Design Thinking Example

FY21 Planning

Goal

- A prioritized map of ideas for solving each challenge statement

GSO GO-TO-MARKET STRATEGY & OPERATIONS
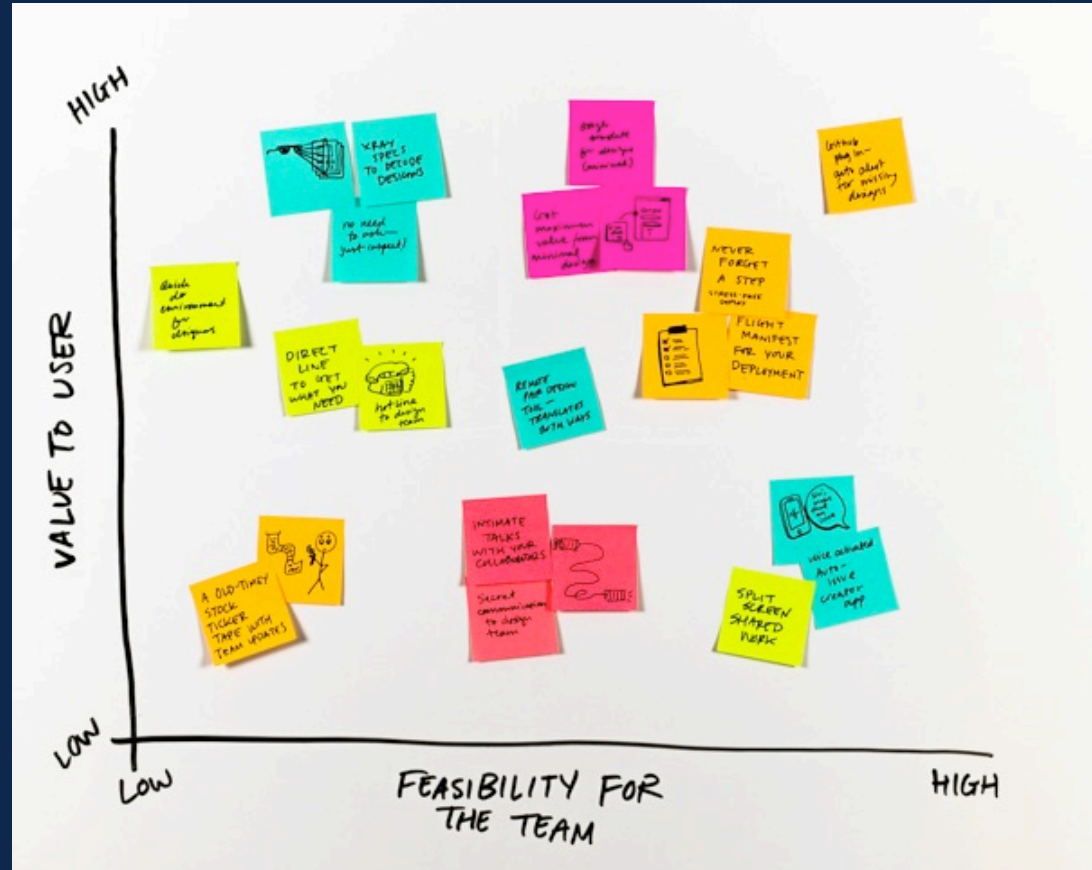
Design Thinking Process

