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Group 1 Video Presentation Transcript

0:00

Hello, my name is Someshwar Moorthy and I will be me and my group mates will be presenting about the comparative case study on the people strategy at Google and Microsoft that we have chosen for this for this assignment.

0:13

And the assignment will be presented by the three group mates including myself, which is Someshwar Moorthy, Goh Su Yi and Sharifa Intan.

0:22

And we will begin this recording presentation immediately with me as the first presenter.

0:28

Alright, I am the first presenter, Someshwar.

0:31

Now, we will shall look at our parts, which will be the introduction of this case study.

0:36

Now introduction, what do I mean by this is by looking at the a simple introduction to the leadership and people strategy 1st And what what do I mean by leadership and people strategy?

0:47

They are basically fundamental to the success and longevity of any organization.

0:53

These strategies involve systematically planning, developing, and managing an organization's human resources to align with its broader goals.

1:01

Sorry, broader goals.

1:03

And in today's fast-paced business environment, particularly in the technology sector, companies like Google and Microsoft heavily rely on effective people strategies to foster innovation, enhance employee engagement, and maintain a comparative edge of sorts against one another.

1:22

Now, this presentation will delve into the specific people strategies of these two tech giants, providing insights to their approaches and effectiveness in the market.

1:37

Next, we will be taking a look at the key concepts in people strategy.

1:42

Now, people strategy is a broad term that encompasses all the initiatives and processes and organization undertakes to attract, develop and manage and retain its employees.

1:55

It includes everything from recruitment and training to performance management and organizational structure itself.

2:02

Now, effective people strategies are those that align closely with an organization's goals, driving both employee satisfaction and business success.

2:12

This is fundamentally what many business people, businessmen in general, conclude as the secret to a successful company.

2:19

Now, leadership plays a crucial role in shaping these strategies, as leaders must ensure that their approach to managing people supports the company's mission and values, while also addressing the needs of the workforce itself.

2:32

This is quite important in as you see in a bit 1st, is Google.

2:40

Now we will look at an overview of Google, which is the first company that we have chosen for this case study.

2:45

And basically Google was founded in 1998, started as a research engine and has since expanded into a global technology leader offering a wide range of products and services including Android, YouTube, and Google Cloud to name a few.

3:03

Also an interesting usage that I use is also Google Meet for meetings with friends and operating in a highly competitive environment, Google faces constant pressures from rivals such as Apple, Amazon and Microsoft to be noted.

3:15

And the company has built a reputation for fostering a culture of innovation and creativity, which is deeply embedded in its people strategies.

3:26

Now if we take this, we can see that Google, Google was selected for this case study because of its unique approach to employee management, which has been one of its key unique key points and factors that people employees go to join, which has been a key factor in its rapid growth and sustained market leadership as well.

3:47

Now we move on to an overview of Microsoft, which is the second company that has been chosen for this case study.

3:53

Now, as I stated before, Microsoft is established in 1975 and has evolved from a software provider into a leader in cloud computing, artificial intelligence, and enterprise solutions for many companies across the globe.

4:08

Now, over the decades, Microsoft has navigated intense competitions from companies like Google, Amazon, and IBM.

4:15

We can see a pattern here between Google and Microsoft now.

4:19

Under the leadership of its Satya Nadella, Microsoft has undergone a significant cultural transformation.

4:27

Basically, it has been shifting towards a more inclusive, innovative and growth oriented environment, similar to Google, but not as quite.

4:35

We can see some differences later on.

4:37

Now, the selection of Microsoft for this case study stems from its successful turn around and its strategic emphasis on a growth mindset and continuous learning, making it a compelling contrast to Google's approach.

4:51

Now that we have covered Google, Google and Microsoft's overview, let's look at their people strategy for Google.

4:58

Google's people strategy is meticulously designed to cultivate innovation, creativity, and employee autonomy.

5:03

The company's hiring process is one of the most rigorous in the industry, emphasizing not only technical skills but also cultural fit and problem-solving abilities.

5:14

Google creates an environment where employees are encouraged to take risks, experiment with new ideas, and learn from failure.

5:22

This is done with one of their more interesting programs where they outright encourage employees to design new software and ideas.

5:29

Now the company supports this through continuous learning opportunities and the leadership development programs and clear career progression parts.

5:38

The implementation of these strategies is evident in Google's flat organizational structure, which minimizes bureaucracy and fosters open communication across all levels of the company.

5:48

However, while Google strategy has been highly effective in driving innovation and in maintaining employee engagement, it has also led to challenges such as employee burnout due to high expectations and intense work culture.

6:02

Now we move on to Microsoft People Strategy in Microsoft People Strategy has seen a significant transformation in recent years, particularly with the introduction of the growth mindset philosophy under Satya Nadella's leadership.

6:14

This strategy encourages employees to embrace challenges, learn continuously, and develop their skills over time.

6:20

Microsoft places a strong emphasis on diversity and inclusion, recognizing that a diverse workforce is crucial for driving innovation.

6:29

The company's performance management system has been revamped to focus on collaboration and teamwork rather than individual competitions.

6:38

This is the flexible work policies this has provided and extensive development opportunities such as Microsoft Learn Platform support employees in balancing their professional and personal lives while continually advancing their careers.

6:53

Microsoft strategy has been effective in fostering a more inclusive and innovative workforce and environment, contributing to significantly into its resurgence as a leading technology company.

7:07

Now that we have looked at the more surface-level information and an overview of the two companies, let's do a quick comparative analysis of Google and Microsoft.

7:14

Now, when comparing the people strategy of Google and Microsoft, several key differences and similarities emerge.

7:20

As we have seen before, now Google strategy is heavily centered on fostering creativity and innovation by providing employees with autonomy and a supportive environment.

7:30

In contrast, we can see the Microsoft strategy is built around the concept of a growth mindset, focusing on continuous learning and adaptability.

7:38

While both companies emphasize the importance of employee development, Google's approach leans more towards creating and inspiring and risk taking culture, whereas Microsoft prioritizes inclusivity and collaborative growth.

7:50

In terms of implementation, Google's flat organizational structure will contrast in Microsoft more traditional, Yep, evolving structure that emphasizes teamwork and collaboration.

8:00

Both strategies have proven effective in their respective contexts, with Google's excelling in innovation and Microsoft's achieving a successful cultural transformation.

8:09

However, each approach comes with its challenges.

8:12

Google must address the risk of employee burnout, while Microsoft needs to sustain the momentum of its cultural shift.

8:20

Now.

8:20

Lastly, let's move on to the conclusions and key insights.

