

Cisco Connected Workplace Change Management



Then:

emphasis on **individual** work



Now:

emphasis on **'we'**: **collaboration** and community

What Really Changes is Behavior



Sharing

Use Only What You Need



Community

A Cooperative Attitude

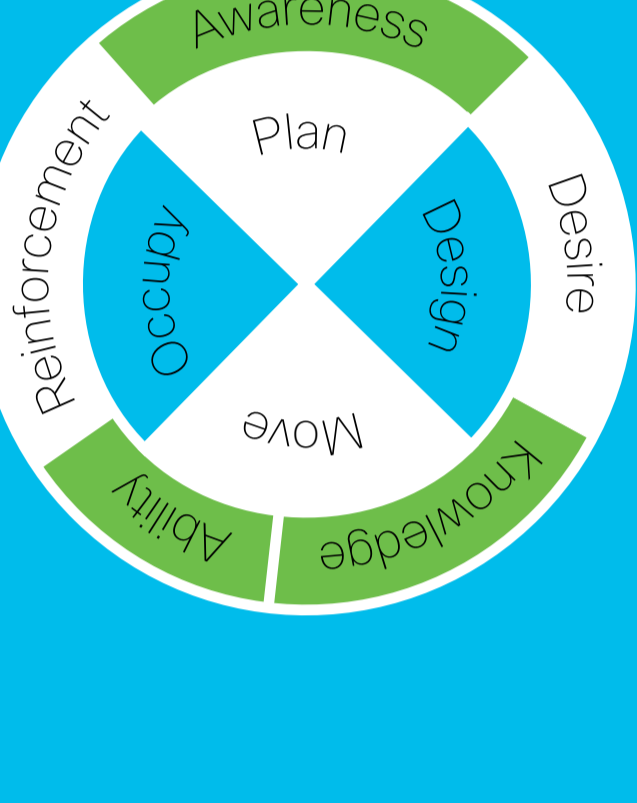


Choices

Thoughtful Movement Between Space Types to Meet Your Needs Throughout the Day



How Cisco Transforms Its Workplace



Proven Methodology Aligned to Project Phases Drives Change



Project Planning

Awareness of the Need to Change

- Executive Sponsorship
- Engagement Plan
- Steering Committee
- Local Leaders



Design

Desire to Participate in the Change

- Town Hall
- Communication Platform
- Establish Neighborhoods
- Local Input/Business Intelligence
- Informed Design



Construction & Moves

Knowledge of How to Change

Ability to Implement the Change

- Neighborhood Team
- Tips for Being a Good Neighbor
- Move Support
- Define Space Use Protocols
- Town Hall



Post-Occupancy

Reinforcement to Sustain the Change

- Post-Move Support
- Survey
- Continuous Improvement
- Metrics Collection/Analysis

Our program is based on the ADKAR® model of change management

Results Achieved 2012-2017

- 15%** increase in Workforce
- 30%** decrease in Real Estate Portfolio
- Closed **241** buildings

Optimized Real Estate Portfolio that led to

- \$196M** Annual Opex Savings
- \$288M** Building Sales

61.5K tCO2e saved and \$13M Annual Savings through **Portfolio Optimization**



+17% Increase in Employee Engagement

+17% Increase in Workplace Satisfaction

+15% Increase in Work/Life Balance

-11% Decrease in Safety Incidents

72% New hires state the workplace had a positive impact in decision to join Cisco

\$806M Incremental productivity through mobile devices and applications

To learn more about workplace transformation, visit <http://collaborate.cisco.com/workplace>