Divergent Thinking

Convergent Thinking

Divergent Thinking

Convergent Thinking

Empathize

Define

Ideate

Prototype

Test

GSO GO-TO-MARKET STRATEGY & OPERATIONS
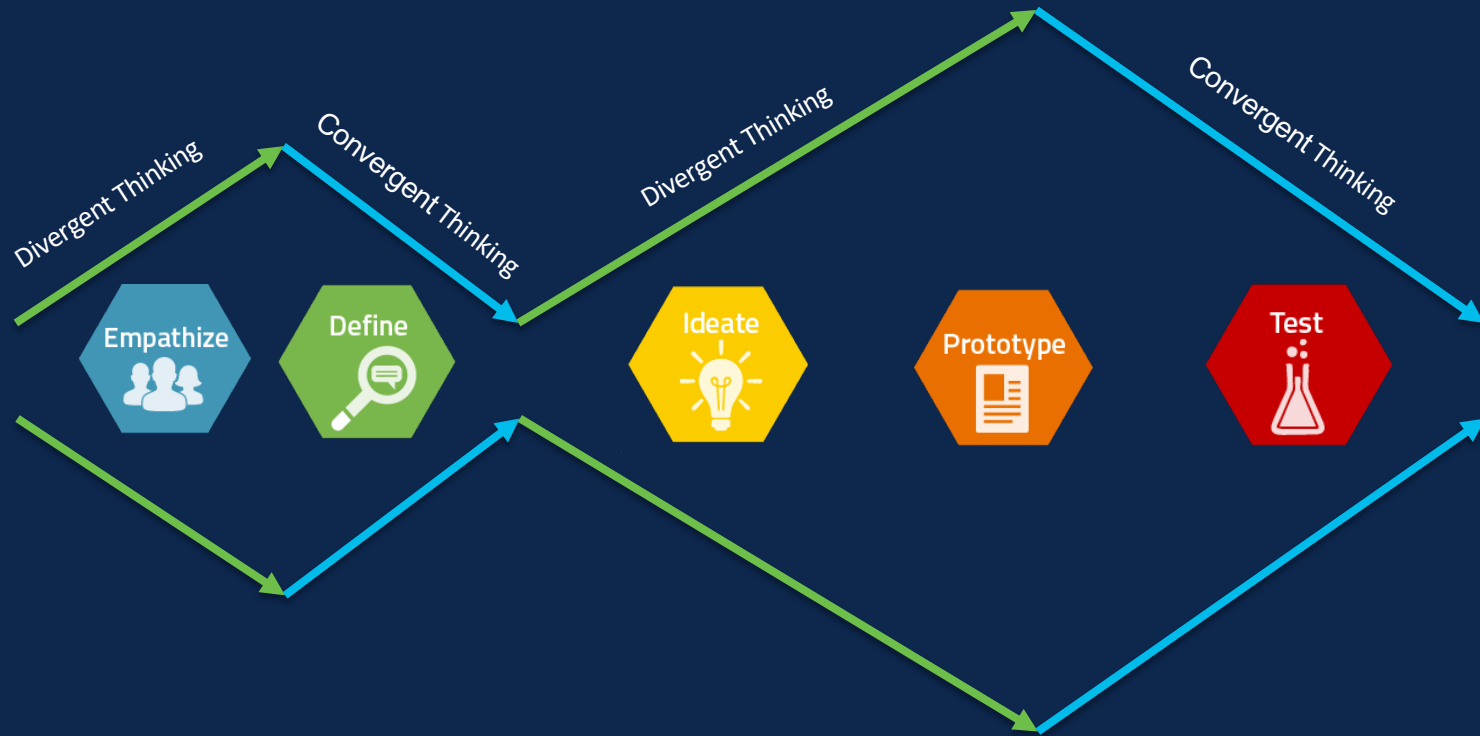
Solution Session Flow for each HMW Challenge

Time	Workshop	Purpose
5 minutes	Welcome/Intro	
55 minutes	Root Causes Fishbone Diagram	Create a shared perspective on experience with the HMW challenge; Refocus team on the challenges of our audience
	Break	
10 minutes	Ideation on HMW	Get as many ideas out there as possible
60 minutes	Idea Wall + Voting	Share and cross pollinate ideas
45 minutes	Prioritization (Impact vs. Feasibility) – Now / How / Wow Matrix	Structure ideas by impact and feasibility (easiest to hardest and least impact to most impact)

