

Critical Talent Retention

# Manager Conversation Guide

2021



# Critical Talent Retention

## Context and Background

# What is critical talent retention? Why do we do it?



Identify



Retain



Grow

Highest  
performing

Highest  
potential

Most critical  
roles

## Goals

- ✓ Drive high performance
- ✓ Grow technology leadership
- ✓ Set a foundation for the future

# Critical talent identification

Critical talent identification is the process of identifying Intel employees who are most critical to the continued success of the organization as defined by their performance, potential, and/or the criticality of their role.

Criteria	Definition	Alignment conversation prompts
High performer	A team member who consistently produces superior results, exceeding expectations for role and grade level, role models each Intel culture value, and embodies continuous learning and growth.	<ul style="list-style-type: none"><li>• If this person left, could we find someone as good as them?</li><li>• If you were building a team, would you hire this person first?</li><li>• If measured just on Culture and Learning, are they still a high performer?</li></ul>
High potential	A team member who demonstrates the aspiration, capacity and resiliency to develop the qualities, behaviors and skills required for effective performance in significantly more complex and challenging roles. Identified by high learning agility and drive; exhibits strong followership, lifts others up, improves contributions of those around them.	<ul style="list-style-type: none"><li>• Do they have ability for and interest in broader, complex roles and leadership?</li><li>• Do they contribute exceptionally, in a variety of areas and situations?</li><li>• Do they build others up to perform at their best and credit them for it?</li></ul>
Critical role	A role that has a disproportionate impact on Intel's ability to accomplish its strategic and business objectives, causes significant disruption or challenges for the business when the role is vacant or improperly staffed, <u>and</u> requires differentiated capabilities that drive our competitive advantage.	<ul style="list-style-type: none"><li>• Does the role have significant responsibility over developing leading products?</li><li>• Would Intel's top business objectives be at risk if this role was suddenly vacant?</li><li>• If the role were vacant, would we have a difficult time backfilling with a qualified candidate?</li></ul>



Superior performance



Role models Intel's culture



Strong followership  
(internally or externally)



High learning agility



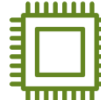
Up and coming talent



Rare skillset in high demand



Significant disruption if vacant



Developing leading products



Leading top business initiatives

# What does Intel do to engage and retain critical talent?

Once we know who our current critical talent is, we are able to target these populations for specific retention actions and activities, focusing on things like:

## 2021 Critical Talent Retention

- AI, SW, HW and other critical technical and customer-facing roles in eligible business units
- Employees identified by BU leadership
- Special stock grants determined by senior BU leadership
- Communicated by direct managers between late June and early July

Meaningful  
development  
experiences

Leadership  
succession  
opportunities

Highly visible  
projects

Ongoing  
coaching and  
mentorship

Differentiated  
rewards and  
recognition

# Employees Receiving an Award

## A Practical Guide

# What is the manager's role?

- ✓ Understand who on your team has been identified in this Critical Talent Retention activity to receive a stock award
  - ✓ **June 14** manager email
  - ✓ **June 17** DPG Manager Office Hours
- ✓ On or after **June 20**, log into PeopleFluent to see the stock awards your employee(s) will be receiving
- ✓ On or after **June 20**, schedule a dedicated, 1:1 conversation with your employee(s) to share details about the award, to occur by **July 9**
- ✓ Review this conversation guide and FAQs shared in the email you received on **June 14**, and engage BU leadership as needed, to prepare for this important conversation.

Employees who are receiving Critical Talent Retention stock awards will receive an email from Pat Gelsinger on June 23 congratulating them for being identified for this award. The email will not contain specific stock amount information.

# How to prepare

## Tactical preparation

1. Download CTR award letter
2. Schedule a 1:1
3. Review FAQs and other training materials and resources
4. Download and email the letter for the employee
5. Hold the conversation

## Thoughtful preparation

1. Understand BU rationale; if you don't know, please engage your BU leader
2. Amplify the award message by connecting this to potential future development and career opportunities at Intel
3. Think about questions the employee might ask and be prepared to answer them

# Tips for your conversation with your employee(s)



## Context

- Explain their importance to your team and the rationale behind their selection as a critical member.
- Remember to use clear, relevant examples.



