

A group of people are sitting at an outdoor picnic table in a park-like setting. The table is set with food, including a basket of fries and a drink. A dark teal semi-transparent overlay covers the top half of the image, containing white text. The background shows trees and other people in the distance.

Microsoft A Neuroscience-Fueled Cultural Transformation

A dark teal semi-transparent box is positioned over the lower left portion of the image. It contains white text identifying the speaker.

Rebecca Winter
HR Director, MSFT

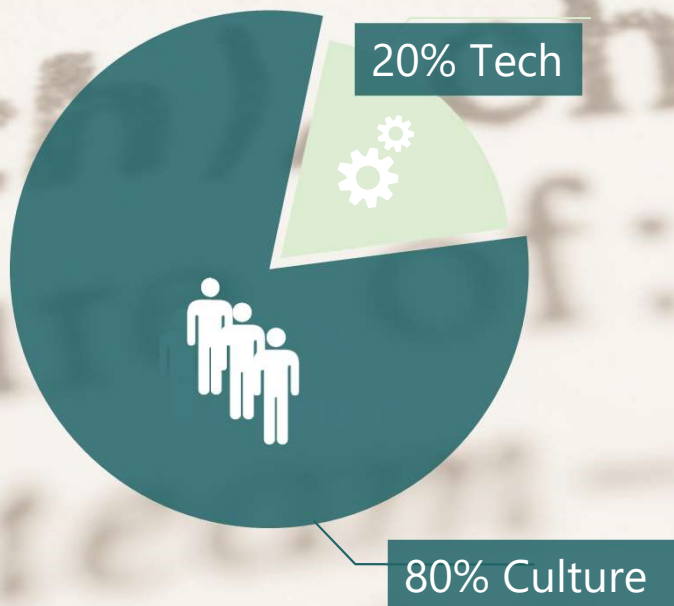


The Mann Gulch Fire

Characteristics of Digital Culture



Transformation = culture + technology



“Realise that success will be built on culture change. Strong leadership is a must.”

Gartner – April 4, 2016

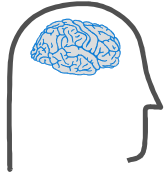
Every Company is a Technology Company



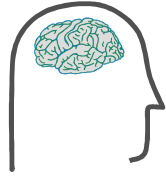
“The ‘C’ In CEO Stands For Culture” – Satya Nadella



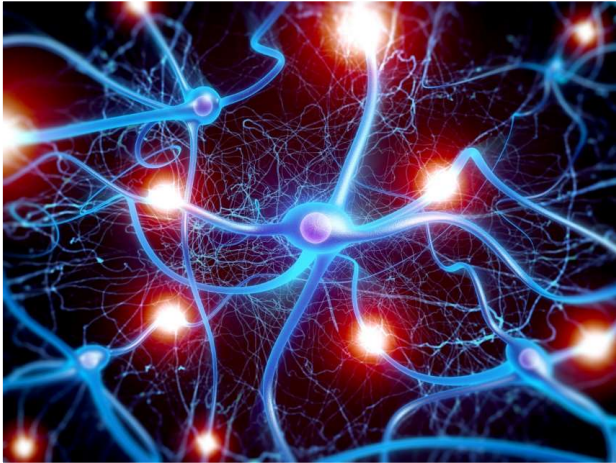
1. You can't fake it



Fixed
Mindset



Growth
Mindset



Fixed Mindset Leads to a desire **to look smart** and therefore a tendency to...

- Avoid challenges
- Give up easily
- See failure as fruitless or worse
- Ignore useful negative feedback
- Feel threatened by the success of others

Growth Mindset Leads to a desire **to learn** and therefore a tendency to...