GSO GO-TO-MARKET STRATEGY & OPERATIONS

HMW Challenge Statements

How might we …

1. Evolve our existing program to systematically reinforce lifecycle sales training?

2. Grow and scale cross-architectural selling?

3. Continue to evolve and differentiate the VT program in a virtualized model?

GSO GO-TO-MARKET
STRATEGY & OPERATIONS

Teams

Team A

1. HMW Evolve our existing program to systematically reinforce lifecycle sales training?

Team B

2. HMW grow and scale cross-architectural selling?

Solution Session (3 hours)

Team A+B

3. HMW Continue to evolve and differentiate the VT program in a virtualized model?

Solution Session (3 hours)
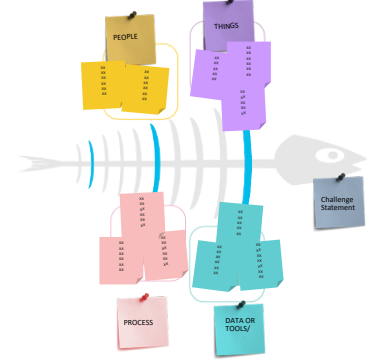
GSO GO-TO-MARKET STRATEGY & OPERATIONS

Instructions

Step 1 – Shared Perspective

1 hour

Fishbone Diagram

Good for: exploring our collective top of mind regarding potential root causes for our Challenge

What

Goal: create a shared perspective on our experiences with Challenge

People: alone, then with your Team (1 round)

Time: 60 minutes

Process

1. working alone, everyone types at least 1 post-it per part
   - what is a Challenge root cause to End Users re: part?

2. when time is called, everyone drags their post-its into the corresponding part of the shared Fishbone workspace

3. one part at a time, everyone reads/shares their post-its contributions (~20 seconds, no need for 'pitching')

4. dot-vote to determine your favorite post-its:
   - 6 votes per person => 1 vote per part + 2 anywhere

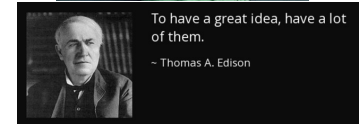**Why:** reveals to each other our ideas about the problem and causes
Yields: shared understanding of problem components, complexities, root causes

Part Two – Ideation + Prioritization

2 hours

Ideation on HMW challenge

Good for: divergent thinking, creativity, solutioning

To have a great idea, have a lot of them.

~ Thomas A. Edison

What

Goal: come up with as many ideas as possible for answering a HMW challenge statement

People: alone

Time: 10 minutes

Process

1. working alone with a view on your Team's HMW, generate as many ideas as you can
   - quantity over quality
   - aim for ~20 seconds per post-it note
   - type the number of your HMW on your post-it

2. as ideation slows, your Facilitator may introduce some constraints to help you generate even more solution ideas

Why: we have been primed by previous exercises to finally generate lots of ideas for Challenge solutions
Yields: a quantity of ideas or even whole conceptual solutions

Idea Wall + Dot Voting

Good for: explore and converge

What

Goal: understand everyone's ideas for solving the Challenge Statement

People: with your Team

Time: 60 minutes

Process

1. beginning with #1 HMW, everyone contributes their post-its for HMWs to Wall
   - 15 seconds per idea (no "pitching")
   - Facilitator will assist in grouping similar ideas
     · same ideas physically touch on 1 side
     · similar ideas are in close physical proximity
     · space groups so they are easy to distinguish

2. as new ideas emerge, write them down & add to Wall
   - you will naturally move away from grouping by HMWs

3. everyone dot-votes for their favorite ideas
   - # of groups created = total # dots per person (8 max)
   - first, take 6 dots and vote for ideas of others
   - use the remaining 2 dots to vote for your 2 favorite ideas
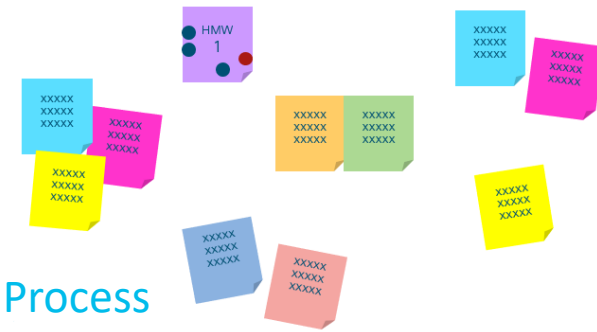
Why: share and cross-pollinate ideas, allow for idea alignment and convergence
Yields: shortlist of ideas generated through a good understanding of process, people, and constraints

