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OPERATING EUROVISION AND EURORADIO



‘TECHNO-AGILITY’ THE IMPACT OF TECH ON TALENT PRACTICES

STEPHAN THOMA

JUNE 2015, EBU HR ASSEMBLY, VIENNA

EBU

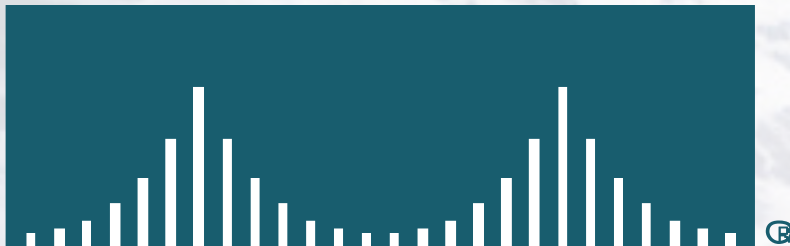
OPERATING EUROVISION AND EURORADIO

My experiences and war stories

Google™



CISCO SYSTEMS



ntl:Telewest

We hear aboutthe cocktail today...

- Impact of new technology and 'digital transformation' of traditional businesses
- Generational shifts – GenY's, now GenZ's – 'digital natives'
- A spiraling pace of change in the business & economic environment
- Geo-political risks and change
- Long term demographic shifts
- Looking further ahead...
 - The rise of Machine Learning and Artificial Intelligence create major implications for workforces
 - Deloitte Study - 35% of UK jobs can be automated in the next 20 years

A perfect storm for Talent strategies ?

- All this creates new levels of challenge for companies' talent and leadership development strategies.
 - Most founded in the last century's paradigms, issues and thinking
- Google and other US 'tech sector' companies offer a case study in navigating these waters – but how, and do they offer us any transferable insights?
 - Encouraging learning and leadership in such a world to grow talent
 - The role of culture in keeping employee engagement and creativity thriving
 - Wider people management strategies as a part of this dynamic

“The rate of technology driven change outpaces our ability to train people in new skills”

“Impact of new Tech: the most important shift these five past years is social network and collaborative practices due to mobile technology”.

What makes a great 21st Century talent strategy?

Research:

Bersin by **Deloitte**.

Fortune's Best Companies to Work (Google, SAS, Boston Consulting Group, and Edward Jones) have built amazing workplaces – environments where people literally line up to apply for jobs. They not only attract great people, they also create an environment where people can truly thrive.

1. Meaningful work.
2. Great management.
3. Growth opportunities.
4. An inclusive, flexible, fun environment.
5. Leadership we can trust.


These organizations have created what we call a Simply Irresistible™ workplace.

There are no 'best practices', so.....

I bring 'tales from another world' – Google's experiences and responses

- clearly has meet with some success!
- And now also businesses in the thick of this....
 - Tech start ups & small/medium sized Tech Biz's scaling
 - Digital literary / transformation in large companies



A silhouette of a person is shown from the back, pulling a horizontal bar. The person's arms are extended upwards, gripping the bar. The background is a bright, shimmering sunset or sunrise over water, with the sun low on the horizon, creating a strong backlight effect and a path of light reflecting on the water's surface. The overall mood is one of effort and achievement.

