

# Empowering the people who empower the planet

Evangelos Chrysafidis  
Microsoft



A new chapter





Microsoft on Digital Transformation

**Create** more  
personal computing



Interconnected  
ambitions

**Build** the intelligent  
cloud platform

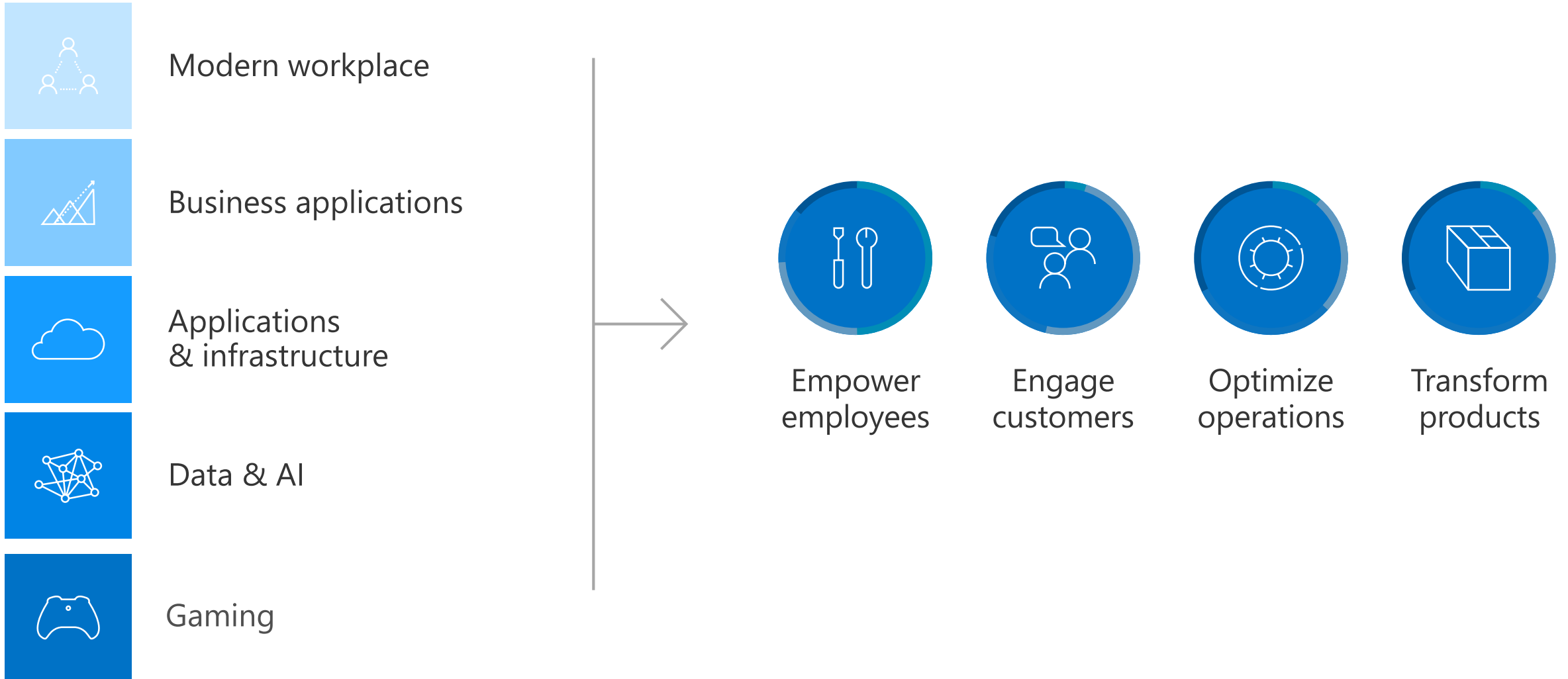


**Reinvent** productivity  
and business processes



## STRATEGY

# Enabling digital transformation



# WORKPLACE TRENDS



“As a culture, we are moving from a group of people who know it all to a group of people who want to learn it all.”

**SATYA NADELLA**

# TRENDS



of **technology jobs** will go **unfilled** due to talent shortages **by 2020**<sup>1</sup>



of **children** entering primary school will end up **working** in **completely new jobs** that **don't exist** yet<sup>2</sup>



say inclusion is an important factor in choosing an employer and 72% would leave an organization for a more inclusive one<sup>3</sup>



of Millennials said **they want** a career with **social impact** and purpose<sup>4</sup>



of technology professionals will take a **10% pay cut** to work **from home**<sup>5</sup>

1. Boston Consulting Group cited Gartner: [Twelve Forces That Will Radically Change How Organizations Work](#)
2. World Economic Forum: [The Future of Jobs & Skills](#)
3. Deloitte: [Inclusion Pulse Survey](#)
4. Jenkin, Matthew. Millennials want to work for employers committed to values and ethics. [The Guardian](#)
5. Global Workplace Analytics, [Cost and Benefits, Advantages of Agile Work Strategies for Companies](#),

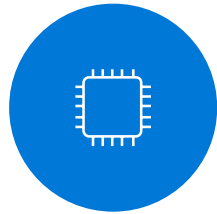
# TRENDS

## Five most significant human capital trends



### War for talent

Scarcity of critical talent in the digital era



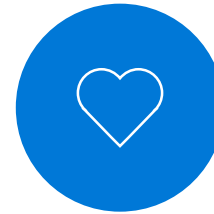
### Rise of AI and automated work

Rapid transformation of work and key skills



### Diversity and inclusion is existential

Diversity and inclusion required for business success



### Purpose and culture as currency

Purpose and culture as leading differentiators



### Fluid and flexible

Shift from formal to dynamic leadership and teams





# Microsoft Human Resources on Digital Transformation

# Microsoft's people priorities and HR strategy

PEOPLE PRIORITIES	OUR ASPIRATION	HR EXCELLENCE
1 Talent that can change the world	Right skills and capabilities, in the right places, at the right time	We empower the people who empower every person and every organization on the planet to achieve more
2 An evolving culture with a growth mindset	A culture that people aspire to be a part of and that is a differentiator for Microsoft	
3 Exceptional place to work	Create an environment where our employees are inspired and enabled to innovate and collaborate to advance Microsoft's mission, pursue their passions and realize their own unique purpose	
4 Transformational leadership	Microsoft leaders empower our people, customers, and partners to achieve more by creating clarity, generating energy, and delivering success	
5 Empowering at scale	An adaptive operating model where Microsoft achieves organizational and operational excellence in-service to the mission	

# HR at Microsoft: four focus areas



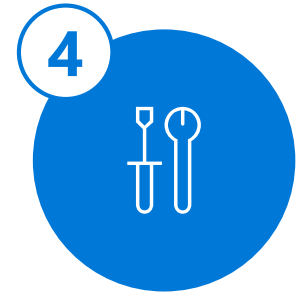
More intentional about culture and people priorities



Using more data to drive insights and decision-making



Better at simplifying processes, standardizing, and delivering self-service



Enhancing and helping bolster employee skills

# 10 things we've learned about culture

1. Honor your past; define your future
2. Net it out: Simple yet strategic
3. You can't fake it
4. Have a purpose-driven mission
5. Make symbolic changes big and small
6. Make it who you are
7. Communicate, communicate, communicate
8. Let technology accelerate the change
9. All oars in the water
10. Stay humble, stay the course



# Measuring change with data

Growth  
Mindset

Customer  
Obsessed

Diverse and  
Inclusive

One  
Microsoft

Me

Am I behaving in ways that are consistent with the attributes?