Prioritization

Good for: convergent thinking, processing your ideas

NOW–HOW–WOW Matrix
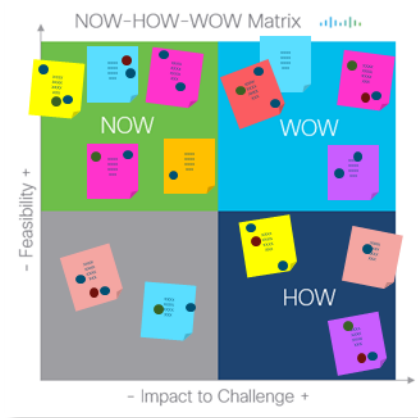
What

Goal: structure ideas by feasibility and impact to the Challenge and Business

People: with your Team

Time: 20 minutes

Process

1. agree together the placement of each dot-voted idea or solution on the NHW Matrix by way of:

   - feasibility: resources, time, capabilities... all depending on an idea's context

   - impact: goal achievement

     · is a short group conversation about idea viability
     · when inspired, add new ideas to Matrix
     · note where you see multiple ideas coalescing into a single solution

Why: helps us understand which ideas are quick wins, surefire wins, gamechangers, and combinations
Yields: solutions with context from which to determine next-steps

Results: HMW #3

Continue to evolve and differentiate the VT program in a virtualized model?

How might we … **Continue to evolve and differentiate the VT program in a virtualized model?**

Recognition

Keep the "Prestige"

Don't want to be "just another biweekly webinar"

Differentiate between internal competitors

Our current special sauce: Technical training that's applicable

Competitive advantage

Innovative

Best in Class

Just in Time is the new norm

Enable Cisco sellers to their full potential with dynamic right-sized content, optimized for virtual consumption

Just the right amount and just the right content

How do we get closer to the people that really matter (SEs)?

Serve the dynamic needs of our technical customers

GSO GO-TO-MARKET STRATEGY & OPERATIONS

Root Cause Summary:
What are challenges SEs face when it comes to training, especially in a virtualized environment?

Brainstorming/voting done as a Fishbone chart focusing on People, Process, Tools, and Things

People

People

| Attendee staying engaged and retaining info | Teaching people how to find content | Blocking time for learning | | Too much training, too little time | No air-cover to dedicate time to train |

Comfort delivering content to a remote audience

Having time to consume content

Bite-sized learning vs. 60-90m videos

Training done in after-hrs personal time

LAck of SE leader support for training time

Delivery

Maintaining Focus

Engagement

Micro learning

Recognizing TMEs/ BU & Content Dev. Teams

Same consistet contributors, can be overtaxed

Dialogues unlimited

FA don't get recognized for contributions

Some VTs dominated by BG's needs not field

Peer interaction

Meeting BU experts in person

MARKET
GY & OPERATIONS

Process

Providing feedback to the VT program

Ensuring content is at right level

Self-paced learning

Feedback loop to improve content

Fractured Training Dev - what are the trusted sources?

Too many groups developing training

Lack of micro-learning content

Create just in time learning blocks that can be assembled as needed

Review content more before delivery to tune/optimize

Richer metrics to assess value of content delivered

Program feedback loop to optimize next delivery (agile model)

