



Coaching: An Approach to Decision Facilitation

Margaret A. Barrett, Certified Coach & Senior Decision Specialist

Decision Quality Program Office, Intel Corporation

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DAAG, New Orleans



Margaret A. Barrett



Intel Business Unit: Finance
 Organization/Team: Decision Quality Program Office (DQO)
 Current Position: Senior Decision Specialist
 Site: Hillsboro, Oregon – USA

Personal Bio *I believe in making a meaningful impact with my life energy - seeking and embracing breadth with my “whole brain” approach to life. I love both developing strategy and turning it into action. With joy, I generously invest in continuous learning & development for myself & others.*

Style/Strengths	Like to Add
Coaching/ Empathy-EQ, Decision Making, Leadership, Strategy, Talent Development	Direct Management at Intel

Career Highlights

- **Intel Corp./Finance-DQO** – developing internal decision-making expertise; consulting support for key corp. decisions
- **CCG** – Talent strategy, pipeline framework; diversity, progression, hiring, retention
- **ALP – Accelerated Leadership Program**; 3 rotations: (1) Sales – market research for ‘wellness’, (2) HR - Executive Talent Mgmt./ Strategy/Talent (3) PCCG - Decision Making
- **Software (SSG)**: - 12+ yrs progression of roles: Hardware PM, Software Enabling PM, Strategic Planning, Business Operations
- **TMG (Mfg.)** – Factory Master Scheduling, Factory & Customer Service Planning
- **Entrepreneur** – 16 years of successfully exceeding my customer’s expectations

Aspirations

- To lead cultural change efforts in development of resource capabilities, aspiration, energy, and potential
- Manage/Lead an organization focused on comprehension & growth of current human capabilities to reach challenging goals
- Utilize my professional coaching certification to amplify the impact of those willing to develop themselves to reach full potential
- Pursue certifications on key coaching assessment tools: Hogan, Enneagram
- Continue my journey of personal learning, development, and contribution
- Support growth and development of others who are motivated to increase their aptitude

Additional Information

- Bachelor of Science, Business & Administrative Studies, Lewis & Clark College
- MBA, Babson College with honors, Class Rep.
- Strategic Decision Making & Risk Management Certificate, Stanford University
- Society for Decision Professionals Member
- ALP Strategic Advisory Board member
- Accelerated Women’s Leadership Cohort
- Active and supportive Mentor to many
- Decade of demonstrated GPTW Leadership
- Community Leadership - Planning Commission
- Vocalist – mezzo-soprano, Intel Singers
- Marathon Maniac #374 – with 136 marathons & 10 Ultras completed currently
- Designer & Seamstress, Weaver
- Certified Hudson Institute Coach
- Certified Hogan Assessor

Talent Development Profile

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My Coaching Journey



Hudson Institute – earned my Certification in 2015

- 50+hrs providing coaching + 15+hrs receiving coaching
- Written Exam + Oral Exam + Coaching Portfolio
- Useful Maps: Cycle of Renewal, Core Values/Passions, Roles & Systems, Adult L Learning/Unlearning, Purpose-Vision-Plan; Enneagram, Hogan
- Intel – Cadre of Internal Coaches, focused on executive development
- Intl. Coaching Federation (ICF) certification next: 100+ coaching hrs. + Exam

My Coaching Portfolio
MARGARET A. BARRETT

Hudson Institute | November 30, 2015



Side-by-Side Comparison: Coaching vs. Consulting

Differentiation	Consulting	Mentoring	Coaching	Counseling/Therapy
Who receives?	Individuals Teams Organizations	Individuals	Individuals Teams Organizations	Individuals Family Systems
Focus:	Problem-solving Fixing a known issue and achieving greater results	Advancing in the organization Networking Understanding politics	Future Focus Identifying & achieving a desired future state	Healing the past Examining repeated patterns of behavior
Role of the Helper:	Lead from the front : offer advice & solutions	Share past experiences as they might benefit the recipient	Lead from behind : client chooses the direction forward	Lead the process through questions, feedback, observations, and advice
Helper-client Relationship:	Expert who helps the organization fix problems and grow	Senior, experienced individual who helps the novice	Partners working together to achieve a client's stated goals	Expert who helps the client
Outcomes:	Opinions & recommendation provided	Understanding of organizational dynamics Networking	Goals, vision, and plan identified Forward progress on action steps Leader-as-coach: ongoing External coach: 6-12 mo. to achieve significant change	Greater insight Healing of past
Length of Relationship:	Varies, depending on nature of assignment	May last over very long periods of time		Varies from short-term trauma to ongoing over years

Decision Consulting is...

