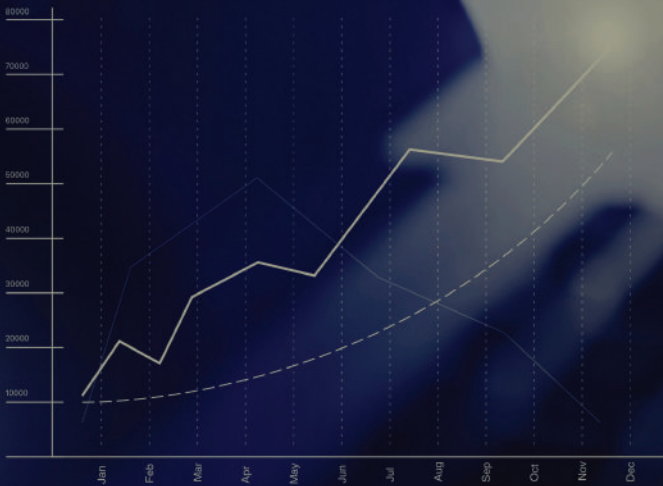CISCO

SUCCESS STORY

transform **PERFORMANCE**
international

CISCO SUCCESS STORY

Client - Cisco

- Known as the company which provides the majority of the 'plumbing for the Internet', Cisco has grown rapidly, and has developed a reputation for high-end technology, highly experienced talented people, and a vision for how technology could be applied in key areas to enable its customers to grow.

What were the challenges to be solved?

The problems Cisco wanted to solve arose from three main areas:

1. Loss of market share to 'new kids on the block' such as Huawei, Juniper, and latterly Amazon Web Services
2. Differentiation: their once-advanced tech was in danger of becoming main-street and they were increasingly perceived as expensive and unable to communicate the value they delivered. In fact, customer feedback showed that many were feeling literally bullied by a company who felt that it had a stranglehold over their business. If you were to ask anyone in Cisco they would say this wasn't true, but they also knew that perception becomes reality
3. Changing buying patterns: the arrival of the cloud meant that buying patterns were changing as the customer moved from outright ownership to a subscription model, where recurring revenues were now essential

Why were we selected as the partner to provide the solution?

Our capacity to design and deliver blended change programmes in local languages, both face-to-face and virtually according to the need

Our ability to create multi-year programmes to deliver results and align to our client's business objectives; we have been Cisco's trusted advisor for more than 10 years

The way our learning material learns from other organisations and individuals that are the best in their field; how we bring outside perspectives into our client organisations to change mindsets, attitudes and beliefs

Our openness to co-create with clients, developing and shaping aspects of the learning content together

