



Microsoft's Culture Transformation

Model Answer

This model answer is designed to illustrate a complete professional presentation of Microsoft's culture transformation. You were not asked to provide this level of detail. We hope you see the content of your answer represented throughout the presentation. We want to help you develop your presentation skills and give you a window into how we communicate about our culture and live it.

Chapter one:

When we started

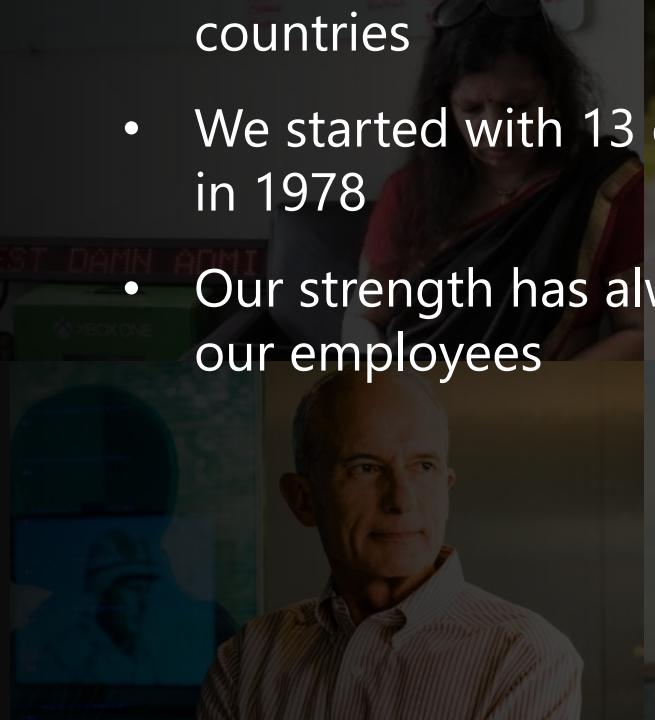
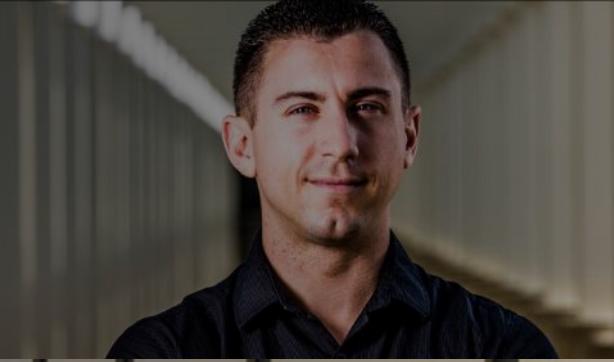


MICRO SOFT

- Founded in 1975
- 1 audacious goal – a PC in every home
- Same things fuelled the company then, as they do now
 - The drive to grow
 - Innovate
 - Change the world

