



Thrive with People Analytics:

A New Focus on Productivity @ Microsoft

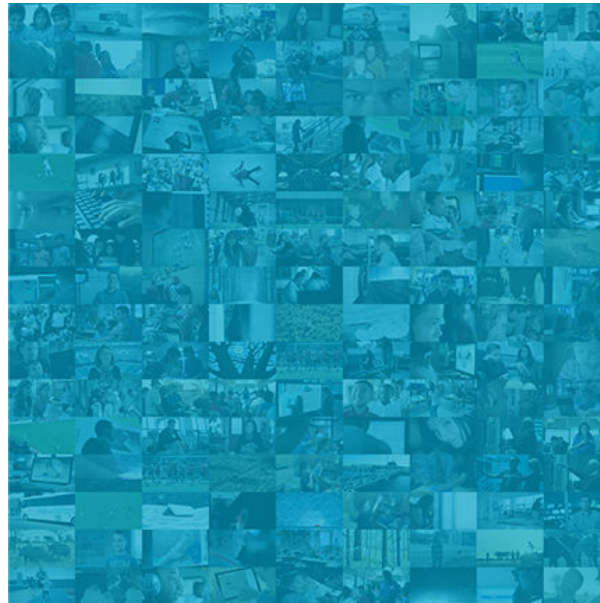
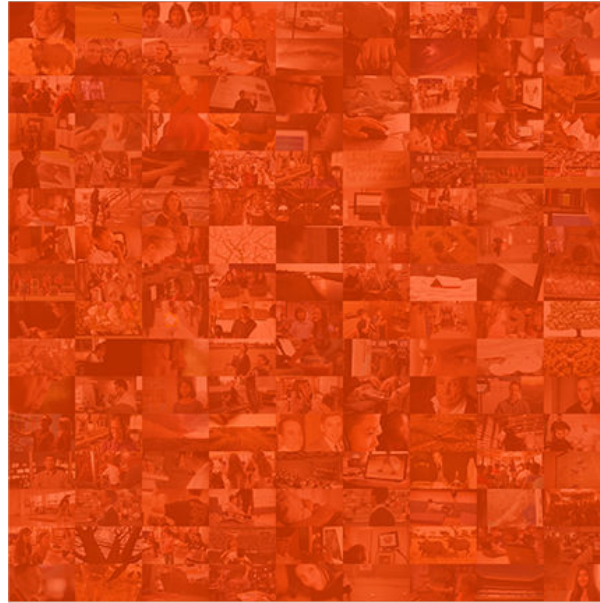
Maria Hui, HR Director, Microsoft





