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## Intel: *Optimas Award Winner for General Excellence*

The computer chip maker's workforce strategies have helped it remain atop the competitive tech market and prepared it for a knowledge-based future. Intel has is a leader in areas ranging from ethics to leadership training to fostering a global perspective among its employees.

By Ed Frauenheim



**W**hat's inside Intel? A workforce management philosophy that, in many respects, is as cutting-edge as the computer chips it makes.

The Santa Clara, California-based company has proved itself to be a leader in areas ranging from ethics to leadership training to fostering a global perspective among employees. And it keeps taking steps to make sure its size--100,000 employees and counting-- doesn't hijack this mandate from co-founder Robert Noyce: "Do not be encumbered by history. Go off and do something wonderful."

Intel has taken hits from critics on labor matters such as its use of foreign guest workers. Still, the company has made *Fortune's* list of the "100 Best American Companies to Work For" eight of the past nine years. And its financial results speak volumes about its employee management. In 2005, the company posted record revenue of \$38.8 billion, and net income rose 15 percent to \$8.7 billion.



CEO Paul Otellini

Intel wins the 2006 *Optimas Award* for General Excellence for workforce management strategies that have helped the company stay atop the rough-and-tumble tech industry and prepared it for a knowledge-based future. Here are highlights of Intel's work in six *Optimas* categories:

**Competitive Advantage.** Intel gets two benefits for the price of one with its Leadership in Action program. Through it, Intel trainers gather data about emerging market trends. Then they lock three dozen senior managers from different locations and functions in a hotel for several weeks to develop possible business moves. The resulting reports have led to several company initiatives. Thus, the three-year old program acts both as a way to hone leadership skills and set smart strategy.

**Global Outlook.** Some 70 percent of Intel's revenue comes from outside the United States. What's more, Intel's focus on software and hardware "platform" products for markets like the digital home requires a better understanding of customers around the world. So when Intel created a new leadership program for midlevel managers in 2004, it made firsthand exposure to different cultures a cornerstone. Under the Leading Through People program, 800 midlevel leaders will fly to weeklong seminars outside their home region over the next seven years.

**Innovation.** Intel consistently has come up with fresh ways to manage employees soundly--including letting them go over managers' heads to speak their minds. This year, the company is planning to hold an internal Innovation Conference. Employees were asked to submit ideas for doing things better in their group or the company generally. The top 10 creative ideas were to be showcased at the late-winter conference.

**Ethical Practice.** Doing the right thing matters at Intel. The company helped form a tech industry group that's establishing a code of conduct for members and their suppliers. That effort led to an award last year from *Business Ethics* magazine. Internally, Intel created an ethics training program over the past few years with tricky hypothetical situations. "The issues are never black-and-white," says Dave Stangis, Intel's director of corporate responsibility. "We want people to think about it."


**Managing Change.** One way Intel handles change in the high-tech world is through low-tech communications with employees. When the firm made its shift to a "platforms" strategy last year, chief executive Paul Otellini traveled to major Intel sites in the United States and abroad to meet with workers. And when the company changed its compensation plan last year to include grants of restricted stock, managers told employees in person.

"Intranet and e-mail channels aren't always the best ways to communicate important information," says Larry Shoop, Intel's director of employee communications.

**Vision.** The company realizes that nurturing employee talents and tapping into them are crucial in a knowledge-based economy. In 2004, Intel invested almost \$3,700 per employee in training and development. It ranked 17th last year in *Training* magazine's "Training Top 100."

And company values of risk taking and open communication aren't just slogans, says Kevin Gazzara, who heads the Leading Through People program. A few years ago, he came up with a method of matching employee work preferences with their job, and he asked Intel to try it. In the wake of some pilot programs, Intel is about to use the system in China.

"When you let employees deliver their passion outside of their classic job description, it keeps them energized," Gazzara says. "And that benefits the company."