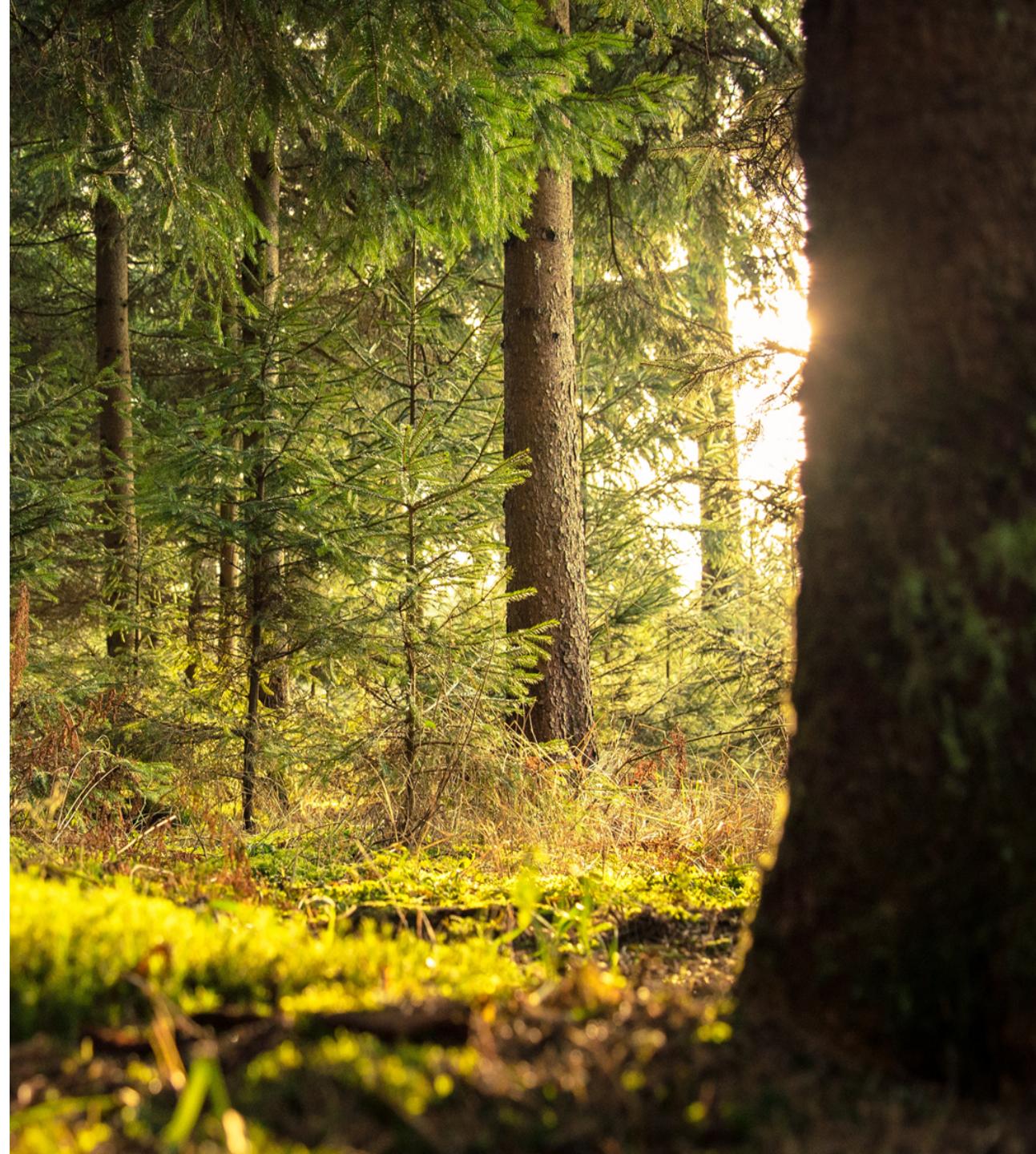


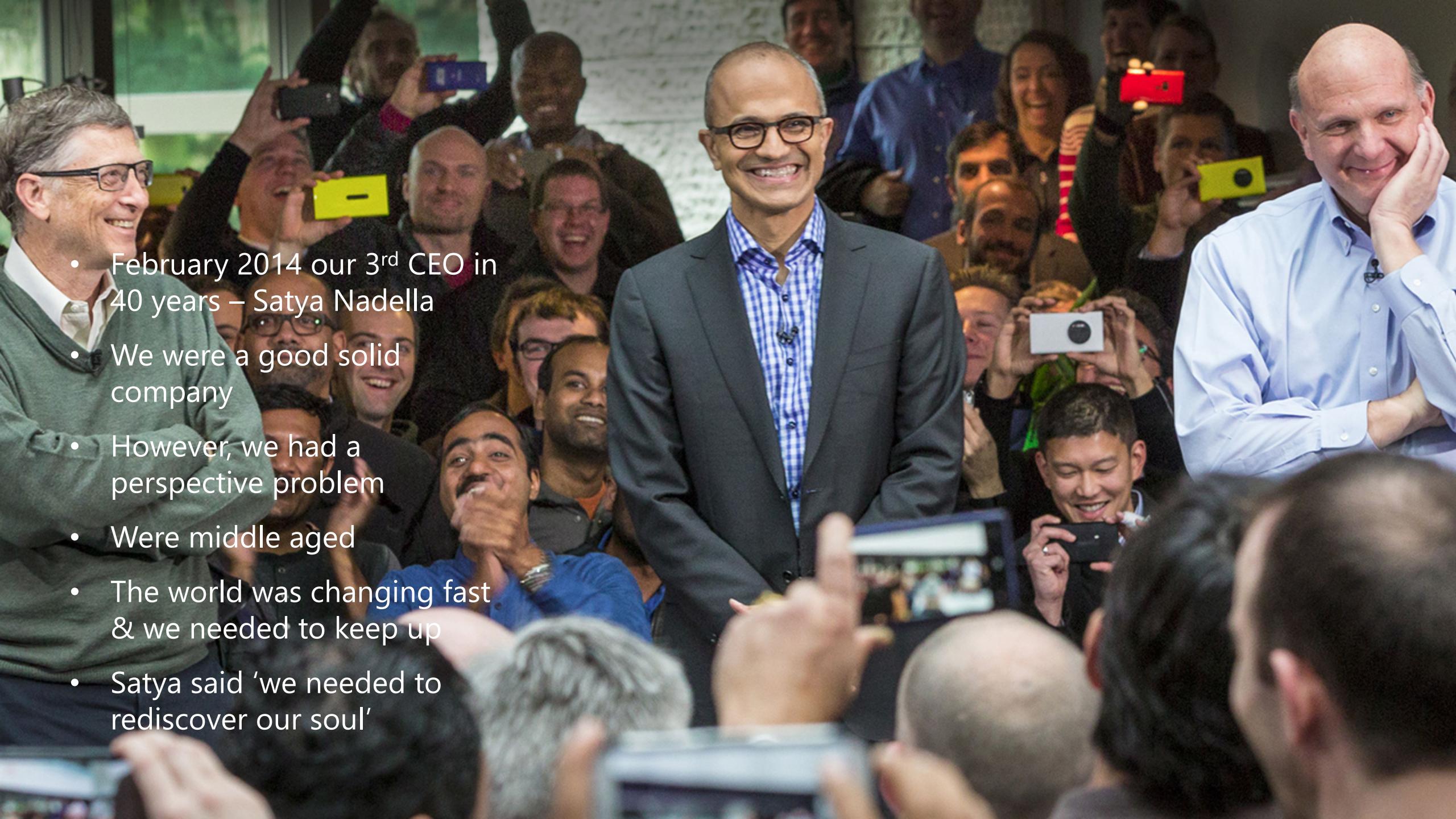
- We've grown from a start-up to a \$110 billion company
- There are now more than 14,000 employees in 120 countries
- We started with 13 employees in 1978
- Our strength has always been our employees



Chapter two:

