

# Change Management The Cisco Way



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# The beginnings of a journey...

WILEY



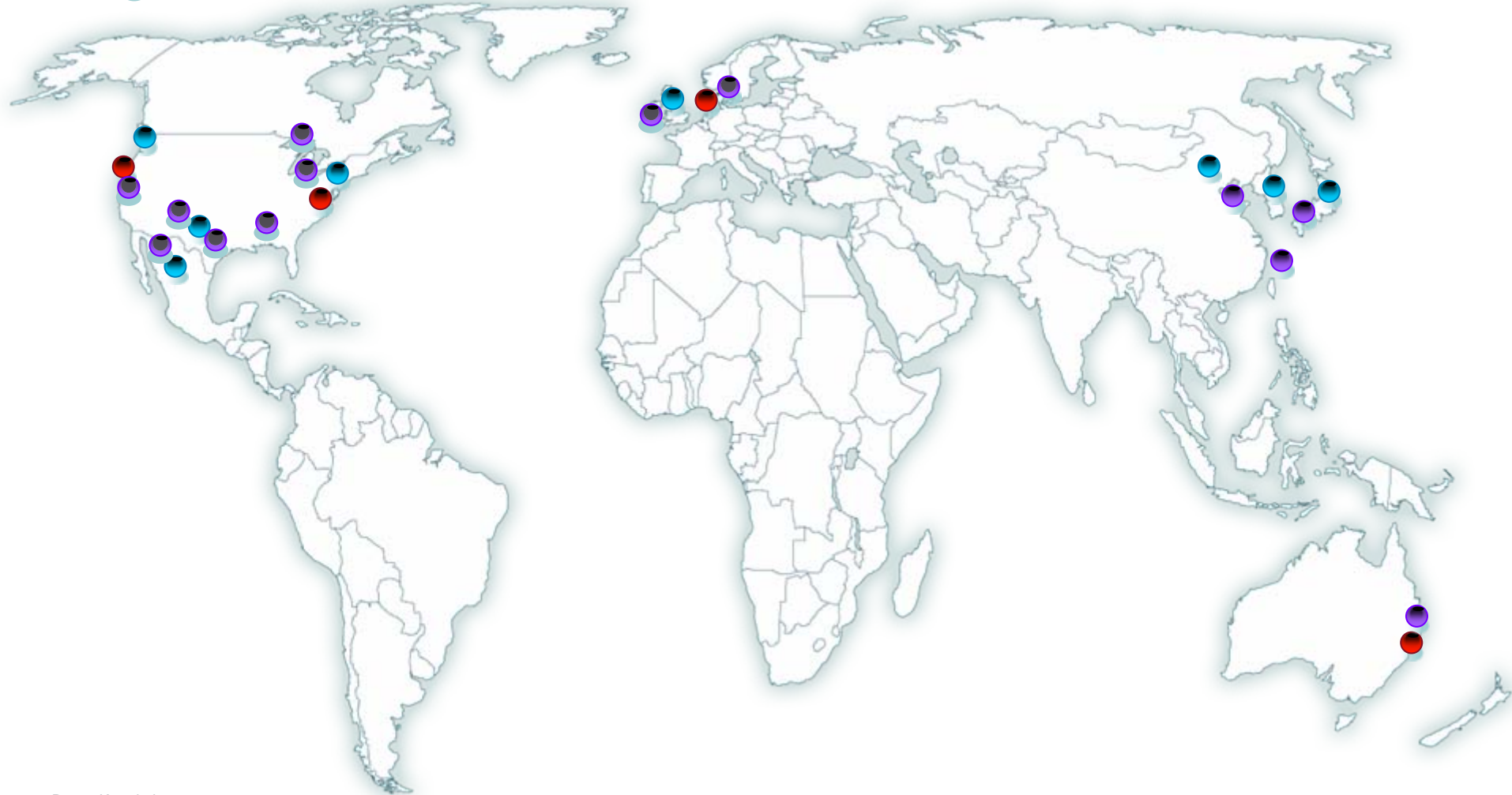
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# Agenda

- Who is Cisco Technical Services?
- What as the problem and why change?
- How did we go about it?
- Results
- Challenges and Learnings
- Where are we today?

