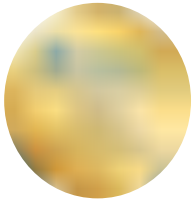
How to become and nurture world class intrapreneurs

Nicholas Selk, Head of Cisco Design Thinking



The Business Transformation & Operational Excellence
Awards 2019

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

Intrapreneurship Mindsets

Credit: John Saddington

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

GET
COMFORTABLE
BEING
UN-COMFORTABLE

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

Be **B o l d**

Be Fast

Be Lean

Be AgiLe

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

99.99999999%

FAIL
FAST
—
CARRY
ON

Practice

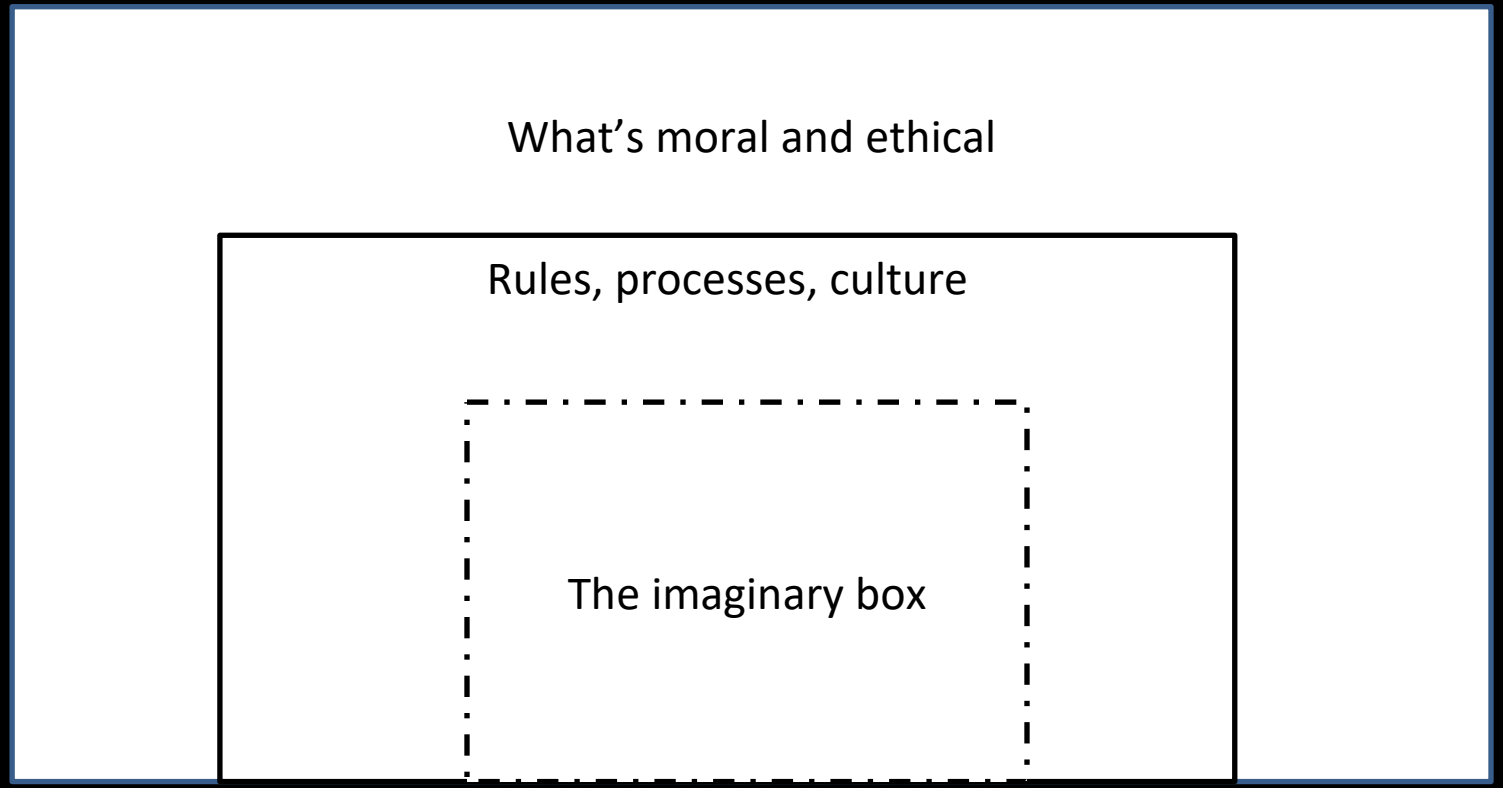
Your customers are ***always*** right!

Your customers are **NOT** always right!