A new day



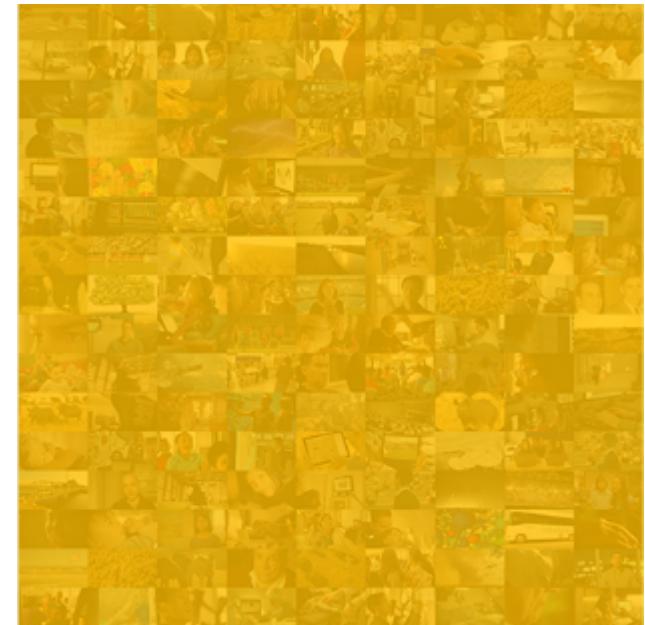
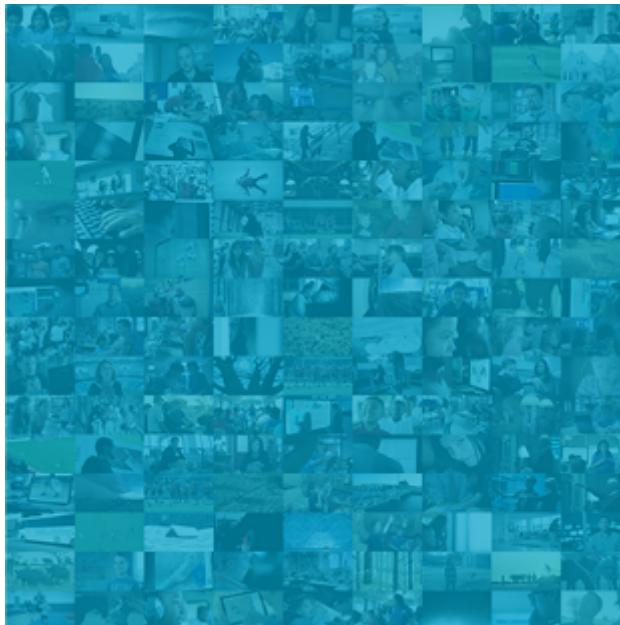
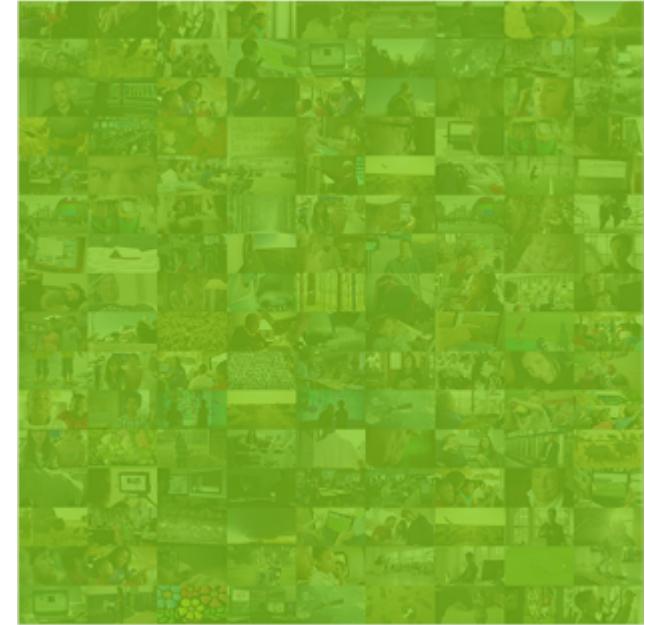
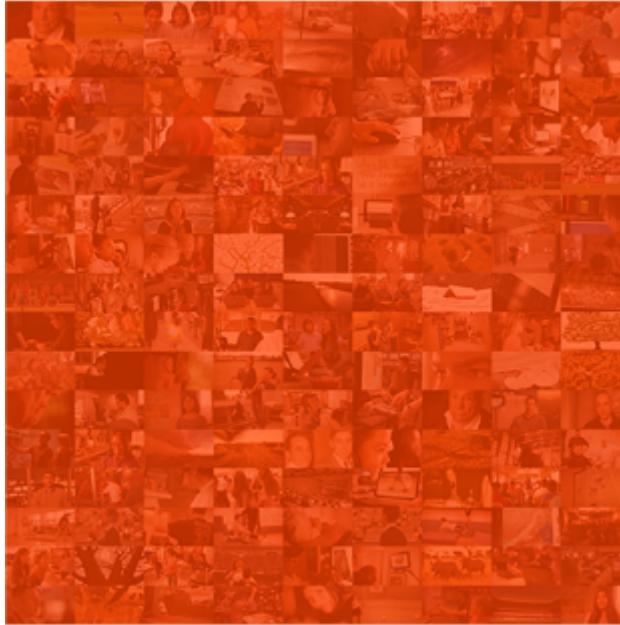
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- February 2014 our 3rd CEO in 40 years – Satya Nadella
 - We were a good solid company
 - However, we had a perspective problem
 - Were middle aged
 - The world was changing fast & we needed to keep up
 - Satya said 'we needed to rediscover our soul'

