

**At 80: The Joy of Uncovering Truths and Building
People-Serving Products**

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Uncovering of a new truth of nature stands on its own in beauty and elegance. It requires no justification by its utility. Nevertheless, truths uncovered during my lifetime did form the basis of the technologies through which humanity progressed more rapidly than at any other time. I am particularly proud of the few and modest truths that I uncovered; two also formed the basis of technologies, and I hope now for more.

The people-serving products that I helped create were built in collaboration with exceptional people from the differing worlds of science, business, management, engineering and technology. Some were the best in their fields and in this room. My colleagues were willing to work with me, because we jointly defined important societal needs and charted ways to their realization. We focused on the need and were not distracted by our expertise or capabilities. By learning fields about which we knew little, we were able to build the necessary bridges across the many major gaps on the way to the early lithium battery, the high density fast interconnection of integrated circuits, the painless blood glucose monitor, the continuous glucose monitor. We are presently targeting Parkinson's disease management. This lifelong learning and belief that I can help people gave me, and gives me now when I am nearing my 80th birthday, joy.