My colleagues

Are they setting the example and encouraging others to behave in ways consistent with the attributes?

My leadership

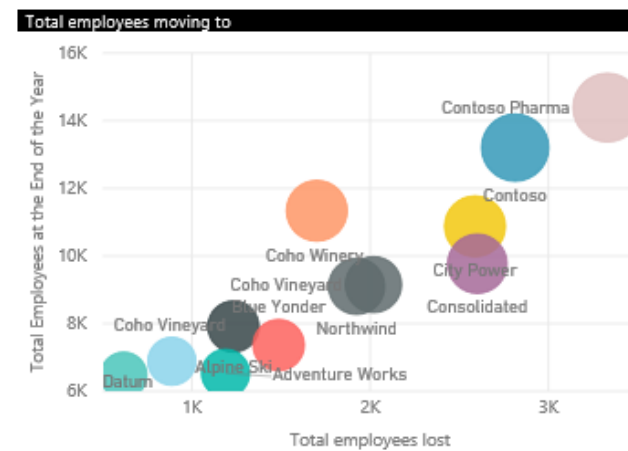
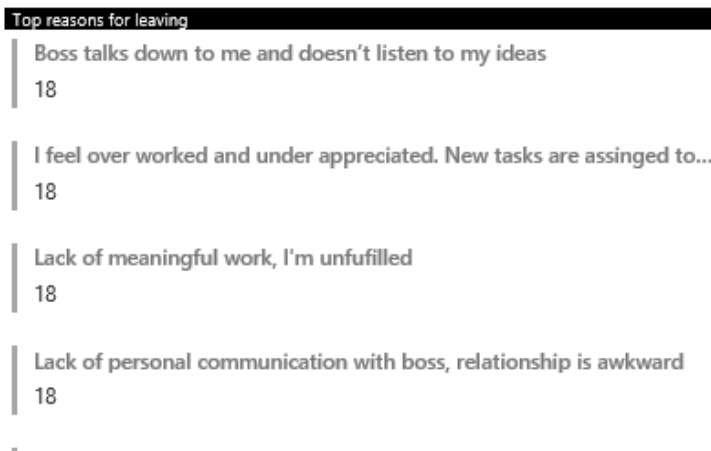
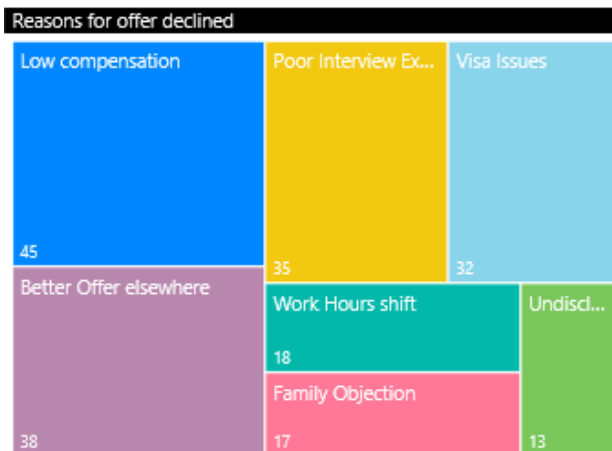
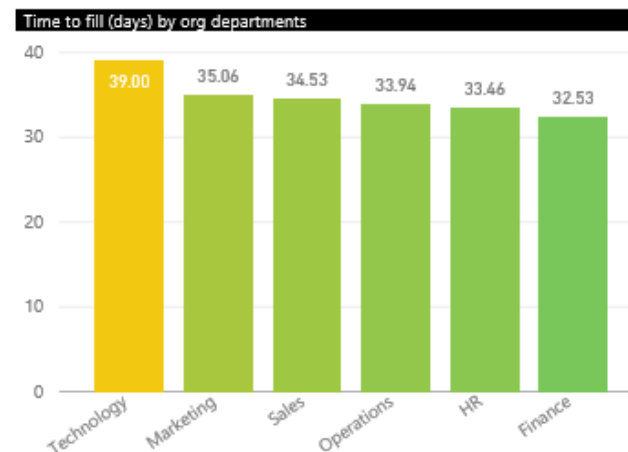
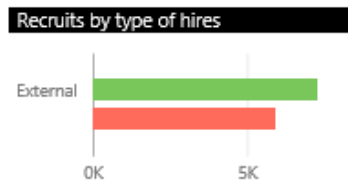
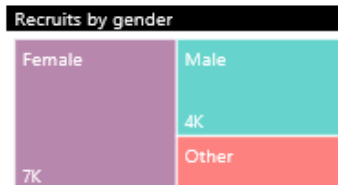
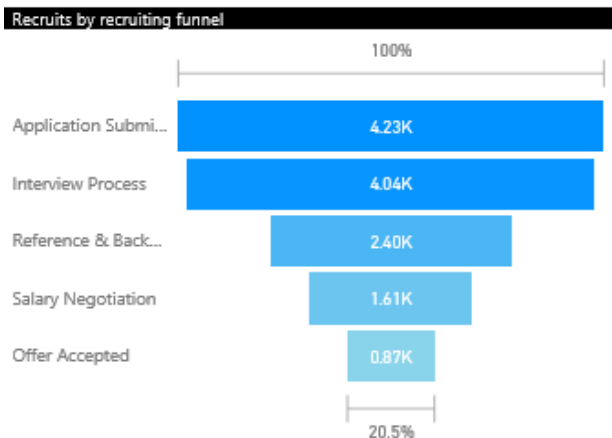
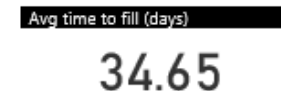
Are they communicating about the attributes?

Microsoft

As a company, are we demonstrating each attribute and moving toward our "to" state for each attribute?