8:24

Now.

8:25

In conclusion, Google and Microsoft have both developed distinct people strategies that align with their organizational goals and cultures.

8:32

Now, Google's emphasis on creativity and autonomy has driven high levels of innovation and employee engagement.

8:39

Although it faces challenges related to the high demands and placed on its employees, they which the employees themselves have to cope with and Google will have to eventually decide on what to do going forward.

8:50

Now, As for Microsoft, it focuses on a growth mindset and inclusivity has successfully transformed successfully transformed its organizational culture, improving employee satisfaction and positioning the company as a leader in the tech industry.

9:03

Once again, the comparison of these two approaches highlights the importance of tailoring people strategies to the unique needs and values of an organization.

9:13

Both Google and Microsoft provide valuable lessons on how effective leadership and people management can drive organizational success.

9:22

And now lastly, for my part before we move on to the next presenter, is recommendations for future strategies for both Google and Microsoft based on the surface level of information we have for organizations looking to develop or refine their people strategy, a hybrid approach that incorporates elements from both Google and Microsoft strategies could be highly effective.

9:41

Companies should aim to foster a culture of innovation and autonomy similar to Google, while also promoting continuous learning, diversity, and inclusion.

9:49

As seen at Microsoft, regular assessment of people strategy is crucial to ensure they remain aligned with organizational goals and are capable of addressing emerging challenges.

9:59

Additionally, organization must thrive, must strike a balance between driving high performance and ensuring employee well-being to sustain long-term success.

10:10

By learning from strategies of Google and Microsoft, other companies can develop robust adaptable people strategy that support both employee and organizational growth.

10:20

That's all from me.

10:21

Thank you.

10:21

And now we let's move on to the next presenter, Goh Su Yi.

10:26

Hi my name is Goh Su Yi and my student ID is 2120987.

10:32

I will presenting about the people strategy between Google and Microsoft.

10:38

First of all, the section The selection process of Google consists 3 stages which are cold calling and guiding selection process by a recruiter, interview through virtual and physical with four or five interviewer and appraisal of the interview and interviewee by unrelated parties of interview.

10:58

The reason for appraisal by unrelated parties is to avoid possible biases that could occur if depending to solely interviewer.

11:07

Google are implement structural behavior interview, which will be conducted based on the job analysis by collecting data from interview and fitting the right job responsibility in order to success the management practice.

11:21

The core value of Google focus to emphasis on creativity, collaboration and excellent beyond accurate academic credential.

11:29

However, the assessment method include brand testing, interview, problem solving challenges and critical thinking evaluation.

11:39

The recruitment practice of Google is focused on the rigor and innovation of the candidate that is apart from the academic predigree and Polish rhythm.

11:49

Secondly, Google focus on diversity and inclusion, which to strong emphasis on diverse perspective and inclusion practice.

11:56

For retention strategies, Google implement culture of transparency and trust which open communications through survey and manager interactions in all the great environments that is valuable, respectful and heard.

12:12

Beside that, Google encouraged work life balance, for example, flexible work hour credential are parental leave policy, on site Wellness program and healthcare facilities.

12:23

However, the practice of Google is to ensure employees are in the best mood to work, energized and motivated.

12:31

Micro Microsoft implement hybrid recruitment approach which include human recruiter and automated intelligence combine human and AI driven sourcing method from social media, university partnership and industry events.

12:46

The recruitment of Microsoft provide clear process of hiring recruitment to candidate to reduce the stress and anxiety and also certain manager will provide interview question to candidate in order well prepared to show themselves.

13:00

For the interview process Microsoft are include screening call.

13:04

It is basics understanding of candidate background, motivation, interest and expectations.

13:12

Technology from interview interviewer will determine candidate problem solving approach, communication skill and ability to adapt challenges by requesting candidate to solve coding or design problem within 45 to 60 minutes.

13:27

Virtual onsite interview and meet with several interviewer from different department through online.

13:32

For questioning include the role, company, cultural, technical and so on.

13:38

Final onsite interview meet with senior leader, all manager to further discussion about the role and the teams.

13:45

Lastly, HR interview consists about the compensation package benefit.

13:51

Other detailed with candidate.

13:55

Microsoft are practicing the requirement based on skill, competency and group potential.

14:02

Focus on evaluating technical skill, cultural fit and potential for career advancement.

14:11

Beside that, they are also practicing preparation, support certain manager, provide interview question in advance to help candidate prepaid.

14:22

The retention strategy of Microsoft.

14:25

Focus on development opportunities which allow employees to access to training program for example, like the LinkedIn learning.

14:36

Furthermore, they are also providing carry exploration which encouragement to explore different department or themes for carry advancement.

14:50

For training and development management, Google providing large opportunity to training program and self development program such as skill development, mastering a new programming language, exploring emerging technologies or honing leadership skill.

15:05

Beside that, Google implement the culture of autonomy and empowerment that allow employees to plan their career and projects based on their interest and strength.

15:15

For instance, Google have a policy of 20% times which allow employees to spend some time from work week to their patient project.

15:24

However, the purpose of the 20% time policy is to enhance their creativity and innovations along with organizations.

15:33

In terms of training and development of Microsoft, they are offering several resources and platforms such as Microsoft Learn Linking Learn and Microsoft Virtual Training Day.

15:44

For newcomers, Microsoft provides an onboarding programs to welcome new hire to ensure they are integrated into the organizations by understanding company culture, tools and process within the 90 days to ensure confident caring.

16:01

For instance, Microsoft invests in onboarding software to automate various onboarding meeting and supportive progress access resources such as employees handbook.

16:12

Moreover, role specific training program are created individually to achieve the skill competency based on the job specifics need.

16:22

Google focus on equity and diversity of workforce include published diversity annual report to outline the progress and improvement to achieve the goal of representations of unrepresented group.

16:38

Beside that, Google also focus on employees resource group known as ERG.

16:45

For example, like black, LGBTQ women and minority group of people to provide support, be a part of community to improve inclusions.

17:00

Moreover, Google offer training program that's are diversity, equity and inclusions such as unconscious bias training workshop or inclusion practice.

17:19

Microsoft established a transparent working environment through published diversity and inclusion annual report for every employees to feel value, respected and equal and the clear set of measurable goals to enhance diversity and inclusions based on various dimensions such as race, gender, age, disability.

17:48

Beside that, Microsoft recruit talent from global to form of diversity and including from unrepresented group.

18:00

Diversity focuses recruiting event 9 recruitment process to reduce biases with supportive through sponsorship mentorship program.