Microsoft's mission

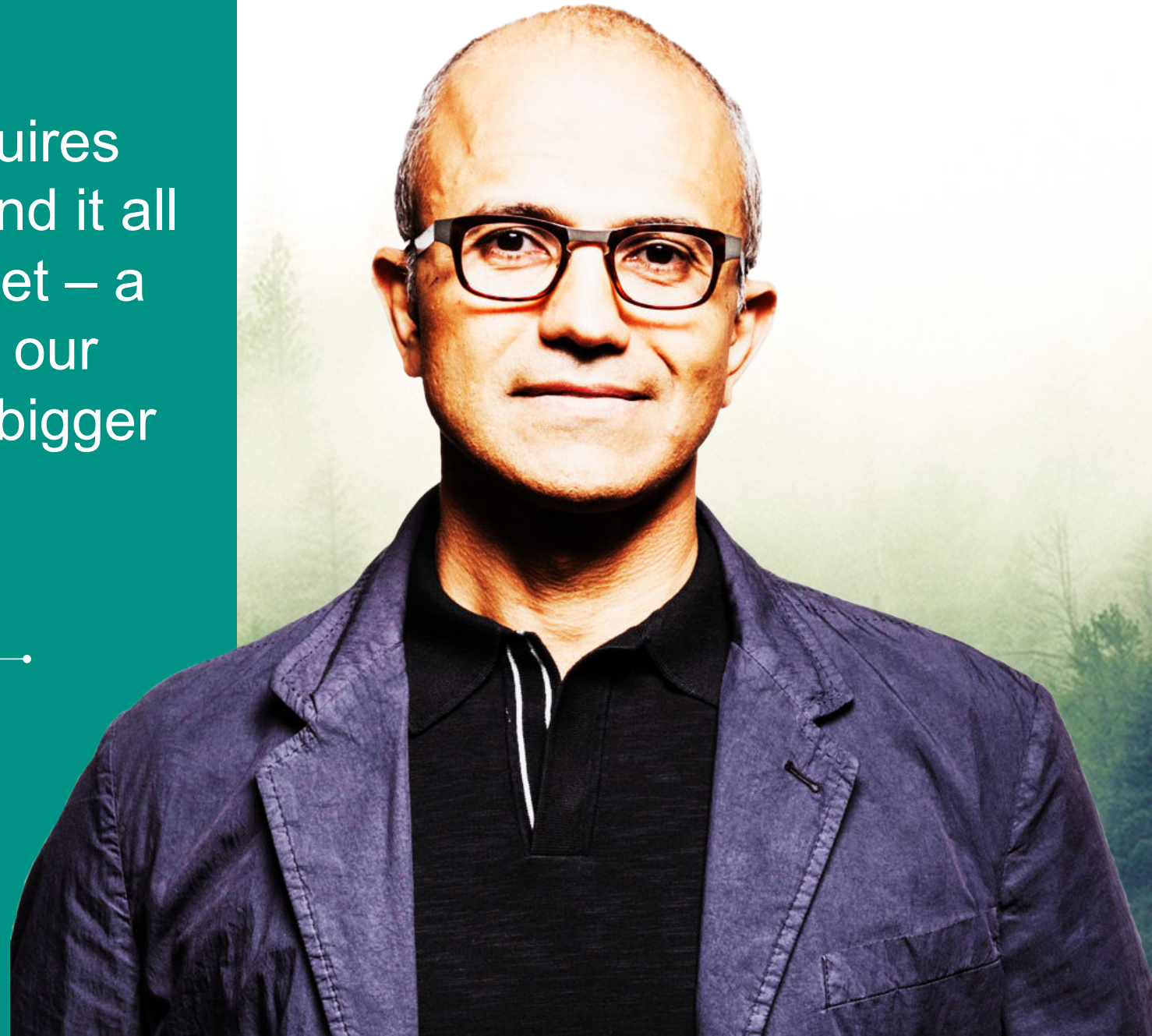
Empower every person and every organization on the planet to achieve more



“

Achieving our mission requires us to evolve our culture, and it all starts with a growth mindset – a passion to learn and bring our best every day to make a bigger difference in the world.

• — | **SATYA NADELLA** | — •
CEO, Microsoft



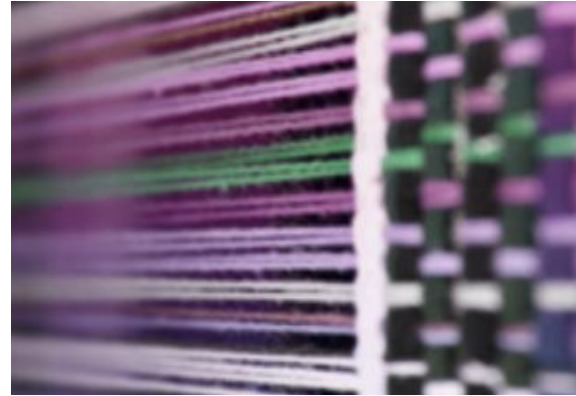
Our culture is who we are and how we treat one another;
it's what allows us to make a difference in the world.