# Recruitment & Retention

## Recruiting & Retention



# C&B Analytics

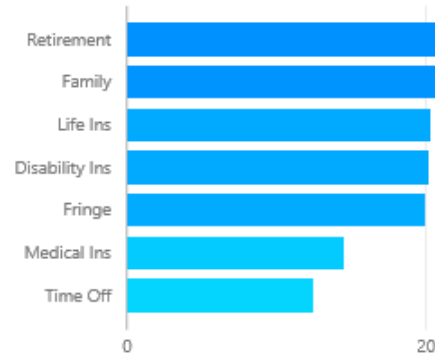
## Benefits & Rewards



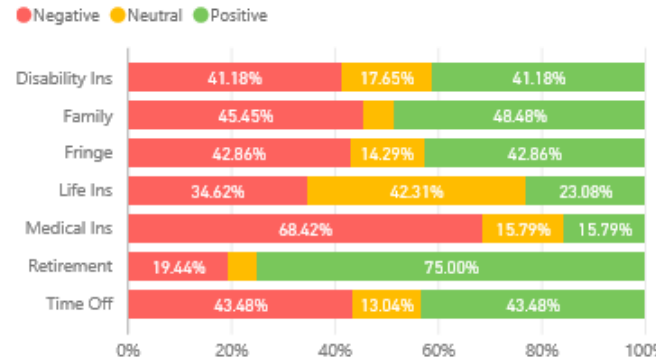
Rewards amount (%) by gender

Gender	Average of Rewards (%)
Female	51.18
Male	44.01
Other	5.00

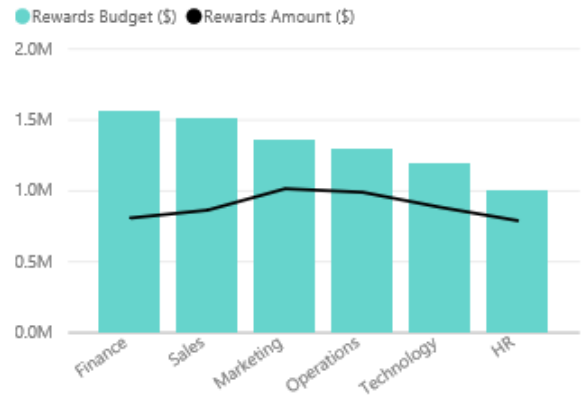
### Benefit utilization by benefit type



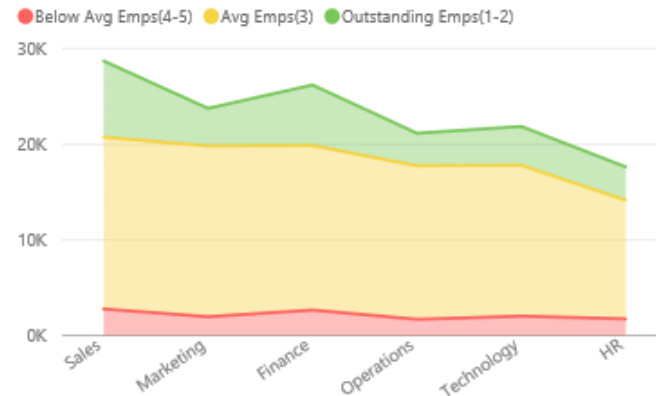
### Employee sentiment by benefit type



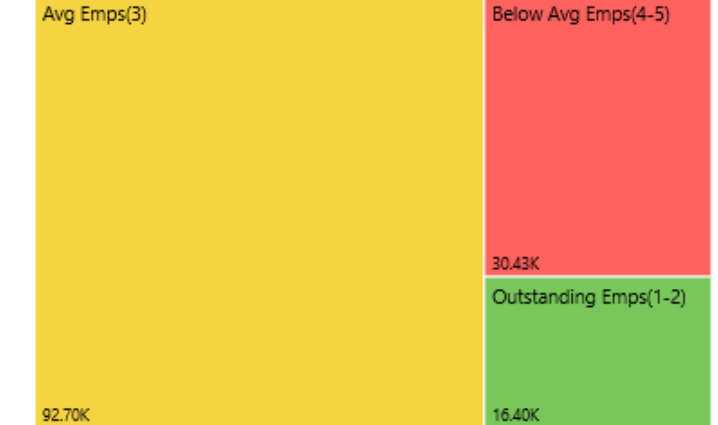
### Rewards budget (\$) and rewards amount (\$) by departments



### Rewards amount by employee performance



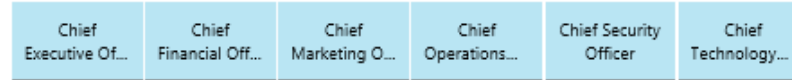
### Organizational breakdown by employee performance



# Visualization of construction of the personnel reserve

## Employee Management & Succession Planning

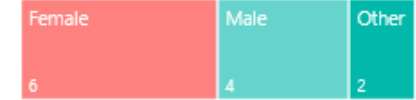
Filter by



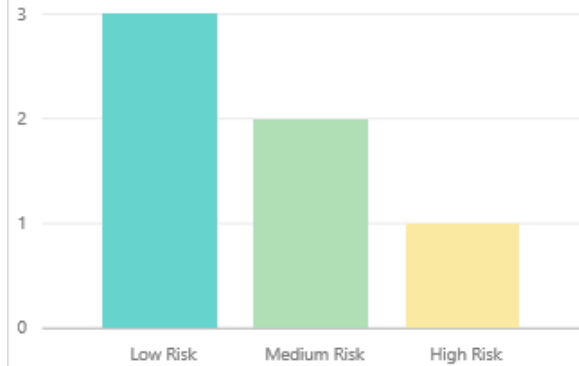
Total successors

12

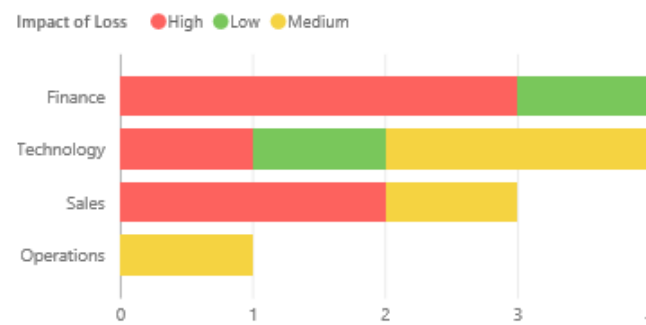
Total successors by gender



Count of leaders by risk of leaving



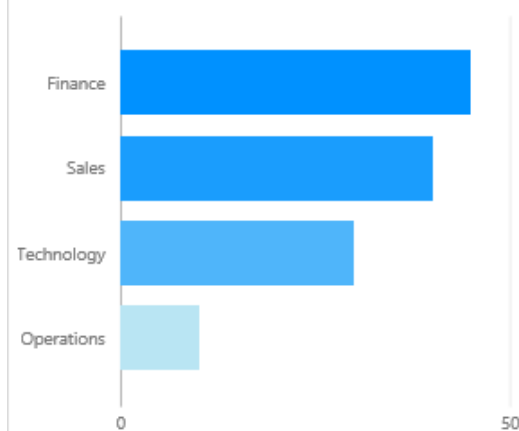
Count of leaders by departments & impact of loss