Lack of laser-focused structure for training

Lat of JIT training applied to sales cycle needs

Agile delivery of content

Avoiding scheduling conflicts with other programs

Don't tie sessions to business impact

don't publicly recongmize success

Timing and scheduling

Timezone challenges

hard to get people to adapt to new process / content development

Lack of consistency of process & eperiencex-VT

Relevancy of Content

Time zones vs. expert availability

Demo facilities

Planning uninterrupted learning

Process

O-MARKET
TEGY & OPERATIONS

Tools or Data

Things

Lack of lab / dCloud resources

Lack of foundaton / technology training - e.g. Not Cisco product training

More resources to help shape/optimize content

Knowledge depth - Too deep/not deep enough

Getting people to pay for virtual training

Focus on long form content

interactivity virtually is challenging

scale workshops / smaller sessions

Interpersonal Networking lost in virtual

GO-TO-MARKET
STRATEGY & OPERATIONS
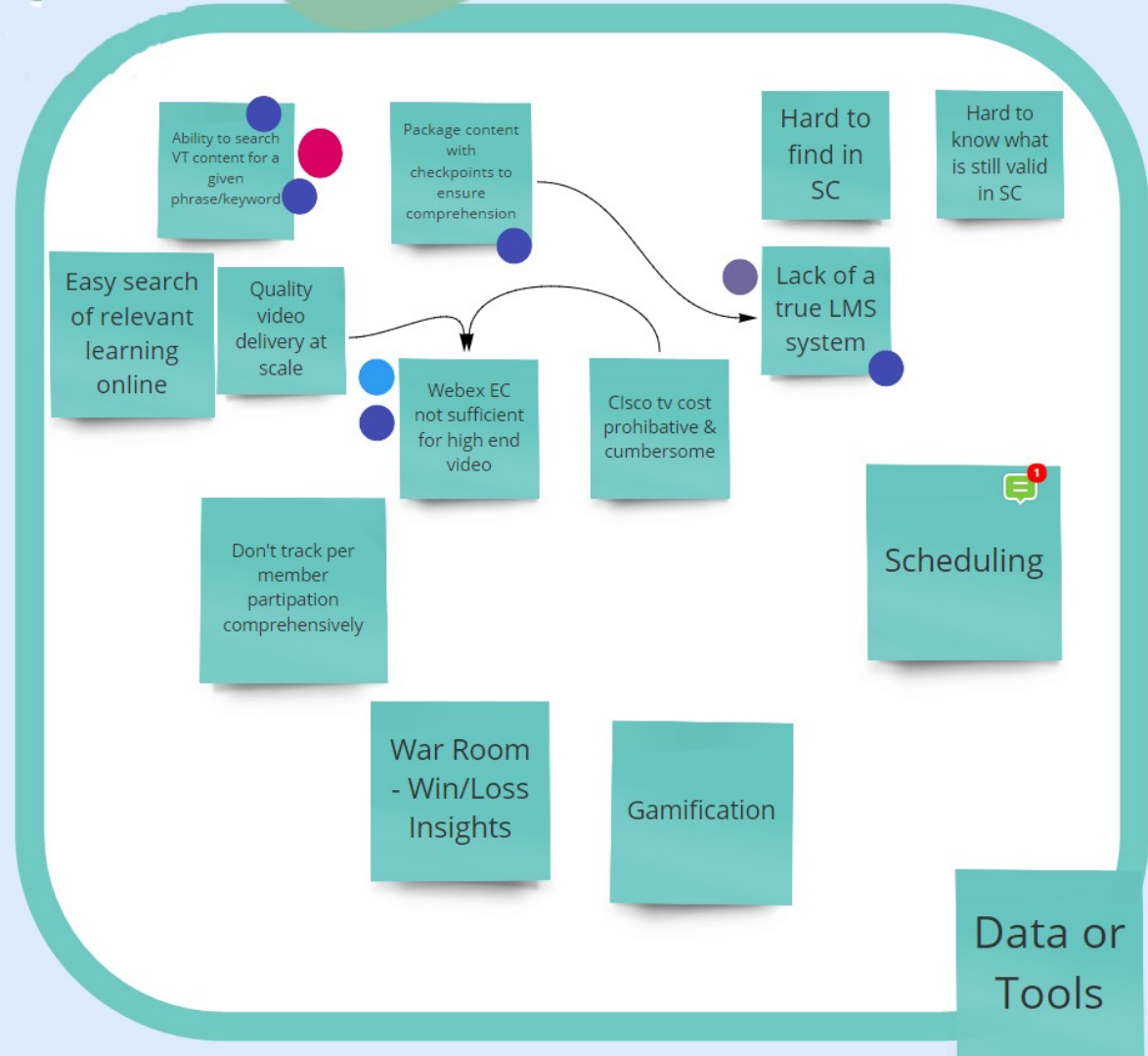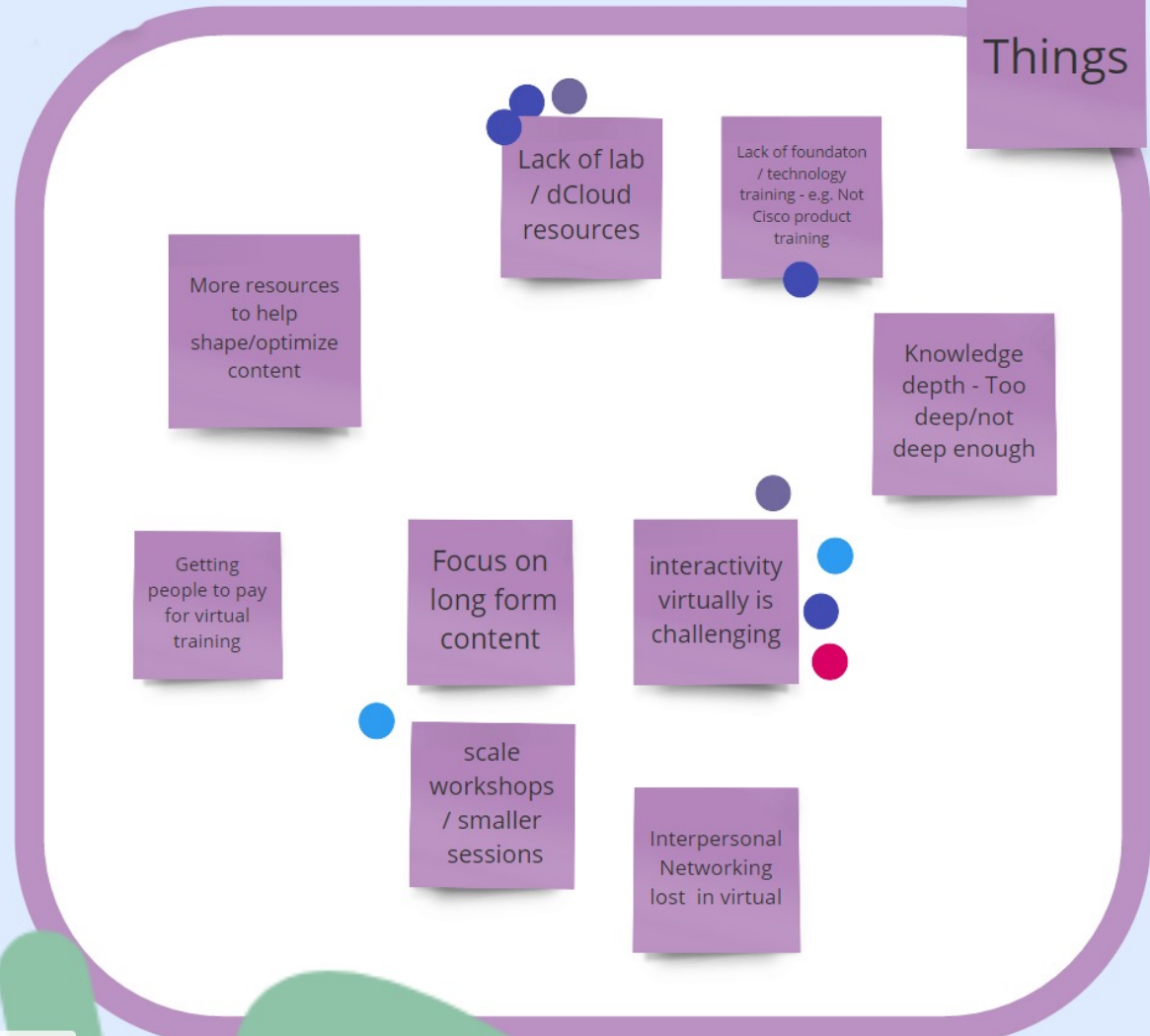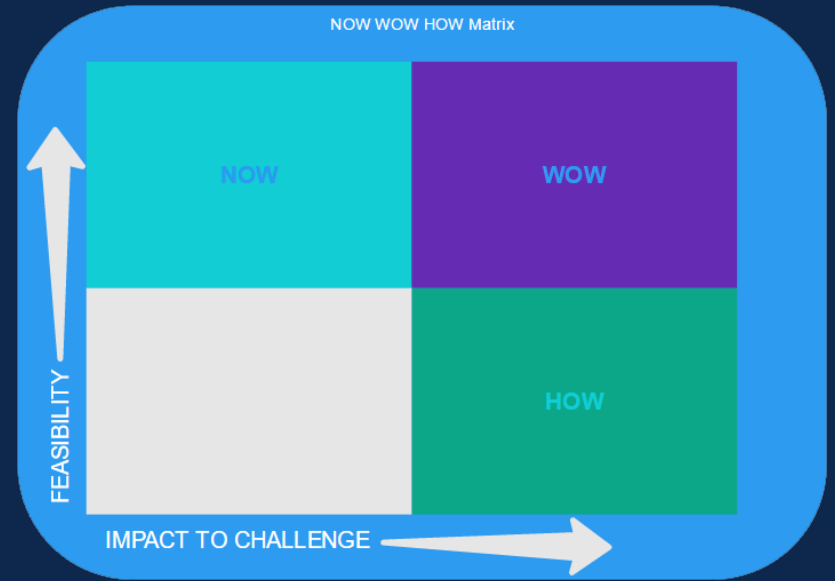
Prioritized Recommendations:
How might we … Continue to evolve and differentiate the VT program in a virtualized model?