Growth Mindset



Customer Obsessed



Diverse and Inclusive



One Microsoft

Drive Transformation and Growth Mindset

PEOPLE



PROCESS



TECHNOLOGY



Digital Workplace



Our Challenges in Transformation

Address
Collaboration
Overload



Break Down
Organizational
Silos



Up-level
Manager
Practices



Accelerate
Acquisitions



Root Out
Process
Inefficiencies



Drive Sales
Productivity



Transform the
Employee
Experience



Workspace
Planning



Our Key Focuses in Cultural Transformation



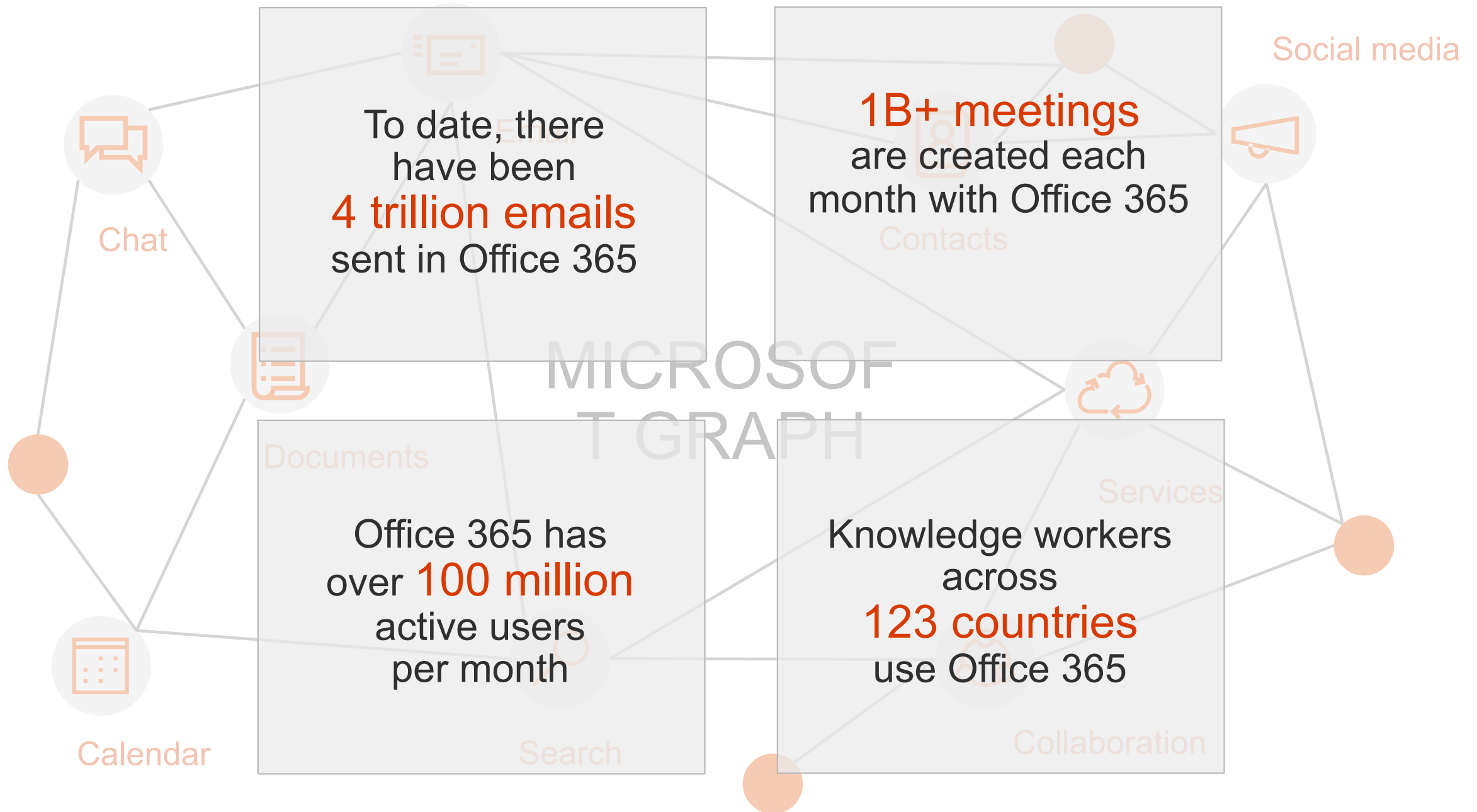
Employee Energy and
Effectiveness



Employee Talent and
Engagement