18:14

Lastly, Microsoft offer flexibility of working hours and workplace to fulfill employees diverse needs and the different lifestyle.

18:26

For the performer management NPEG, Google introduced Project Oxygen program to determine the effectiveness leader or manager based on data analysis from performer review, employee survey and management feedback report and the Project Oxygen defined effective leader or manager must have the happiness and the best performing teams.

18:47

Beside that, Google changed to a new performance management system in May 2022 known as GRADE System Grade.

18:56

However, the make of change is due to the ineffectiveness of the previous performance review that only 53% of employees conducted the twice annual review.

19:09

The GRADE system performs through expectation alignment, feedback and check in by manager daily to ensure employees work in on track.

19:18

Beside that, performance review and rating occur once a year through 5 point rating system furthering higher rating of transformative impact.

19:27

A low rating of not enough impact with most employees bringing in the middle add significant impact and promotion to employees twice a year such as increased salaries, comprehensive incentive and non conventional benefits.

19:42

Additionally, the compensation of Google also include medical insurance, retirement pensions, free meal and free use of exercise equipment.

19:52

For Microsoft, there are three components of performer management process created by Microsoft corporations include great performance journal setting goal and flexible performance review.

20:02

The performance journal is a place to gather information, include layout the work related activities and further project by employees and the.

20:11

Performance journal include 360 review process that is allow employees to send feedback to to any employees.

20:20

The performance journal support creating goal by employees and manager for reviewing and isn't impacted by performance review.

20:28

The flexible performance review practice continuous feedback to employees and more formal review through check insurance, semi annual review and annual survey.

20:37

The check in refers to creating dialogue between manager and two employees to layout about the performing performance including goal feedbacks, progress with both practice regularly.

20:50

Microsoft implements semi annual review instead of annual review which is an advantage to continuous feedback approach and focuses on the growth opportunity instead of performing performance rating.

21:03

The annual survey will be conducted to receive feedback from employees.

21:08

The base salaries of Microsoft will be reviewed annually and conduct frequent pay equity analysis to ensure fair compensation.

21:16

Beside that, they are also conducted compensations based on performance review include annual bonus that is based on the individual performance, teamwork and overview of company performance.

21:27

The stock award is higher achievement of total compensation packages which those achieving long term success of the company.

21:36

Thank you for listening and I'll pass it to the next presenter.

21:40

Hello Madam, my name is Sharifa Intan.

21:43

I'm the last presenter of Group 1.

21:45

So today, my presentation will focus on leadership strategies in two major tech companies, which is Google and Microsoft.

21:53

We will explore how these companies, while using different leadership approaches, have successfully driven innovation, inclusivity and employee engagement.

22:04

I will also analyse how their leadership strategies contribute to their overall business success and what lessons we can draw from their approaches.

22:15

Moving on to the next slide, which is the brief introduction.

22:19

So in today's modern organization, leadership is no longer just about directing themes.

22:26

It's about shaping the culture and fostering an environment that supports growth, creativity and engagement.

22:33

Google and Microsoft are two companies that serve as powerful example of leadership done right, though they approach it in very different ways.

22:44

Google has developed a culture centered on creativity and autonomy, while Microsoft, especially under Satya Nadella's leadership, has embraced a more inclusive, learning driven approach.

22:59

Both companies have created dynamic environments that Dr.

23:03

innovation, but they do so by focusing on different aspects of leadership.

23:09

Today we will examine these two approaches to better understand how leadership impacts organizational success.

23:17

Moving on to the next slide, in this slide, we are talking about leadership approach of the two companies, Google and Microsoft.

23:26

So let's start with Google's leadership strategy.

23:30

Google is well known for its employee centered approach.

23:35

So Google actually has a flat organizational structure, meaning there's little hierarchy in the company and its employees are actually given a significant decision making freedom.

23:48

So this autonomy is a key feature of Google's leadership style.

23:54

One notable policy is Google's famous 8020 rule, which allows its employees to dedicate 20% of their time to personal projects that they are interested or passionate about.

24:09

This policy has led to some of Google's biggest innovation that we can see today or majority of us know such as Gmail and Google News.

24:20

Google's leaders act more as felicitators than traditional managers.

24:26

Instead of the leaders directing their teams, they support and nurture ideas that come from all level of organization.

24:35

So this create a high, a highly flexible structure and encourage employees to take risk and think outside the box.

24:44

So innovation is central to Google's identity and this leadership approach is designed to foster it.

24:53

Moving on to the next point, which is Microsoft leadership approach.

24:58

In contrast to Google, Microsoft leadership approach, especially under Satya Nadella's leadership, has shifted towards what's called a growth mindset.

25:09

So this shift happened after Nadella took over Microsoft in 2014, and it transformed Microsoft culture in significant ways.

25:20

So previously Microsoft had a more competitive and silhouette culture, but Nadella introduced the idea of empathy, collaboration and curiosity as central values of Microsoft.

25:33

So leaders at Microsoft are now encouraged to act as coaches or mentors, guiding their teams through challenges and promotes a culture where it is OK for the employees to learn from their mistake.

25:49

So inclusivity has become a cornerstone of Microsoft strategy.

25:54

Nadella's leadership has focused on creating a psychologically safe workplace where employees can share their ideas or opinions freely, knowing that diverse perspective are not only welcome but are encouraged in Microsoft.

26:11

This shift in sorry, this shift from competition, competition to collaboration has had a major impact on the company's internal culture and its ability to innovate.

26:26

Now we will look into the next slide.

26:29

Now we will talk about the strategy implementation of Google and Microsoft.

26:36

So let's take a closer look at how Google implements its leadership strategy.

26:42

A major component of Google's approach is ensuring employees well-being.

26:47

So Google offers a range of benefits and perks designed to reduce its employees stress and promotes work life balance.

26:57

So this includes flexible work hours, onsite Wellness programs and creative spaces like net ports that are being provided by Google to its employees.

27:11

So this focus on well-being and work life balance is a part of the broader strategy to keep its employees motivated and engaged.

27:22

So, by offering perks and benefits such as free meals, massages and even fitness program in the workplace or in the office space, Google has created an environment where the employees are feeling that they are being taken care of by the company, which in turn help to boost their morale and productivity in the workplace.

27:46

Open communication is also another critical aspect of Google's strategy.

27:52

The company encourage a culture of psychological safety where employees can voice their opinions and ideas freely without fear of being judged.

28:04

So this actually has allowed Google to maintain a highly innovative and collaboration work environment.

28:13

Next, we will look into Microsoft strategy implementation.

28:16

So Microsoft implementation of its leadership strategy centers around feedback mechanism and continuous learning.

