IT Leader Connect Cohort – Session 2

Today's Topics:

- **Check in on Session 1 Call to Action**

- **Building Trust and Transparency**

Checking In

How did your career conversations go since the last session? Please share:

- A learning you had from one of your career discussions

- A new development opportunity you identified for yourself or a report

- A career development challenge you may be faced with and how this cohort can help

Tips and BKMs compiled from the first cohort session

Building Trust and Transparency

Let's Discuss…

Think about a time in your career when you had a very high degree of trust & trustworthiness.

- What was the environment like?

- Was there a difference in how work got done?

- How did it make you feel?

- What benefits did you see?

Trust = Speed Cost

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High Correlation between Trust and Engagement (Productivity)

- #1 driver of engagement is management's interest in their employees

- #2 is management acting with honesty and integrity

- Best in class employers showed employee engagement at 78% compared to norm of 57%

Let's Discuss…

- 2014 Org Health Survey Comment Sentiment Analysis reported that employees wanted:

  - Mangers to listen to and support employees

  - Managers to be inclusive and transparent in decision making

  - Managers to be candid about headcount actions and perform workload balance.

What can we do to remove these trust busters from our environment?

Q2 2015 IT Delight Net Promoter Index Results

Let's Discuss...

Take a few moments to read this slide:

- What elements of this leader communication inspire trust?

- What can we learn from this, that we can incorporate into our day-to-day discussions with employees to build trust ?

Are there other trust builders you have identified in our environment?

Manufacturing IT
A message from Darcy Ortiz

Manufacturing IT (MIT) Organizational Announcement
The next phase for MIT in Costa Rica

Today we announced the decision to move Manufacturing IT work out of Costa Rica; a transition that will take place over the next couple of years. We have already notified employees affected, and we will assist them in their search for new opportunities. We will work diligently to make sure this transition goes smoothly, while ensuring Intel's factories have the resources they need to meet their goals.

As we already mentioned to the employees affected by this change:
- We no longer have Technology and Manufacturing Group (TMG) operations in Costa Rica. As a result, it would be challenging to retain and grow our core manufacturing competencies in the area.
- Intel IT is growing in Costa Rica and needs good, experienced talent. As a result, we felt this was the right time to make this change since it provides many opportunities for our MIT employees to find new roles at the site.

For 18 proud years, our Manufacturing IT team in Costa Rica has performed fantastic work. We appreciate the team's continued factory support as they transition into new opportunities. We are very grateful to the team's contributions to Manufacturing IT over many years.

If you have any questions related to this change, we will post this as a discussion shortly on **One MIT**.

Thank you,

Darcy Ortiz and John Breseke
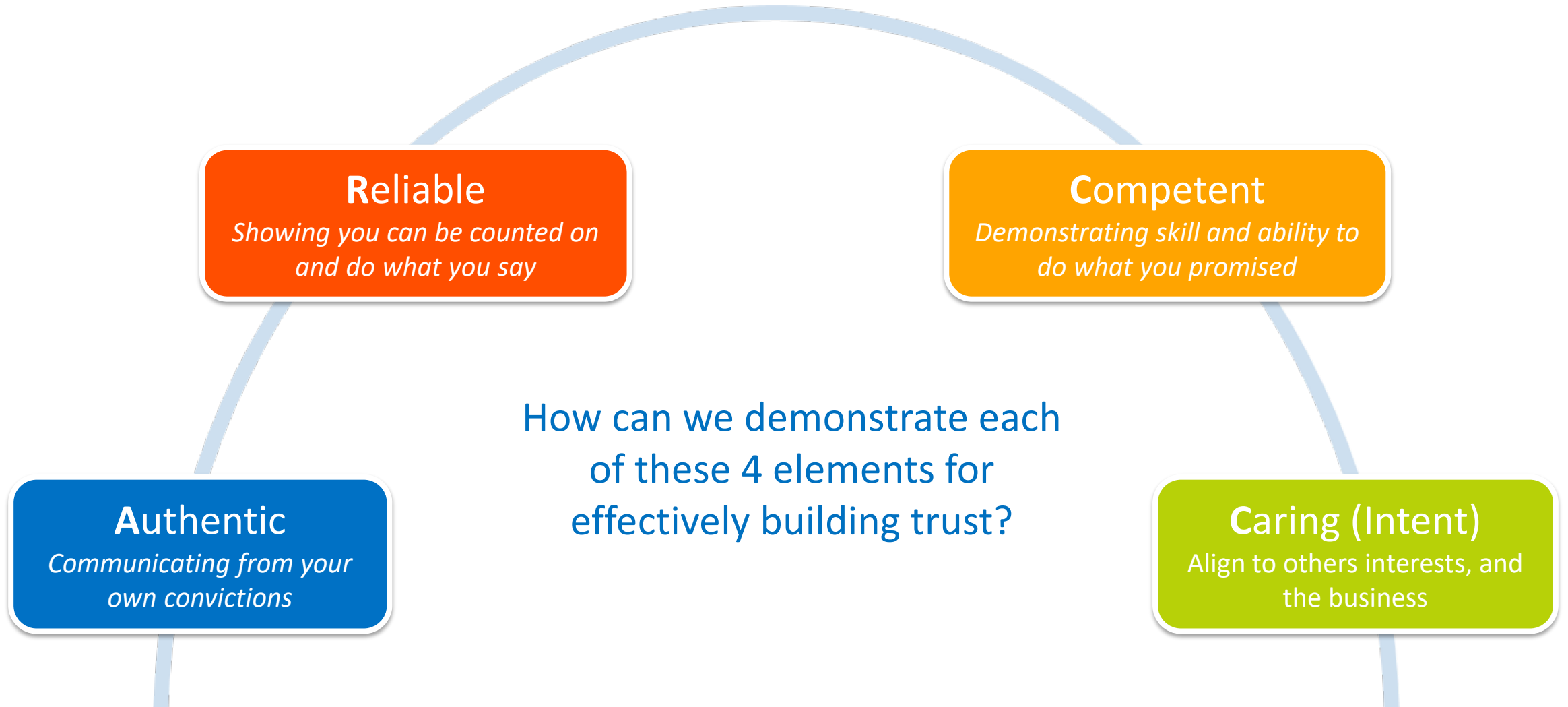
Trust is like a ripple effect