Customer Centricity



Culture Transformation



Employee Energy and
Effectiveness



Employee
Engagement

Optimize time utilization

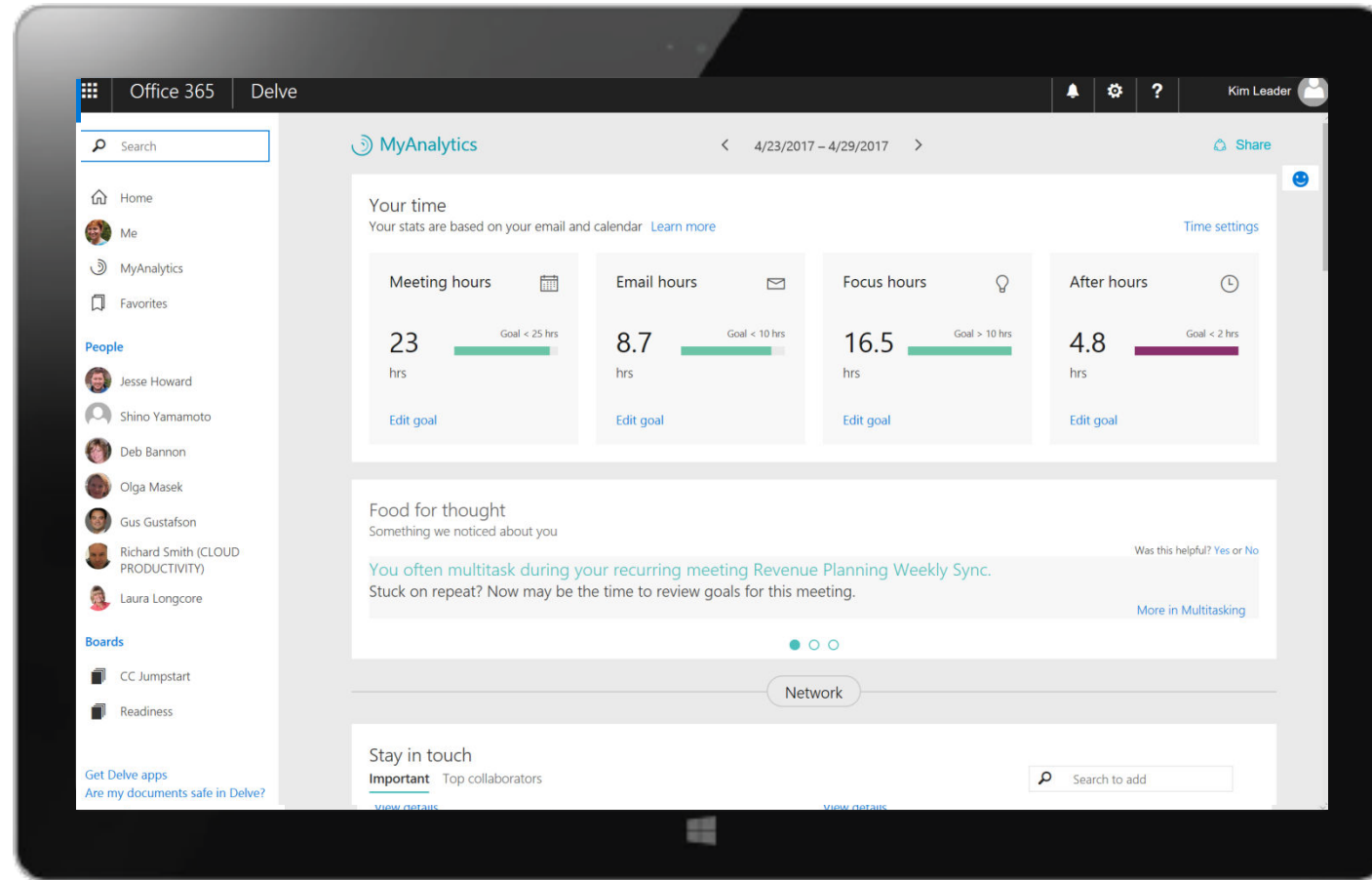
Minimize organizational silos

Effective workplace design

My Analytics

Gain insights into how you spend your time at work

Understand your top connections and recent interactions



Set and track goals to improve how you use your time

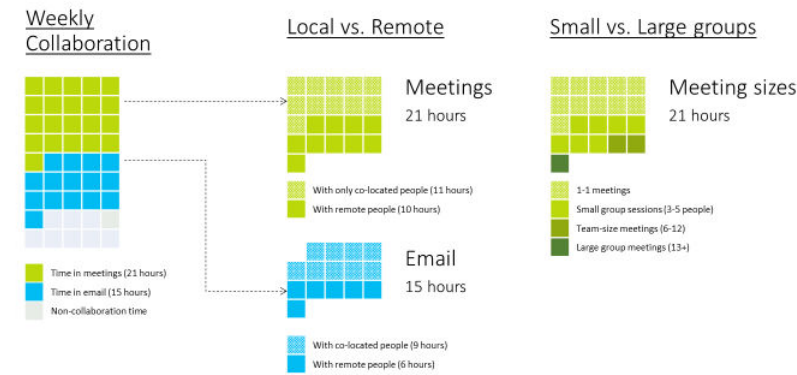
Identify contacts that you may want to re-engage with

Week in Life – Baseline

Sample Data

Time In Meetings And Emails

How does the “average” employee spend a week?