- Embrace Challenges
- Persist in the face of setbacks
- See failure as essential to mastery
- Learn from criticism
- Find lessons and inspiration in the success of others

From Mindset by Carol Dweck

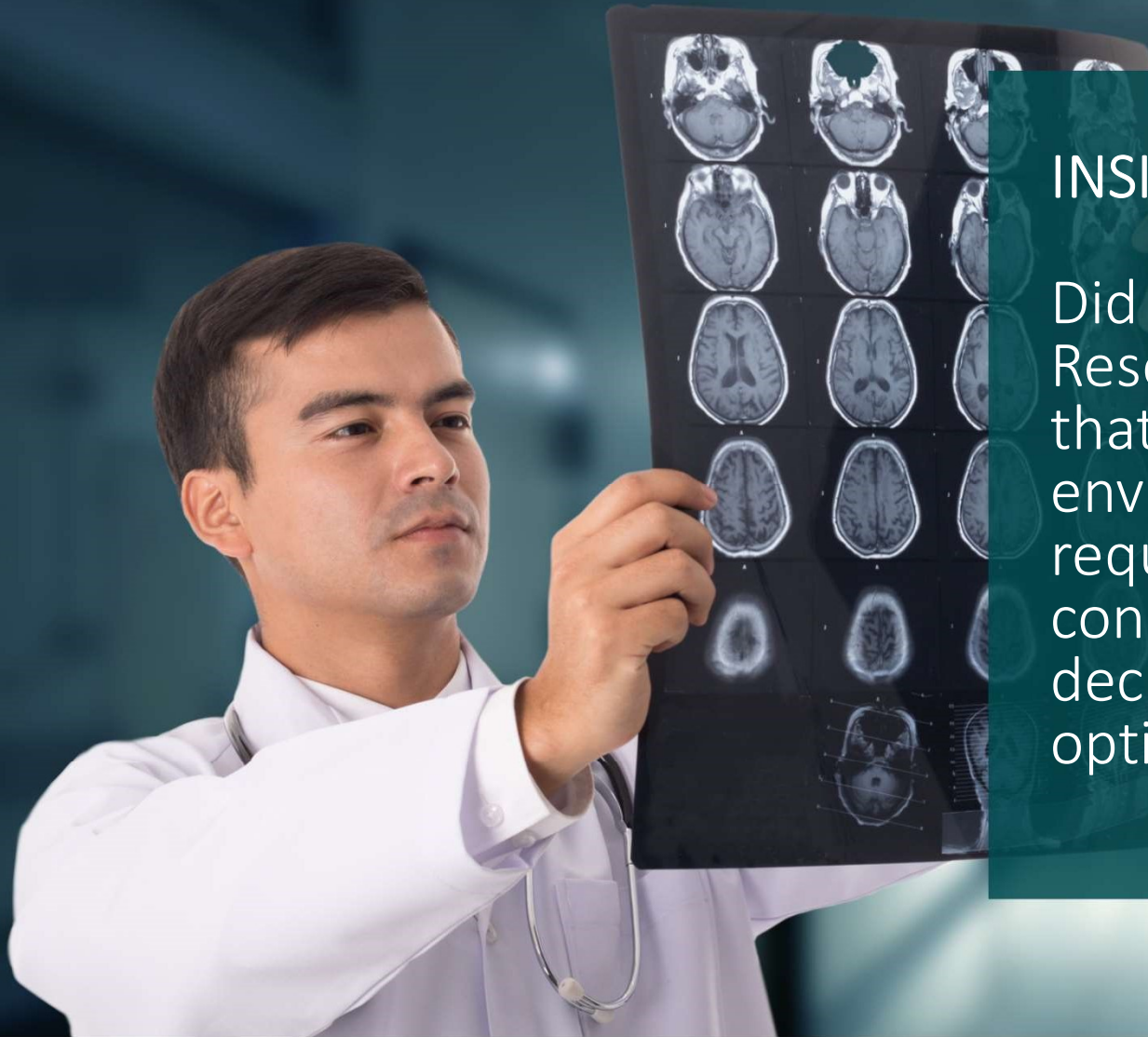
Work is a Practice of the Brain





What Will it Be?

Dopamine or Cortisol



INSIGHT

Did you know that Research tells us that VUCA environments require non conscious inputs to decision making for optimal results?




