



Welcome to the **Intel Career Development Workshop for Individual Contributors**



Agenda



- Module 1: What's in it for You, Your Manager, and Intel?
- Module 2: Career Orientations
- Module 3: The Four Stages [™]
- Module 4: Strengths and Weaknesses
- Lunch
- Module 5: How to Prevent Career Stagnation
- Module 6: The Job Assignment



Workshop Objectives



Take charge of your development in a way that makes you more valued and more satisfied by:

- Using the tools in this class (TOP® model, Career Orientations, the Four Stages of Contribution, and the Contribution Cycle) to assess yourself and your possibilities.
- Exploring and pursuing viable job assignments within your current job role that align your values, preferences, and talents to organizational needs.
- Developing an actionable Career Development Plan to discuss with your manager.
- Taking control of your successful future at Intel.

© 2008 Novations Group, Inc. All rights reserved.



3

MODULE 1 What's in it for you, your manager, and Intel?



Source: Corporate Leadership Council, May 2005



4

Intel Career Development Philosophy



Career development is a **shared partnership** between the employee, the manager and Intel.

[Intel Management and Leadership Expectations](#)



The Intel Career Development Model



The TOP® Model (1)

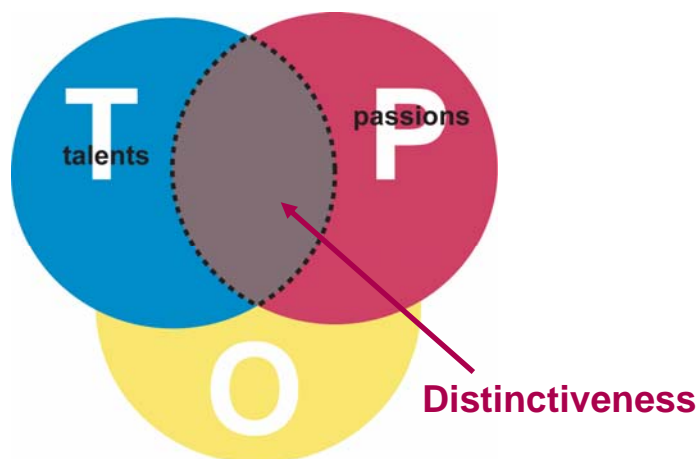


© 2008 Novations Group, Inc. All rights reserved.



7

Your Distinctiveness



© 2008 Novations Group, Inc. All rights reserved.



8

Thoughts to help you with Distinctiveness and Organizational Needs



Distinctiveness

- If someone asked you, "Why should I select you for this special project," what would you say?
- How would you "market" your uniqueness?
- What do you bring to the table that few others can offer?
Refer to your pre-work.

Organizational Needs

- If you are unclear on the company's overall direction and how your work relates to "the big picture," you need to do some homework.
- Whom could you talk with? Who would be able to coach you and help you see the connection?
- Which resources (printed material, websites, etc.) could give you a clearer picture of your organization's mission, strategy, and goals?

Reflection Exercise: 10 min - Describe your uniqueness and how it can be used most effectively in the organization

© 2008
Novations Group, Inc.
All rights reserved.



9

The Nature of the Five Career Orientations



Advancement

Influence, impact and visibility

Security

Company loyalty, symbols of appreciation

Challenge

Excitement, adventure, "cutting edge" work

Freedom

Maximum autonomy and control over own work

Balance

Equilibrium between work, relationships and self-development

© 2008 Novations Group, Inc. All rights reserved.



10

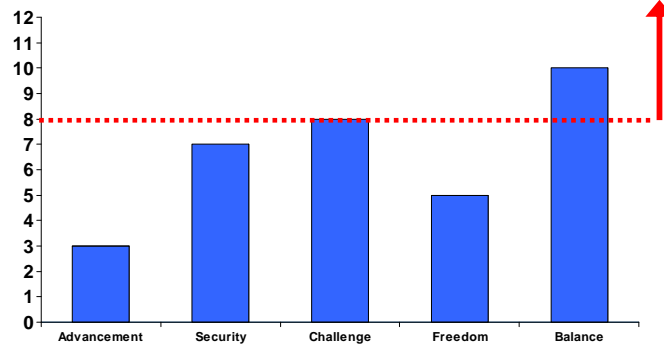
Your Career Orientations Profile



Dominant
Balance

Back Up
Challenge

Least
Preferred
Advancement



Flip Chart Activity: 10 min - Orientation on flip charts identifying Strengths, What to Watch Out For, and job assignments considerations

© 2008
Novations Group, Inc.
All rights reserved.



