



Possibilities

#CiscoLive

Rethink. Reskill. Renew.

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The Landscape



Changing the game

Human Machine interaction /
Virtual Reality / Automation
Super Networks/Teams
Internet of people
Privacy/Digital Trust /
Transparency
Redefinition of worker
Work Any Where, Device,
Dimension
Next Generation Learning
Pace of Technology Change



Rising uncertainty

Health crisis/COVID-19
Labor Scarcity
Environmental concerns
Geopolitical unrest
Changing demographics
Up/Reskilling
Alternate economic models

Our Response



Building resilience

Build trust
Build proactive talent planning
capability
Build a diverse workforce
Learn to work horizontally
Increase automation
Keep pushing on fairness and
equity



Raising our game

Source scarce skills (Cloud,
SW)
Drive more consistent
reskilling
Reinvent contingent worker
model
Retain key talent from
acquisitions
Create greater role movement
and flexibility
Ensure competitive comp

The future of work

Companies are thinking about

- Competition for talent
- Building diverse teams
- Accelerated rate of change



Learning

Employees are thinking about

- Job security
- Meaningful work
- Fulfilling careers



Managers are thinking about

- Everything!
- Competing demands
- Career progression

Cisco's Career Study



Challenging conventional wisdom by revealing the truth of our people's experience

Methodology by the Numbers

76,000+

Individual career histories mapped through statistical cluster analysis

204

1:1 career journey interviews

11,430

Survey respondents

12

New-to-career focus groups

Summary of Key Findings



Owning a career doesn't mean going it alone.

01



Work growth is the fuel for career growth.

02



Careers can be mysterious.

03



Careers aren't about paths, they're about steps.

04



Success is how it feels, not how it looks. Intrinsic trumps extrinsic.

05



The biggest link to career satisfaction is engagement, not pay.

06



Movement isn't one-size-fits-all.

07



If we know your career telemetry, we can predict how much you use your strengths.

08



Leaders unlock careers.

09



In general, a career is a career, irrespective of gender, region, or function.

10

Detailed results available February 2020 at [Team Analytics and Research](#)

The biggest connection to career satisfaction is engagement not pay.

Compared to less engaged, fully engaged employees are...

18%

More likely to say they feel supported to change roles

17%

More likely to say they have access to the **network** they need

16%

More likely to say they know their **next career move**

More certain they'll be working here in 2 years by

18%



20%

More **satisfied** with their careers

Less likely to say they need a **job rotation** by

21%

Movement isn't one-size-fits-all



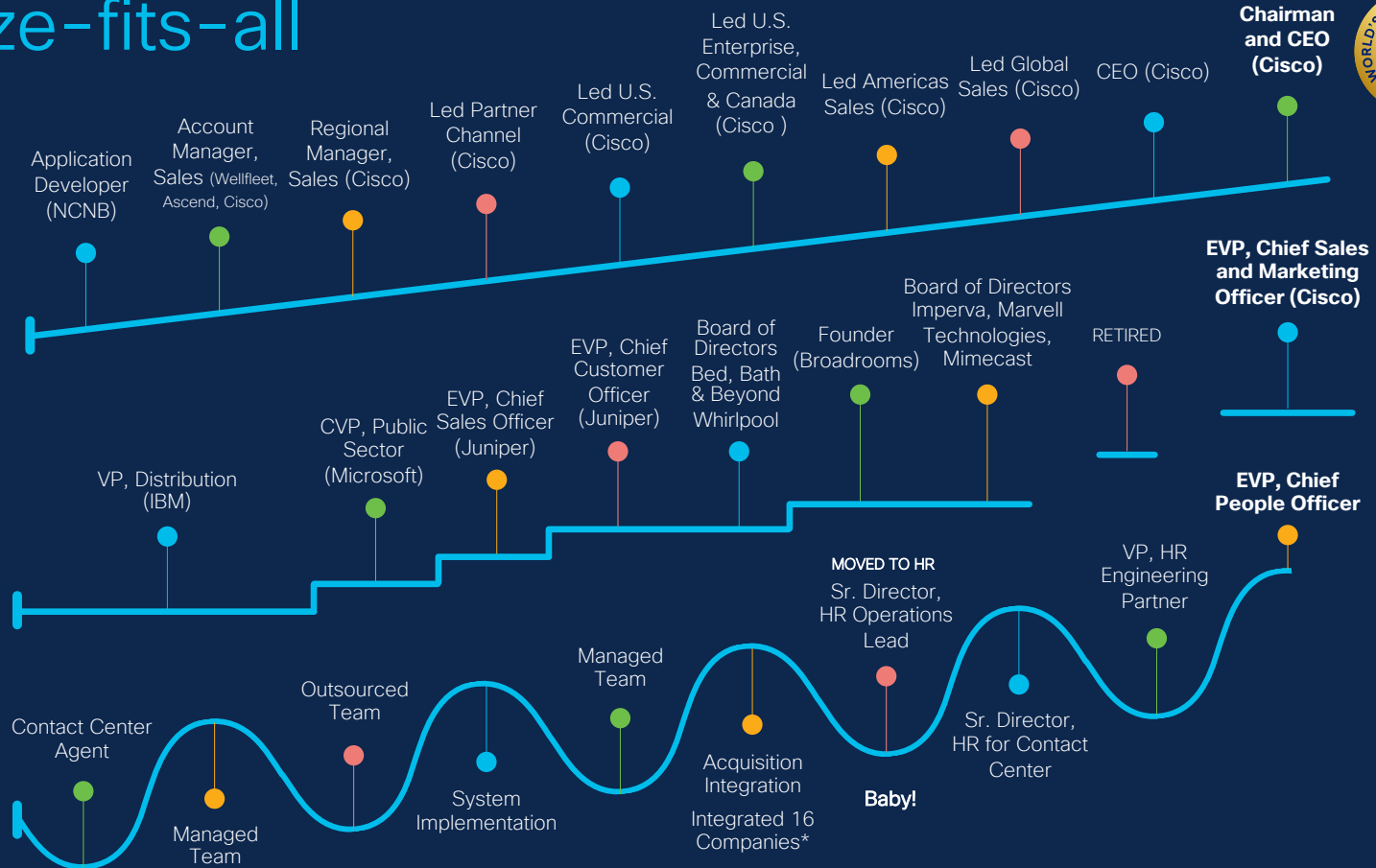
Chuck Robbins



Gerri Elliott



Fran Katsoudas



Leaders unlock careers

“Who was the **biggest driver** of your career?”

59%

Managers

21%

Senior Leaders

Those whose check-ins always include a leader connection are...

2.1x

More likely to be **satisfied** with their careers

36%

More likely to be fully **engaged**

Most important manager behaviors

- 1 Having career development **conversations**
- 2 Challenging them
- 3 Playing an active part in landing their **next role**
- 4 Supporting **learning**
- 5 Taking a **risk** on them
- 6 **Advocating** for them
- 7 **Knowing them** as a person
- 8 Understanding their **strengths**
- 9 Helping with **visibility**
- 10 Connecting them to side projects or **stretch assignments**

What can we do?

Employees

- Always be learning
- Own your journey
- Explore unlikely paths

Companies

- Transparency and values
- Lean into learning
- Make investments

Managers

- Leader as teachers
- Focus on strengths
- Prioritize learning



Always learning



Thank you



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