Not long after starting, Satya announced the mission. It connected back to our earliest days as a company.

Microsoft's mission

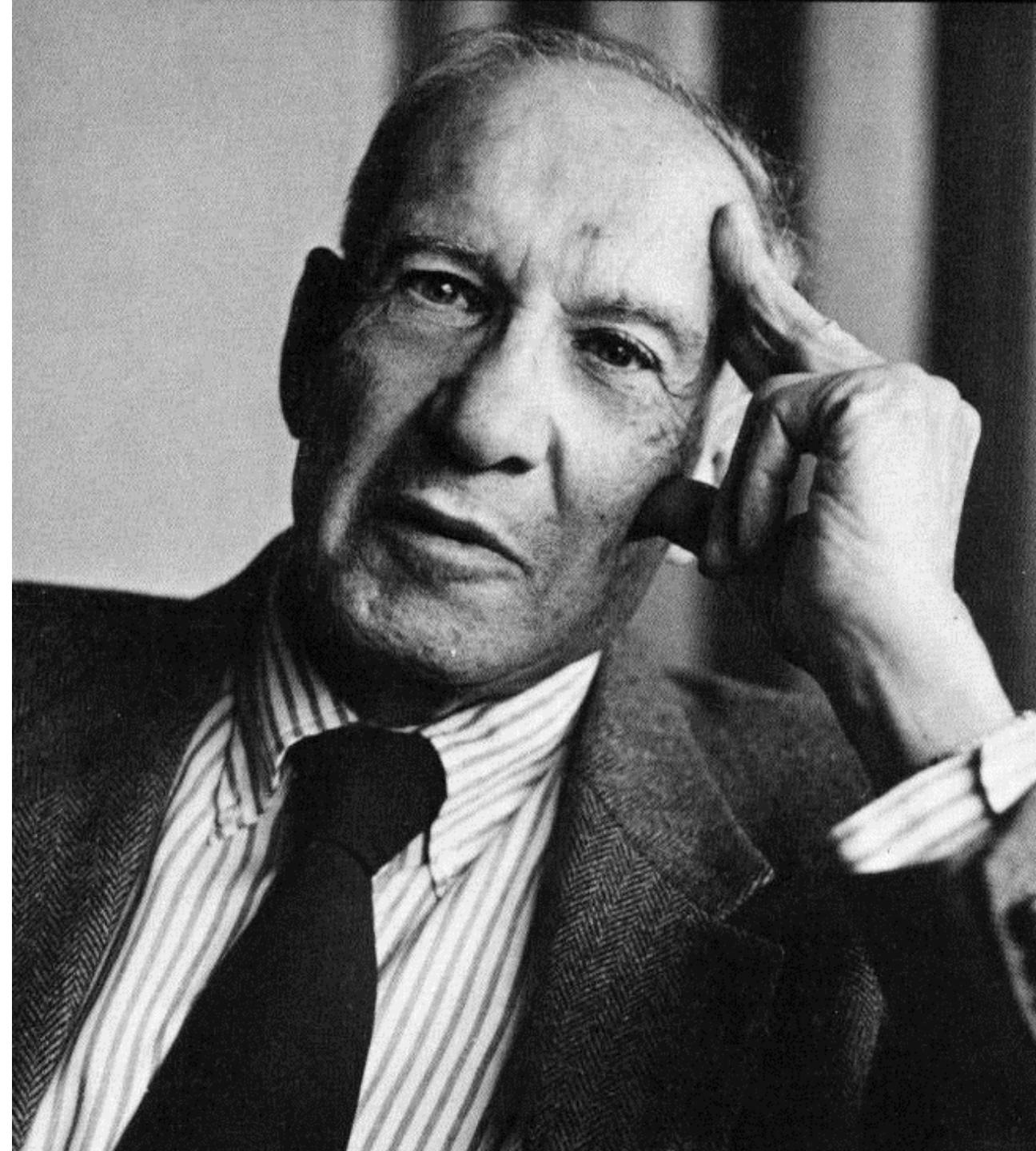
Empower every person
and every organization
on the planet to
achieve more

