 Mentorship 2.0: Scaling Data Driven Connections & Innovating Inclusion With Technology

Maria Medrano, Office of Inclusion & Collaboration
Diversity Best Practices, August 3rd 2017
Creating Moments that Matter
Holding ourselves accountable to drive change

My Personal Experiences
Make Meaningful Connections

Mentorships
ERO Executive Sponsorship
Executive Shadow Program

My First Impression
Act on Inclusive Behaviors

Diverse Interview Panels
Diverse Sourcing Strategy
Campus and Event Recruiting

My Development
Develop Diverse Talent

Managing Bias
Strategic Nominations
Invest in Strategic Partnerships

My Team
Invest in Culture of Inclusion

Participate in global and local ERO events
Create safe space to discuss impactful moments
Every innovation starts with solving hard problems

- Mentorship is broken
- Scalability to 70,000+ employees
- Security & privacy
- Collecting data globally across ERO’s
- Being your authentic self at work
Study: CBP Talent Development Pillar Obstacles

Lack of Access to Entire Cisco Black Community

- Lack of access to list of Black employees at Cisco, low visibility to new hires
- Manual database creation
- Small volume of executive sponsorship (not 100% participation)

Low Survey Participation

- Inability to engage entire CBP community via email and SPARK
- Difficulty reaching new Black employees

Time Intensive Platform Development Process

- Developing a site within Jive is very difficult
- Increased development time and utilization of resources setting up site environment
- Site would require maintenance
What is Glassbreakers?

- Technology that scales data-driven peer mentorship, employee resource group management, and diverse talent development analytics for multinational organizations.

- A partnership between Cisco and an ambitious startup that leaned on each other’s resources to work on our shared vision to create change.
PEER MENTORSHIP

- Mentorship often follows a hierarchical model, where the experienced mentor gives advice to junior mentees; with far more underrepresented minorities entering the workforce, this traditional model simply isn’t sustainable for the modern workforce.

- What is peer mentorship?
  - A mutually beneficial relationship wherein both parties mentor each other.
  - Skills and advice exchanged fluidly to improve each other’s knowledge base.
  - Professional as well as personal support for career navigation.

- How should I approach peer mentor relationships?
  - Keep it casual and personable.
  - Be direct in what you need help with.
  - Let your match know where you excel and remember you both have knowledge to bring to the table.
On Glassbreakers, everyone is a mentor.
Select professional interests and skills you are passionate about. Based on your experience level you can explore, further develop or provide expertise with others.

- Technologies
- Technical
- Interpersonal
- Cisco Prime Infrastructure (Lifecycle / Assurance)
- Architecture Modeling
- Negotiating

Are we missing an interest?

Next
Be your authentic self.

Our algorithm connects you to colleagues with shared personal tags and career interests. Your employer does not have access to this data. Read more here.
Here’s How It Works

Join inclusive communities easily

What communities are you interested in?
Pick all organizations to which you belong or are interested in joining.

- CAAN: Cisco Asian Affinity Network
- CDAN: Connected Disabilities Awareness Network
- Conexion: Latino Employee Community
- CW: Connected Women
- ECN: Early Career Network
- ICON: Indians Connecting People
- WISE: Women in Science and Engineering
- VETS: Veterans Enablement and Troop Support
- PRIDE: Gay, Lesbian, Bi-sexual, Transgender & Advocates
- CBP: Connected Black Professionals

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DEMOPGRAPHICS

TOP LOCATIONS

- Karnataka 19.9%
- California 20.2%
- North Carolina 10.0%
- United Kingdom 6.5%
- Mexico 5.5%
- Maharashtra 1.5%
- Texas 3.1%
- Ontario 2.3%
- Madrid 1.8%
- Sao Paulo 2.0%
What now? What’s the timeline? What are the core success metrics?

*Enterprise software implementation is a journey...*
<table>
<thead>
<tr>
<th>Question</th>
<th>Hypothesis</th>
<th>Prediction</th>
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| **How can we increase peer-mentorship engagement and event attendance through glassbreakers?** | When users are provided incentives:  
- # of peer meetings will increase  
- Event Attendance #/ # of platform event rsvps ratio will increase | If we align executive leadership meeting and course-based incentives around peer-mentorship engagement, event attendance, and survey response, we will increase:  
• # of peer meetings per CBP member  
• CBP Glassbreakers community size  
• CBP Chapter event attendance |
| **How can we increase the size of CBP’s community on Glassbreakers? (Part I)** | Platform adoption rate (# of sign-ups/time) will increase when members are directed by our global leadership team to join GB. | If we have our Global leadership team reach out to SJC and RTP CBP communities (via SPARK, Email, Jive) to engage on Glassbreakers, more people will sign up than from regional communications. |
| **How can we increase the size of CBP’s community on Glassbreakers? (Part II)** | Platform adoption rate (# of sign-ups/time) is greater when reached out to personally via mailchimp campaigns (vs. not at all) | If we coordinate with GB’s marketing team to instantiate a mailchimp campaign around the POC, GB CBP membership will increase. |
| **How can we increase CBP membership’s corporate affinity through the development pillar’s offering?** | CBP membership corporate affinity (likelihood of staying at Cisco) increases when engaging with an incentive-based development offering | If we survey SJC and RTP communities before and after the GB POC, post-POC responses will reflect increased corporate affinity (likelihood of staying at Cisco). |
## Pilot Framework
Data-driven curated introductions creating opportunities for Peer Mentoring/Sponsorship experiences