CISCO SUCCESS STORY

What we did

We worked with those who interfaced with the sales function – this included engineers in the field, teams from Advanced Services, and those based in Cisco's numerous Customer Technical Support Centres around the world. At a high level:
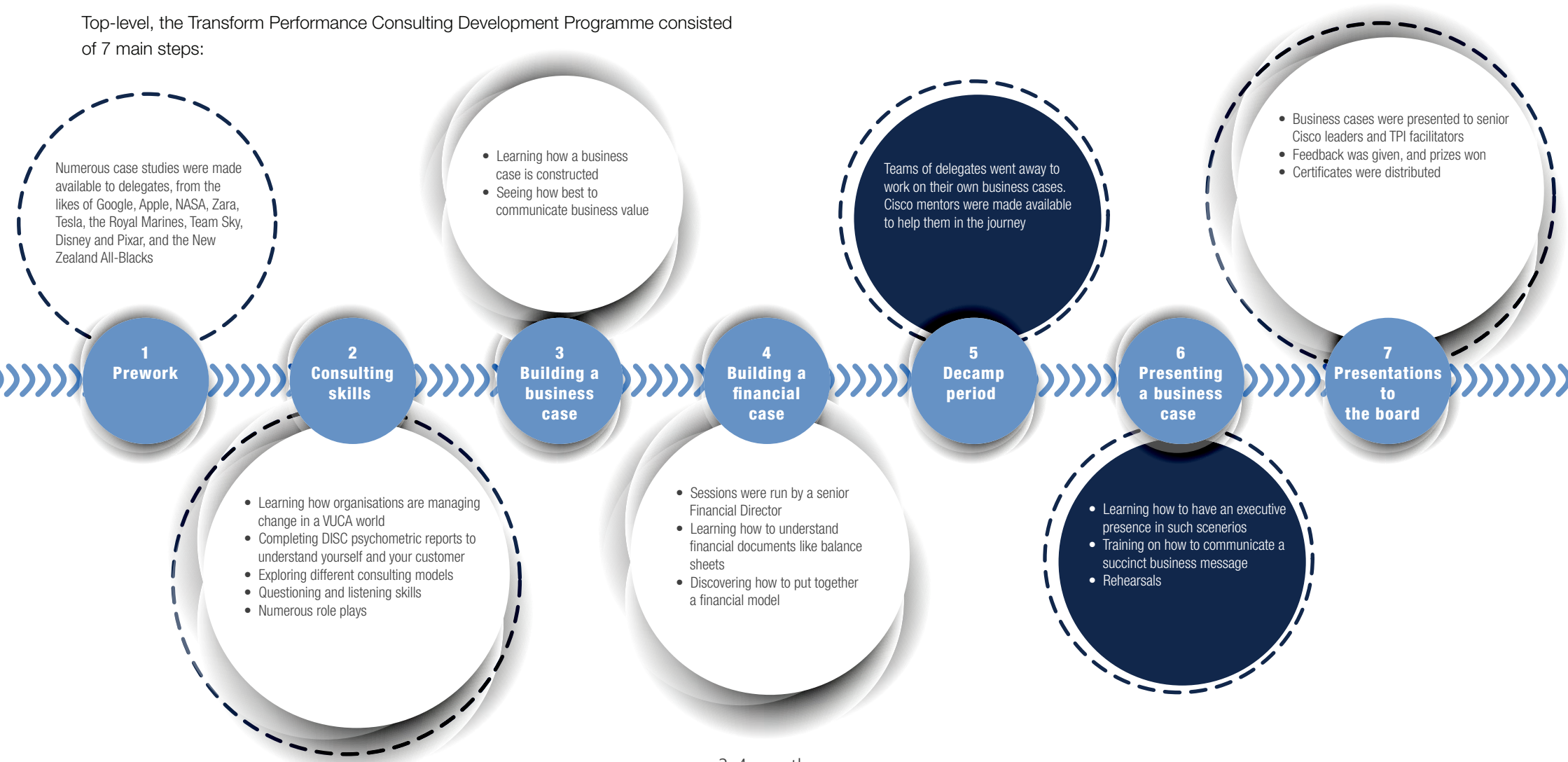
- Cisco had designed a new model for its customer journeys but taking the model from pure concept to something which resonated practically with their people was our job. We designed a programme that put the customer at the core, which moved their people from thinking 'Cisco first' to 'customer first'. Their sense of ownership increased, and they had a real opportunity to provide great customer experience. Ultimately we required people to drastically change their way of thinking, and move from a place of thinking 'we are Cisco experts'…to 'how am I giving the customer what they need?'

- We focused on the best ways to handle conflict and emotion, as those we worked with often met customers in high states of anxiety

- We highlighted the importance of demonstrating value – engineers in the field who were there to fix issues were missing out on the opportunity to expand Cisco business. Typically, there was a fear of engaging with anyone above their paygrade, so we taught them how to think through customer issues properly. We imparted the '5 levels of questioning' model so Cisco's people could show interest in delivering and communicating their organisation's value with curiosity and understanding
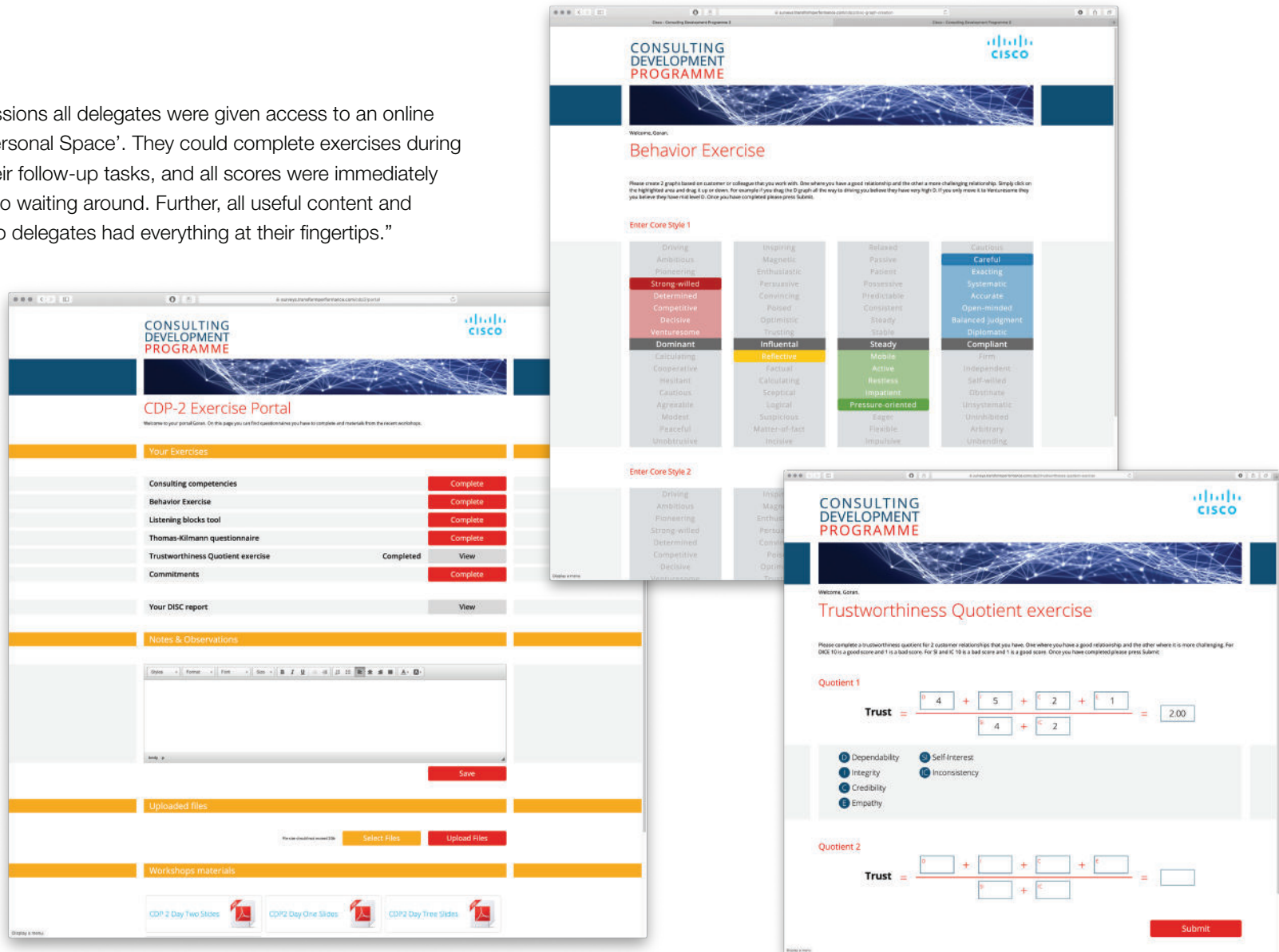
CISCO SUCCESS STORY