2. Have a purpose-driven mission

Microsoft's mission

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





3. Honor your past; define your future



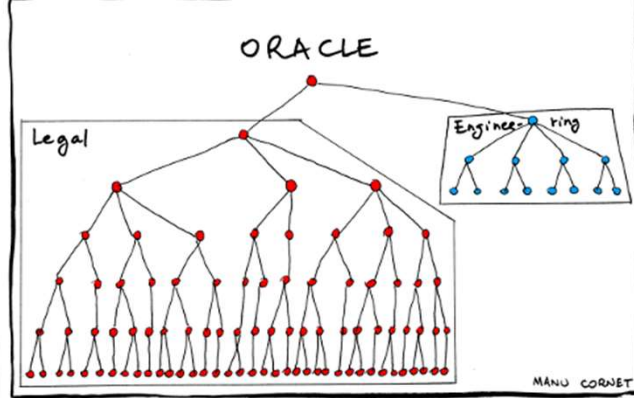
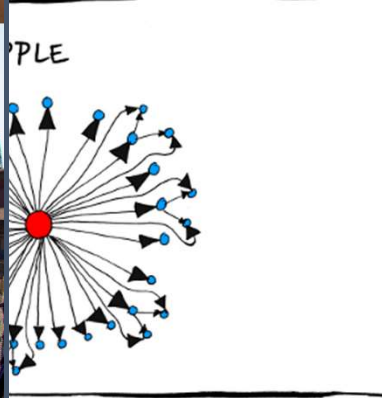
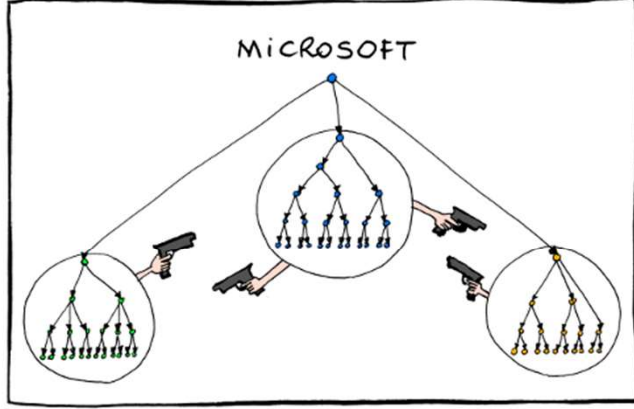
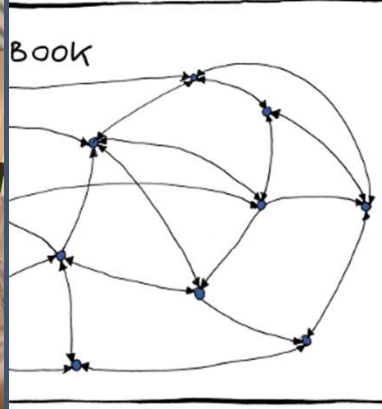
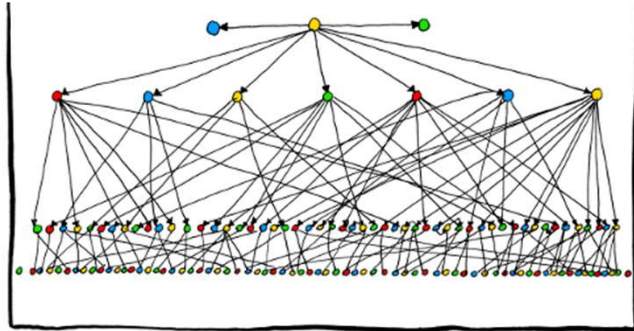
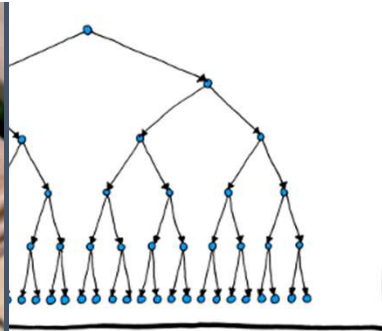
Spirit of Giving