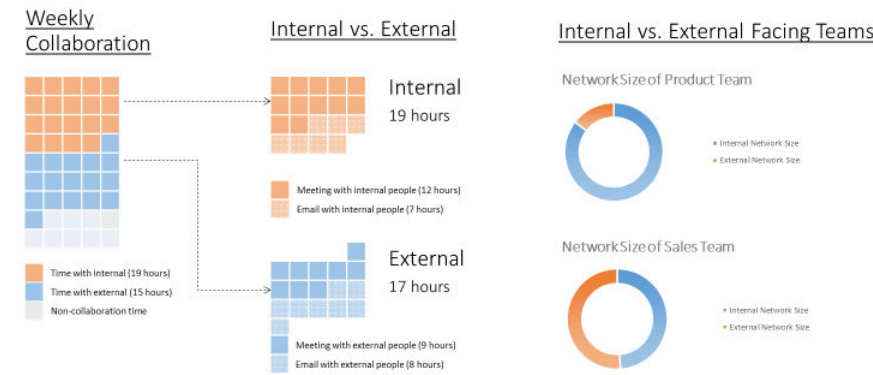


Microsoft Confidential Information

Network Size With Internal And External

Different teams work in different ways

Sample Data

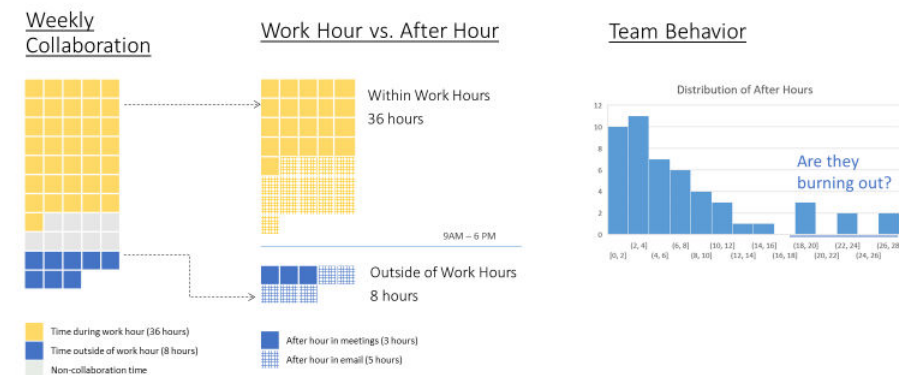


Microsoft Confidential Information

Collaboration Outside Of Work Hours

How much the “average” employee work outside of work hours?

Sample Data

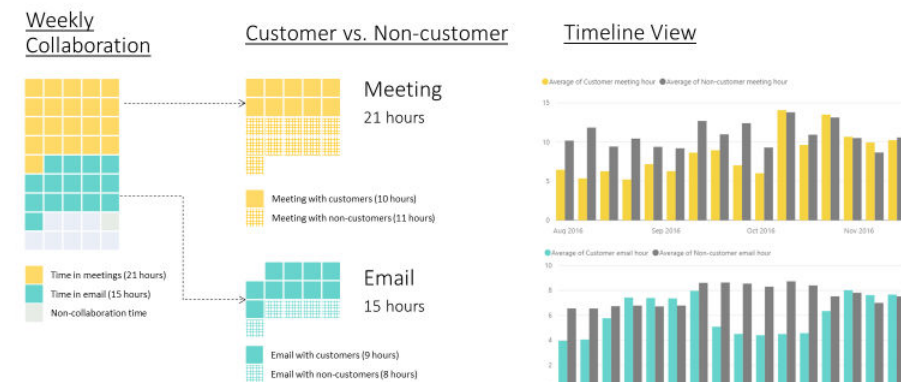


Microsoft Confidential Information

Customer Collaborations

How does the “average” employee collaborate with Customers?

