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## Connecting the dots john chambers pdf version 10 6 32

"I never thought I would write a book about my career, leadership and life lessons. (Listen to the full podcast above). Can you relay that story? What you have to do is deal with the world the way it is — to realize that you have to go down with the current, look for your chance to get out of the water, and then learn how to get out." As I got relaxed and calmed down, he put me out in the rapids and let me do it myself. I think the disruption is actually going to accelerate. When I talk about what causes companies to fail, the No. 1 reason is they miss a market transition, usually a business model change combined with a technology change. This is a compelling story of effective leadership through good times and bad, filled with smart lessons about innovation, team building, and managing creativity. As we did, not only did our core product get better, our outcomes got better. We walked the talk of that. In 16 of 18 product lines and went from \$70 million in sales to \$48 billion while I was honored to be there. Chambers: That river has very rapid run offs in certain areas that are dangerous to swimmers. The book, co-written with journalist Diane Brady, goes on sale September 25. At Cisco, we were No. 1 or No. 2. When he stepped down as CEO in 2015, he left a \$47 billion tech giant that was the backbone of the internet and a leader in areas from cybersecurity to data center convergence. Widely recognized as an innovator, an industry leader, and one of the world's best CEOs, Chambers has outlasted and outmaneuvered practically every rival that ever tried to take Cisco on—Nortel, Lucent, Alcatel, IBM, Dell, and Hewlett-Packard, to name a few. Founded by John Chambers, legendary Silicon Valley CEO who led Cisco Systems for more than 20 years, the J2 team leverages their experiences to coach individual companies, helping them to see around corners, accelerate markets and create entirely new ones. The failure of startups is probably at 70% plus. We paid our management on customer satisfaction, so we matched culture to our whole fundamental strategy. Why do you think it has taken so long for it to become a priority? Then he took us up to where we started fishing, and he let me fish. I think people underestimate that. Silicon Valley visionary John Chambers shares the lessons that transformed a dyslexic kid from West Virginia into one of the world's best business leaders and turned a simple router company into a global tech titan. Once you learn how to deal with the setbacks, you can accomplish much more in life. I think that's the lesson in life for many leaders. Because I had special help in dealing with dyslexia, and stepping up to it, I learned how to take a weakness and over time actually make it a strength. Even though both my parents were doctors, my teachers thought I wouldn't graduate from high school, much less beyond. It's culture — I did not understand how important it was when I first became CEO, but you never have a great company without a very strong culture. I think it will continue to have a high failure rate of startups, and that's just the natural process. But when 2001 hit and the dotcom bubble burst, I clearly understood him. I believe that 40% of the large companies in America or around the world will disappear in the next decade because of digitization, the speed of disruption, artificial intelligence and different business models. Anybody who tells you they've never had failures or setbacks either didn't take any risk or is not being honest with you. My mom didn't know this, but he again went 100 yards above me to send the message that I'd learned the lesson. It's the willingness to disrupt [that matters]. Chambers: That is true. In Connecting the Dots, he offers insights into how he developed a set of winning strategies for spotting market shifts and managing through periods of disruption. J2 works alongside CEOs and their teams, serving as true mentors of digital innovation. J2 Ventures is fully committed to developing startup companies in a Startup World, with a mission to better society by driving innovation, jobs, economic prosperity, gender diversity, inclusion and success. My worry is not the failure rate. They get on this pattern of success and want to ride that wave. Our competitors made the mistake of staying with the products as opposed to focusing on outcome. "I did not understand how important it was when I first became CEO, but you never have a great company without a very strong culture." Chambers: I think it is the differentiator both in terms of the type of talent you attract, how you keep them and how your customers view you. Now Chambers is sharing his unique strategies for winning in a digital world. When a customer had a problem, we put customers first. The fun thing is when they get it and see the results with their employees or customers. Chambers shares insights on leadership, disruption, and developing a playbook to win amid disruption. My problem is the number of startups in the U.S. is almost at a 20-year low. But the most difficult ones to change are the ones who've been most successful. Many people viewed us as the top leadership team in America, and we were coming up on the most valuable company in the world. I got swept away immediately, and my dad yelled at me to hold on to the fishing pole. It's how you deal with your setbacks or your challenges, how you remain very calm under pressure, even though you realize the gravity of the situation, and how you make sure that you're not swimming against the tide or the current in a way that you have no chance to win, but look for how you deal with the situation and get out and then progress from there forward. Knowledge at Wharton: You also say that leaders must be able to embrace change and innovation. Jack said to me, "John, you've got a very good company." I knew he was about to teach me something, and I said, "Jack, what