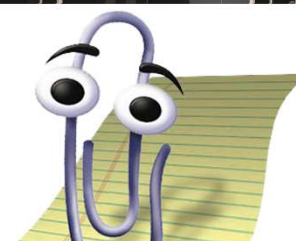
Technology for good



Bold ambitions



MANU CORNET



Employee feedback

Areas to change

Be a hero

Fear failure

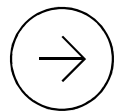
Know the answer

Focus internally

Expect to win

Heavy process

Status bias



What we want

Build on others

Be brave

Listen and learn

Obsess about customers

Earn every win

Bias to impact

Ideas win





4. Net it out: Simple, yet strategic



Our culture

Growth mindset



Customer obsessed
Diverse and inclusive
One Microsoft



Making a difference



5. Make symbolic changes big and small

WIRED

Microsoft Offers Big Upgrade to Paid Leave for New Parents



Deliver results differently through teamwork



Feedback that helps you learn, grow, deliver results



Reward contributions to business impact

eLesson: Unconscious Bias

Welcome | Video: Opening Remarks





6. Communicate, communicate, communicate

Microsoft

Growth Mindset

An invitation to a new way of thinking

ACT I: Change your mind
 ACT II: What is growth mindset?
 ACT III: How do you apply a growth mindset?

“One Microsoft draws from our passion and experiences across all countries to help our customers.”

Ben Lampe
Communications, Europe

You dare to disrupt a universe so humbling to inspire heroes

Bonnie Ross
Halo

“It is truly exciting to experience the magical things we do when we work together.”

Rico Mahar
Microsoft Research

“When everyone is moving forward together, success takes care of itself.”

Sumit Chauhan
Application Services Group

Microsoft

One Microsoft

Interconnected ambitions

ACT I: Why One Microsoft matters
 ACT II: What it means to be One Microsoft
 ACT III: How to work as One Microsoft

Microsoft

“I have no special talent. I am only passionately curious.”

Albert Einstein GE²K



Microsoft

Diverse & Inclusive

Every person. On the Planet.










ACT I: Why being diverse and inclusive matters
 ACT II: What it means to be diverse and inclusive
 ACT III: How to be diverse and inclusive at Microsoft

Microsoft

Customer obsessed

Putting the customer at the center of everything we do

ACT I: Why being customer obsessed matters
 ACT II: What it means to be customer obsessed
 ACT III: How can we become customer obsessed?

 <p>March 2017 Growth Mindset in Action</p> <p>👁️ 2077 👍 53 03/09/17 ▶️ Preview video 4 mins</p>	 <p>January 2017 Growth Mindset in Action</p> <p>👁️ 2464 👍 34 01/30/17 ▶️ Preview video 5 mins</p>	 <p>December 2016 Growth Mindset in Action</p> <p>👁️ 1128 👍 48 12/08/16 ▶️ Preview video 6 mins</p>
 <p>What I've learned - September 2016</p> <p>👁️ 7802 👍 122 09/30/16 ▶️ Preview video 4 mins</p>	 <p>What I've learned - August 2016</p> <p>👁️ 3998 👍 47 08/11/16 ▶️ Preview video 5 mins</p>	 <p>What I've learned - April 2016</p> <p>👁️ 7093 👍 156 04/15/16 ▶️ Preview video 3 mins</p>
 <p>What I've learned - March 2016</p>	 <p>What I've learned - December 2015</p>	 <p>What I've learned - October 2015</p>



Company and culture



Inside Stories
 Meet employees who are living our culture



Culture
 Learn how we're evolving

March 6 - highlight clips



Satya and Harry on TechFest and our AI principles



Ece Kamar shares what we're doing to build AI without bias and blind spots



Kathleen and Satya on promotions, MS



Satya and Terry share how we're

opportunity to apply technology to empower them and make a difference ...see more



7. Make it who you are

MORE VIDEOS



Leadership principles and practices

Create clarity

Synthesize the complex
Ensure shared understanding
Define a course of action

Generate energy

Inspire optimism, creativity, and growth
Create an environment where everyone does their best work
Build organizations that are stronger tomorrow than today

Deliver success

Drive innovation that people love
Be boundary-less in seeking solutions
Tenaciously pursue the right outcomes

Toolkits to Enable Dialouge

Core & Common Management Excellence Content

From “Feedback” to “Perspectives”



Microsoft

Growth Mindset

An invitation to a new way of thinking

ACT 1: Change your mind.
ACT 1B: What is growth mindset?
ACT 1B: How do you apply a growth mindset?

