



COACHING AS A
**CATALYST FOR
CHANGE**

AT INTEL

ICF International
Coaching
Federation



INTERNATIONAL
PRISM
AWARD *for Organizations*
INTERNATIONAL COACHING FEDERATION

In an increasingly intelligent, hyper-connected world, Intel believes its employees and their continued growth are crucial to business success.

As a world leader in designing and manufacturing leading-edge semiconductors, Intel is a global enterprise creating world-changing technology to improve the life of every person on the planet. It strives to be the trusted performance leader for unleashing the potential of data while serving as a standard for social impact and responsibility.

As a reflection of this, Intel has for 15 years invested in and transformed a grassroots internal coaching program. Today, it has become a catalyst for fostering workforce engagement and developing talent for its high-potential managers and leaders. The result is a coaching ecosystem that is ingrained in the company culture.

The measurable results of Intel's coaching program tell a great story of success. "What makes the coaching program at Intel different from others is that we have been able to say, 'We are doing this, but we're also going to monitor it and tie it into our business.' That has paid off very well for our company," said David Lane, Executive Leadership Coach & Leadership Fitness Coaching Product Owner in Intel's internal coaching team.

In recognition of Intel's coaching program, the International Coaching Federation (ICF) named Intel the winner of the 2022 ICF International Prism Award. The Prism Award program honors businesses and organizations whose coaching programs fulfill rigorous professional standards, address key strategic goals, shape organizational culture, and yield discernible and measurable positive impacts. (Learn more at [coachingfederation.org/prism-award](https://www.coachingfederation.org/prism-award).)

A GRASSROOTS BEGINNING

Launching the new coaching initiative at Intel began with a passion shared by select individuals, including Mariann Pike and Lynette Winter, who were integral to the initial adoption of the program. As ICF-credentialed coaches themselves, they saw the value

and impact of coaching for leaders striving to clarify their goals, change behaviors, build capabilities, and create the conditions that drive positive business results. They were eager to bring their coaching to their Intel peers to support heightened business success within the company.

The program focused on the strategy of offering best-in-class coaching support to Intel's managers and high-potential talent. The result was continued training based on **ICF standards**, a target population group of coachees, experimentation with new coaching modalities and technologies, and measurement platforms to ensure coaching is a value-add to business units that demonstrates meaningful ROI.



The objective of building and growing the internal coaching ecosystem was to ensure coaching continues to benefit the coachees and the business to the highest degree possible. Coaching is directly linked to one of the company's four strategic objectives: "Restore our winning culture and talent base to fuel our growth."

"At the beginning, there was a critical problem statement for a select population of managers at the organization. That was defined and coaching was built around it," shared Ginny Gray, Global Coaching, Community, and Assessments HR Director. "The volunteer coaches tested coaching out, measured the impact, and the results were evident. The program grew from there, but the grass roots passion, support, and effort has never wavered."

The program has a three-pronged strategy to deploy coaching throughout the organization and maximize ROI:

- **Get Coached:** Managers and leaders may receive different forms of coaching from credentialed internal and third-party coaches.
- **Learn How to Coach:** Coachees and employees can go from student to teacher by learning coaching skills and receiving training and certification to coach others.
- **Infrastructure and Governance:** Coaching programs are managed at the enterprise level with state-of-the-art systems and data-driven design.

TRANSFORMING LEADERS THROUGH COACHING

Leadership at Intel understood that effective coaching was not simply an employee benefit but also highly valuable for business. Coaching is primarily targeted at high-potential managers and leaders. The goal is to foster workforce engagement, develop talent, and transform leadership style.

As a leading tech company with global reach, Intel prizes innovation by encouraging its leaders to drive transformation in an industry that is consistently evolving—empowering leaders to be role-models of a facilitative leadership style. Several tailored coaching solutions further support this, including a Women's Leadership Academy and a program for new parents re-entering the workforce. Recognizing a need to invest in developing women and minority employees' careers, Intel's coaching directly supports the company's ambitious goal of doubling the number of women and underrepresented minorities in senior leadership positions. To do so, Intel prioritizes making coaching available to employees who identify as a marginalized group.

GOING FROM COACHEE TO COACH

In addition to offering coaching, Intel strives to prioritize and strengthen its coaches' skills and training to ensure they work at the highest level. As a result, coaching in the program continues to evolve, adhering to ICF standards, and focusing its development on the ICF Core Competencies.