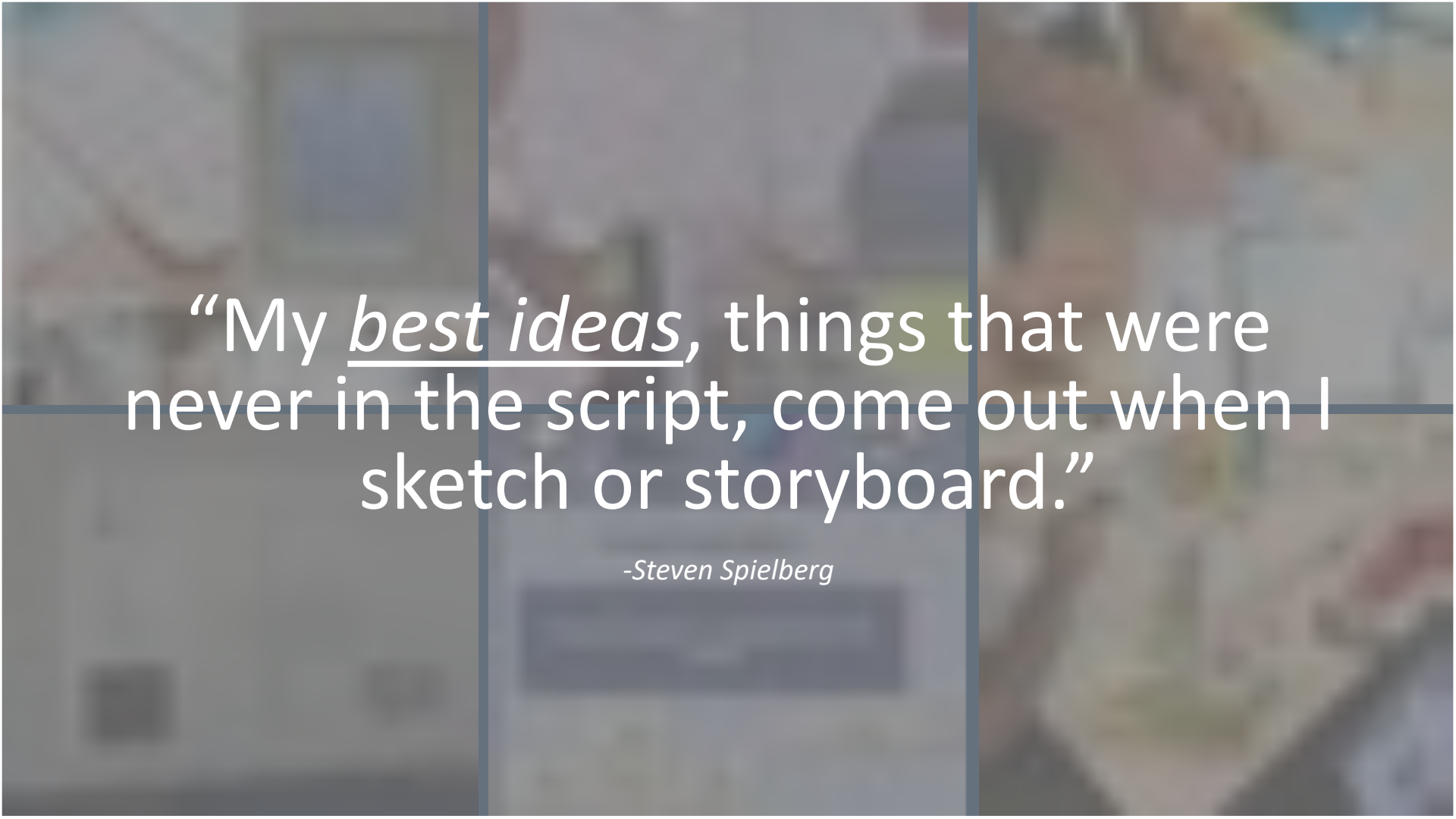
©2019 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

Credit: Laura Bets/AP

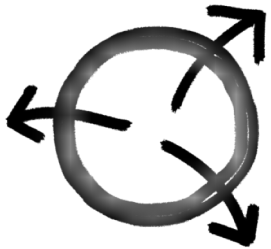
The three boxes



©2019 Cisco and/or its affiliates. All rights reserved. Cisco Confidential


“My best ideas, things that were never in the script, come out when I sketch or storyboard.”
-Steven Spielberg

Open vs Closed



Open

Opening is divergent thinking.

Go wide. It’s not about good or bad ideas, it’s about getting started and generating lots of possibilities.

Closed

Closed is convergent thinking.