	<p><b>BASED IN</b> Santa Clara, California, Intel employs 100,000 people worldwide. Founded in 1968, it has become the world's largest semiconductor company and one of the mainstays of the Silicon Valley region. In 2005 the company posted record revenue of \$38.8 billion, and net income rose 15 percent to \$8.7 billion.</p>
<p><b>INTEL IS BEST KNOWN</b> for microprocessors like the Pentium chips that serve as the brains inside personal computers. But the company is moving beyond chips to create more comprehensive software and hardware "platforms" that will serve as the foundation for products in areas such as the ever-more digital home and health care.</p>	

*Workforce Management*, March 13, 2006, p. 17 -- [Subscribe Now!](#)

*Ed Frauenheim is a Workforce Management senior staff writer based in San Francisco. E-mail [editors@workforce.com](mailto:editors@workforce.com) to comment.*

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Archive: [View the 2006 Optimas Awards](#)

## View the 2006 Optimas Awards

Photos from the 2006 reception and ceremony in New York City.

The 2006 reception and ceremony were held at the Michelangelo hotel in New York City on March 23.

This year's *Optimas Awards* winners are exceptional business people with big ideas that achieved bottom-line business results. [Click here](#) for more information on our winners and the *Workforce Management Optimas Awards*.



The *Workforce Management Optimas Awards* winners enjoy a casual networking luncheon and extremely popular and valuable executive roundtable discussions where current workforce obstacles and innovative solutions are discussed. The day concludes with a reception and the Optimas Awards ceremony.

The *Optimas* award



(from left to right)  
Todd Johnson, Publisher, *Workforce Management*, Bob Scally, Senior Editor, Online, *Workforce Management*, John Nicholas, Director of Employee Development at The J. M. Smucker Co., Dr. Kevin D. Gazzara, Strategy & Design Program Manager at Intel, Bob Dortch, Sales Director & General Manager, Online, *Workforce Management*

(from left to right)  
Lauren Kalb, Manager, Institutional

Marketing at MetLife, Elena Wu  
Casey, Assistant Vice President,  
Institutional Marketing at MetLife,  
Jason Asch, Southeast Sales  
Manager, *Workforce Management*



Spending a few minutes with the  
latest issue of *Workforce  
Management*

(from left to right)  
Carroll Lachnit, Executive Editor,  
*Workforce Management*, John  
Marino, Account Executive, The  
Marino Organization, Robert  
Barleta, Vice President, The Marino  
Organization, John Hollon, Editor,  
*Workforce Management*.



Ceremony attendees proudly  
displaying the *Optimas Awards* March  
13 issue.

*Workforce Management* publisher,  
Todd Johnson opens the ceremony  
with a warm welcome to the  
*Optimas Awards* winners and  
ceremony attendees.



Ben Colvin, Chief Marketing Officer,  
Institutional Business representing  
*Optimas Awards* sponsor MetLife,



delivers an inspiring introduction.

Paul Seymour, Vice President, Business Development at EmployBridge accepting the award for **FINANCIAL IMPACT** from *Workforce Management* editor, John Hollon.



Mary Anne McInnis, Senior Training Design Specialist at Randstad North America accepting the award for **COMPETITIVE ADVANTAGE**.

John Nicholas, Director of Employee Development at J.M. Smucker Co. accepting the award for **ETHICAL PRACTICE**.



Kent Kirch, Global Recruiting Director for Deloitte Touche Tohmatsu accepting the award for **GLOBAL OUTLOOK**.

Dan Hilbert, Employment Manager at Valero Energy Corp. accepting the award for **INNOVATION**.



Bradley D. Belt, Executive Director at Pension Benefit Guaranty Corp. accepting the award for **MANAGING CHANGE**.



Carroll Lachnit, Executive Editor, *Workforce Management* accepting the award for **PARTNERSHIP** on behalf of City of Scottsdale, who could not be in attendance.



Richard Lobo, Head of Employee Relations at Infosys Technologies accepting the award for **SERVICE**.

John Hollon accepting the award for **VISION** on behalf of UnitedHealth Group who could not be in attendance.



Kevin D. Gazzara, Strategy & Design Program Manager at Intel accepting the award for **GENERAL EXCELLENCE**.

(from left to right)  
Todd Johnson, Publisher, Carroll  
Lachnit, Executive Editor, John  
Hollon, Editor, Bob Scally, Senior  
Editor, Online, Tonya Adams,  
Marketing Manager



It's an extraordinary day, and the best way to attend is to win! Visit [Workforce.com](http://Workforce.com) to learn more about the *Awards*, and how to nominate your company's achievements!

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