



Intel Corporation

Intel Corporation has been a leader in the semiconductor industry since 1968. Leading the pack in fast-growth was Intel China's Sales and Marketing Division. Intel realized the need to put the right resources and people in place to support China's continued market development. However with a history of strained China-West relations, a strong local leadership presence was key to promoting positive local government relationships and providing a more culturally appropriate management style for the division's 4,000 local employees.

"Daneal is a quintessential professional to work with and really connected with our local Chinese managers. Under her direction, she was able to design a program that helped round out our local managers and put us in a position to move expatriates out of formerly held roles. This produced a significant savings to the division."

-James Jarrett, Intel Vice President and Former President of Intel China

"The success of Leadership Reframed's program to develop and retain our local high performers in China is a long-term win for Intel. Not only has it send a strong signal to other Chinese top talent, it has also given us more credibility in working with our local suppliers and government partners."

-Xie Cheng, Deputy General Manager of Intel China

The Story

In 1997, Wei Ting Chan, then Country Manager for Intel China, recognized the need for localized leadership within the company and Leadership Reframed was brought in to help. A strong reputation in designing programs for emerging leaders and familiarity with Chinese culture made Leadership Reframed the clear choice.

The Work Begins

After completing a human capital review of the local China division, Leadership Reframed helped identify eight high-performing employees with the requisite leadership skills to manage the China division in the next 3-5 years. This included Ian Yang, a mid-level manager in Intel China, with a reputation as a high contributor. Ian was eager to move to the next rung of management, one that was exclusively held by -Intel's U.S. expatriates.

The objective of the program was to broaden these high performers' understanding of the business through exposure to different divisions and functional areas, and to deepen their network of relationships within the company. There were three components of each high performer's development plan:

Cross-functional job rotation throughout Asia-Pacific
In-house customized MBA Program to be delivered by INSTEAD
Mentoring program to widen high performers' networks, increase their confidence and build their know-how

The Results Are In

After three years in the China Leadership Development Program, Ian was promoted to Intel Country Manager following the departure of Wei Ting Chan. Four of his peers in the program were also given senior-level positions formerly held by U.S. expatriates. This allowed Intel to save \$500,000 in the first 3 years in salary differentials.