Empowerment means to us 'with the right tools – anyone can do anything'.



"Culture eats strategy for breakfast."

– Peter Drucker



“The last thing I wanted was for employees to think of culture as “Satya’s thing.” I wanted them to see it as their thing. The key to the culture change was individual empowerment.

- Satya Nadella,
Fast Company 2017

The concept that there is one culture we will freeze and forget is not what will work. We have anchored on growth mindset, a learning living culture. If we take the posture that every day we will be better than the previous day – that is the culture we aspire to. This comes with healthy amounts of curiosity and humility to ensure we’re always learning.



Growth Mindset

- A culture founded in growth mindset is really important to us
- This means anyone can change learn and grow
- We believe potential is nurtured and not pre-determined
- We should always be learning and curious
- We should try things and not be afraid to fail



We identified four attributes that allow growth mindset to flourish and vice versa. Obsessing over what matters to our customers, becoming more diverse and inclusive in everything we do and create, operating as one company instead of multiple siloed businesses and lastly, to making a difference in the lives of each other, our customers and the world around us.

Customer obsessed

Diverse & Inclusive → Make a difference

One Microsoft



Growth Mindset

It's rare to have a meeting take place, a day, or a week go by where growth mindset – learning over knowing – doesn't come up. Growth mindset started as a phrase, anchored in a psychological model, and has turned into a way of interacting and doing business.

We fundamentally believe that we need a culture founded in a growth mindset. It starts with a belief that everyone can grow and develop; that potential is nurtured, not pre-determined; and that anyone can change their mindset. We need to be always learning and insatiably curious. We need to be willing to lean in to uncertainty, take risks and move quickly when we make mistakes, recognizing failure happens along the way to mastery. And we need to be open to the ideas of others, where the success of others does not diminish our own.

Knower, genius oriented



Learners, always improving, developing value

Fixed mindset, ignore input, focus on own success



Embrace challenge, persist against setbacks, value success of others

Cannot risk, cannot fail



Celebrate risks, small and large, failure leads to mastery

Limit feedback, stay on track



Give & get feedback, reflection, iteration



Customer
obsessed

We will learn about our customers and their businesses with a beginner's mind and then bring solutions that meet their needs. We will be insatiable in our desire to learn from the outside and bring it into Microsoft, while still innovating to surprise and delight our users.

Internally driven



Customer success outcomes

Feature focus



Deliver customer solutions

Customer feedback
on developed products



Active listeners, using customer
feedback early and often
throughout lifecycle

Decision drivers: project
plans, politics, intuition



Decision drivers: customer
input, data, behavior



Diverse & Inclusive

The world is diverse. We will better serve everyone on the planet by representing everyone on the planet. We will be open to learning our own biases and changing our behaviors so we can tap into the collective power of everyone at Microsoft. We don't just value differences, we seek them out, we invite them in. And as a result, our ideas are better, our products are better and our customers are better served.