# Technical Services Support Delivery

- World-wide locations
- Satellite locations
- Major supply points



# What was the Problem?



Symptoms vs Cause

# What was driving us to change?

- Increase in Customer expectations
- Transformation to solutions based service
- Overall complexity of technology
- Continuous improvement of process

# Objectives of Project

- Increase awareness in engineer's problem solving ability
- Improve internal process and tools to assist with the use of KT at Cisco
- Promote the use of KT processes internally within Cisco, with our customers, and partners

# The Team

Representation from across APAC





# Logistics of training a large team

- Each class was 1 week in length
- Completed whole team in 14 weeks
  - Included classes in Korea, China, and Singapore
- Content included customised “Cisco” content
- One additional class every quarter for new hires
- Challenges
  - Scheduling - resources and people

# Cisco 3E Development Framework

## Education 10%

- E-Learning Programs
- Instructor-Led Courses
- Selected Readings
- Professional Conferences

## Experience 70%

- On-the-Job Tasks
- Special Assignments
- Cross-Functional Projects
- Provide Mentoring
- Teach
- Deliver Presentations
- Produce Collateral

## Exposure 20%

- Seek Feedback
- Develop a Peer Network
- Join Professional Organisations
- Find a Mentor
- Find a Coach
- Shadowing
- Visibility Opportunities

