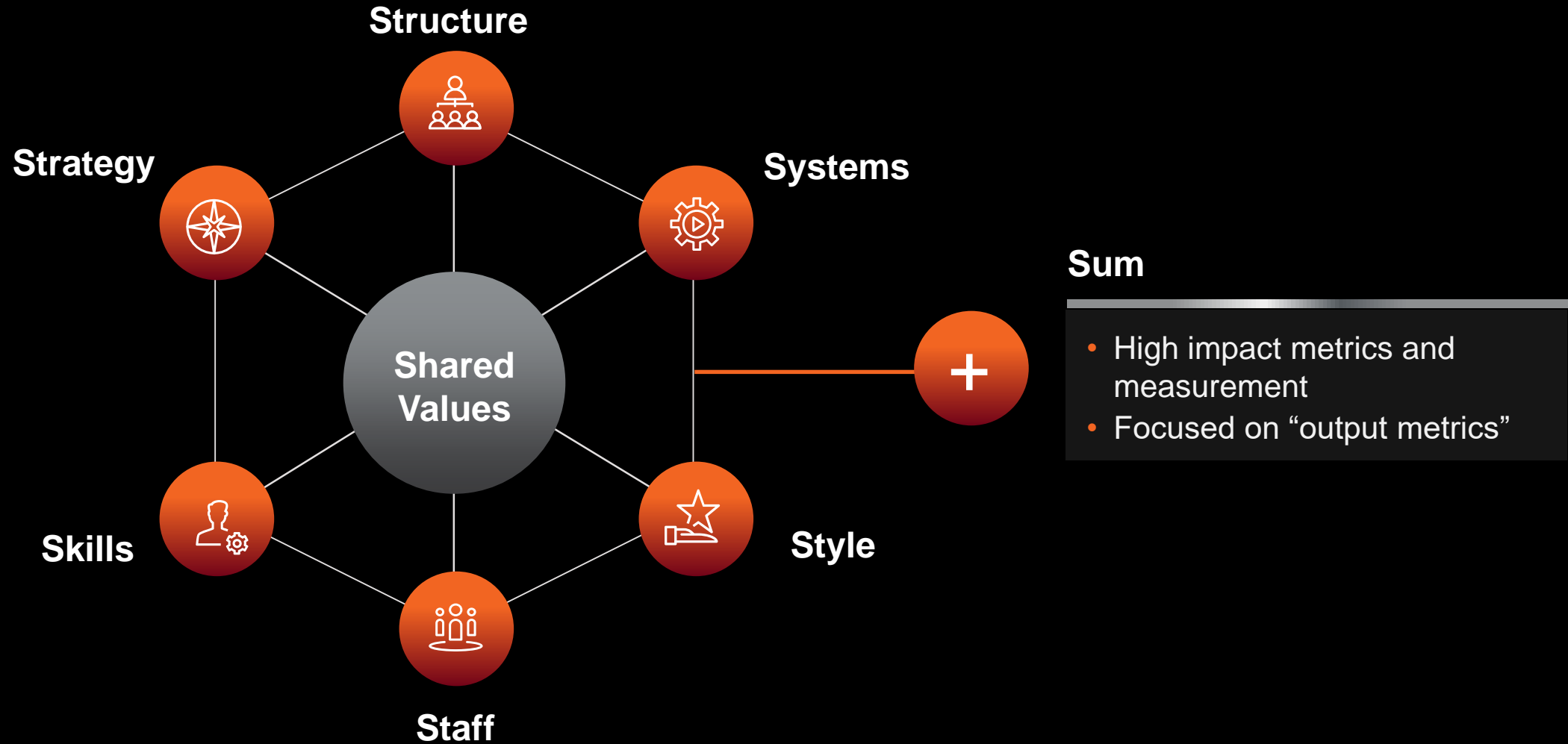
SKILLS: BUILDING SKILLS FOR THE FUTURE

Skills

- Developing our leaders
- Critical skill mapping
- Strong technical bench
- Leadership experiences
 - Stretch assignments
 - Board engagements
 - Strategic rotations