How we did it

Top-level, the Transform Performance Consulting Development Programme consisted of 7 main steps:

1 Prework

Numerous case studies were made available to delegates, from the likes of Google, Apple, NASA, Zara, Tesla, the Royal Marines, Team Sky, Disney and Pixar, and the New Zealand All-Blacks

2 Consulting skills

- Learning how organisations are managing change in a VUCA world
- Completing DISC psychometric reports to understand yourself and your customer
- Exploring different consulting models
- Questioning and listening skills
- Numerous role plays

3 Building a business case

- Learning how a business case is constructed
- Seeing how best to communicate business value

4 Building a financial case

- Sessions were run by a senior Financial Director
- Learning how to understand financial documents like balance sheets
- Discovering how to put together a financial model

5 Decamp period

Teams of delegates went away to work on their own business cases. Cisco mentors were made available to help them in the journey

6 Presenting a business case

- Learning how to have an executive presence in such scenerios
- Training on how to communicate a succinct business message
- Rehearsals

7 Presentations to the board

- Business cases were presented to senior Cisco leaders and TPI facilitators
- Feedback was given, and prizes won
- Certificates were distributed

3-4 months

CISCO SUCCESS STORY

How we did it

"During the virtual training sessions all delegates were given access to an online learning portal called their 'Personal Space'. They could complete exercises during the sessions, or as part of their follow-up tasks, and all scores were immediately available to their facilitator – no waiting around. Further, all useful content and materials were stored here, so delegates had everything at their fingertips."

CISCO SUCCESS STORY

Results

- Cisco continues to enjoy a position of eminence and a strong reputation for quality and reliability
- We have worked with over 1,500 of their people from all parts of the globe; we are considered to be part of the ongoing success story
- A source of pride to us is the fact we have taken large elements of the programme from face-to-face to virtual. You may know that Cisco owns WebEx, so we are at the forefront of helping demonstrate best practice in delivering online learning
- We have created sustainability, and the skills and mindsets taught to Cisco people have now become a route to promotion - this is now a rite of passage

Cisco: past, present, future

Cisco had long been the darling of the tech investors who saw a chance to make fast money and high returns. However, the investors had either grown older or changed altogether, and wanted something different from Cisco, namely stability and predictability (because the stock now resides in their pension funds). With that in mind, we have helped change the culture at Cisco for good. Cisco's people no longer see themselves as working in the 'Wild West'; they now focus on nurturing partnerships with customers and their channel distributors to deliver steady sustainable growth.

What our delegates say-

"I love how stretching and innovative the sessions are. They're really fresh and make me think in an entirely new way"

"This has been formative in my career"

"Wonderful training, I've recommended you to multiple people already"

"Extremely informative. Utterly different perspective. Really good"

"A really life-changing experience for me"

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