**Accelerated, Effective, Lasting Knowledge and Skills**

# Change Planning

Share wins, internally & externally

Communication

Newsletters, Web, E-mails

Quick wins

Publishing of success stories

Feedback process

Customer promotions

WIIFM

Visual Aids in the Workplace

Novelty toilet rolls, Shirts & Coffee Mugs

Process & Tools

Reward & Recognition

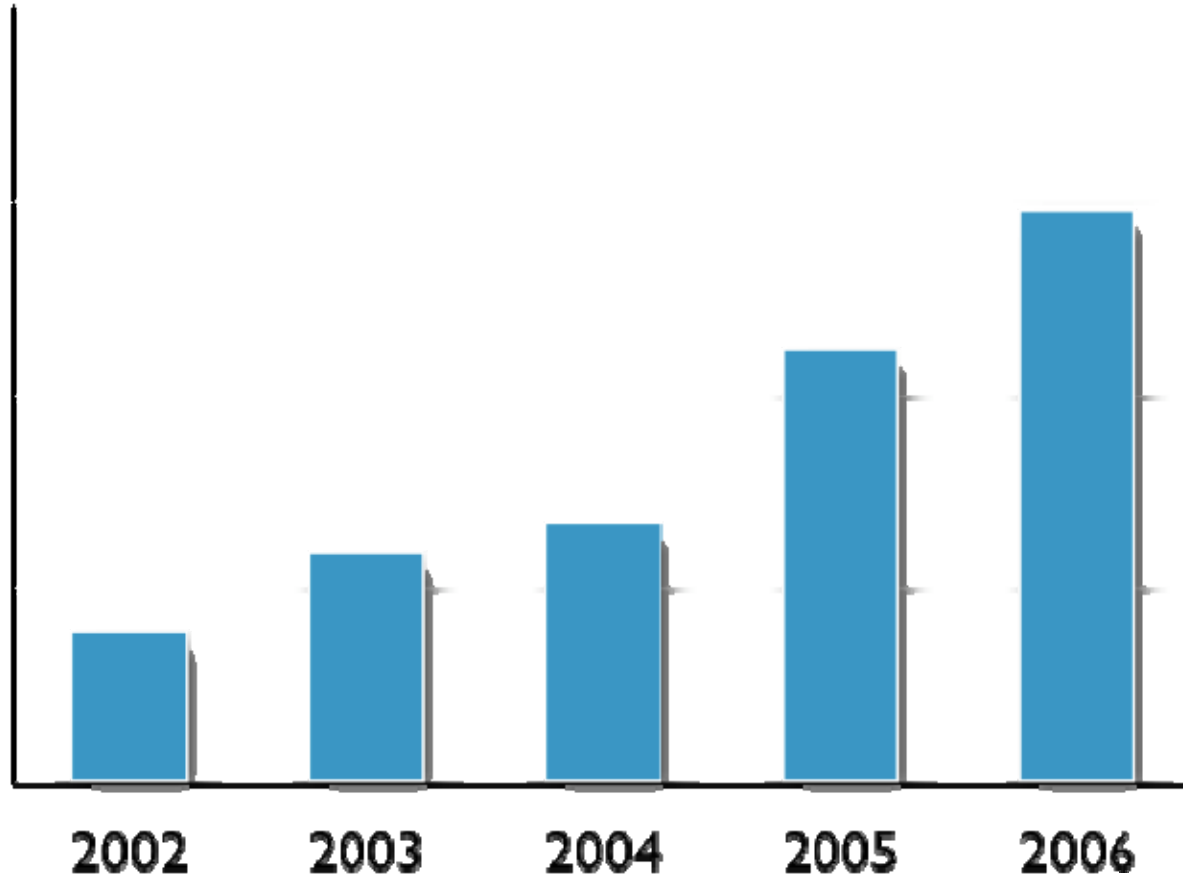
New content  
generation

Promotional material and activities

Language translation

Establish Culture

# Results - Customer Satisfaction



# Hot Issues Process

- Escalation Management
- Critical customer issues are managed
- Business and Technical focus
- Communication is the key element

**KT**® KEPNER-TREGOE

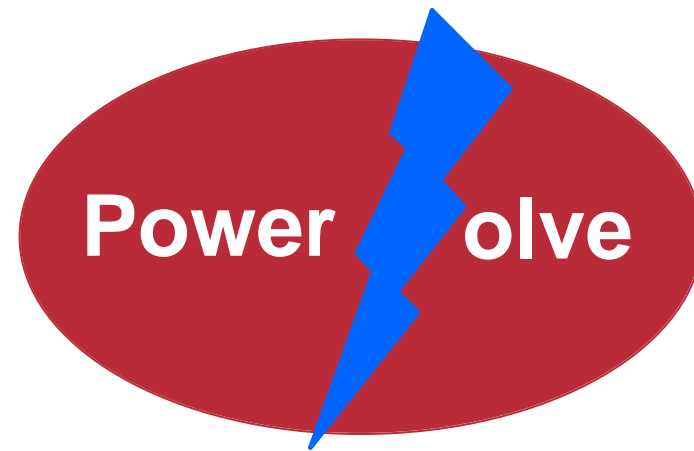
Winner 2004

Single-Use Rational Process

Cisco Systems Asia Pacific

# PowerSolve

- Facilitated group problem solving
  - Gather all Key Stakeholders
- Team Alignment
- Goal
  - Problem Resolved
  - Agreed Action Plan



# Challenges

- Experienced engineers don't need a problem solving process

What we did?

- Coaching & Reward on process usage
- Involve engineers in PowerSolve sessions & critical customer situations
- Attempted to establish a culture of problem solving excellence

What occurred?

- Program Leads were uncomfortable in coaching senior engineers
- You can't beat experience in "most" occasions
- The culture exists, mostly through new employees

# What we learnt?

- We focused on the wrong area
- Recognition was the key, Reward naturally follows
- Coach Management and senior engineering team on recognising process use
- If recognised,
  - Acknowledged
  - Promoted
  - Rewarded



# Challenges

- Transformation of the theoretical process to individual behaviour/strength

What we did?

- Established clear areas for process usage, powersolve, critical customer issues
- Reward & Recognition

What occurred?

- Engineers are caught up in the moment and fallback to old habits
- Most of their work is not critical customer issues

# What we learnt?

- We recognised some gaps in behaviour
- KT gave a good Questioning skills foundation
- Required Communication/Soft skills & Thinking skills



# Change Management Model

- Inclusion and Diversity - Innovation
- Communication Framework
  - Background - Overall situation and implications
  - Vision - Desired future end-state
  - Strategies - Plan or tactical initiatives to achieve vision
  - WIIFY - What's in it for you?
  - WRFY - What's required from you?
- Measures of Success
- Reward and Recognition

# Where are we today?

- **Balanced organisational approach**

Problem Solving

Soft Skills

Technical Excellence

 **KT**<sup>®</sup> **KEPNER-TREGOE**

**Winner 2006**

**Organisational Rational Process**

**Cisco Systems Asia Pacific**

# Summary

- Keep it simple
- Plan to Change
- Communicate, Communicate, Communicate
- Engage and relate to everyone involved in the experience

# Q and A