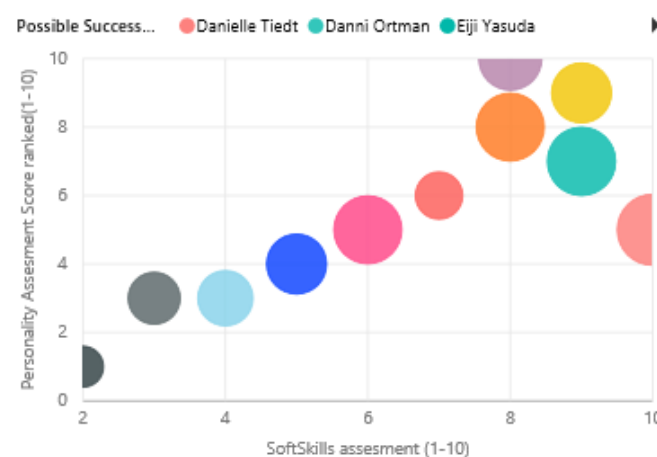
Successors by country and time to succession



Succession plan utilization(%) by department



Soft skills assesment, personality score & leadership skills rating



Leaders, successors and their notable achievements

Leader	Possible Success...	Successor Role
Ryan Ihrig	Mark Sargent	Chief of Staff
	Rodrigo Ready	GM, Finance and Admin
Raman Iyer	Danni Ortman	Senior Accountant
	Lola Jacobsen	Finance Lead
Maxim Gol...	Fabien Hernoux	GM, Retail Stores
	Mukesh Jain	GM, Consumer Channels Group
Luca Della...	Danielle Tiedt	GM, Retail Marketing
	Eiji Yasuda	GM, Global Marketing
Karina Leal	Lisa Toftemark	GM, Incident Reponse
	Michiyo Sato	GM, Engineering
Jim Glynn	Michal Opravil	GM, Research
	Rebecca Laszlo	GM, IT Services



Workplace analytics  
measures key manager  
behaviors

Manager access

Employee enablement

Empowerment

Career development

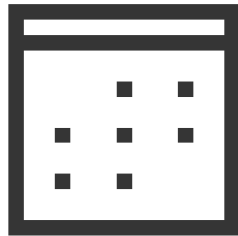
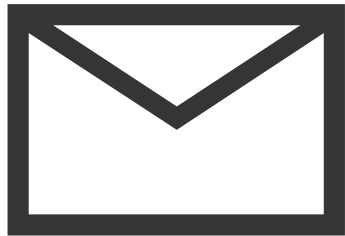
Team workload balancing

Communication effectiveness



# How Workplace Analytics works

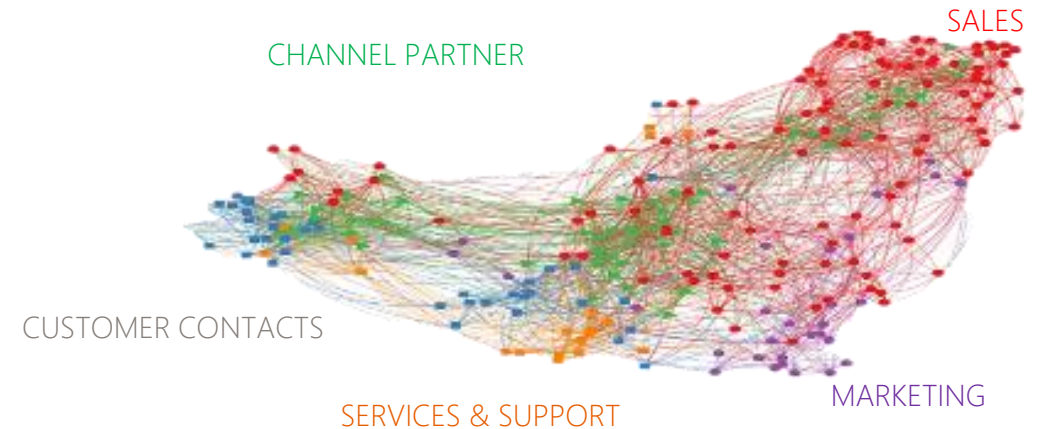
Workplace Analytics analyzes aggregate data from everyday work in Office 365



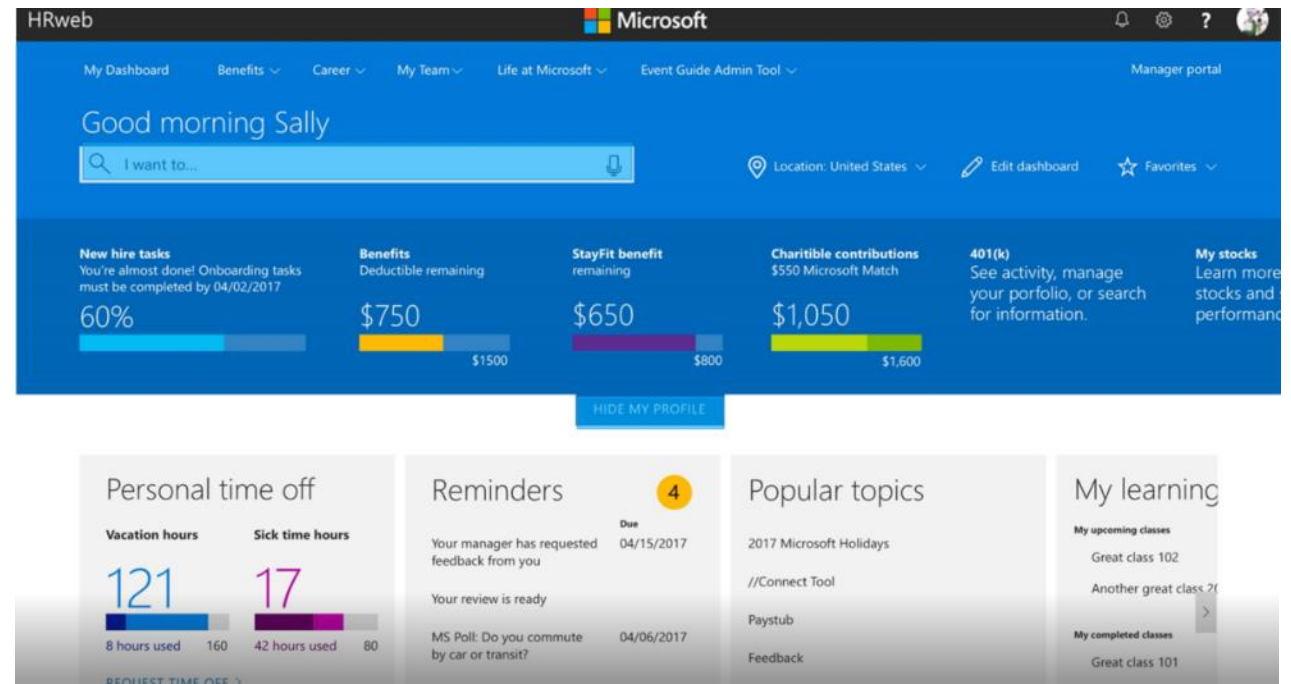
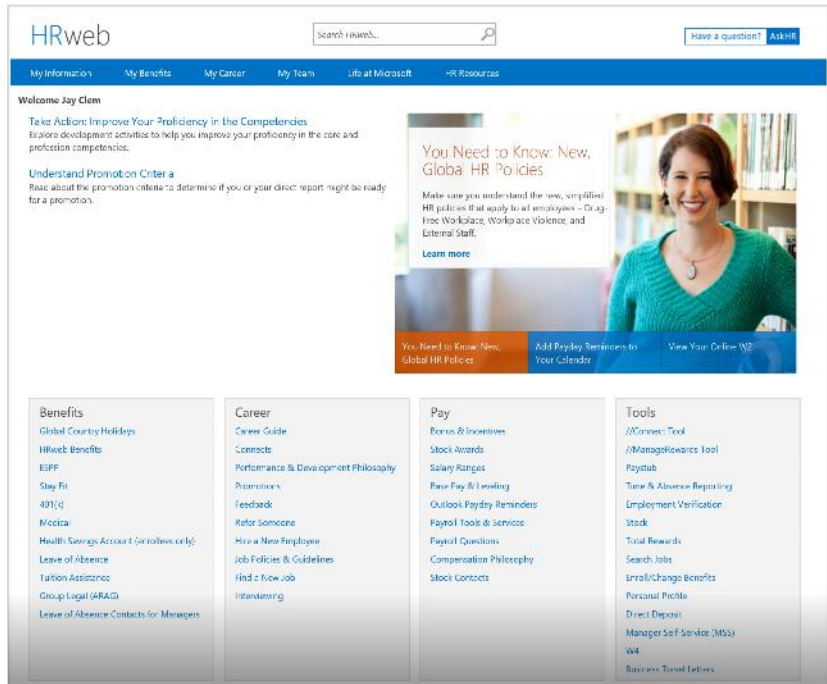
Aggregated email and calendar give visibility into 20+ hours per week