## Growth

- Discuss career development interests, where they want to grow and how they want to progress.



## Investment

- Use the retention stock grant to reinforce the development conversation and as recognition of their importance to the team and to Intel.



## Listening

- If the employee expresses disappointment, listen carefully and consider scheduling another 1:1 to give your employee time to process their feelings and you time to consider how you might respond.

# Meeting Invitation

- Below is a note that you can add to the calendar appointment for your conversation.

Employee,

As you might have heard from Pat, Intel is taking some proactive steps in terms of recognizing our critical talent. I am scheduling some time to talk with you about your role towards shaping the growth of our company and share some information with you about how that is being recognized.

Looking forward to talking with you.

Thanks,

Manager

# Kicking off the conversation

Examples provided, please use your own words that are most comfortable for you.

- Congratulations!
- I'm so glad we have the opportunity to connect and talk about your role and its importance to Intel.
- This award is reserved for employees delivering results that are crucial to Intel's business. You are a highly valued employee, and I am very pleased to deliver this message to you.

# How to acknowledge specific work examples:



The work you have been doing on \_\_\_\_\_ project was critical to the team's success. Specifically, you \_\_\_\_\_.

This year, you expanded your scope in \_\_\_\_\_.

Your efforts on \_\_\_\_\_ project continue to support Intel's growth and strategic goals in the areas of \_\_\_\_\_.



You continue to demonstrate and role model Intel's values, which is so critical for your continued impact in the organization.

I appreciate the way you work in alignment with our values. In particular, you demonstrate the Intel value(s) \_\_\_\_\_ when you \_\_\_\_\_.

You continue to deliver really outstanding results.



Your focus on continuous learning increases your ability to drive impact.

I'm excited to continue our conversations about how you can continually develop and grow your career at Intel.

# Possible employee reactions

**Disengaged or at risk:** Doesn't feel the grant value is competitive, is considering external offers.

## How to respond?

- Listen and acknowledge the employee's emotions without judgment. Active listening tips in [the backup](#).
- Potential questions to ask to probe further:
  - What might entice you away? Why are you considering to leave?
  - What are your current career frustrations?
  - Is your career progressing at a rate that you are satisfied with?
  - Are we fully utilizing your talents?
  - What do you look forward to when you come to work each day?
  - As your manager, what could I do a little more of or less of?

# Wrap-up

Examples provided, please use your own words that are most comfortable for you.

- Congratulations again on this award. At our Insights conversation next month, let's talk more about \_\_\_\_\_, as well as the development topics that you want to cover.
- Thank you for your time. Do you have any remaining questions as we end our conversation?
- I would ask you to be conscious that not all employees have received a similar message as you today, so please be mindful if you are planning to share this news.

# Employees Not Receiving an Award

## Reactive Messaging

# Reacting to employee questions, feedback

**Employees might be disengaged or demotivated:** They don't feel that they are valued since they were not selected.



Be genuine in your appreciation of the employee



Clearly articulate the business criteria and decision-making rationale (if you don't know, reach out to your BU leader with questions)



Give clear, positive examples from the employee's recent performance



Focus on what you know of how the employee best receives appreciation, i.e., public recognition, compensation, development opportunities, coaching, team engagement, etc.



Remind the employee of how they have been given appreciation in ways that have been meaningful to them.

# Communicating the employee's value

- Explain that while the employee is a valued member of the team and Intel, they were not selected as critical talent in this particular exercise.
- Articulate why the employee is valued, both to you (the manager) and to the organization, covering key areas such as:

## Performance

- Describe the employee's performance to expectations, reinforcing key messages from Insights conversations and previous Rewards given.

## Role

- Describe how the employee's role is important to the organization and the value it adds to the organization.

## Potential

- Describe how you see the employee's potential, including where they might be in 3-5 years.