11

Thoughts to help you with Career Orientation



- What does your Career Orientation Profile tell you about what drives and motivates you? Does this align to your values?
- Does your profile surprise you?
- Are there any on-the-job actions you should take in order to better capitalize on your Career Orientation Profile?
- Anything you can do to reduce the differences between your Career Orientation Profile and the demands/expectations of your job?

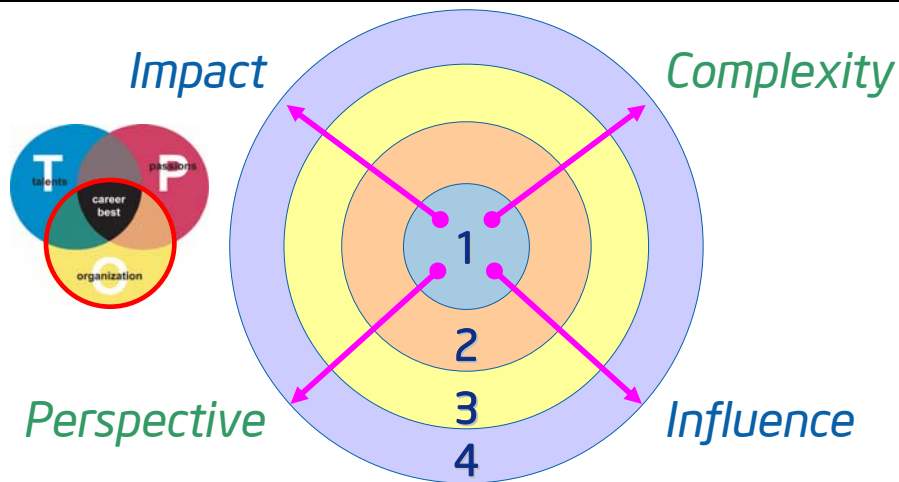
Reflection Exercise: 10-15 min – Document your Orientations (dominant, back-up and least preferred)

© 2008
Novations Group, Inc.
All rights reserved.



12

Increasing Impact, Influence, Complexity, and Perspective



© 2008 Novations Group, Inc. All rights reserved.



13

The Four Stages™



- | | |
|---|--|
| <p>Stage 1
Contributing
Dependently</p> | <ul style="list-style-type: none"> • Willingly accepts supervision • Demonstrates success on a portion of a larger project or task • Masters basic and routine tasks • Shows "directed" creativity and initiative • Performs well under time and budget pressure • Learns how "we" do things |
| <p>Stage 2
Contributing
Independently</p> | <ul style="list-style-type: none"> • Assumes responsibility for definable projects • Relies less on supervision; works independently and produces significant results • Increases in technical expertise and ability • Develops credibility and a reputation • Builds an internal network of relationships |
| <p>Stage 3
Contributing
through Others</p> | <ul style="list-style-type: none"> • Increases in technical breadth • Develops broad business perspective • Stimulates others through ideas and knowledge • Involved as a coach, mentor, manager, or idea leader in developing others • Represents the organization effectively to clients and external groups • Builds a strong internal and external network |
| <p>Stage 4
Contributing
Strategically</p> | <ul style="list-style-type: none"> • Provides direction to the organization • Defines/drives critical business opportunities and needs • Exercises power responsibly • Obtains and allocates essential resources • Sponsors promising individuals to prepare them for leadership roles • Represents the organization on critical strategic issues |



14

Key Research Findings



- The Four Stages™ describe the functions that are vital for an organization to survive and grow.
- High performers contribute in fundamentally different ways at different times in their careers.
- High performers move through at least three and as many as four distinct stages in their careers.
- Movement through these stages is not automatic.
- There is a direct correlation between a person's stage and his/her contribution to the organization.