Flexible privacy controls put you in charge of data usage and access.  
Workplace Analytics meets Microsoft Cloud Services Privacy and Security Commitments.

Combine with organizational data to identify collaboration patterns across teams, customers, vendors, and partners



Explore network strengths and silos across the company



## HR Web

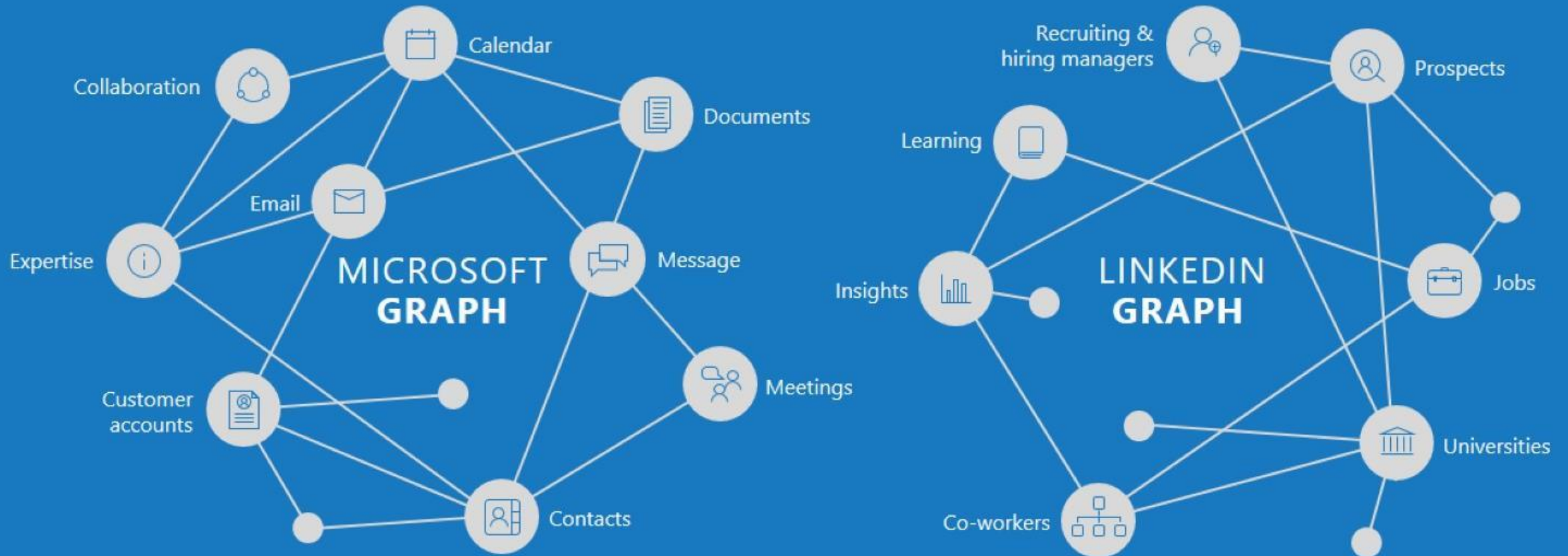
- 7M visits per year
- Primary source of employee facing HR information
- Home of AskHR
- Last SharePoint on-premise solution @Microsoft
- Low NSAT
- Failing accessibility grade

## FY18 vNext

- SharePoint Online (SPO) experience using SharePoint web parts and search display templates
- Content will be geo via user profiles, using Azure AD ("Corpnet in the Cloud")
- Today it can take 12 clicks to reach your content destination, we are designing for no more than four clicks
- Leverage the power of Edge, fully touch enabled will work with all browsers
- Data driven action center combined with our hire cultural imagery
- Content is mastered in one location and optimized for PC's, tablets, and phones (4,2,1)