will it take?" He said, "It will take a near-death experience before you have a great company or you're a great leader." At the time, I didn't grasp it. We outlined the culture of giving back, innovation, etc. "CEOs love to talk about leadership. He joined the Knowledge at Wharton radio show on SiriusXM to talk about what defines success. John Chambers isn't just another overnight success story who is ready to talk about his golden-paved path to the executive suite. I knew every single life-threatening illness of every employee in the company, their spouse or their children, and was often on the phone with them, even on Christmas Eve if that's what it required. If you miss one, then get up and go do it again. As you learn from those setbacks, those failures, that's how you get stronger each time. Chambers, who now runs J2 Ventures, shares his hard-won life and business lessons in his new book, Connecting the Dots: Lessons for Leadership in a Startup World. [Former General Electric CEO] Jack Welch actually taught me this. Knowledge at Wharton: You have said that failure is not a bad thing. I believe that an estimated 40% of companies today won't exist in 10 years. He was fishing about 100 yards above me. He breaks abstract goals into steps that everyone can understand and replicate." — Diane Brady, co-author of Connecting the Dots. You grow or you die, and you've got to have the courage to change. Knowledge at Wharton: What are the components of leadership that you think are the most important? The problem is that they're often not able to get that next level of success without making changes along the way. With Cisco as an example, we were a very successful router company, but we had the courage to go into an area called switching. Chambers: I completely agree. And if you panic. In collaboration with award-winning journalist Diane Brady, Chambers has created a real-world playbook for achieving lasting success in the digital age, founded on the leadership principles that helped him outmaneuver competitors and grow Cisco into a multi-billion-dollar company. John Chambers served as Cisco's CEO for more than two decades, turning a simple router company into a backbone of the Internet. My worry in the U.S. is the reverse. Knowledge at Wharton: Then why is the percentage of startup failures so high? Growing up dyslexic in West Virginia, he worked hard to overcome personal challenges and rise to the top position at Cisco Systems, where he transformed a router company into one of the biggest tech operations in the world. It's the ability to build a great team, and that includes developing the team, recruiting and periodically changing the team. As CEO of J2 Ventures, he's now investing in a new generation of game-changing startups by helping founders become great leaders and scale their companies. I can see him to this day, running through the water, down the side with water going everywhere. "This is a period where you're going to disrupt or be disrupted." Knowledge at Wharton: One of the things you talk about in the book, and something you learned as a young boy living in West Virginia and fishing with your dad, is the concept of staying calm under pressure. This time period with digitization is going to destroy business models and companies at a very rapid rate. This is a period where you're going to disrupt or be disrupted. People would say we had one of the strongest cultures not just in Silicon Valley, but also in the country. We used to have 95% of the world's venture capital, then 80%. Culture is usually what they pick up the slowest. Now, we have 50%. Each time I'd surface and get a gasp of air, I could hear him yell, "Hold on to it and kept gasping for air, and he finally got below me on the rapids, then swam out and got me and pulled me to the side. Then he sat down, as my dad has often done with me, and taught me a lesson in life. Knowledge at Wharton: Culture is at the forefront these days. Whether it's how to learn from difficult setbacks, find your courage as a leader, focus on the customer, and so much else, this is a must-read for any businessperson. We kept reinventing ourselves. With the help of Diane Brady, I was able to articulate both my successes and my mistakes, creating a playbook for others to learn from and look to as they navigate business, life, and everything in between." — John Chambers, author of Connecting the Dots. It is how you handle your disasters or your setbacks that determine who you are more than your successes. An important and relevant read - I highly recommend it." — Jack Welch, former CEO, General Electric "I've always known John Chambers to be wise, and credit him for the business ideas that helped Oracle be successful. It's one of the things I love with the new startups when you get a new, young CEO, and they get the vision and strategy, they get the team, and they get the communications. I listened to every critical account in the world every night. "By turns practical and insightful, John Chambers' indefatigable spirit, sound judgement, and depth of experience shine through in Connecting the Dots." — Jamie Dimon, Chairman and CEO, J.P. Morgan Chase "I watched John Chambers lead Cisco through massive tech disruptions, countless economic cycles, and scores of acquisitions that killed many of his competitors. Connecting the Dots is destined to become a business classic, providing hard-won insights and critical tools to thrive during the accelerating disruption of the digital age. And the fourth element, which is more important now than ever, is the ability to communicate to all of your constituencies each of the elements we've talked about. Innovation is understandable, but embracing change is still something difficult for a lot of companies. You would move heaven and earth to help them. It's just part of the fun of teaching and being a mentor to these young companies. He has been a trusted advisor to presidents and politicians on both sides of the aisle and earned the first-ever