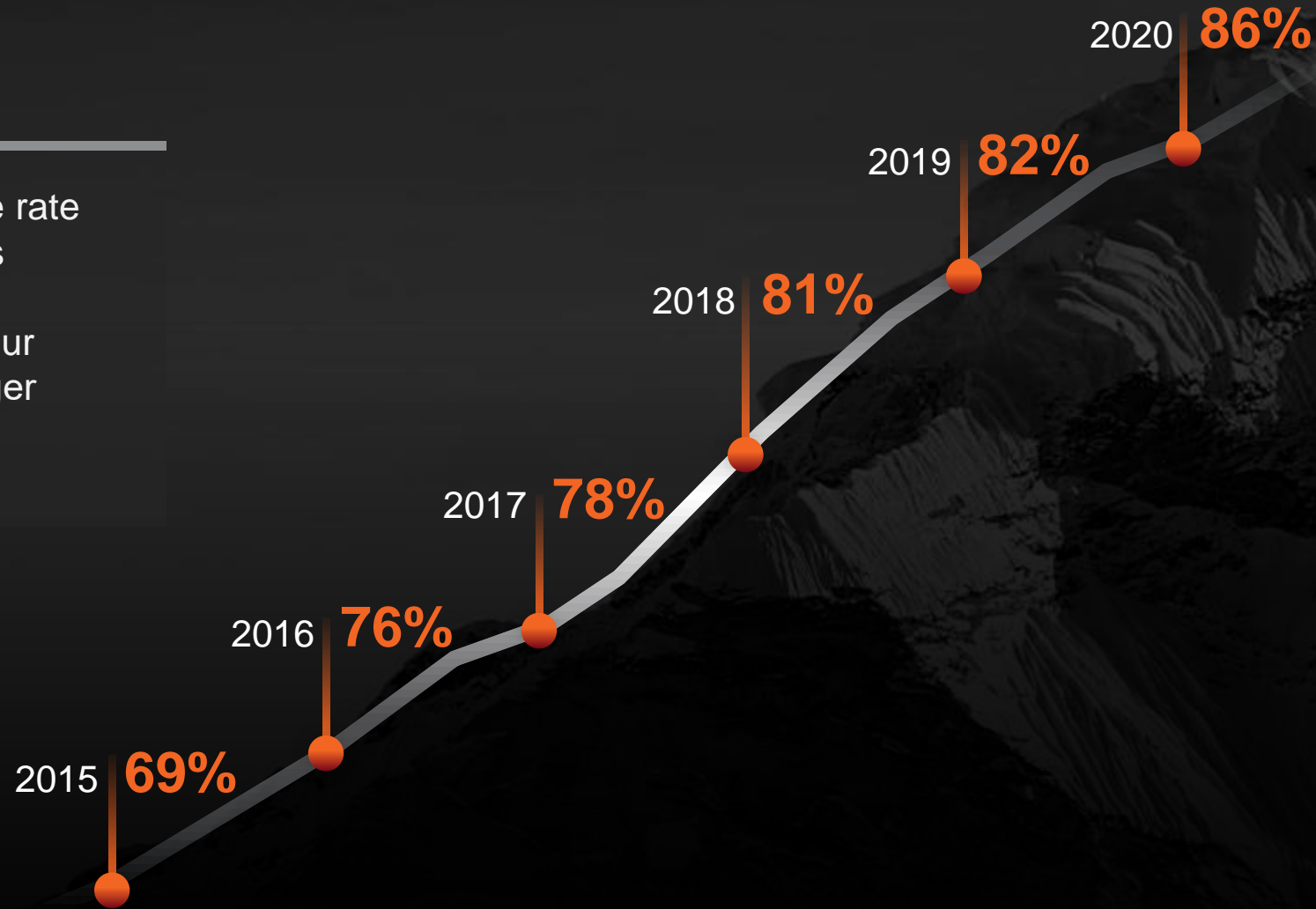
SUM: WE ADDED AN “S”



OVERALL AMDER SURVEY ENGAGEMENT SCORES

2020 AMDer Survey

- 96% Survey response rate
- 90th percentile across industry benchmarks
- Largest impact from our “Next 5%” and Manager Quality Scores



CULTURE IS GOOD FOR BUSINESS



Revenue
Stock

BUILDING YOUR CULTURE



Define the “What and How” and stay focused



Set a clear North Star and adjust the eco-system



NEVER settle on Talent. It is everything!



Always link to the business



Engage and listen to your employees. Feedback is a Gift