28:25

So a key example of this is Microsoft program called Microsoft for Africa, which this program focuses on providing learning opportunities to employees across the African continent.

28:39

So this program emphasizes self learning and adaptability in the fast evolving digital world.

28:46

Microsoft also actively promotes inclusion through programs tailored for underrepresented groups such as women in tech, LGBTQ plus individuals, and employees from diverse cultural backgrounds.

29:02

So these programs are designed to provide personalized learning and development opportunities for different employee groups, fostering an inclusive culture where all voices are heard in the company.

29:18

So the focus on continuous learning reflects Microsoft commitment to help its employees rescale and upscale in a rapidly changing industry such as the tech industry.

29:33

This approach ensures that employees are not only prepared for current challenges, but also they are equipped to handle future technological changes.

29:45

Now we will look into the next slide.

29:49

So first we will talk on the effectiveness of Google's approach.

29:55

So starting with Google, Google's employee centred approach has produced clear benefits.

30:02

Research shows that Google's focus on employee happiness has resulted them in a 37% increase in worker satisfaction.

30:12

This also in turn has led to a 12% boost in productivity, showing that happy employees in a company are also more productive.

30:24

So Google's emphasis on innovation is evident in its many groundbreaking products.

30:30

By giving employees the freedom to work on site projects and take creative risk, the company has consistently produced cutting edge innovation like Gmail and Google Ads.

30:46

By Google aligning its leadership strategy with its broader goal of innovation, Google has been able to maintain its competitive edge in the tech industry.

30:56

And we know tech industry is very competitive.

31:00

Employees are motivated not just by their roles, but by the opportunity to contribute to meaningful, impactful projects in the workplace.

31:10

Now we will look into the next slide.

31:13

Similarly, Microsoft Shift under Satya Nadella has been transformative.

31:20

By privatizing a growth mindset and fostering a more inclusive and collaborative work environment, Microsoft has seen significant cultural improvements.

31:31

The focus on learning and development has had a particularly positive effect on employee commitment and trust.

31:39

Employees in Microsoft feel more engaged knowing that the company invests in their personal and professional growth.

31:50

Microsoft culture of inclusivity has also helped the company become more innovative by bringing in diverse perspective.

31:59

However, Microsoft does face some challenges.

32:03

While its growth mindset has been successful so far, maintaining this kind of culture in a large, diverse organization like Microsoft is not easy.

32:14

Ensuring that employees across different regions and departments all embrace this mindset requires ongoing effort.

32:23

Next, we will be going to the last slide of my presentation.

32:28

Now we have reached to the last part of the presentation.

32:33

So in conclusion, while Google and Microsoft take different approaches to leadership, both have been successful in fostering innovation, inclusivity, and employee well-being.

32:45

Google's flat structure and focus on autonomy allow employees to take creative risk, while Microsoft emphasis on continuous learning and collaboration creates an environment where its employees can grow within the company.

33:01

So both companies, Google and Microsoft, understand the importance of creating a supportive environment for its employees.

33:10

Google's freedom driven culture has led to some of the most innovative products in the tech industry, but it also had to navigate challenges like employee burnout within the company.

33:24

Microsoft, on the other hand, has reshaped its culture under Nadella to prioritize collaboration, learning, and inclusion, which makes it a more cohesive and supportive place to work for its employees.

33:40

To add on, there are key takeaways for other organization.

33:44

So what can other organization learn from Google and Microsoft?

33:49

So I believe that combining elements from both companies strategies can lead to a balanced and effective leadership approach.

33:58

So Google's focus on innovation and autonomy, paired with Microsoft commitment to inclusivity and continuous learning, will create a leadership model that fosters both creativity and personal growth.

34:12

So ultimately, successful organization need to go beyond focusing on just one aspect of leadership.

34:19

They must create an environment where the employees feel empowered to innovate, collaborate and grow both personally and professionally.

34:30

So by doing so, companies can not only enhance employee satisfaction, but also drive long term business success.

34:40

So that is the end of my part of presentation and Group 1's presentation.

34:47

Thank you.

Comparative Case Study Of People Strategies At Google And Microsoft

UK Assignment 2

Leading And Developing People

Group 1:

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TABLE OF CONTENT

SOMESHWAR MOORTHY (2120956).....	33
1.0 INTRODUCTION.....	34
1.1 OVERVIEW OF LEADERSHIP AND PEOPLE STRATEGIES.....	34
1.2 IMPORTANCE OF COMPARATIVE CASE STUDY.....	34
2.0 OVERVIEW OF CASE STUDY ORGANISATIONS.....	35
2.1 GOOGLE: BACKGROUND AND COMPETITIVE ENVIRONMENT.....	35
2.2 MICROSOFT: BACKGROUND AND COMPETITIVE ENVIRONMENT.....	35
2.3 RATIONALE FOR SELECTING GOOGLE AND MICROSOFT.....	36
3.0 PEOPLE STRATEGIES AT GOOGLE.....	37
3.1 DESIGN OF PEOPLE STRATEGY.....	37
3.2 PEOPLE STRATEGY.....	37
3. 3 IMPACT OF PEOPLE STRATEGY.....	37
4.0 PEOPLE STRATEGIES AT MICROSOFT.....	38
4.1 DESIGN OF PEOPLE STRATEGY.....	38
4.2 IMPLEMENTATION OF PEOPLE STRATEGY.....	38
4.3 EFFECTIVENESS OF PEOPLE STRATEGY.....	38
5.0 COMPARATIVE ANALYSIS.....	39
5.1 COMPARISON OF THE DESIGN STRATEGIES.....	39
5.2 COMPARISON OF IMPLEMENTATION PROCESSES.....	39
5.3 COMPARISON OF EFFECTIVENESS.....	39
5.4 INSIGHTS AND LESSONS LEARNED.....	40
6.0 CONCLUSION.....	41
6. 1 SUMMARY OF FINDINGS.....	41
6.2 SUGGESTED STRATEGIES FOR FUTURE DYNAMICS OF ORGANISATIONS.....	41
GOH SU YI (2120987).....	42
1.0 RECRUITMENT AND TALENT MANAGEMENT OF GOOGLE VS MICROSOFT.....	43
2.0 TRAINING AND DEVELOPMENT OF GOOGLE VS MICROSOFT.....	45
3.0 EQUITY AND DIVERSITY OF GOOGLE VS MICROSOFT.....	45
4.0 PERFORMANCE MANAGEMENT AND PAY OF GOOGLE VS MICROSOFT.....	46
SHARIFAH INTAN NUR SUFI BINTI SYED AZHAR (2120944).....	48
INTRODUCTION.....	49
1.0 ANALYSIS OF BOTH APPROACHES AND CLEAR CONCLUSIONS ABOUT THEIR EFFECTIVENESS.....	49
1.1 ANALYSIS OF DESIGN STRATEGIES OF GOOGLE AND MICROSOFT.....	49
1.2 ANALYSIS OF STRATEGIES IMPLEMENTATION OF GOOGLE AND MICROSOFT.....	50
1.3 ANALYSIS OF STRATEGIES EFFECTIVENESS OF GOOGLE AND MICROSOFT.....	51
2.0 CONCLUSIONS.....	53
REFERENCES (SOMESHWAR).....	55
REFERENCES (GOH SU YI).....	57
REFERENCES (INTAN).....	58