The Collaborative Transformation

MEC 2 FY18

Microsoft

A fresh perspective on feedback

Published on May 1, 2018

 **Kristen Roby Dimlow** | [+ Follow](#)
Corporate Vice President, Total Rewards and Performance

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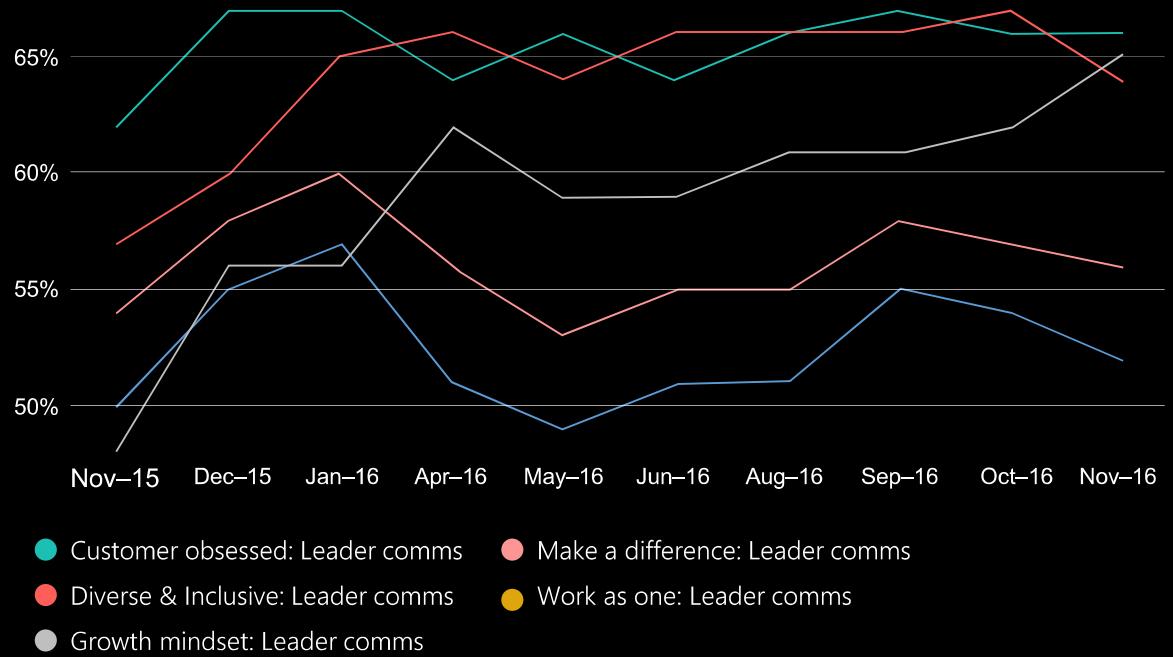
1 article



8. Keep score

Employees

Leader communications on cultural attributes



Growth Mindset
up 12 points

Diversity & Inclusion
up 18 points

Investing / #StockWatch

APR 9, 2018 @ 09:14 AM 25,515

Why Microsoft's New Culture Makes Its Stock A Buy



Peter Cohan, CONTRIBUTOR

[FULL BIO](#) ▾

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Microsoft Chief Executive Officer Satya Nadella talks to other guests before the company's Annual Meeting of

Market

Culture change “expert” framework has worked



Behaviors

Actionable set of expected behavior patterns and habits, manifested in business results and positive outcomes to help anchor and evolve our people

E.g., 10 inclusive behaviors, leadership principles, perspectives



Systems

Organizational processes and tools, such as operating rhythms, feedback processes, listening systems and core priorities, that reinforce the culture

E.g., 10 inclusive behaviors, leadership principles, perspectives



Symbols

Symbols, such as awards and recognition, rituals and language used that reinforces the culture and what matters