# Connecting the professional world

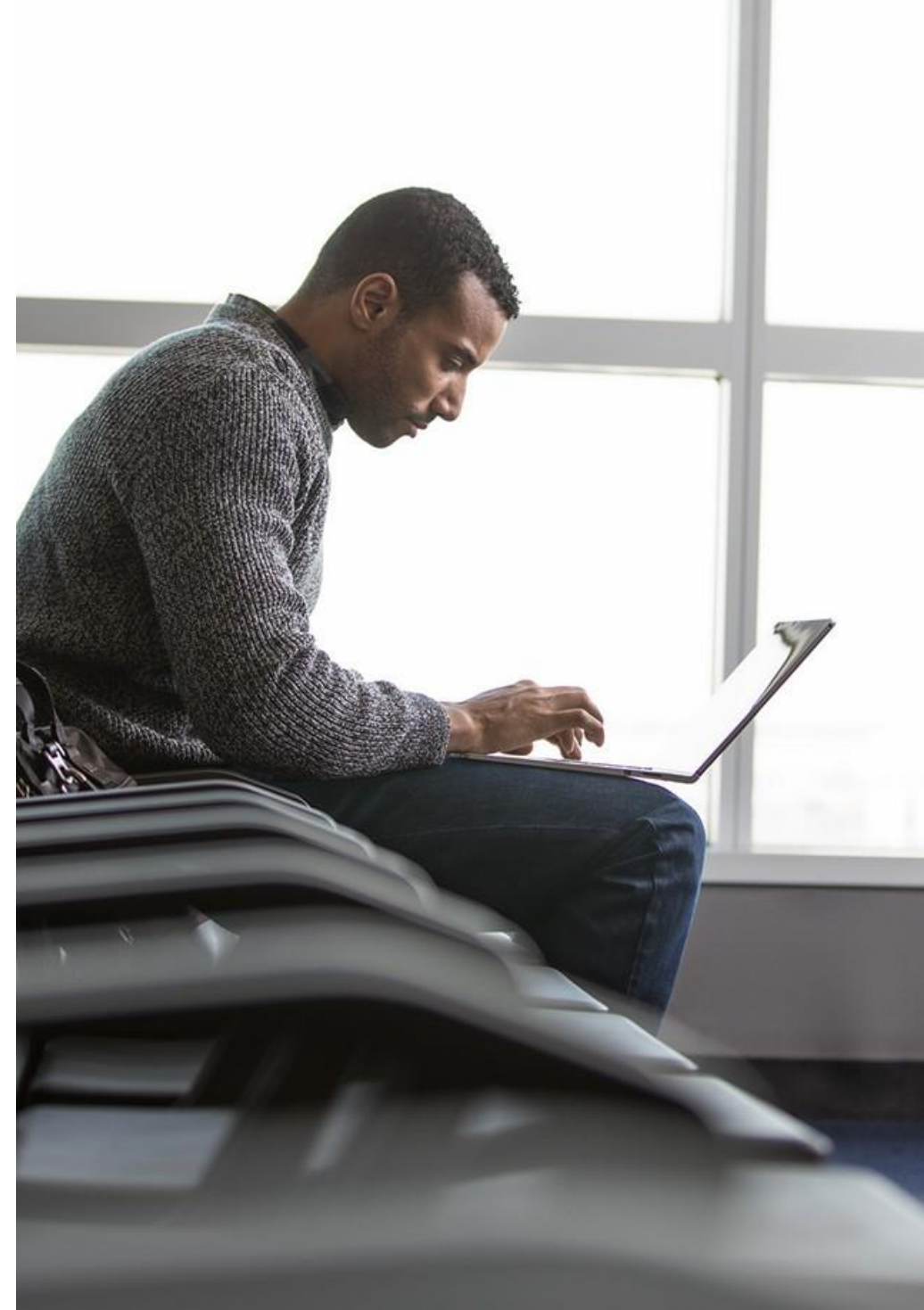
Today, all the information a professional needs to be successful lives in silos. By connecting the world's leading professional cloud and professional network, we can create more connected, intelligent and productive experiences. We also have the opportunity to accelerate the realization of the Economic Graph.



# Simplify and standardize to deliver self-service

Optimizing processes and tools  
for an evolving workforce means

- Get your house in order
- Document your business processes and keep them current
- Leverage mobile solutions
- Migrate from home-built apps to ERP level HR solutions

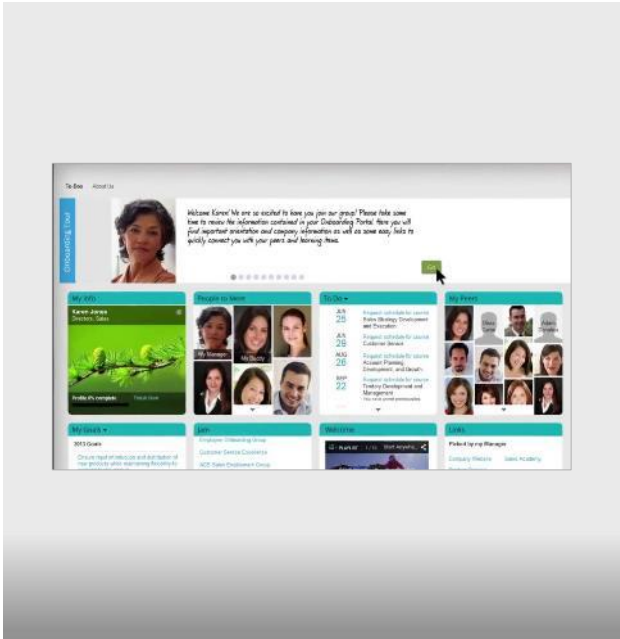


# Enhancing and helping bolster people skills

## Developing a culture of lifelong learning

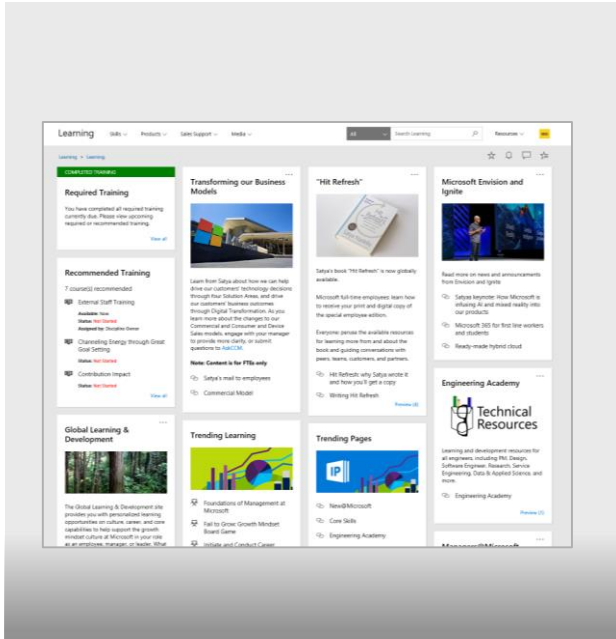
- Microsoft Learning Portal
- Annual innovation Hackathon
- Outside In speaker series





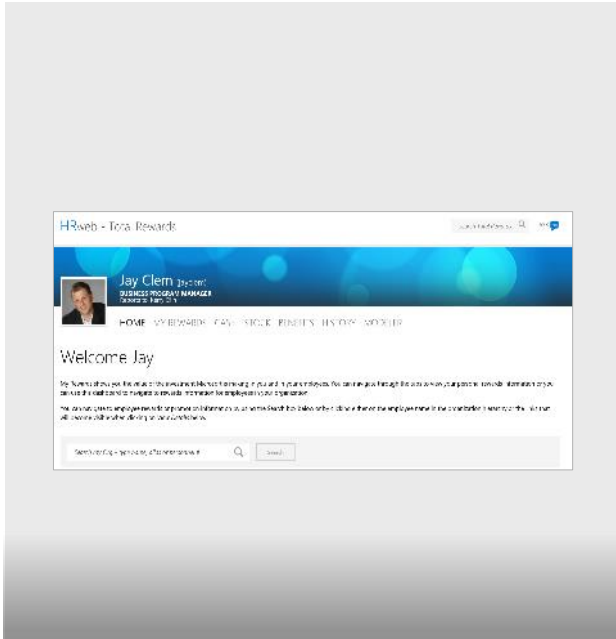
## Onboarding (SuccessFactors)