Google™

—
a case
study

Google: in 15 years

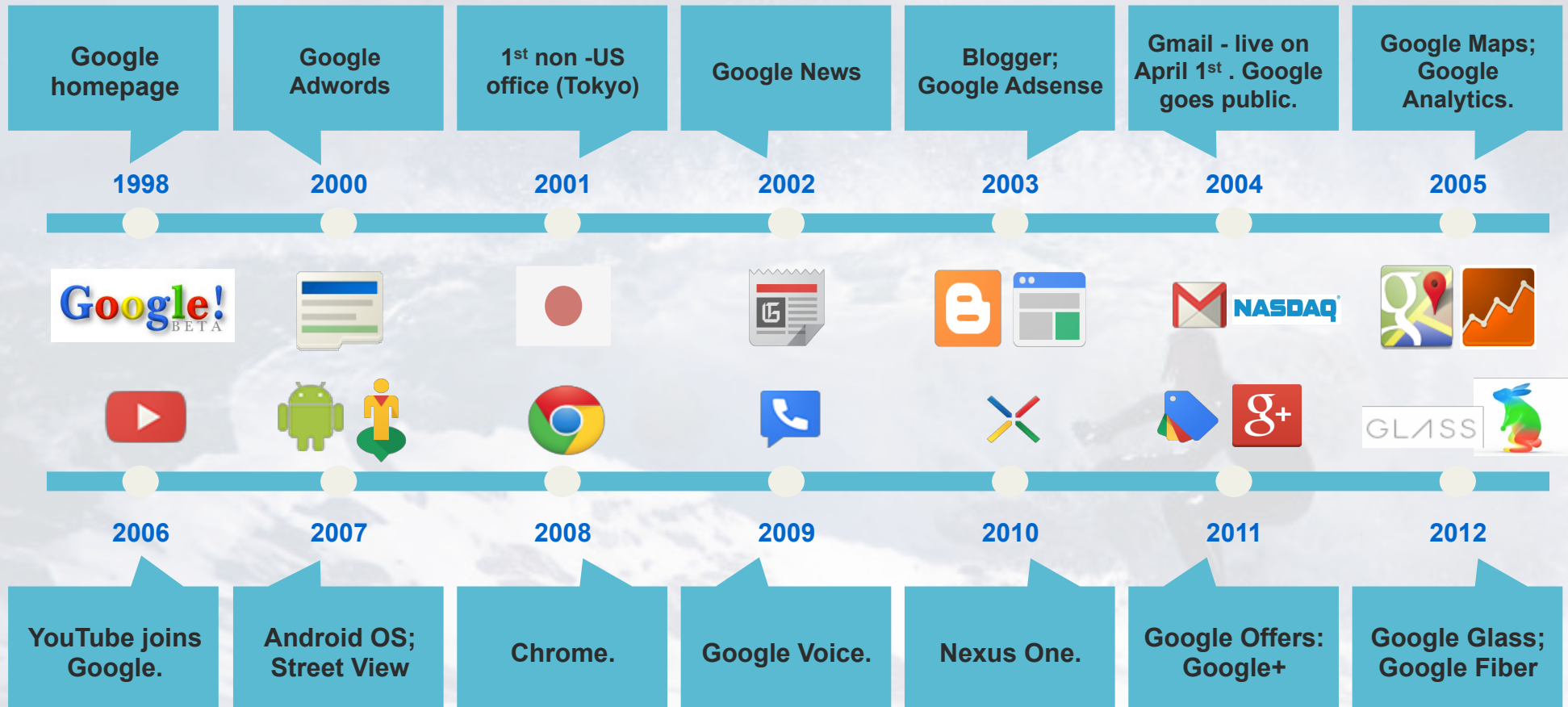
From 2 guys
in a garage

to

>48,000
Googlers in
more than 70
offices in
over 40
countries



Google: Key Products to market...





- some make it
- some don't – they evolve or die, and the company learns the lessons

- some make it
- some don't – they evolve or die, and the company learns the lessons

Google: Keeping it going – innovation at scale

- Innovation needs to readily flow from anywhere: Googlers, teams, countries, regions
- Needs:
 - independence for Googlers to be able to ideate & act quickly
 - top down guidance on goals/priorities
 - strong collaboration and learning across the system
 - Both top down and bottom up communication, knowledge sharing and learning



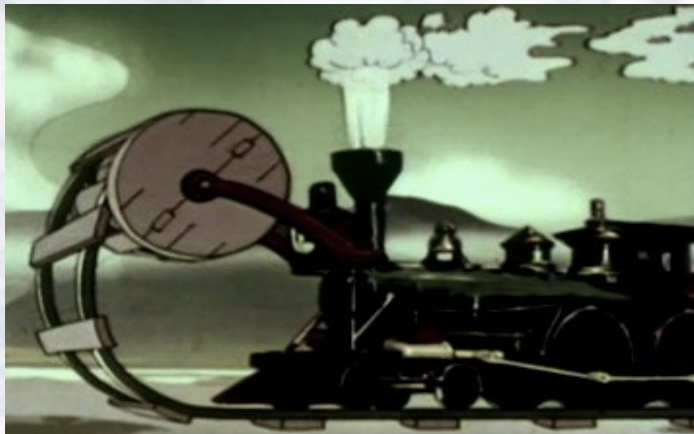
Google: Some founding principles

Google is not a conventional company. We do not intend to become one. Throughout Google's evolution as a privately held company, we have managed Google differently. We have also emphasized an atmosphere of creativity and challenge, which has helped us provide unbiased, accurate and free access to information for those who rely on us around the world.