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1.0 INTRODUCTION

1.1 OVERVIEW OF LEADERSHIP AND PEOPLE STRATEGIES

Each organisation requires both people strategies and leadership to be successful and lasting. These tactics concentrate on the methodical planning, growth, and management of the most valuable resource of every company: its workforce. Good people management and leadership practices support the objectives of an organisation, create a happy work environment, and raise efficiency and fulfilment levels among colleagues. Companies like Microsoft and Google are developing distinctive and dynamic personnel strategies that have greatly contributed to their leading position in the IT sector, where innovation and agility are paramount.

1.2 IMPORTANCE OF COMPARATIVE CASE STUDY

A comparison of Google and Microsoft's people strategies offers significant insights into how disparate principles of leadership might influence organisational achievement. Despite the fierce rivalry in which they operate, both companies have developed distinctive strategies to draw into, develop, and keep talent. We may understand how leadership impacts corporate culture, staff engagement, and ultimate business performance through looking at these strategies. This comparison will show the benefits and drawbacks of each strategy, presenting insights that may be used in all kinds of firms.

2.0 OVERVIEW OF CASE STUDY ORGANISATIONS

2.1 GOOGLE: BACKGROUND AND COMPETITIVE ENVIRONMENT

Founded as a search startup in 1998, Google has grown into a major global player in technology. Google, which is renowned for its innovative goods and services like Android, YouTube, and Google Cloud, competes aggressively with rivals like Amazon, Apple, and Microsoft.



<https://www.entrepreneur.com/growing-a-business/10-examples-of-companies-with-fantastic-cultures/249174>

Flexible thinking, openness, and a strong focus on employee well-being are pillars of Google's corporate culture, and these features can be seen in its people method.

2.2 MICROSOFT: BACKGROUND AND COMPETITIVE ENVIRONMENT

Microsoft is among the most renowned technological companies in the world, having been formed in 1975. From just a software supplier, it has grown into a leader in enterprise solutions, cloud computing, and artificial intelligence. Microsoft fights with companies like Amazon, Google, and IBM in a market which remains dynamic and competitive.



<https://www.siliconrepublic.com/business/microsoft-2trn-company>

The leadership of Microsoft, particularly under CEO Sara Nadella, is focused on changing the company's culture and emphasising creativity, empathy, and an emphasis on development.

2.3 RATIONALE FOR SELECTING GOOGLE AND MICROSOFT

For this comparison case study, both Microsoft and Google were selected because of their position as leaders in the technology industry and different approaches to people leadership. The issue for both companies has been to manage a sizable diverse workforce while preserving a competitive edge. We can learn approximately how leadership affects organisational performance in a fast-paced, technologically-driven situation simply by taking at their measures.

3.0 PEOPLE STRATEGIES AT GOOGLE

3.1 DESIGN OF PEOPLE STRATEGY

The first principle of people strategy at Google is to recognize that people are the core of the company's success. The strategy accords immense importance to freedoms and creativity pertaining to employees within organisations. Google employees are free to think out of the box and actually gamble in this environment. Employment process at the group is rigorous and places a great deal of importance on knowledge based skills, problem solving skills and matters of organisational culture. Google also spends heavily on leadership training, talent mobility, and training and development for its staff employees.

3.2 PEOPLE STRATEGY

Google, like any other organisations, implements its people strategy through a combination of campaigns, rules, and a unique business culture. It is common for the company to offer numerous staff privileges including generous parental leave, health, and wellness initiatives, and flexibility of working hours. Google being an open organisation with open communication channels this could directly have its employees addressing its problems and coming up with solutions to submit to its management through weekly meetings for instance an all-hands meeting. Flattened structure erases the hierarchical framework and fosters communication and cooperation among all participants.

3. 3 IMPACT OF PEOPLE STRATEGY

Google people strategy has been effective in attracting and retaining top talents. The company places a priority on employee engagement and happiness which enables it to feature among the top employers. Due to this, Google has developed unique products and services that have endeared it to the market and positions it as a market leader in the technology industry. However, the effect of high quality achievements and high norms may lead to staff burnout, this is the thing to worry about.

4.0 PEOPLE STRATEGIES AT MICROSOFT

4.1 DESIGN OF PEOPLE STRATEGY

The people strategy of Microsoft has experienced a notable transformation under Satya Nadella's leadership. The growth mindset, which is the basis of the strategy, encourages staff members to take on challenges, grow from their experiences, and always enhance their skills. Given that a diverse workforce fosters creativity, Microsoft places great emphasis on diversity and inclusion. Also the organisation places an extreme emphasis on empowering employees, with leaders behaving more as mentors and coaches than as normal managers.

4.2 IMPLEMENTATION OF PEOPLE STRATEGY

Microsoft uses a number of projects and programs for carrying out its people strategy. The organisation has implemented flexible work schedules, enabling staff members to reconcile their personal and professional lives. Additionally, Microsoft offers a wealth of alternatives for training and development. One of these chances is the Windows Learn platform, which gives its employees access to a multiplicity of resources for learning. The performance management system of the organisation has been revised with an emphasis on unity and collaboration instead of individual disputes.

4.3 EFFECTIVENESS OF PEOPLE STRATEGY

Microsoft succeeded in changing the culture of the company with the help of its people strategy. Microsoft's rebirth as a leader in technology can be credited in large part to the creative and inclusive work environment that has been created with the focus on a culture of improvement. Based on many workplace polls, Microsoft has risen in the rankings, indicating a shift in worker fulfilment. But that challenge of carrying up this pace and adjusting the plan will continue to be taken into consider by a company.