© 2008 Novations Group, Inc. All rights reserved.



15

Thoughts to help you with the Four Stages™



- Look at the Four Stages pre-work.
- Do you feel you chose the right stage? Why or why not?
- Place an "X" on the Contribution continuum representing your current stage.
- In what stage would you like to be one to three years from now (your "target" stage)? Why?
- Place a "O" on the Contribution continuum representing where you want to be in 1-3 yrs.
 - You may choose to continue to develop in your current stage, rather than transitioning to the next stage.
 - Moving through the stages is not a race.



Reflection Exercise: 5 min
Mark current and future stage

© 2008 Novations Group, Inc.
All rights reserved.



16

Thoughts to help you with Relevant Strengths & Weaknesses



- Which of your strengths are most *relevant* to your current job role?
- Which strengths are *relevant* to your career goals?
- What are your *relevant* weaknesses?
- Do you have any potential “fatal flaws?”

Reflection Exercise: 5 min — Document relevant strengths, weaknesses, fatal flaws

© 2008 Novations Group, Inc.
All rights reserved.



17

MODULE 5 How to Prevent Career Stagnation



Position Plateau — The end of vertical progression; i.e., no significant increases in level, status, or formal power.

Contribution Plateau — A stage of stagnation in terms of personal growth and, hence, contribution.

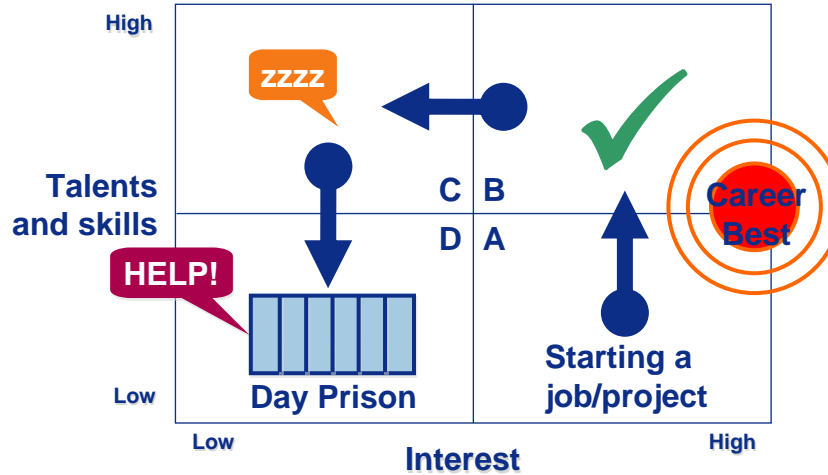
Flip Chart Activity: 10 min — Document Position and Contribution plateau characteristics

© 2008 Novations Group, Inc.
All rights reserved.



18

The Contribution Cycle



Group Activity: 10 min – Walk through Contribution Cycle characteristics

© 2008 Novations Group, Inc. All rights reserved.



19

Thoughts to help you with the Contribution Cycle



- Which quadrant of the Contribution Cycle do you think you are in today?
- How long have you been there?
- What are the implications for your development plan?
- Refer to the "Perceived Constraints" section of your pre-work. Are there any significant personal constraints that you should note?
- Are there any constraints that can be removed?

Reflection Exercise: 5 min – Where you are on the Contribution Cycle?

© 2008 Novations Group, Inc. All rights reserved.



20

MODULE 6

The Job Assignment



It's *what* you do ...

Job Assignment is the critical variable

Importance, impact, and complexity

AND

It's *how* you do it ...

The appropriate Stage for your role

Perspective, approach, skills, types of tasks, etc.

© 2008 Novations Group, Inc. All rights reserved.



21

Definition of a Job Assignment



A task, project or other activity
that is part of your daily work.

© 2008 Novations Group, Inc. All rights reserved.



22

Your Next Assignment



© 2008 Novations Group, Inc. All rights reserved.



Deborah's "Before" Plan



- Volunteer for the United Way campaign to build my influence/persuasion skills.
- Take a course on effective delegation.
- Spend an hour a week with Gina, the new member of our team, to help orient her.
- Talk to my boss about my need for greater autonomy and how her micro-managing affects my morale.
- During my commute, listen to a book-on-tape about financial management.