IPO Founder's letter, 2004

Business Strategy.....

- Not strategy, in the conventional sense
- Four Strategic principles
 - Bet on technical insights, not market research
 - Focus on the user
 - Default to open, not closed
 - Don't follow the competition
 - Let great products grow the market for everyone
- The train and the train track analogy



Google is what you've read about... and more



Google: The working environment

- Sets the tone and makes an implicit statement about the culture, and physically enables it
 - Open access
 - Vibrancy
 - Collaboration
 - Sparkiness
 - Non hierarchical
- Food and refreshments
 - Refueling, yes
 - A great benefit, yes
 - But mainly 'bees around the honeypot' syndrome



Being Googley – the culture & climate

- You can be serious without a suit
 - leadership @ all levels
 - cognitive ability and analytical rigour
 - a small company feel
- The fast beat the slow
 - 'launch & iterate'
 - 'dogfooding'....
- "20% projects".
 - Google engineers have 20% of their time to pursue projects that they're passionate about.

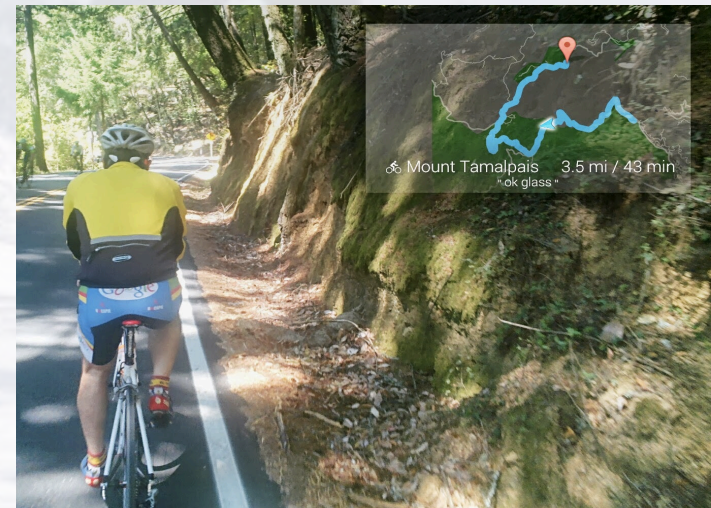


Innovation – needs 'scaffolding'

- **20% time** to devote to non core role work & projects
Somewhat misunderstood...

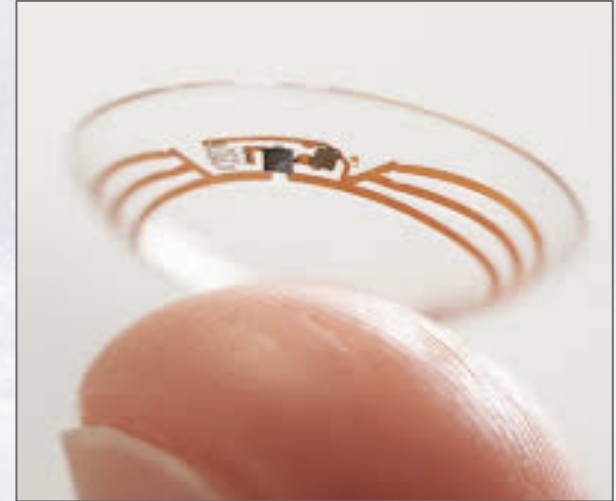
- Is really about freedom not time
- It's permission to work on stuff you aren't supposed to.
- Need to trust people with freedom; coders generally write code, not novels 😊
- '20% time is the best educational program a company can have' **Urs Holzle**

- **70-20-10** Resource management
 - 70 of resources dedicated to core business
 - 20 to emerging
 - 10 % to new projects
 - 'Creativity loves constraints' **Marissa Mayer**



Innovation – needs some more 'scaffolding'

- 10x thinking
 - **10%** thinking, improvements etc - not thinking big enough!
 - What would it be like if you thought **10x** instead?
 - **Moonshots – Larry Page**
- Iterating /scaling your idea
 - 1st followers, build communities, virtual teams,
 - hackathons, demo days & tech talks
 - Fail fast. Fail well - Learn the lessons, don't stigmatise



Generational shifts ...perhaps old news now.....