Aware of diversity



Celebrating and accountable for diversity

Acknowledging differences



Value and enable differences

View diversity as a narrow conversation



Inclusive behaviors and attitudes are core

Diversity is an activity



Diversity and Inclusion is a commitment - a key business priority

One Microsoft



We are a family of individuals united by a single, shared mission. It's our ability to work together that makes our dreams believable and, ultimately, achievable. We will build on the ideas of others and collaborate across boundaries to bring the best of Microsoft to our customers as one. We are proud to be part of team Microsoft.

A company of companies, siloed



Connected, working together for shared goals

Information is power — hold closely



Information is powerful — transparent and share openly

Value individual contributions — internal competition

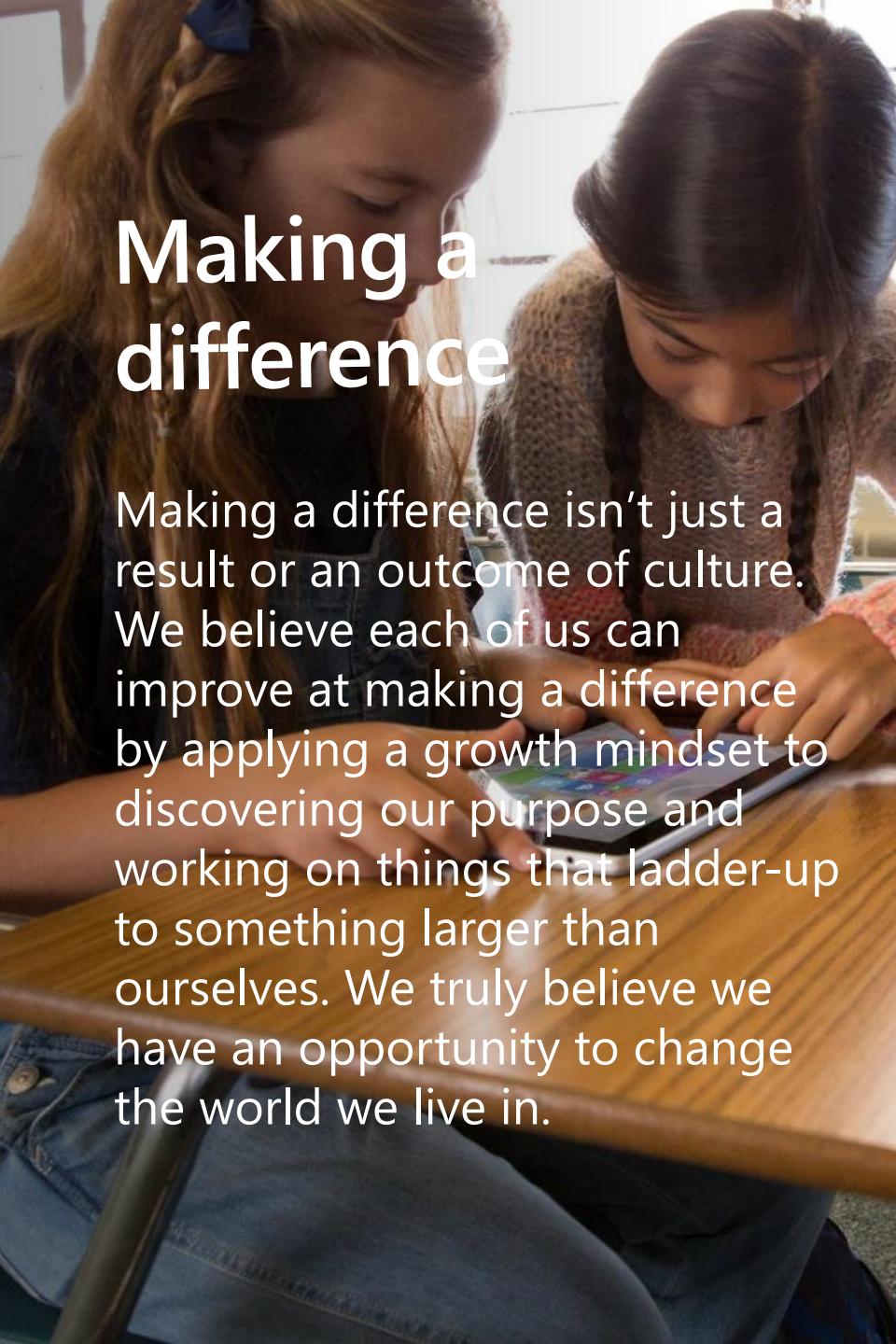


Value contributions to and with others — we are better together

We optimize for our team



We optimize for Team Microsoft

A photograph of two young girls, one with long blonde hair and a blue bow, and another with dark hair tied back, looking down at a tablet device they are holding together. They appear to be focused on the screen.

Making a difference

Making a difference isn't just a result or an outcome of culture. We believe each of us can improve at making a difference by applying a growth mindset to discovering our purpose and working on things that ladder-up to something larger than ourselves. We truly believe we have an opportunity to change the world we live in.