- Global on-boarding
- Enabled through Project Aurora HR



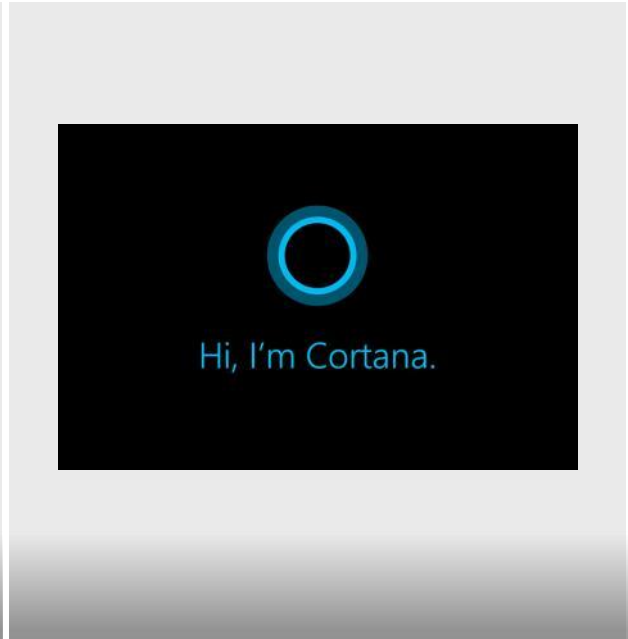
## My Learning

- Global e-learning
- Powered by SuccessFactors learning management system



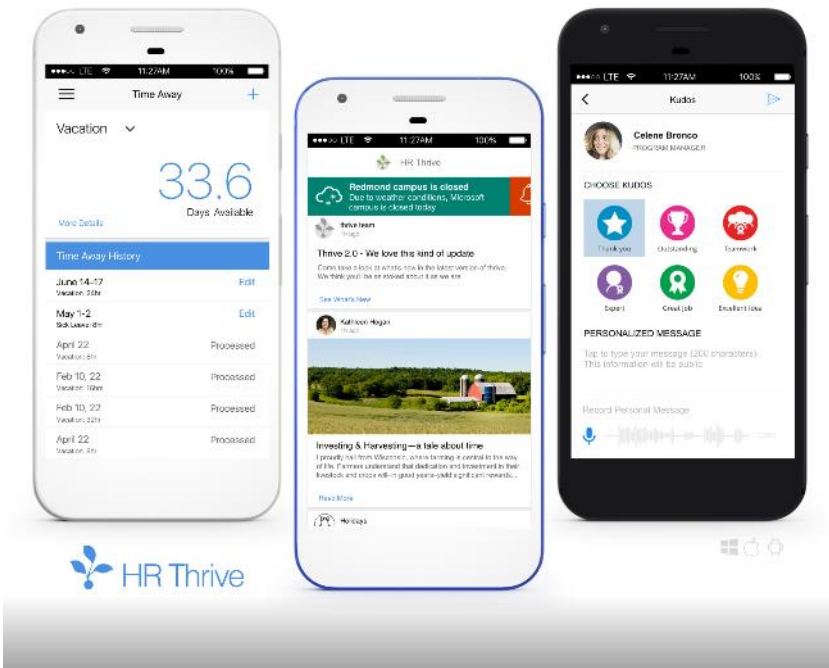
## Performance and development

- Connects and feedback



## HR Bots

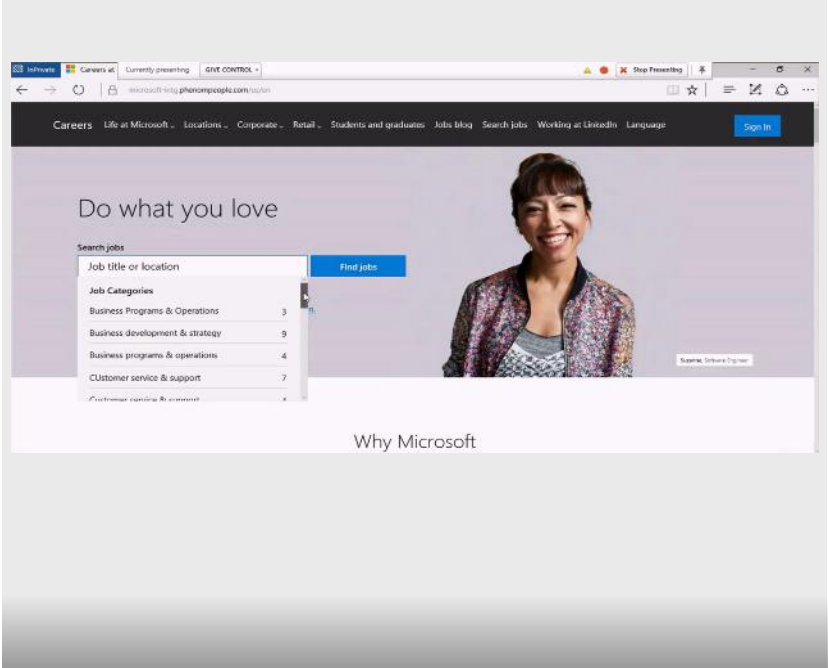
- Powered by Bing/Cortana



## Top Search Terms

On HR Web

Total Search...	Country	Search Key...
9948	US	stayfit
7174	US	stay fit
6307	US	holidays
5976	US	vacation
4095	US	hsa
3916	US	connect
3507	US	W2
3433	US	leaving mic...
3080	US	paystub



## Thrive: mobile

- Employee self service; anytime, anywhere
- Built using Microsoft Power Apps
- Close partnership with C+E (James) and MSIT (Jacky)

## FY18 Thrive mobile plan

- 10,000+ UU's
- Intended outcome: delight employees and drive down AskHR volume

## Apps

- Thrive home feed
- StayFit
- Time away
- Kudos
- AskHR
- Holidays
- Feedback
- Etc.