The Economist - 3rd January 2009

“The members of Generation Y are.....spoiled narcissistic layabouts who cannot spell and waste too much time on instant messaging and Facebook.

Ah, reply the NetGen'ers, but all that messing around online proves that we are computer literate multi-taskers who are adept users of online collaborative tools, and natural team players. And whilst you are on the subject of me, I need a month's sabbatical to recalibrate my personal goals”

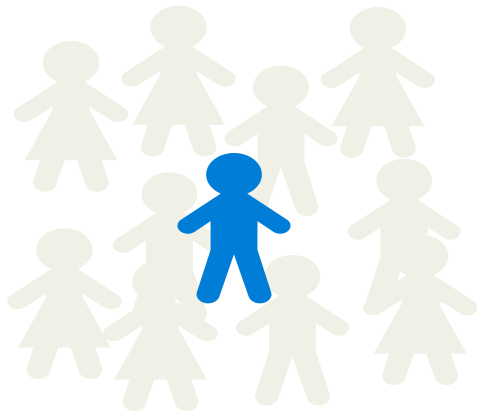
**The
Economist**

Google's Talent philosophy (1) :

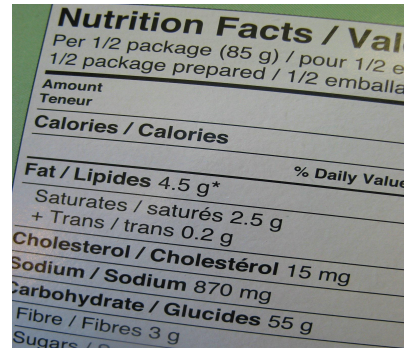


If you give people freedom, they will amaze
you 😊

Google's Talent philosophy (2)



Find them

A photograph of a 'Nutrition Facts' label, which is a common element in food products. It lists various nutrients and their values, such as Fat, Cholesterol, Sodium, and Carbohydrate. This represents the concept of 'growing' or nurturing talent.

Nutrition Facts / Valeurs nutritives	
Per 1/2 package (85 g) / pour 1/2 emballage	
1/2 package prepared / 1/2 emballage préparé	
Amount / Teneur	
Calories / Calories	
Fat / Lipides 4.5 g*	
Saturates / saturés 2.5 g	
+ Trans / trans 0.2 g	
Cholesterol / Cholestérol 15 mg	
Sodium / Sodium 870 mg	
Carbohydrate / Glucides 55 g	
Fibre / Fibres 3 g	
Sugars / Sucres	

Grow them



Keep them



Google: Attraction / Talent Acquisition

Attraction and selection of the best to become Googlers is the cornerstone of the philosophy

- It's tough to get into Google
- All hires are talent
- Retention: Learning & Growth is part of the deal
- The Hiring criteria and process...



THE 100 BEST COMPANIES TO WORK FOR
FORTUNE

CNNMoney
A Service of CNN, Fortune & Money

GOOGL
IS THE NEW NO. 1
(WISH YOU WERE HERE...) PAGE 70

GOOGLITES
Yes, the employees really are this happy.

FORTUNE **Money**

Home Video Business News Markets Term Sheet Economy Tech Personal Finance

CNN App
Download from the App Store

100 BEST COMPANIES TO WORK FOR 2012 **FORTUNE**

Full List Near You Top Companies Big Pay Best Perks

1. Google 1 of 100 Next

Share Tweet Like 1k

Rank: 1 (Previous rank: 4)

What makes it so great?
Everything was up at Google last year -- revenue, profits, share price, paid search clicks, hiring -- and so, so, was employee love; the search giant climbed three slots in our ranking to reclaim the top spot.

The reason? Employees rave about their mission, the culture, and the famous perks of the Plex: bocce courts, a bowling alley, eyebrow shaping (for a fee) in the New York office. Then there's the food: some 25 cafés companywide, all gratis.



Wrote one Googler: "Employees are never more than 150 feet away from a well-stocked pantry."

Headquarters:

Hiring – a deeper dive

- Hire only A+ candidates
- Clear consistent Hiring criteria – Four attributes
- Non Hierarchical process
 - Hiring is not in the gift of the hiring Manager
 - Hiring committees and hiring packs – objectivity
- A multiplicity of viewpoints - diversity is your best defense against myopia
 - Interviews – '360' panel
 - A focus on reducing unconscious bias



Want a job?