5.0 COMPARATIVE ANALYSIS

5.1 COMPARISON OF THE DESIGN STRATEGIES

While both Google and Microsoft place their greatest emphasis on staff development and innovation, their plans diverge. Microsoft's approach assigns a higher priority to flexibility and learning, which are of lesser importance to Google, who seeks to achieve well-measured innovation and self-governance regarding responsibilities. While Microsoft has focused its hiring tackle based on an upsurge mindset that motivates people to learn and grow with the firm, Google incorporates more of a cultural match into its process of recruitment.

5.2 COMPARISON OF IMPLEMENTATION PROCESSES

Microsoft, for example, provides equal opportunities and non-discrimination to the employees by adjusting the setting or environment it creates, Google's organisation structure and communication channels are informal as they can be organising themselves. Both companies allow flextime; however, Microsoft's policies are designed to focus on work to life balance along with health walls, while Google's method rely on maintaining a positive attitude towards work.

5.3 COMPARISON OF EFFECTIVENESS

Each of them appears to have work when it comes to achieving particular objectives. While some may argue that burnout is bad for employees and that Google has exacerbated this with their strategy, the levels of creativity and staff satisfaction that it brings suggests otherwise. The new success in the market might be because of this strategy that Microsoft used because it changed the culture of the company and made the staff more engaged. As each strategy is relevant to the particular situation it is located in, it reflects the business' particular beliefs and goals.

TABLE COMPARISON:

Aspect	Google	Microsoft
Leadership Philosophy	Innovation, creativity, and autonomy	Growth mindset, continuous learning, and inclusion
Hiring Process	Rigorous, focused on cultural fit and cognitive skills	Emphasizes growth potential and adaptability
Employee Development	Extensive training, leadership programs, and career growth	Focus on continuous learning with platforms like Microsoft Learn
Organizational Structure	Flat structure with open communication channels	More traditional but evolving with an emphasis on collaboration
Work Environment	Flexible, promotes work-life balance, inspiring workspace	Flexible work policies, strong focus on work-life balance
Diversity and Inclusion	Focuses on creating an inclusive and innovative culture	Strong emphasis on diversity and inclusion across the organization
Performance Management	Focus on innovation and high performance	Teamwork-oriented, collaboration-focused performance reviews
Employee Satisfaction	High, but concerns about burnout exist	Improved significantly, with emphasis on cultural transformation
Key Strengths	High innovation, strong employee engagement	Cultural transformation, inclusive environment, continuous learning
Key Challenges	Potential for employee burnout	Maintaining momentum in cultural change
Effectiveness in Achieving Goals	Highly effective in fostering innovation and creativity	Highly effective in driving cultural shift and market success

5.4 INSIGHTS AND LESSONS LEARNED

A comparison of the people strategies of Google and Microsoft offers insight into how it is paramount to align organisation values and culture with leadership. Microsoft has suffered reverses with its governance culture revolution granted to inclusiveness whereas Google nurtured a culture of innovation through its governance culture revolution granted to autonomy. Both are examples of how people's strategies of successful managers need to be contingent on the specifics of the organisation and its challenges.

6.0 CONCLUSION

6.1 SUMMARY OF FINDINGS

The staffing plans developed by both Microsoft and Google reflect the leadership styles as well as the settings in these two organisations. However, Microsoft mainly focuses on embracing diversity and continuous learning, which have ensured the business or organisational success in its surroundings or market than Google puts more emphasis on facilitating creativity and innovation that results in high levels of creativity. Thus, despite the fact that these two approaches have their specific set of problems, they were proven to be effective.

6.2 SUGGESTED STRATEGIES FOR FUTURE DYNAMICS OF ORGANISATIONS

Based on the insights it is recommended that companies should draw from both Microsoft and Google people strategies in the future and develop a blended corporate strategy. It may involve communicating and modelling change in diversity, inclusion, and development in addition to fostering a new and innovative, and self-maintaining culture. They should also constantly monitor the sake of their people strategy and respond accordingly to capitalise on benefits or threats.

GOH SU YI (2120987)

Google and Microsoft are two comparative organisations that are competitors in the technology industry. However, the people's strategies are different from the organisations based on the vision and mission statement. The people strategy is defined by the management of recruitment and talent management, training and development, equality and diversity, and performance management and pay, which are related to the goals of the organisations (Patel & Hogg, 2023). This note will be focused on the people strategy of Google and Microsoft corporations through the design, the implementation, and the effectiveness.

1.0 RECRUITMENT AND TALENT MANAGEMENT OF GOOGLE VS MICROSOFT

The selection process of Google has three stages; Cold calling and guiding selection process by a recruiter, interview through viral (Phone) and physical (attending) with four or five interviewers, and appraisal of the interview and interviewee by unrelated parties of interview (NYAMWEYA, 2021). The reason for appraisal by unrelated parties is to avoid possible biases if depending solely on the interviewer. Besides that, structured behaviour interviews will be conducted based on the job analysis by collecting data from interviews and fitting the right job responsibility to succeed in the management practice.

The recruitment practice of Google is focused on the rigour and innovation of the candidate that is apart from the academic pedigree and polished resume, which focuses on the individual whose core values include creativity, a sense of collaboration, and a relentless pursuit of excellence. The recruitment process of Google includes brain-testing interviews for unconventional problem-solving challenges, the ability to think critically, adaptability to changes, team effectiveness, and diversity and inclusion (Gilspvtltd, 2024).

In terms of the retention strategy of Google, they have established a culture of transparency, trust, and open communication, with all employees through employee surveys, and communication with managers, to create an environment that is valuable, respectful, and heard. Furthermore, Google encourages employees to work-life balance and well-being (Gilsptvltld, 2024). For instance, Google offers flexible work hours, a parental leave policy, an on-site wellness program, and health care facilities. However, the practice of Google is to ensure employees are in the best mood to work, energised and motivated.

Microsoft recruits from hybrid approaches (human recruiter and automated intelligence) to find talent including social media, university partnership, and industry events, from global instead of location to achieve diverse and skilled workforce. Besides that, the recruitment of Microsoft provides a clear process of hiring requirements so that candidates can reduce stress and anxiety, and certain managers provide interview questions to candidates in order well prepare to show themselves (Schumann, 2023).

In terms of Interview, Microsoft focuses on the candidate skills, competencies, cultural fits, and potential for growth, interview process includes Screening Call; basic understanding of candidate background, motivation, interest, and expectation, Technology Phone Interview; interviewer will determine candidate problem-solving approach, communication skill, and ability to adapt challenges, by requesting candidate to solve coding or design problem, within 45 to 60 mins, Virtual On-Site Interview; meet with several interviewer from different department through online for questioning include the role, company culture, technical, etc, Final On-Site Interview; meet with senior leaders or manager to further discussion about the role and the team, HR Interview; consists about the compensation package, benefits, other detail with candidate (Schumann, 2023). However, Microsoft provides huge opportunities for employee's development including training programs such as LinkedIn learning. Besides that, Microsoft encouraged employees to explore their career through different departments or teams, to achieve their career advance.