The ICF Code of Ethics is the basis for the coach-coachee agreement, which is used for all coaching engagements within the organization. Internal coaches at Intel are accredited at three levels:

- To coach senior leaders and lead high-touch coaching programs, coaches complete an ICF-accredited Level-2 training or receive an ICF credential (ACC, PCC, MCC).
- Internal leadership coaches complete ICF-certified Level-1 training from an external coaching school or an internal certification program delivered by an accredited provider consisting of 50 hours of instruction, coaching practice, and mentor coaching.
- Spot coaches complete a two-day internal course and a competency assessment by an internal ICF-certified leadership coach. External coaches who support employees must also hold an ICF credential.

The use of a data-driven, evidence-based approach to develop and continuously hone coaching solutions makes the Intel program stand out from other organizations that offer coaching. Intel is investing in its employees and shaping its organization's culture at the same time. It also ensures that the coaching evolves with the organization's needs and allows employees to become coaches.

The core coaching methodology was developed in partnership with an ICF-accredited provider. All programs are based on rigorous analysis of business and coachee needs and are carefully constructed to leverage best-in-class leadership development content.

THE NEXUS BETWEEN STRUCTURE AND UNIQUENESS

Each coaching program is unique to the business unit leaders it serves.

One major investment in the coach support infrastructure has been deploying a state-of-the-art commercial Coaching Management System that automates and carefully tracks all processes for all coaching engagements. With the push of a button, coaches and coachees can immediately view the status of all engagements and the user experience can become streamlined.

“We ask leaders that whatever goal they come in with during coaching, to consider how it connects to the value they are trying to live at Intel. Coaching further connects those dots,” added Ginny Gray.

One key metric achieved is the success of Intel’s culture initiatives in attracting and retaining talent in today’s highly competitive marketplace. Coaching has proven to be a powerful differentiator in this category.

MAKING AND MEASURING THE IMPACT OF COACHING

The success of Intel’s program arose from the dedication of individual employees to measurable impact across the business. Success is measured through multiple sources, including direct-to-coachee surveys, retention analytics, and data from organizational employee experience surveys and manager development feedback.

Since the start of this focused effort, Intel has seen staggering metrics of success. Through tracking, Intel has been able to quantify the value of behavior changes across the team due to coaching, including new revenue those behaviors enabled, as well as the correlated attrition cost reduction. Together, the ROI of the Intel coaching program amounts to contributing about \$1 billion USD per year in operating margin.

Intel recognizes the importance of investing in its employees and their technical expertise in order to achieve the best outcomes. The results were a 2.7 times higher promotion rate among leaders, a 91% score for whether coachees

achieved business goals, and 91% of participants indicating that they gained tools and techniques to elevate their leadership skills.

In 2021, 1,100 coachees directly benefited from coaching. The primary target audience for coaching is senior leaders who manage large groups within Intel. They are enabled and expect to “turn and teach” coaching to their direct reports, thereby indirectly extending the reach in 2021 to 11,000 employees, extending the impact of the program by tenfold.

Satisfaction is measured via Net Promoter Score (NPS). The program’s average NPS consistently exceeds 80 (considered world-class), with flagship programs such as Leadership Fitness Coaching achieving a score of 87.

Overall, feedback on the coaching program indicates employees find it incredibly beneficial. This feedback includes testimonials about how the program transformed employee lives, careers, relationships, and roles as business unit leaders. Feedback further creates additional opportunities for support through the coaching program. Senior leaders can see the tangible impact of coaching to drive transformational outcomes across all business units, from Finance to Manufacturing.

For Intel’s coaching culture success story, the evidence of its gains is in the transformations it has fueled. From good to great, by creating an environment where teams thrive and exceed challenging goals; From limited to liberated, where listening is enhanced and questioning leads to greater influencing. Despite its measurable successes to date, Intel believes the best remains yet to come.

The International Coaching Federation (ICF) is the world’s largest organization leading the global advancement of the coaching profession and fostering coaching’s role as an integral part of a thriving society. Founded in 1995, its 35,000-plus members located in more than 140 countries and territories work toward common goals of enhancing awareness of coaching and upholding the integrity of the profession through lifelong learning and upholding the highest ethical standards. Through the work of its six unique family organizations, ICF empowers professional coaches, coaching clients, organizations, communities and the world through coaching. Visit [coachingfederation.org](https://www.coachingfederation.org) for more information.