Weigh the pros and cons of your options. Narrow down to the best ones. Make a decision and move forward.

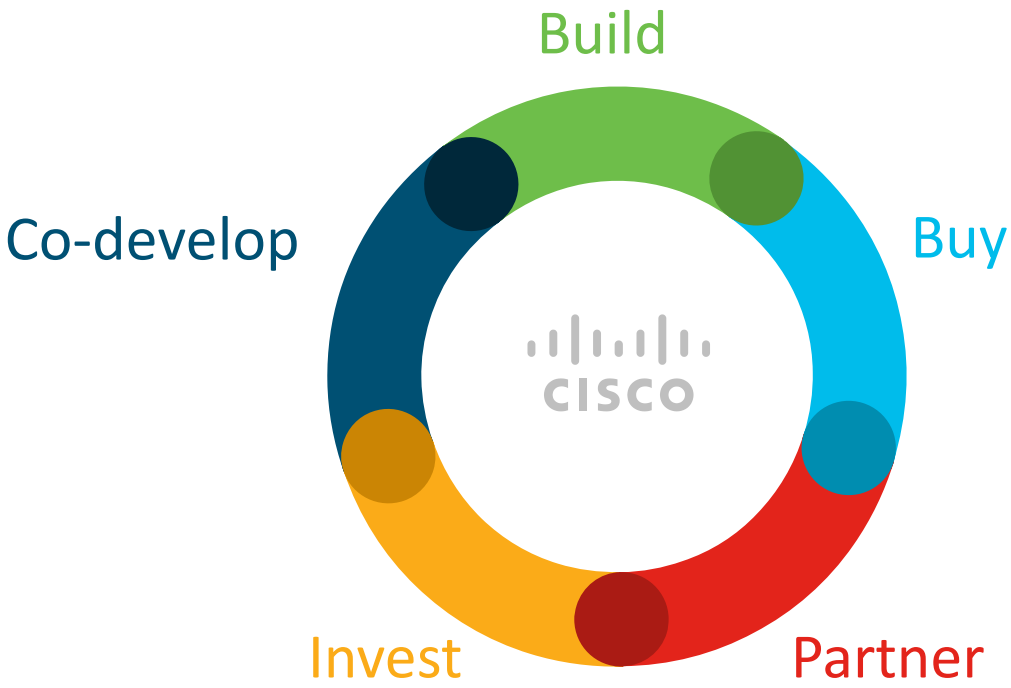
© 2019 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

© 2017 Cisco and

Programs and Tools

What we've got here is a failure to innovate

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential


Build
Co-develop
Buy
Invest
Partner

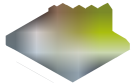
Innovation@Cisco

Empowering Employees to Innovate Everywhere and at Anytime

Our research

FINDINGS

EMPLOYEE ASK



1

Our response

Consolidate our resources and build a world class set of programs under one team

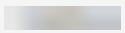
2

DEVELOP AN ENTREPRENEURIAL SKILLSET

Startup//Cisco

CISCO DESIGN THINKING

PROVIDE VIRTUAL & PHYSICAL SPACES



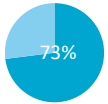
CAPTURE IDEAS IN CISCO-WIDE ENGAGEMENT CAMPAIGNS

Innovate Everywhere Challenge

Global internal ideation competition

Outcomes

3



Engaged Users

260+ Events

4K+ Mentors

Full Time Employees

2.8K+ Ideas

$MM+ Impact

Build - Current Program Portfolio

Innovate Everywhere Challenge
Company wide innovation competition

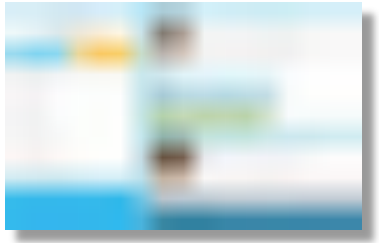
innovationhub.cisco.com
Go-to portal to connect innovation resources, ideas & people

Startup//Cisco CISCO DESIGN THINKING

Founder skills & mindset
Accelerate projects with the latest innovation methodologies