2.0 TRAINING AND DEVELOPMENT OF GOOGLE VS MICROSOFT

Google provides large opportunities for training programs and self-development programs such as skill development, mastering a new programming language, exploring emerging technologies, or honing leadership skill (Gilspvtltd, 2024). Besides that, Google implements the culture of autonomy and empowerment that allows employees to plan their career and project based on their interests and strengths. For instance, Google has a policy of “20% time”, which allows employees to spend some time from workweek to their passion project (Gilspvtltd, 2024). However, the purpose of the 20%-time policy is to enhance their creativity and innovation along with organisation.

In terms of training and development of Microsoft, they are offering several resources and platforms such as Microsoft learn, Linkin learns, and Microsoft virtual training day. For newcomers, Microsoft provides an onboarding program to welcome new hires to ensure they are integrated into the organisation by understanding company culture, tools, and process, within the 90 days to ensure confident careers (Gërguri, 2023). For instance, Microsoft invests in onboarding software to automate various onboarding meetings, supportive progress, and access resources such as employee's handbooks. Moreover, role-specific training programs are created individually to achieve the skill, competency, based on the job specific need (Gërguri, 2023).

3.0 EQUITY AND DIVERSITY OF GOOGLE VS MICROSOFT

Google forces on equity and diversity of workforce includes publishing a diversity annual report to outline the progress and improvement to achieve the goals of the representation of underrepresented groups. Besides that, Google also focuses on Employees Resource Group (ERGs) such as Black, LGBTQ+, women, and minority groups of people, to provide support, be a part of the community, to improve inclusion. Moreover, Google offers training programs that are diversity, equity, and inclusion (DEI) such as unconscious bias training, workshop of inclusion practice.

Microsoft establishes a transparent working environment through publishing diversity and inclusion annual reports for every employee to feel valued, respected, and equal, and a clear set of measurable goals to enhance diversity and inclusion based on various dimensions such as race, gender, age, disability. Besides that, Microsoft recruits' talent from global to form of diversity and including from underrepresented groups, diversity-focuses recruiting events, blind recruitment process to reduce biases, with supportive through sponsorship, mentorship program. Furthermore, Microsoft offers flexibility of working hours and workplace to fulfil employees' diverse needs and the different lifestyles.

4.0 PERFORMANCE MANAGEMENT AND PAY OF GOOGLE VS MICROSOFT

Google introduced project oxygen programs to determine the effectiveness of leaders or managers based on data analysis from performance review, employees survey, and management feedback report, and the project oxygen defined effective leaders/ manager must have the happiest and the best performing teams (NYAMWEYA, 2021).

Besides that, Google changed to a new performance management system in May 2022 known as GRAD system (Marr, 2022). However, the make of change is due to the ineffectiveness of the previous performance review that only 53% of employees conducted the twice-annual review. The GRAD system performs through expectation alignment, feedback, and check-ins by managers daily to ensure employees work is on track.

Moreover, performance review and rating occur once a year through five-point rating system featuring higher rating of “transformative impact”, a low rating of “not enough impact” with most employees ranking in the middle at “significant impact”, and promotions to employees twice a year such as increase salaries, comprehensive incentive and nonconventional benefits. Additionally, the compensation of Google also includes medical insurance, retirement pension, free meals, and free use of exercise equipment.

There are three components of the performance management process created by Microsoft Corporation including creating a performance journal, setting goals, and flexible performance review. The performance journal is a place to gather information including layout of the work-related activities and future projects by employees, and the performance journal includes 350 review processes that allow employees to send feedback to any employees.

The performance journal supports creating goals by employees and managers for reviewing and isn't impacted by performance review. The flexible performance review practices continuous feedback to employees and more formal review through Check-ins, semi-annual review, and annual surveys. The check-ins refer to creating dialog between managers and two employees to layout about the performance including goals, feedback, progress, with both parties regularly. Microsoft implements semi-annual review instead of annual review which is an advantage to continuous feedback approach and focuses on growth opportunity instead of performance rating. The annual survey will be conducted to receive feedback from employees.

The base salaries of Microsoft will be reviewed annually and conduct frequent pay equity analysis to ensure fair compensation. Besides that, there are also conducted compensation based on performance review including annual bonus that is based on the individual performance, teamwork, and overview of company performance, the stock award is higher achievement of total compensation packages which those achieving long-term success of the company.

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INTRODUCTION

In modern organisations, shaping corporate culture and driving business success comes from the role of leadership. The two most prominent global tech companies, Google and Microsoft, serve as an example for different organisation strategies and leadership that reflect the modern company's dynamic needs (Badru et al., 2021). This essay will critically analyse the implementation and design of leadership strategies within the two companies, examining what are their approaches to encourage inclusivity, innovation, and employee engagement that largely contribute to the company's effectiveness.

1.0 ANALYSIS OF BOTH APPROACHES AND CLEAR CONCLUSIONS ABOUT THEIR EFFECTIVENESS

1.1 ANALYSIS OF DESIGN STRATEGIES OF GOOGLE AND MICROSOFT

Google adopts an employee-centred leadership strategy that focuses on maintaining a culture of innovation and talent management (Badru et al., 2021). The company leverages a flat organisational structure, which allows employees considerable freedom in their decision-making processes (*Google Organisational Culture* n.d.). Google's 80/20 rule, which gives employees time to work on personal passion projects, has led to substantial innovation like Gmail, Google News, and AdSense (Steiber, 2013). This approach promotes creativity by giving freedom from rigid hierarchies and encouraging open and collaborative work environments to its employees (Steiber, 2013; *Google Organisational Culture* n.d.; Bayucca, 2024).

Leaders at Google function as facilitators, where they support ideas from the ground up while maintaining strategic direction from the top. This flexible structure allows employees to explore new ideas without the limit from traditional systems. In this context, Google's strategic structure is closely linked to its main goal, which is continuous innovation. The mix of a focus on innovation and flexible structure creates a culture where employees are given the freedom to take risks and pursue creative projects (Steiber, 2013; Bayucca, 2024).

