William F. "Hank" Hayes, Executive Vice President of Texas Instruments, has built a career based on wisdom, skill, innovation, and vision. He is among the relatively few people who have had outstanding accomplishments in engineering and then successfully made the transition to general management.

Born in Hueytown, Alabama on November 15, 1943, Hayes obtained a bachelor's degree, with honors, in electrical engineering in 1965 and a master's degree in electrical engineering in 1967, both from Auburn University. He then began a stellar career as an engineer and management official, all with a single company: Texas Instruments Inc., of Dallas, Texas.

During his 30 years at TI, Hayes spearheaded many programs and processes that helped make the company the technology leader it is today. His early research and design work in the area of phased array antennas led to the realization of today's state-of-the-art airborne radar systems for military applications. Likewise, his leadership and commitment to TI's HARM (high-speed anti-radiation missile) program were instrumental in making it one of the most successful and cost effective weapon systems for both the Navy and the Air Force. Delivery of more than 15,000 HARM missiles produced revenues of more than $6 billion for TI. Today, it is considered the premier defense suppression missile system in use.

In recent years, Hayes has contributed importantly to TI's efforts to adjust to the new market realities occasioned by the U.S. government's decision to restructure and downsize its military establishment. As president of their Defense Systems Electronics Group (DSEG), he has led a program focused on total quality management, structuring for competitiveness and developing a new DSEG strategy. This has resulted in a complete revamping of TI to a team-oriented organizational structure based on sharply focused priorities. Innovative management techniques generated record rates for new business and customer satisfaction, and won for the DSEG the Malcolm Baldrige National Quality Award for 1992.

In December of 1993, Hayes assumed new responsibilities at TI, as its Executive Vice President. In this position, he led TI's Strategy Leadership Team, a group of the company's 12 most senior managers, through a vision and strategy process that helped lay the foundation for the company's quest to be a premier electronics company.

Since June 1996, Hayes has been on leave of absence, bridging to retirement at the end of 1998. He continues to work in community and civic activities, among them support for Auburn University through his active membership on the Research Advisory Council and the Engineering Advisory Council.

Hayes and his wife, the former Brenda Waldrop, have three children.