NOW WOW HOW Matrix

FEASIBILITY

NOW

WOW

HOW

IMPACT TO CHALLENGE

GSO GO-TO-MARKET STRATEGY & OPERATIONS

Easy

Difficult

Feasibility for Team / Ease

Impact/Value to SEs

Reward top presenters

Incorporate dCloud team into VT planning cycle

Create recognition program for Field Advisors

Recognition

5. SEM advsiors!!

SE Management

Review Field Advisors and Prune/Add

Create formal review process for VT sessions like IMPACT/CiscoLive

Consistent repeatable content develop and build strategy across all VTs

rewards for real world tech use case pres

Update FA teams to bring new ideas to every VT program

invest in video streaming platform

Microlearning

pair long form & short form content dev in parallel

Create tighter alignment with Sales Management (SEM/SED/RM)

Teach presenters how to better engage with remote audiences (formal training)

5.CTV/studio quality w/o the CTV costs/tax

Tie GST/VTC Studios into high-end video delivery system

Invest in tools to make virtual experience more interactive

more resources to develop & scale workshops

Dedicated Training Day's - No Distractions

Formally track / measure content consumed asynchrously

Consolidate tool sets used by GST/CL/IMPACT (e.g.- scheduling, content management, survey platform)

Scheduling

3. more lab/dCloud gear. Include advanced/pre-release solutions

1. True LMS

Challenge: SEs lost a way to provide direct feedback to product managers when we lost live VT networking
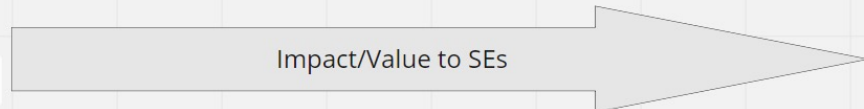
This ranked as high value from VT survey

Don't let anyone else build training

is live VT dead forever???