## Jobs portal (Phenom people)

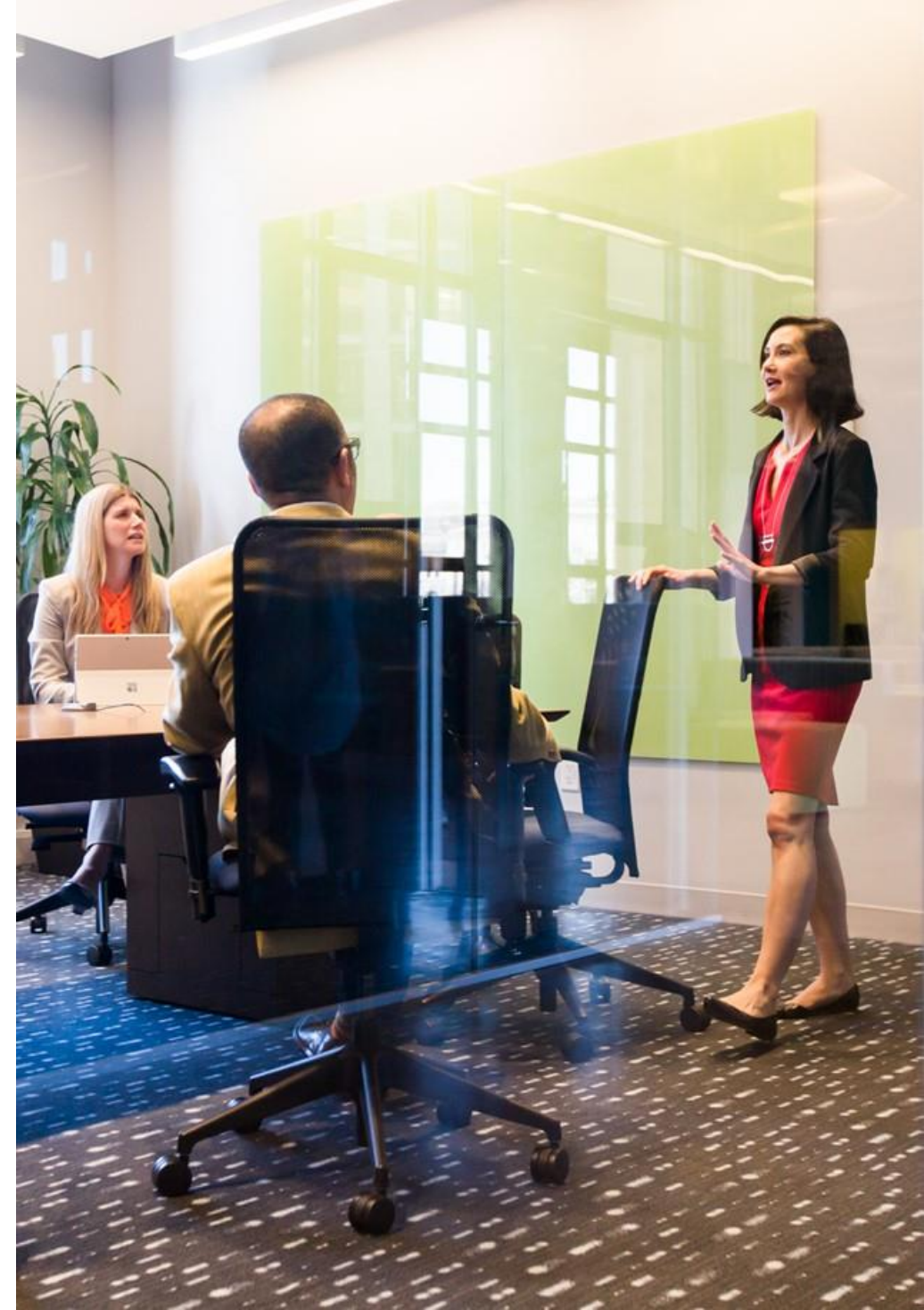
- Job search portal (internal and external)
- Powered by iCIMS
- Global deployment



# Talent and leadership

Everyone has the potential to lead

- Fostering key traits to develop future leaders
- Talent Talks to brainstorm ways to augment skills and build experiences
- Hackathon to encourage innovation across the company
- Talent Retention Key to long term success



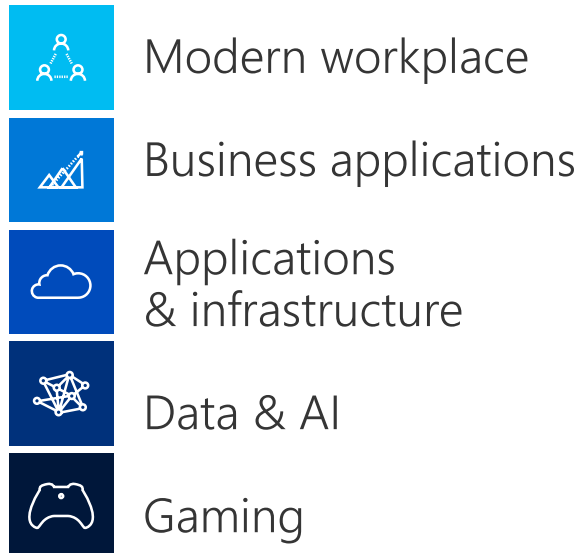
## MISSION

Empower every person and every organization on the planet to achieve more

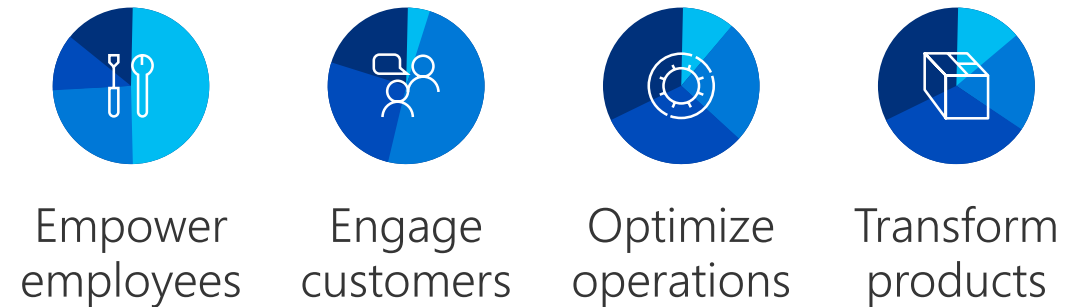
## WORLDVIEW

Intelligent cloud, intelligent edge

## CUSTOMER SOLUTION AREAS



## ENABLING DIGITAL TRANSFORMATION



## CULTURE

Growth mindset



Customer obsessed  
Diverse & inclusive  
One Microsoft



Make a difference



# Unique metrics proven to be predictive of manager impact and employee engagement

## MANAGER ACCESS

Manager double booked rate

Manager time with levels below

## EMPLOYEE ENABLEMENT

Manager network velocity

Direct report network velocity

## EMPOWERMENT

Direct report % non-redundant meetings

Direct report organized meeting hours

## CAREER DEVELOPMENT

Hours in 1:1s

Direct report time in training

## TEAM WORKLOAD BALANCING

Variance in employee effective work weeks

Direct report time in after hours

## COMMUNICATION PRACTICES

Manager emails sent during meetings

Manager email sent in after hours