In contrast, Microsoft's strategy emphasises the integration of technology with human resources (Sosik et al., 2005; *People Strategy 2023-2026*, 2023). Under Nadella's leadership, the company has shifted toward a growth mindset that values curiosity, empathy, and collaboration (Siddappa, 2021). He encourages leaders to guide their teams through being open to learning from their failures and mistakes, and collaboration. Leadership at Microsoft is about coaching rather than commanding, creating an environment where learning from mistakes is encouraged. His leadership change aimed at fixing the unnecessary competitive culture at the company, shifting it to a more collaborative and inclusive space (Carucci, 2019).

Inclusivity was another pillar of Microsoft's approach. The company worked to build a workplace that is psychologically safe where different ideas were welcomed, and teamwork replaced internal competition within the company. Microsoft's emphasis on continuous learning and inclusion plays a big role in its strategic approach, helping the company adapt to business demands and evolving technology (Carucci, 2019).

1.2 ANALYSIS OF STRATEGIES IMPLEMENTATION OF GOOGLE AND MICROSOFT

Google's leadership strategy focuses on employee well-being and career growth to reduce turnover and maintain a motivated workforce. The company encourages open communication and psychological safety, allowing employees to share opinions without having to fear being judged (Hays, 2023). Google's leadership also stresses work-life balance through wellness programs and stress-relief initiatives such as nap pods and flexible working hours (Hays, 2023; Akram, 2021).

The stress-relief options and creative workspaces provided by Google, such as massages, nap pods, and free meals, help to improve employee morale (Akram, 2021). Moreover, the "20% time" policy further strengthens employee creativity by allowing individuals to explore personal projects outside their main responsibilities (Akram, 2021; Hays, 2023).

Microsoft's implementation of its leadership strategy is established in feedback mechanisms and continuous learning. Programs like "Microsoft 4Afrika" emphasise self-learning, which helps for its employees to remain adaptable in a fast-changing digital landscape. Microsoft's efforts on continuous learning show how important it is for its employees to reskill and upskill themselves to adapt to the digital world (Fayad, 2016; Microsoft, 2020).

The company also actively promotes inclusion culture through programs that offer personalised courses and training for different groups of employees, such as LGBTQ individuals, women, and those who come from diverse cultural backgrounds. These programs are part of the broader strategy to build a learning-oriented, inclusive environment that encourages diverse points of view (Fayad, 2016; Microsoft, 2020).

By implementing strategies that matched with their core values, both Google and Microsoft have created environments that prioritise employee growth, well-being, and inclusivity. Google's focus on well-being and freedom, coupled with Microsoft's emphasis on inclusivity and continuous learning, demonstrates how both companies have achieved in creating dynamic workplaces that support their broader business goals.

1.3 ANALYSIS OF STRATEGIES EFFECTIVENESS OF GOOGLE AND MICROSOFT

Google's employee-centred approach has resulted in tangible benefits in terms of innovation and employee satisfaction. The company's stress on employee happiness has led to a 37% rise in worker satisfaction, in turn has translated into a 12% productivity increase. Google's culture of innovation, strengthened by its flat organisational structure and emphasis on risk-taking, has consistently led to innovative advancements such as Gmail (Krapivin, 2022; Google, n.d.; Djock, 2024). By aligning employee satisfaction with innovation, Google not only retains its workforce but also maintains the company's competitive edge in the tech industry.

For Google, innovation is not just a buzzword, but a central component of its culture. They encourage innovation at all levels, from small improvements to big, bold ideas, by giving employees the tools to create a safe environment where they can share their thoughts and work together. Letting employees work on side projects beyond their main responsibilities, hiring people that fit the culture, and supporting creative risks have led to successful innovations such as Gmail (Krapivin, 2022; Google, n.d.; Djock, 2024).

Microsoft's leadership transformation under Nadella has been equally impactful. The company's shift toward a growth mindset has led to a cultural transformation that prioritises continuous learning, collaboration, and inclusivity (Shibu, 2019; Microsoft, n.d.). Research indicates that this focus has positively influenced employee commitment and trust, fostering ethical behaviour and innovation within the organisation (Shibu, 2019).

Microsoft's diversity and inclusion efforts, coupled with its commitment to employee development, have contributed to increased productivity and employee satisfaction. Even though these strategies have worked well, maintaining this growth-focused culture in the long-term remains a challenge for such a large and diverse workforce (Microsoft, n.d.).

Both companies demonstrate how strategic leadership can drive organisational success by encouraging innovation, inclusivity, and employee well-being. While Google's strategy emphasises autonomy and creativity, Microsoft's approach focuses on learning and inclusivity, demonstrating that different leadership styles can be effective when aligned with an organisation's goals.

2.0 CONCLUSIONS

The comparison of Google and Microsoft's people strategies underscores how both companies, although their approaches differ, have developed effective methods to manage leadership and talent. Google's strategy originates from encouraging creativity and innovation, which is achieved through its flat organisational structure.

Employees are encouraged to take initiative, think outside the box, and explore personal projects that they are interested in, as seen in their "20% time" policy. This freedom has led to some of Google's most innovative products, but the intense focus and high expectations on performance have led to concerns about employee burnout, which is something the company has had to navigate.

In contrast, Microsoft, under Satya Nadella's leadership, has embraced a growth mindset. This shift focuses on learning, inclusivity, and collaboration, with leadership acting more as mentors than managers. This approach has reshaped Microsoft's corporate culture, creating a more supportive and inclusive environment where employees are encouraged to learn from mistakes and grow within the organisation. Microsoft's people strategy strikes a balance between professional development and personal well-being, which has contributed to the rise of employee satisfaction and engagement.

When it comes to recruitment, Google places a heavy emphasis on creativity and cultural fit, while Microsoft focuses on attracting a diverse talent pool through a more structured and inclusive hiring process. Both companies offer extensive training and development opportunities, but Google's approach leans towards giving employees freedom, whereas Microsoft provides more guided learning paths.

Their strategies for equity and diversity are also noteworthy, with both organisations actively working to create inclusive environments, though Microsoft's focus on formal diversity initiatives is particularly strong. In terms of performance management, Google's innovative feedback processes have helped maintain high levels of engagement, while Microsoft's continuous feedback system supports its growth mindset and encourages ongoing development.

In conclusion, while both Google and Microsoft have their own unique approaches, they share a common goal, which is creating environments that encourage innovation, learning, and inclusivity. Moving forward, other organisations could benefit from taking elements from both strategies. Google's emphasis on innovation and autonomy, combined with Microsoft's focus on learning, diversity, and mentorship, could provide a more balanced approach to people management. The key takeaway is that successful companies do not just focus on one aspect of employee development, but they create a holistic environment where people can thrive both personally and professionally.

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