Aspirational

We'll just keep this out here for now

Full Post It Board Reference

GSO | Go-to-Market
Strategy and Operations

Tools

- Consolidate tool sets used by JUSTICS/IMPACT (e.g. scheduling, content management, survey platform)
- Provide full text search of video transcript/ppt/pdf with boolean/regex optimizations
- 1. True LMS
- improve teams Q&A experience
- Real LMS Tool with Script, insights, & engagement of sessions

Virtual Delivery

- 1.Recommended list of Home Approved equipment
- Introduce non-scripted dialogues with BUs
- 4. more interactive - peer-to-peer sessions
- 4.Virtual whiteboard application on ipad pro
- 5. increased use of VT to drive community interaction & knowledge share
- $ for professional facilitators
- Invest in to make virtual experience more interactive

SE Management

- 4. SE leaders/Tim C emphasize/support SE training time/attendance
- Create tighter alignment with Sales Management (SEM/SED/RM)
- Close collaboration with SC team

Content

- Consistency & Relevancy Of training
- 1.Stage definitions tied to content being delivered
- Teach presenters how to better engage with remote audiences (formal training)
- Be known for content that makes connections between products/solutions
- Establish continuous learning roadmap and share with constituents
- 4.don't let anyone else build training
- 1. Focus on winning strategies/ build connections based on wins or what can help to win
- 2. sessions/content based on defining a technical strategy to include pre-emptive competitive positioning/strategy
- 3.Content created in a manner that allows it to be broken out
- consistent targets x-VTs around goals, not just L1 scores
- set targets for field delivered & developed content
- more resources to develop & scale workshops
- CiscoLive type process for All VT content.
- Get more resources to develop strategic content
- 1. structure build micro-learning content - in curriculum context
- pair long form & short form content dev in parallel
- 3. more asynchronous content to augment virtual deliveries
- Re-introduce shred content? (Didn't work good in the past)
- Create formal review process for VT sessions like IMPACT/CiscoLive

Field Advisors

- Review Field Advisors and Prune/Add
- 5. SEM advsiors!!
- Update FA teams to bring new ideas to every VT program
- 5.Project based working groups (with prizes)
- Alignment between leadership & sales
- Let VT audience vote on a percentage of sessions to prioritize to their needs
- 3.BG support but not Lead!
- Buy-in from Leadership - Capture Survey Feedback to capture training needs and gaps

Video Platform

- 3.Vbrick for High quality video
- 3.Scalable CJ CiscoTV HD Video Solution for VT
- Invest video streaming platform
- Tools to support new normal (Virtual Delivery)
- 5.Transcription and Translation
- Provide ability to dynamically assemble contents based on learner's needs
- options to use high-end video - CTV still valid?

Studio

- Provide ability for studios to add live overlay content in streamed sessions (pop up, ticker tape, etc.)
- CTV/studio quality w/o the CTV costs/tax
- 5. Lightboard Studios for Everyone!
- Tie VTC Studios into high-end video delivery system

Schedule

- Chosen learning days
- Annual plans (similar to sales forecasting) to plan content ahead based on releases
- 2. Regular schedule to events/webinars. Less of them but defined schedule
- 2.dedicated tech / solution weeks each Q. maybe sales play focused
- Start of FY survey - target learners with ideas
- special OOO for training endorsed by SE Leadership
- Dedicated Training Day's - No Distractions
- 2. Guaranteed Day off for Primary VT Training

Labs

- 1.Work with DevNet on interactive labs
- 2.Use CML as an option for SE labs
- Incorporate dCloud team into VT planning cycle
- 3. more labs/dCloud gear. Include advanced/pre-release solutions

Recognition

- funding for recognition
- Formal recognition for excellence
- Create recognition program for Field Advisors
- Recognition program for FAs
- $$ for highest scoring session (P & SO)
- rewards for real world tech use case pres
- 4.rewarding attendees for participation (CTF, PerXV etc)
- reward top presenters with at home studio capabilities
- Reward top presenters
- Reward Presenters, Active Participants, and Ambassadors

Tracking & Measurement

- Survey Requirements Pre & POST
- Track attendees for sessions, tag sessions, correlate growth
- Formally track / measure content consumed asynchronously
- more granular reporting for who is attending which session
- 4.no survey, no admittance