Google(rs)

Kultur als Erfolgsfaktor

Sandra Emme, Industry Lead Google Cloud
Oktober 2023
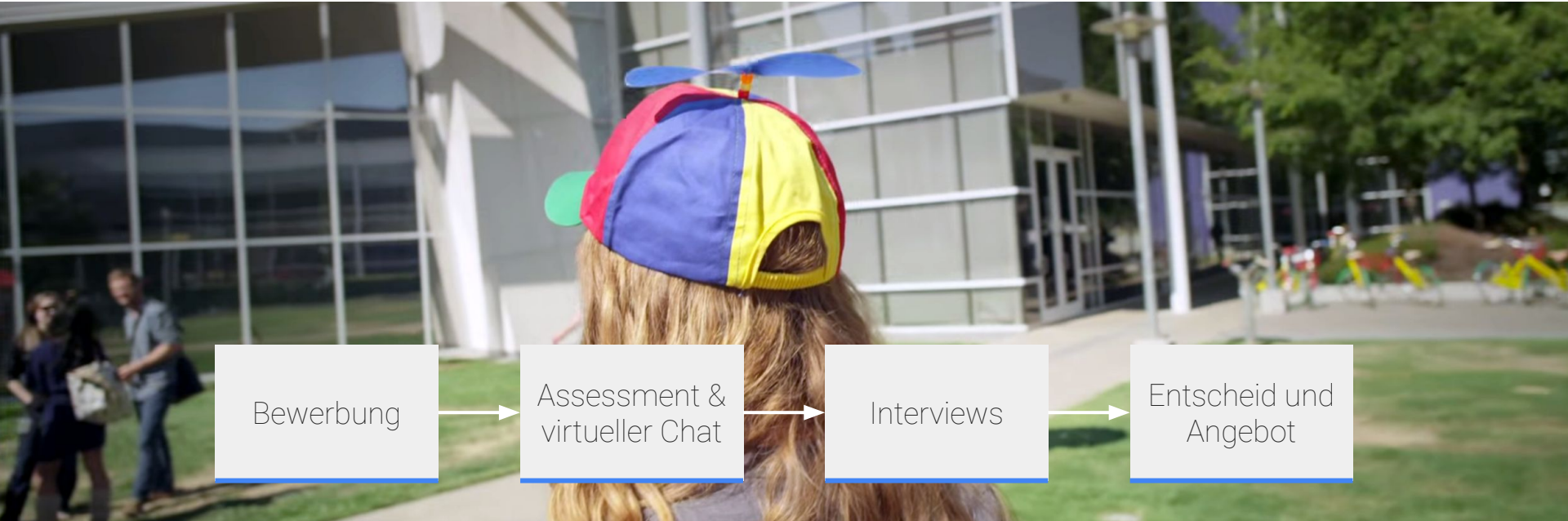
Eckpfeiler der Kultur
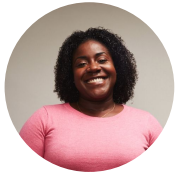
Googler im Mittelpunkt

Rekrutierung: Gleichstellung und Objektivität im Prozess

Bewerbung → Assessment & virtueller Chat → Interviews → Entscheid und Angebot

Mission, Transparenz und Feedback

Jane Googler (janegoogler@google.com)
US-MTV-42 ▪ June 8, 9:26 AM

Can we change how conference rooms are reserved to make it easier to make quick in-room bookings for spontaneous meetings?

💬 8   👍 987   👎 24

Manager (und ihre Macht)

Unterstütze Deine Manager erfolgreich zu Führen

1. Set and achieve business goals.

2. Prioritize work and manage resources.

3. Lead through change to deliver results.

4. Set expectations for each Googler and provide feedback and coaching.

5. Invest in each Googler's development.

6. Make equitable hiring and talent decisions.

7. Support and uphold inclusive team norms.

8. Encourage wellbeing.

9. Role model Google's values.

Und mache sie verantwortlich für gutes Management

Google's Upward Feedback Survey

1) My manager gives me actionable feedback that helps me improve my performance

2) My manager does not "micromanage" (i.e., get involved in details that should be handled at other levels).

3) My manager shows consideration for me as a person.

4) My manager keeps the team focused on our priority results/deliverables.

5) My manager regularly shares relevant information from his/her manager and senior leadership.

6) My manager has had a meaningful discussion with me about my career development in the past six months.

7) My manager communicates clear goals for our team.

8) My manager has the technical expertise (e.g. coding in Tech, accounting in Finance) required to effectively manage me.

9) I would recommend my manager to other Googlers.

Source: Laszlo Bock, "Work Rules: Insights from Inside Google"

GetLighthouse.com

Immaterielle Aspekte der Vergütung

Kümmere dich um deine Leute

The best Things in Life are (almost) free

Program	Cost to Google	Cost to Googler	Benefit
Bureaucracy Busters	Free	Free	Efficiency
Library / Games room	Free	Free	Community
TGIF	Free	Free	Community
Dry cleaning	Free	Yes	Efficiency
Hair cuts	Free	Yes	Efficiency
Doctor	Free	Yes	Efficiency
Grocery Delivery	Free	Yes	Efficiency
Manicure	Free	Yes	Efficiency
Bring dog to work	Free	Free	Efficiency
Onsite laundry machine	Negligible	Free	Efficiency
Culture / Movie clubs	Free	Free	Community

Entwicklung & Innovation

Fördere die Entwicklung Deiner Talente

| PDP | Mentoring & Coaching | Entwicklung | G2G | Weiterbildungen |

Merci. Fragen?

Understand team effectiveness

1. Psychological Safety
2. Dependability
3. Structure & Clarity
4. Meaning
5. Impact

Additional Resources

Driving Agility / Fighting Bureaucracy and Complexity:

- Bureaucratic Mass Index
- Dory App (as an example to collect and up-/downvote employee feedback and questions)
- McKinsey Enterprise agility: Buzz or business impact? (and KPIs)
- Reinvent the way you work: Corporate Rebels

Culture / Leadership:

- Leadership: Project Oxygen, Manager Research; Manager Feedback Survey
- Re:work with Google: Site sharing Google and other company's HR research and best practices
- Culture: Google's former SVP of People Ops - Work Rules! (or Book)
- Foster Psychological Safety; Daniela Landherr / The Human Space

Let's make work better.

re:Work is a collection of practices, research, and ideas from Google and others to help you put people first.

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New re:Work guides on innovation

✎ BLOG

Google's algorithm-powered internal job marketplace

✎ BLOG   →

Leaders in People Analytics: Merck & Co. on the research-practice divide

✎ BLOG   →

Creating A High-Trust, High-Performance Culture

✎ BLOG   →

Innovation isn't rocket science

✎ BLOG   →

Great managers still matter: the evolution of Google's Project...

✎ BLOG