Angel skills & mindset
Invest wisely in innovation

Innovator Award
Recognize existing innovation journeys and their actors



Mentor Network
4,000 Cisco employees ready to help

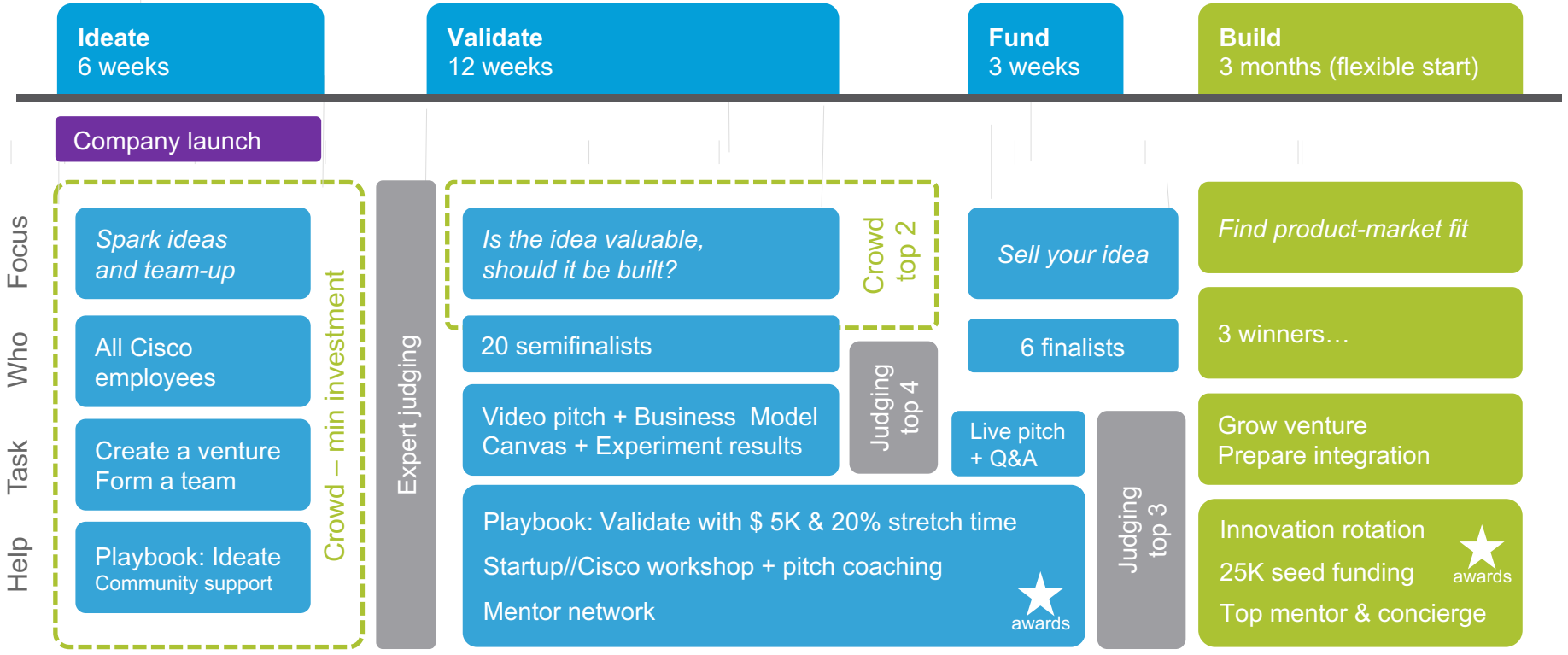
Innovation Management
Focus and measure innovation