### How We Get There

<table>
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<tr>
<th>Objectives &amp; Outcomes</th>
<th>Digital platform offers foundational elements of a mutually beneficial Peer Mentoring Experience and building blocks for a Sponsorship experience</th>
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<tr>
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<td><strong>Turnkey model</strong> leverages personal and professional attributes to foster inclusivity and connectedness across functions and BUs; Amplifies the overall employee experience.</td>
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<td><strong>Proactive</strong> vs. reactive approach to activating networks focused on the Full Spectrum of Diversity</td>
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<td><strong>Integrated</strong> into the overall One-HR approach to talent management process <strong>Insightful Engagement and Demographics Analytics</strong> that inform acquisition and retention of top diverse talent; and the way we build and re-create the best teams at Cisco <strong>Alignment</strong> to Cisco’s People Deal and Moments That Matter</td>
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| Scope                 | Pilot will involve +/- 4500 employees that are members of Cisco’s Global I&C Communities representing gender, ethnicity, generational and geographical diversity |

| Participant Selection:| Select EROs: **Conexion, Connected Women – GSP, Early In Career (ECN)** |

| Talent Management Process Integration | OneHR Approach facilitates connection points between Team Space, My Development, Jive and other platforms |
### Roles & Responsibilities

<table>
<thead>
<tr>
<th>Conexion</th>
<th>Connected Women – GSP (CW-GSP)</th>
<th>Early In Career Network (ECN)</th>
<th>GB Mentoring PMO</th>
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<tr>
<td>+/- 1200 members</td>
<td>+/- 194 members</td>
<td>+/- 4500 members</td>
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<tr>
<td><strong>ERO Leads:</strong></td>
<td><strong>ERO Leads:</strong></td>
<td><strong>ERO Leads:</strong></td>
<td><strong>Team Space</strong></td>
</tr>
<tr>
<td>• Juan Del Villar</td>
<td>• Jennifer Brignetti</td>
<td>• Surya Raju</td>
<td>• Chuck Shipman</td>
</tr>
<tr>
<td>• Oscar Gomez</td>
<td>• Insa Elliot</td>
<td>• Andy Green</td>
<td>• Sven Joseph</td>
</tr>
<tr>
<td><strong>ERO Comms:</strong></td>
<td><strong>ERO Comms:</strong></td>
<td><strong>ERO Comms:</strong></td>
<td>• Mary Mosham</td>
</tr>
<tr>
<td>• Olga Alicea</td>
<td>• Patti O'Brien</td>
<td>• Ally Taylor</td>
<td>• Talent Hub/My Dev</td>
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<tr>
<td></td>
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<td>• Bryan Banta</td>
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ERO Leads serve as champions, first adopters and drivers of engagement. PMO offer subject matter expertise (SME) in specific areas of focus.

*Solutions for prospective Strategic Partners to be built as separate tenants.

**Sponsorship component of platform to be included in 6 month pilot, with co-creation and implementation occurring post-Nov 29th launch (Dates TBD).
**Groundwork**
- Complete CASPR Securities Process
- Initiate CASPR Remediation Plan:
- Socialize opportunity with key stakeholders and prospective Early Adopters

**Prepare/Tune**
- Integrate learnings into a refined methodology
- Define program objectives and desired outcomes
- Define success measures, KPIs and Analytics
- Establish Mentoring PMO.
- Develop communications, engagement, change management strategy
- Initiate Glassbreakers prototype build and custom UI demos

**Test/Pilot**
- Execute UI Testing with Early Adopters
- Soft Launch Glassbreakers at Cisco 1.0 with Select EROs +/- 4500 employees
  - Conexión
  - Connected Women - GSP
  - Early In Career Network
- Implement awareness, change management, communications strategy
- Monitor Data and Analytics.

**Evaluate/Scale**
- Evaluate Pilot
- Measure success against established metrics
- Identify integrations points for a One-HR approach to scalable solution

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**Where We Are – Where We Are Going**

**June – Aug 2016**

**Sept – October 2016**

**Nov 2016 – June 2017**

**June/July 2017**
Let powerful employee stories demonstrate the impact

“Meeting this match also opens up whole new opportunities to collaborate on ideas and provide peer mentorship for each other as we both are actively learning more about negotiating. Without Glassbreakers, we never would have met.”

“Glassbreakers makes mentoring an opportunity to learn and give back. There are so many different cultures at Cisco and so many cool projects. I’m really excited to use this tool to meet my colleagues from all over the world, working on different technologies. Glassbreakers really helps my networking skills.”

“While we work in different areas and live in different countries my match and I are linked by the fact that we both have a mother that suffers from Alzheimer’s. Being able to talk freely about an issue that is top of mind to both of us was a good way to break the ice and really connect.”

“Glassbreakers is really a great way of meeting individuals with whom I would have never otherwise had the opportunity to meet and chat. The beauty is that we have something in common that allows us to click and connect.”
Glassbreakers aligns with Cisco’s mission to drive collaborative innovation with inclusion technology.
TOMORROW starts here.