E.g., campaigns, creative assets, kudos badges



Storytelling

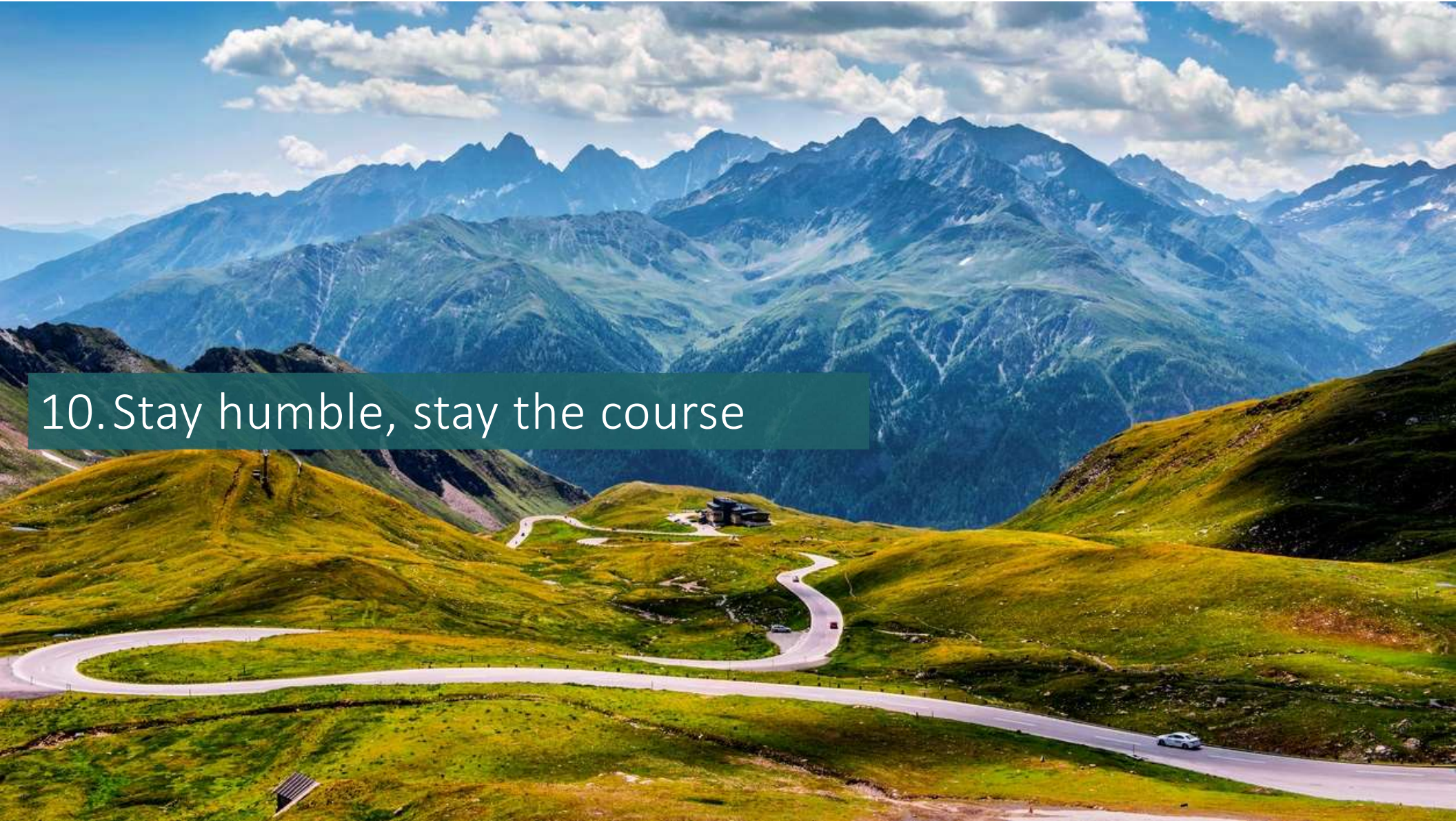
How our leaders, managers and employees tell the story of our culture through actions, events, meetings, online and email

E.g., monthly Q&A, leader comms, stories on MSW, Outsideln, external storytelling

Adapted from Carolyn Taylor culture change framework <https://www.walkingthetalk.com/culture-framework>



9. All oars in the water



10. Stay humble, stay the course

10 things we've learned about culture

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



What's your story?