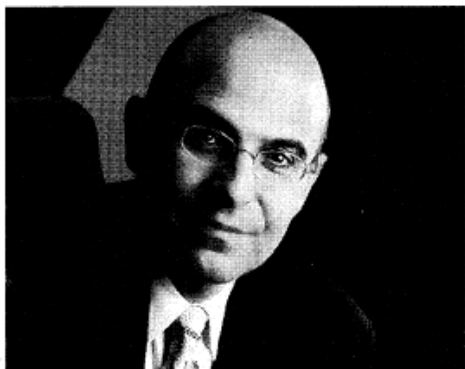


## Executive Profile: HOSSEIN ESLAMBOLCHI



### RÉSUMÉ

**Name:** Hossein Eslambolchi  
**Title:** President of Global Networking Technology Services and AT&T Labs; AT&T CTO/CIO.  
**Company:** AT&T.  
**Background:** Eslambolchi is responsible for the corporation's strategic technology direction, network operations, research and development, information technology systems and processes, and advises the chairman and senior leaders on technology issues. Eslambolchi is a member of AT&T's executive committee. He has nearly 750 patents; issued, pending and in preparation.  
**Education:** Graduated with highest honors from the University of California, San Diego, with a B.S. degree in electrical engineering. He received his M.S. in electrical engineering and Ph.D. in electrical engineering also from UC San Diego.  
**Residence:** Los Altos Hills.

### BUSINESS PHILOSOPHY

**Essential business philosophy:** Concept of One — Do it once, do it right, and use it everywhere.  
**Best way to keep competitive edge:** Never stop learning.  
**Guiding principle:** Work hard and trust your team.  
**Yardstick of success:** Have I learned something new today.  
**Goal yet to be achieved:** Chief executive officer.

### JUDGMENT CALLS

**Best business decision:** To pursue seminal work on network reliability and developing the first truly "predictive" IP-based network. Reliability and security are the cornerstone of networking services. The best decision I made was to work in network reliability early in my career. As a result, I developed Fast Automated Restoration, a technology that automatically re-routes service in the event of a fiber optic cable failure. Now service is restored in seconds rather than hours.  
**Worst business decision:** Leaving AT&T for two weeks.  
**Toughest business decision:** Cost cutting is always difficult especially when it involves headcount reductions impacting people.  
**Biggest missed opportunity:** Not getting more involved early on in the growth of the Internet.  
**Mentors:** Frank Ianna, former president of AT&T Network Services, AT&T CEO Dave Dorman, and Cisco CEO John Chambers.  
**The one word that best describes you:** Competitive. I have always participated in competitive athletics, so I have been trained to be competitive, and I enjoy the challenges that competition presents.

### TRUE CONFESSIONS

**Like best about job:** Working with smart people. Smart people bring intellectual stimuli to organizations, and I have always sought to be intellectually challenged.

Everyone wants to be part of a winning team — smart people enable teams to win.

**Like least about job:** Traveling back and forth between California and New Jersey. It is not the traveling that I dislike, it is the need to be in two places at the same time that I find difficult.

**Pet peeve:** Dishonesty. It is all a matter of trust. Honesty builds trust and results in straight answers, dishonesty does not. Without honesty, you cannot trust your team.

**Most important lesson learned:** Let the results speak for themselves. For me, it has always been about delivering results not simply supplying viewgraphs. There is a need to deliver real results.

**Person most interested in meeting:** Stephen Hawking, because of his intelligence and unique perspective. I have always been intrigued by science and Stephen Hawking has tremendous scientific insights. He is also willing to admit when he is wrong.

**Most respected competitor:** Google.

**Three greatest passions:** Inventing, soccer and electronics.

**First choice for a new career:** Professor of engineering or mathematics.

### PREDILECTIONS

**Favorite quote:** "Whatever it takes."

**Most influential book:** "A Brief History of Time" by Stephen Hawking.

**Favorite cause:** American Cancer Society, Parkinson Institute.

**Favorite status symbol:** My 750 patents. I thrive on creating new things.

**Favorite movie:** "Shawshank Redemption."

**Favorite restaurant:** Il Fornaio.

**Favorite vacation spot:** Maui, Hawaii.

**Favorite way to spend free time:** Playing soccer.

**Automobile:** Mercedes.

— Adrienne Sanders ■