- As leaders and managers, we have direct impact on trust and trustworthiness.

- We can't control what happens around us, but we can control how we respond

- We *can* respond in an authentic, caring, and trustworthy way

We start the ripple . . .

700 managers are banding together in 51 cohorts around the world, and we touch every person in IT every day and set the tone.

-Mac Agan, CIO SO

ARCC – A Framework for Building Trust

Reliable
Showing you can be counted on and do what you say

Competent
Demonstrating skill and ability to do what you promised

How can we demonstrate each of these 4 elements for effectively building trust?

Authentic
Communicating from your own convictions

Caring (Intent)
Align to others interests, and the business

ARCC Job Aid
A Framework for Building Trust

Authentic
Communicating from your own convictions

- Share relevant info
- Courageously address important issues
- Tell what you know, can't share, and don't know
- Share your interest & context, not just your position
- Apologize when you make mistakes
- Don't speak poorly about others

Reliable
Showing you can be counted on and do what you say

- Follow through on commitments
- Hold yourself and others accountable
- Don't overcommit – Say "No" as needed
- If you de-commit, inform others as soon as possible
- Don't blame others

Competent
Demonstrating skill and ability to do what you promised

- Deliver on your commitments
- Know your Org. (strategic objectives, challenges)
- Demonstrate strong decision making/problem solving
- Take on assignments where you actively use your strengths
- Increase your knowledge (assignments, trade journals, etc.)

Caring (Intent)
Align to others interests, and the business

- Extend trust to others first
- Give credit to others when it's due
- Be hard on ideas, soft on the person
- Tell the truth and leave the right impression
- Encourage people to speak truth to power
- Practice having unpleasant conversations

Let's Use the ARCC Framework

Scenario: Your department is reorganizing. Groups and roles are changing. You will be meeting with an employee to discuss how the changes may impact them. How can you have the conversation in a way that builds trust?

1. Take a few minutes to prepare for how you would have that conversation You can use the ARCC job aid as reference (on next slide).
    (5 mins)

2. Break into twos and practice having the conversation. Take turns being the leader and employee. Give each other feedback.
    (10 mins)

3. Group debrief (10 mins)

Call to Action

Identify one specific action you will commit to taking, to build between you and your team, back on the job.
Write it down to share with the cohort now (we'll go around the table).

> **Call to Action:**
> **Between now and Cohort Session 3**
>
> Talk with employees about trust and complete the action you committed to take on the job.
>
> Continue career development discussions to build trust.

In the next session, be prepared to share with the cohort the how it went when you took the action.

Evaluate this session
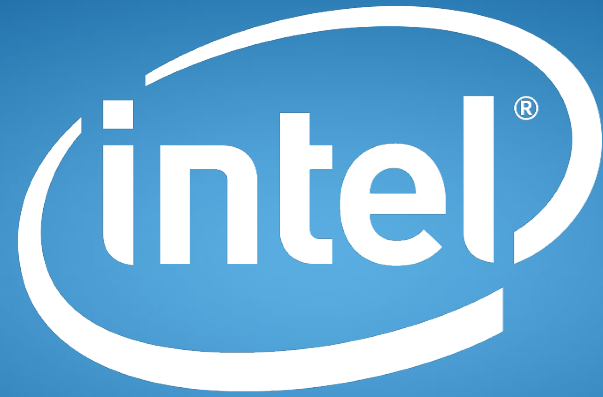
We want to hear your feedback!

- You can use the email link that will be sent to you from your facilitator.

- https://intel.az1.qualtrics.com/SE/?SID=SV_6hcmFVy5T9WesDz

OR Use your Smart Phone.

- Scan this code.

- Complete the evaluation on your cell phone.

- No need to connect to the Intel network

Scan with Smartphone QR Reader.