Google's performance approach

- Quarterly /6 monthly **OKRs** (objectives and key results)
- Company OKRs set by Larry's team, and senior leaders cascade
- Individual set OKRs bottom up, to ensure that goals are linked and aligned..
- So a framework for regular and frequent alignment, feedback and coaching
- Rewards past behaviours and directs future focus, both immediate and career wise
- For Managers – Upward Survey on the Oxygen 8 attributes too



People Management : Project Oxygen

- Huge landmark study by the HR Analytics team
- In public domain – written up as an Harvard Business Review Case



8 key differentiators

- ① Be a good coach
- ② Empower your team and don't micro manage
- ③ Express interest in team members' success and wellbeing
- ④ Be productive and results orientated
- ⑤ Be a good communicator and listen to your team
- ⑥ Help your employees with career development
- ⑦ Have a clear vision and strategy for the team
- ⑧ Have key technical skills so you can help advise and mentor

Open Communication

- Key Principles:
 - Default to open & don't be evil!
 - Must be safe to tell the truth and deliver 'bad news'
 - Fail fast & fail well: Learn the lessons, don't stigmatise
- Managers as information routers, not hoarders
- TGIF's – week in, week out, on Thursdays the founders on stage for open mic Q&As
- 'Dory' question board - queue and open access voting, to crowd source
- OKRs – posted, searchable and visible to all
- Snippets – weekly short form activity updates
 - – posted, searchable and visible to all
- Calendar – Visible to all

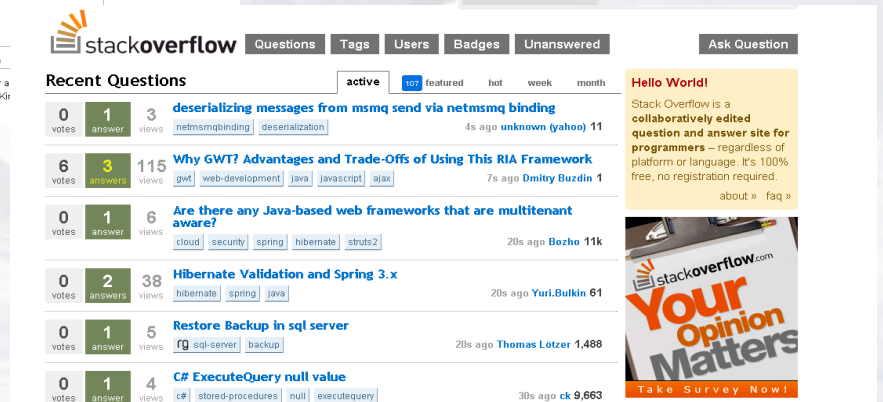
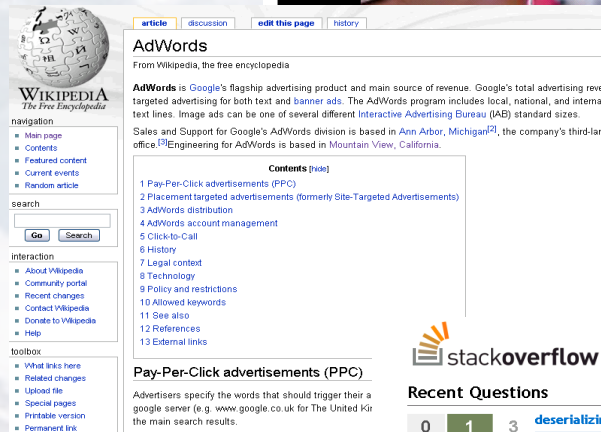
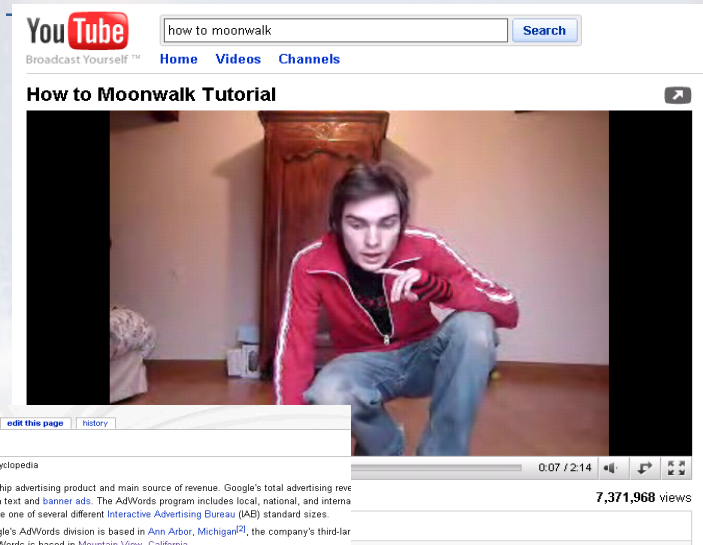