## Passion

- Discuss with your employee their professional passion and interests, and how these align to the organization's needs.

# Articulating the rationale for CTR

Examples provided, please use your own words that are most comfortable for you.

- You are highly valued and play an important role in our organization. The criteria used to prioritize these grants were in areas where the corporation felt we had the highest risk.
- A critical few employees in specific roles were identified after completing an assessment for external market competitiveness.
- Your continued contributions make an impact every day. I'm really invested in you and your growth path here at Intel. I'd like to continue to have conversations as part of Insights and in 1:1s to know where I can help.

# Probing questions

- Listen and acknowledge the employee's emotions without judgment.
- Potential questions to ask to probe further:
  - What are your goals?
  - What types of opportunities would you like to be considered for?
  - Are you presented with challenging work that aligns to your strengths?
  - What do you wish you were doing more of?
  - Do you have any concerns when it comes to your role or career opportunities?
  - Are you facing any obstacles? How can I help remove them?
  - How can I better support you in your role?

# Signs of a disengaged or at-risk employee

- Burned out
- Complaining
- Making excuses
- Gossiping
- Irresponsible
- No initiative
- No questions
- Distracted
- No growth
- Doesn't help others
- Lack of enthusiasm
- Frustration with corp.
- Emotional investment not being met by others/corp.
- No signs!

Across the US, approximately 1 in 3 employees report being engaged at work.

Engaged employees show 21% greater profitability. According to findings by [Gallup](#), the top 20% of teams who score highly in engagement have a 41% reduction in absenteeism and 59% less turnover.

# In Summary

**This is hard work. Be prepared. Get support if you need it.**

- Be supportive, be available, be authentic
- Listen and provide emotional support; acknowledge their feelings
- Table what you don't know or are not comfortable with
- Be aware that anticipation and expectations might be high
- Do not speculate or guess if you don't know the answer to a question
- Leverage resources shared in June 14 email including FAQs, conversation guides, and context. Engage with your BU leadership and HR partner as needed

# Your Resources

Reference the employee and manager FAQs provided to be able to address common questions that you might have or that you anticipate your employee might raise during the conversation. Those documents are for your reference and should not be distributed.

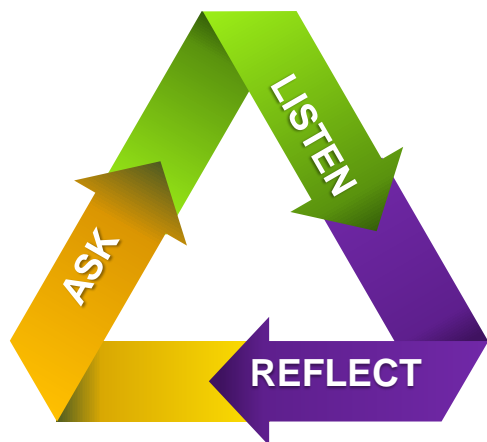
- [Employee FAQ](#)
- [Manager FAQ](#)

Additionally, please contact your BU leader or HR partner for additional questions.



# Active Listening Guide

Effective conversations are about asking good questions  
-- not having all the answers



**LISTEN:** beyond the words to  
the message being sent

**REFLECT:** back what you heard

**ASK:** questions to expand  
thinking and discussion

## LISTEN

To Learn:

- “Tell me more about your thoughts on ...”
- “I’d like to hear your thinking is on ...”

For Strengths:

- “I have noticed that you’re really good at this ...”
- “Your customers commented on this strength...”
- “In this project, your strength of X really showed...”

For Values:

- “X seems important to you is...did I get that right?”
- “It seems you value X; I value Y. How can we make both happen?”

## REFLECT

- “What I heard you say is....”
- Reflect and ask permission  
“May I share some observations?”  
“I like that you’ve considered A...What are your thoughts on B?”

## ASK

Offer a different perspective:

- “I have some thoughts that might be useful in solving this – OK if I share?”
- “To summarize, here’s what you’ve done so far, and the challenges are ...Some options might be...How does this sound?”