Group Activity: 5-7 min – Read Deborah's "before" and "after" development plans; Note differences

© 2008
Novations Group, Inc.
All rights reserved.



Deborah's "After" Plan



I'm going to tackle the assignment to plan our users conference for next year— one of our key marketing activities and a source of brand loyalty. I'll need to hone my influence/persuasion skills to convince my manager to trust me with this assignment (without micromanaging me—which, given my Freedom orientation, drives me crazy).

In order to free up the time I need for this assignment, I'll first delegate my monthly reporting duties to our admin assistant. She has the time and interest to do these reports (the least exciting part of my job)

Next, I'll enlist the help of Gina, our new team member, in planning the conference. I'm strong in planning and organizing—but because I love it, I tend to do it all myself. Working with Gina will force me to let go and coach her, helping me practice those skills.

Finally, since I'll have the responsibility to work within the conference budget, I'll work with Tom from the accounting group to get the tools and knowledge I need to manage the finances responsibly.

Some or all content on this slide © Novations Group, Inc



25

Deborah's Before and After Plan



The "Before" plan:

- More of a "list of things to do" than a plan
- Too activity oriented
- It doesn't discuss **how** she's going to do it

The "After" plan:

- Integrates development ideas with **organization needs**
- Provides a rationale for **what** she's going to do
- Talks about **how** she's going to do it
- Involves other people (*4 Stages of Contribution*)
- **Holistic** — talks about her distinctiveness, *career orientation*, etc.
- **Leverages strengths** (planning and organizing) to develop skill (*coaching*)
- Manages around a *weakness* (monthly reporting) by delegation
- Assignment (plan conference) forces her *to build new capabilities* (finance)

Group Activity: 5-7 min
Discuss differences

© 2008 Novations Group, Inc.
All rights reserved.



26

Thoughts to help you with Job Assignments



- Think about your current job assignment (s). How much impact, importance and complexity do they have?
- Is the level of impact, importance, and complexity appropriate for the stage you are *currently* expected to perform in?
- If you're receiving job assignments *below* your current stage, what can you do to receive more stage-appropriate assignments?
- If you're receiving stage-appropriate assignments, what can you do to *grow* your current assignments?
- How can you *leverage* your strengths to build new capabilities and find job assignments that are aligned?

Reflection Exercise: 10 min
Document job assignment opportunities

© 2008 Novations Group, Inc.
All rights reserved.



27

Coaching Tips



Build Trust

- Be friendly and approachable
- Listen carefully
- Be honest

Promote Discovery

- Have an open mind, withhold judgment
- Ask questions to draw out the individual's needs, views, and knowledge
- Tolerate silence, allow thinking time before expecting a response
- Present your views or ideas in an agreeable manner

Mirror Reality

- Let them know where they stand and how to build credibility in the organization
- Provide insight into how things work in the organization
- Clarify what is important

© 2008 Novations Group, Inc. All rights reserved.
Source: Novations Group Inc., Talent Coaching™



28

Employee's Role in Career Development



Employee's Role: LEADING THE PROCESS

- Avoid the "once-a-year" mentality
- Focus on challenge/growth/strengths
- Seek "real time" feedback
- Seek job assignments that align with your talents, passions and the organizational needs
- Start with what's possible now

© 2008 Novations Group, Inc. All rights reserved.



29

Manager's Role in Career Development



Manager's Role: SUPPORTING THE PROCESS

- Avoid "performance appraisal" mentality
- Help the individual explore and refine
- Listen, ask questions, seek possibilities
- Mirror company/department reality
- Offer coaching, support, resources
- Discuss job assignments that "fit"

© 2008 Novations Group, Inc. All rights reserved.



30

Your Action Items



- Finalize your Career Development Plan.
- Initiate and lead a development discussion with your Manager.
- Implement your development plans.
- Be willing and available to coach others.

What will **YOU** do?

Reflection Exercise: 10 min
Document the specific items you will do



31

Intel Career Development Resources



careerdevelopment.intel.com



32