Clinton Global Citizen Award for Corporate Citizenship. Communications is another area that's changed dramatically in the last decade. I think there's this mindset that you can't fail at any point in your career, but that's not the case. NEW YORK - September 25, 2018 - For the first time, Silicon Valley visionary John Chambers, former CEO and Executive Chairman of Cisco Systems and current founder and CEO of the purpose-driven venture firm J2 Ventures, shares the lessons that transformed him from a dyslexic kid from West Virginia into one of the world's most successful business leaders in his book, CONNECTING THE DOTS: Lessons for Leadership in a Startup World. As a tech titan who was never interested in technology, and a great communicator who struggled to read, Chambers is a leader that truly breaks the mold. My worry is there's not enough in the pipeline, and we aren't scaling them quickly enough. As part of the launch of the book, Chambers, who has been involved with Second Harvest foodbank in Palo Alto for years, dating back to his early days at Cisco, partnered with the charity to donate \$1 for every book that was pre-ordered from September 4 - 24. In Connecting The Dots, Silicon Valley legend John T. For me, being dyslexic was a challenge. With the brilliant insights found in Connecting the Dots, I learned even more that I plan to use. From his early lessons and struggles with dyslexia in West Virginia to his bold bets and battles with some of the biggest names in tech, Chambers gives readers a playbook on how to act before the market shifts, tap customers for strategy, partner for growth, build teams, and disrupt themselves. What sets John apart is his focus on creating playbooks of best practices around every major part of leadership, from hiring to acquiring. Then we went from routing and switching into wireless capability and into voice and into data center and into security. I think you're more a product of your setbacks and failures. It isn't a question of are you going to make each one successful. But if we're trying to generate 25 to 30 million jobs in the next decade, which we need to, and you're going to have a certain number of jobs that have to be created because digitization is destroying others, we've got to get the startup engine going much faster. A very personal and incredibly engaging book!" — Safra Catz, CEO, Oracle J2 Ventures is a purpose-driven venture capital firm dedicated to helping disruptive startups from around the world grow and scale. He also adapted those lessons to transform government, helping global leaders like French President Emmanuel Macron and Indian Prime Minister Narendra Modi to create new models for growth. As founder and CEO of J2 Ventures, Chambers is now investing time and money into the next generation of tech leaders, helping innovative startups from around the world grow and scale their businesses by navigating and accelerating market transitions. John and Diane are both available for interviews around Connecting the Dots. Yet, as I helped numerous startups grow and scale their businesses, I started to think my experiences and lessons learned might help others well beyond the world of technology. The most successful venture capitalists in the world, in terms of their funds returning, often have more failures than the average venture capital because they take more risk. You shouldn't be in them unless you understand that's going to occur. In terms of how I measure leaders, it's results, quality of team, do they really understand the industry they're focused on, their communications skills, how well they walk the talk, the culture, and the ability to outline a bold vision and then really make it happen. I got too close to the edge and fell in. Along the way, he had acquired 180 companies and turned more than 10,000 employees into millionaires. When Chambers joined Cisco in 1991, it was a company with 400 employees, a single product, and about \$70 million in revenue. An edited version of the transcript follows. I also understood at that time what Shimon Peres, the late president of Israel, had taught me over the years — that leadership is remarkably lonely. I was six years old, fishing with my dad. It was a time when Cisco was on a run. you also risk drowning. But the one or two homers out of that portfolio carry the whole investment. He advised me to be careful not to fall into the river at this section — it's a good place to fish but it's very dangerous in terms of its depth and its speed and the rapids. But the No. 2 reason is they keep doing the right thing too long. You can learn so much from an occasional failure. The best teams in Silicon Valley are often teams that have not succeeded before, but have learned and learned how to come back. It's a willingness to change, to say we aren't just a tech company building routers, but we're a company that is synonymous with the internet, that's going to change the way the world works, lives, learns and plays. You tell a fantastic story about a fishing trip that you took with your dad on the Elk River in West Virginia. It's the ability to really re-innovate yourself each time and to take the risk. If you watch the number of IPOs which are the future indication of job creation in this country, during the 1990s it was 400 to 500 a year and reached a peak of 700. He said, "John, when you fall into the rapids, if you try to swim against the current, you risk drowning. Chambers: Oh, I think it's always going to be high. Today, culture and strategy are equal in terms of importance to me. This year we've excited that it's going to go over 200 for the first time in three years. John Chambers: I think for a leader who is dealing with a large organization — let's say a CEO of a startup or CEO of a large company, or head of a group — it's the ability to articulate a very clear vision and strategy of where the organization is going that is differentiated and sustainable.



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