thingQbator
Makerspaces @ Cisco

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

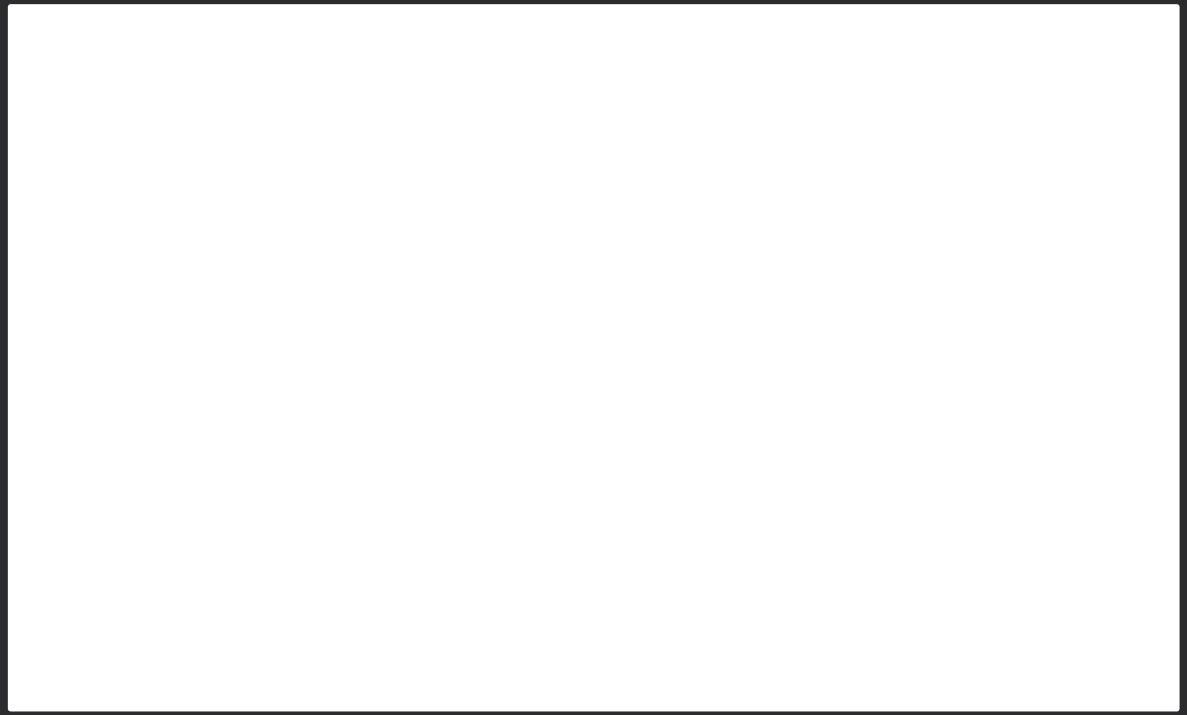
Innovate Everywhere Challenge

Rapid innovation process



© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

© 2018 Cisco and/or its affiliates. All rights reserved.



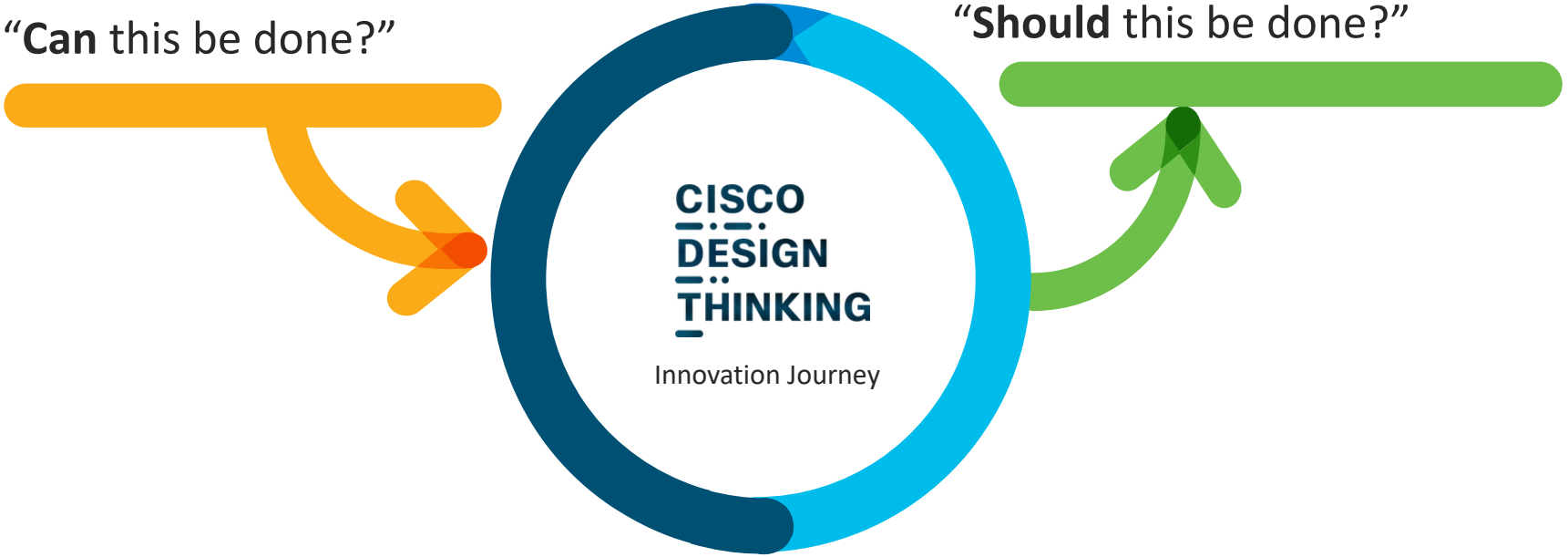
© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

Shift in Thinking

Before

"**Can** this product be built?"

"**Can** this be done?"



After

"**Should** this product be built?"

"**Should** this be done?"

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

CORE PRINCIPLES

© 2017 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

©2018 Cisco and/or its affiliates. All rights reserved. Cisco Confidential

CISCO
TOMORROW starts here.