If we do all of this, we will achieve our mission to empower every person and organization on the planet. Beyond that, we will make a difference and find deep meaning in our work. We stand in awe of what humans dare to achieve and are motivated every day to empower others to do more and achieve more through our technology and innovation.

Incrementalism



Bold ambitions

Value activity



Value purpose and impact — achievement and effect

Decision complexity,
hierarchy oriented



Simplicity, clarity — empowerment

Microsoft changes the
world



We change the world,
together

Chapter three:

Make it real





Leadership principles

Culture starts at the top, but it shouldn't stay there. As you've seen – we started at the top with a leader-led effort but that isn't self-sustaining. Our culture can't depend on a single person.

Leadership matters. If we don't have leaders who hold our values, we won't get very far.

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

Chapter four:

Culture in action



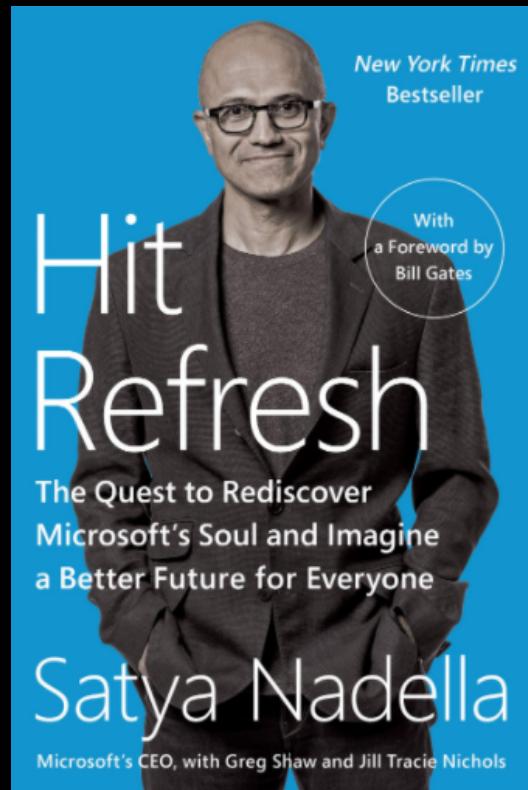
“I always say this to any student who is joining Microsoft or looking to join Microsoft. I say to them, look, if you want to be cool go look for someplace else. But if you want to join a company that is committed to making others cool, join Microsoft.”

– Satya Nadella



Culture Stories

Be Inspired!



Meet the people who are empowering others to achieve more!

Meet the people who have been inspired by Microsoft's culture to 'come as they are, do what they love!'

Recommended Reading:

Hit Refresh: The Quest to Rediscover Microsoft's Soul and Imagine a Better Future for Everyone Kindle Edition

by [Satya Nadella](#) (Author), [Greg Shaw](#) (Author), [Jill Tracie Nichols](#) (Author), [Bill Gates](#) (Foreword)