21st Century Talent has high expectations of learning

They can **find**
most any learning
resource

They can **create**
any learning
resource, even
collaboratively

They can **answer**
each others
questions..in seconds!



'Natural' learning - Googlers just use their products

An Example topic: 'Managing Net Gen'ers....'

Web Search



How can I learn more about this subject?



News



Anything in the news around the world on this?



Book Search



Any useful books that have been written?



Video



Any short tips and tricks out there?



Blogs



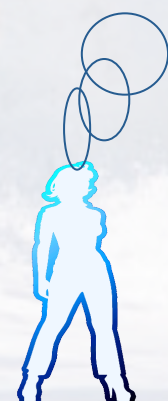
Are there useful blogs from experts?



Google Maps



Where is the nearest good cafe?



Google: An ecosystem of peer learners

- Mobilised a peer-to-peer army - Googlers at large – to be part of the Googler 2 Googler (aka **g2g**) community, the peer-to-peer learning strategy and system
- Googlers are supported and encouraged to participate in the learning process- both 'top down' business, and 'bottom up' fun, topics
- The program has grown from an experiment to be a key strategic pillar in the engagement and involvement of employees and a cultural driver.
 - Annually over 3,700 employees taught over 10,000 sessions to over 42,000 employees in 84 offices globally
 - Accounting for 85% Google internal courses.



Googlers to Googlers

g2g: Classes – live and recorded



HTML & CSS for non-Engineers (but Engineers welcome!)

gProfessor: [Tom Uglow](#)

Location: London

Course Description: Learn the basics of HTML and CSS

[HTML: View feedback from Googlers](#)

[CSS: View feedback from Googlers](#)



g2g: “Juggling for fun & inspiration”

g2gTV: “Time Management”

g2g – 'gWhiz' experiment

- Skills tagging; social tagging and rating – open and peer based, self and others
- Search for skills, support/guidance and mentoring. Now moving to 'suggest and assist'



Search for skills at Google

Search gWhiz

Type in a skill or ldap, e.g. perforce, java, presentations, yoga.

[Show search filters](#) ⌵

Your current skills

[badminton](#)

[biology](#)

[board games](#)

[brainstorming](#)

 [View all my skills](#)

 [Tag other people](#)























Google gWhiz

python

Search gWhiz

[Advanced Search](#)

Results

			Available for questions? 	Available for mentoring? 	Location
		Guido van Rossum <small>guido</small> Software Engineer			US-S
		Damien Conlon <small>damien</small> Software Engineer			IE-DU
		Fraser Mackenzie <small>fraserm</small> Enterprise Solutions Sales Engineer			CA-H
		John Cox <small>johncox</small> Software Engineer			US-N
		Irwin Boutboul <small>irwin</small> MTS - Software Engineer			US-N

Also a recommendation 'engine'

[Development Sites](#) ▾ [Courses](#) [Quizzes](#) [Learning Paths](#) [Mentors](#) [Videos](#)

Stephan Thoma | [Feedback](#) | [Settings](#)



Search

Next month in LON

[Advanced Search](#)

Create new **live course** ▾

My Activities

Enrolled

Teaching

Managing

Completed

Recommended for me

New Activities

Approvals

Home

Recommended for me

Hey Stephan, we're currently working on getting these recommendations just right based on who you are and what you do at Google. In the meantime we've organized them by role, to see the full suite of recommended learning, check out [Google's Core Curriculum](#).

For Directors



[Advanced Leadership Lab \(for Directors only\)](#)

NOTE: We are currently accepting applications only for the September 2012 session. All others in 2012 are full.



[Coaching](#)

Highly customized learning on a wide range of topics, tailored to your needs and style.



[Advanced Negotiations for Directors](#)

This program is for Directors only.



[Resilient Leadership](#)

This program is for Directors only.