Similar to coaching...

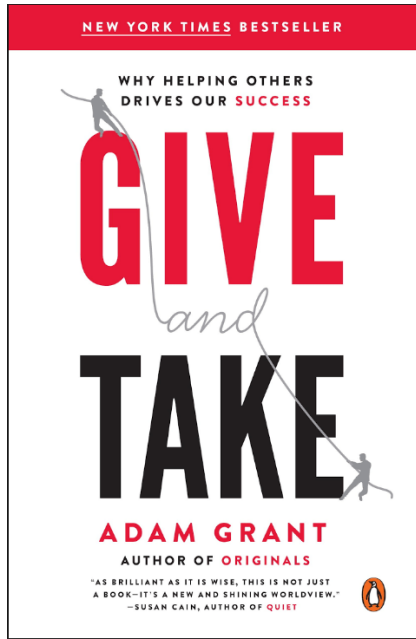
- Guiding project team members to develop internal capabilities
- Facilitating break-out teams during DQ courses
- Asking open-ended questions
- Learning mindset


Different from coaching...

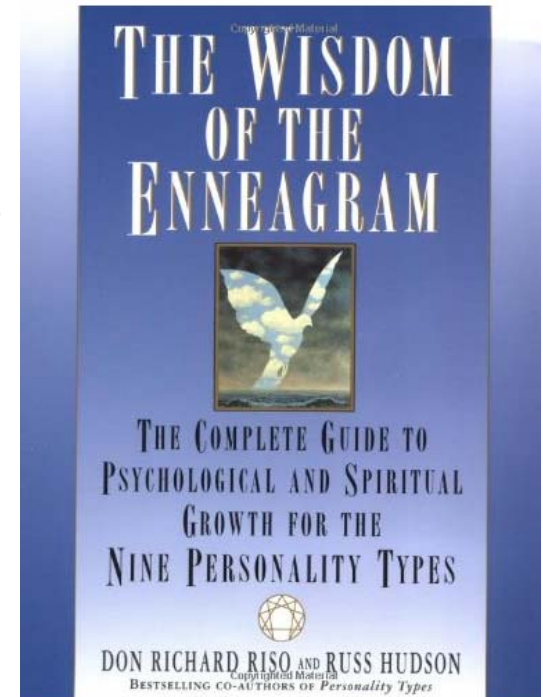
- Advising
- Judging
- Problem solving
- Recommending
- Teaching/Telling



Knowing Yourself is Essential



 Leaders Who Get to Give_HBR Big



Hogan Personality Inventory

The Hogan Personality Inventory (HPI) describes normal, or bright-side personality – qualities that describe how we relate to others when we are at our best. Whether your goal is to find the right hire or develop stronger leaders, assessing normal personality gives you valuable insight into how people work, how they lead, and how successful they will be.



Hogan Development Survey

The Hogan Development Survey (HDS) describes the dark side of personality – qualities that emerge in times of increased strain and can disrupt relationships, damage reputations, and derail peoples' chances of success. By assessing dark-side personality, you can recognize and mitigate performance risks before they become a problem.



Motives, Values, Preferences Inventory

The Motives, Values, Preferences Inventory (MVPI) describes personality from the inside – the core goals, values, drivers, and interests that determine what we desire and strive to attain. By assessing values, you can understand what motivates candidates to succeed, and in what type of position, job, and environment they will be the most productive.



Hogan Business Reasoning Inventory

The Hogan Business Reasoning Inventory (HBRI) describes reasoning style – the ability to evaluate sets of data, make decisions, solve problems, and avoid repeating past mistakes. By assessing reasoning style, you can identify candidates' problem-solving style, understand their capacity, and identify areas for development.



Judgment

The Judgment assessment combines cognitive ability, bright- and dark-side personality, and values to measure participants' information-processing style, decision-making approach, decision-making style, reactions to feedback, and openness to feedback and coaching. Good judgment involves being willing to acknowledge and fix bad decisions, and learn from experience.

Resources....

- Hudson Institute of Coaching - <https://hudsoninstitute.com/>
- Book: Handbook of Coaching, A Developmental Approach by Pamela McLean (w/Frederic Hudson)
- Harvard Business Review – The Big Idea: Beat Generosity Burnout – <https://hbr.org/cover-story/2017/01/beat-generosity-burnout>
- Hogan Assessments: <http://www.hoganassessments.com/assessments/>
- Book: The Wisdom of the Enneagram, by Don Richard Riso & Russ Hudson
- Enneagram Institute: <https://www.enneagraminstitute.com/>