[Executive Presentation Skills](#)

This is a program for Directors only.

For People Managers



[Managers: Build Skills by Oxygen Attribute](#)

Find people management skill-building opportunities organized by the Project Oxygen attributes.



[All Managers](#)

Build critical people management skills to help you develop as a Manager within your first year of having direct reports.



[Manager Electives](#)

Explore opportunities that address some of the most common challenges that Managers face at Google.

Fundamentals



[Mastering Presentations](#)

Create and deliver powerful presentations by developing confidence, story-telling techniques, and leveraging data to help communicate your ideas visually.



[Sustaining High Performance](#)

Stay engaged and productive at the office while also having ample energy to enjoy life outside of work using these recommended resources.

Google: My key take-aways

GoogleCover.com

- Create a fantastic brand and hire the very best people you can
- The culture and climate is vital – the maintenance of this is just as important as any programs, processes or interventions.
- Provide ‘freedom within a framework’
 - bottom up free thinking and space for innovation
 - top down guidance on priorities, with coaching and mentoring
- An inspiring mission & purpose that excites employees
- Provide an environment that both develops and nurtures them, and gives them enough flexibility to let them drive their activities and growth
- Think careful about the company’s work environment
- Try to be as innovative in the people practices as the business overall

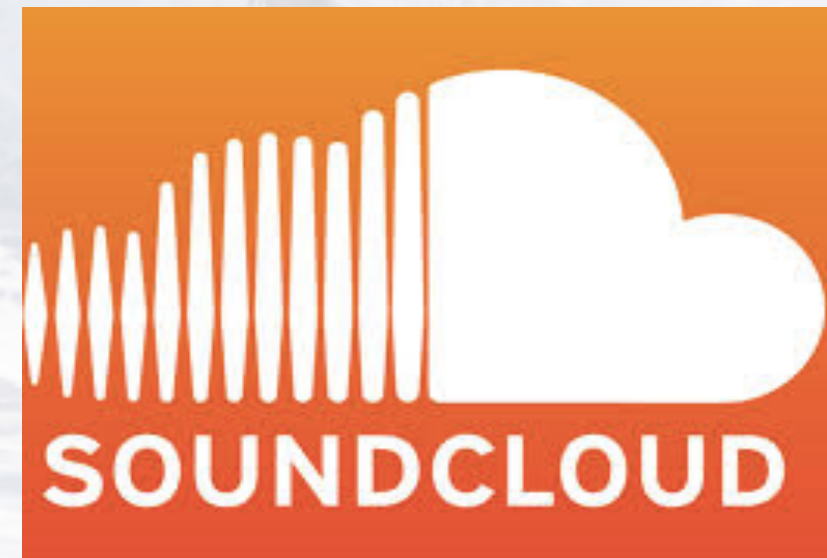
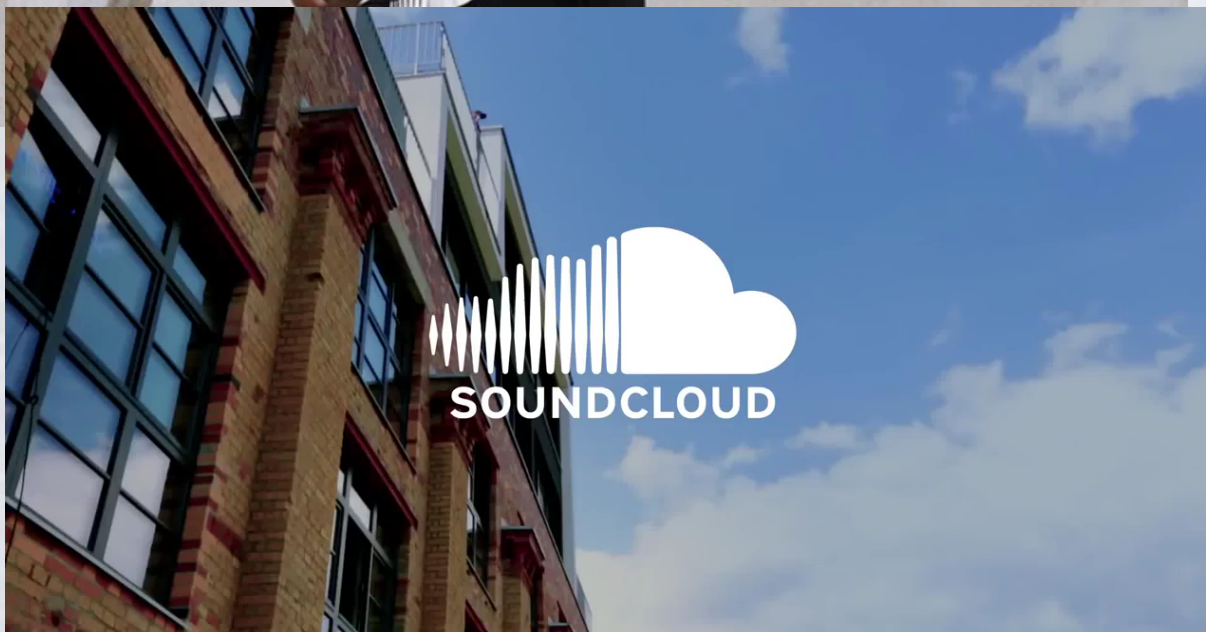
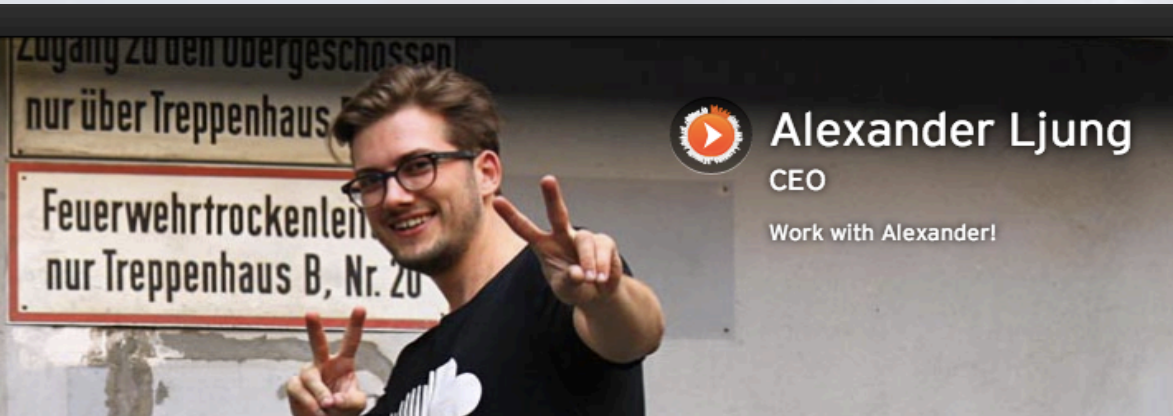
A secret recipe then ? No!



It's a formula that has worked for Google – through on going evolution and adaptation, with data based based decision making.

Others are doing similar things (outside the US!)

- Maybe better ! Berlin



The Rise of the Business Incubators in EMEA...

- creating scale effects
- An example from Berlin



AXEL SPRINGER
PLUG AND PLAY
ACCELERATOR



A UNIQUE ACCELERATOR

Accepting applications until
December 31



In Summary: my observations (of success) in this world of 'techno-agility'

- Leadership Talent:
 - The focus is on Leadership @ all levels, the senior leadership for sure, **and** employees at large
 - Leadership is emergent – people rise to the context and occasion within a team depending on who is best suited at the moment in time
- Culture and Climate
 - Top down and bottom up – guidance and freedom
 - Experimentation & risk taking, with data /analytics, and on going iteration and evolution



Talent Development in support of techno-agility

- **Things change fast;** generally – but specifically in this industry. Best to
 - focus on 'meta' capabilities that transcend specific contexts or roles
 - Focus on the key transition points – the 'moments of truth' for people / teams / organisations
- **People learn best by doing,** and from others, following the industry 70:20:10 model
- **Need to encourage experimentation** in learning, and learning is as rich (richer?) from getting it wrong
- **Peer learning,** either mentored, coached or serendipitous is most valued we facilitate the connections and support



A silhouette of a person from the chest up, holding a horizontal bar with both hands. The person is facing away from the viewer, towards a bright, shimmering background that resembles water reflecting sunlight. The lighting is high-contrast, with the person's silhouette in dark black and the background in bright yellow and white.

**21st Century
Talent
Management is
demanding**

**“The great end in
life is not
knowledge,
but *action*”
Thomas Huxley**