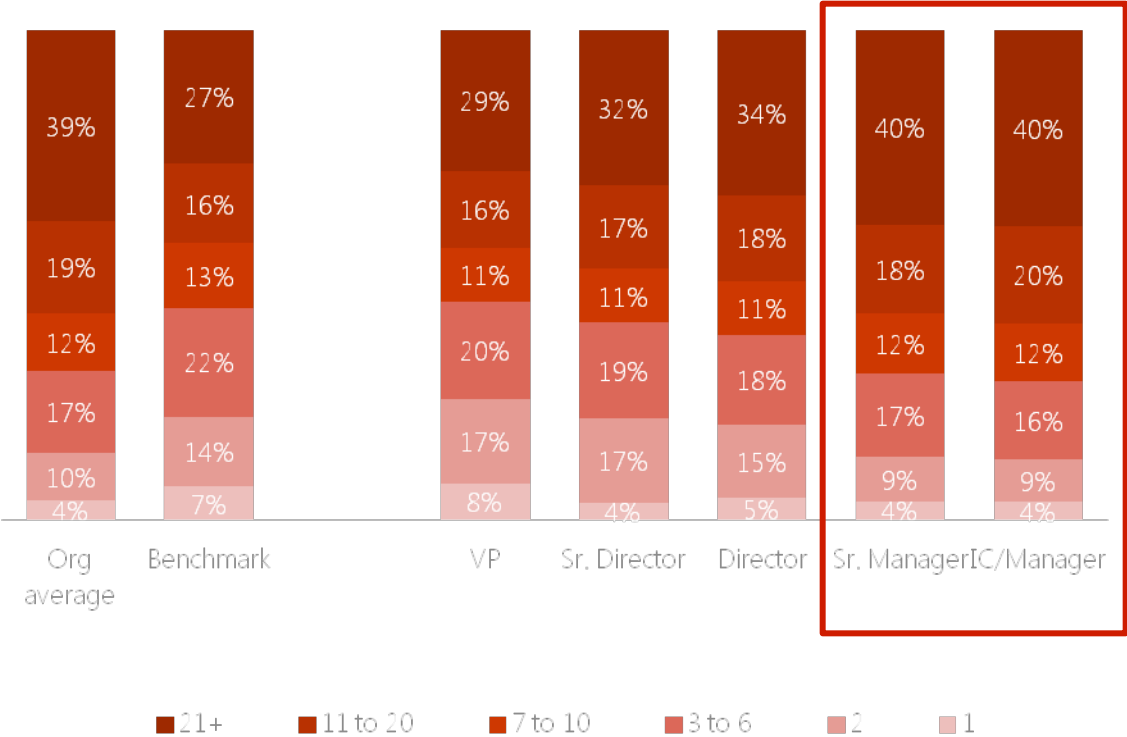
Sample Data



Microsoft Confidential Information

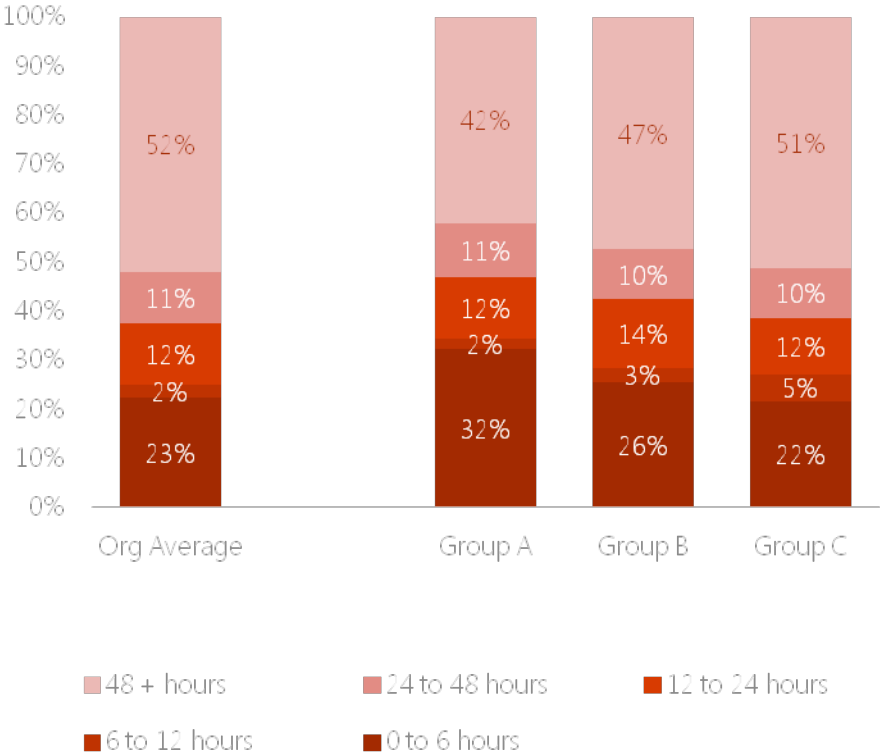
Avoid Inefficient Collaboration Practices

Significant portion of meeting time is spent in very large meetings



Distribution of time spent in meetings of various sizes - % of time spent across size categories

23% of the meetings are unplanned and organized less than 6 hours in advance



Distribution of non-recurring meeting counts based on various meeting lead times

Break Down Organizational Silos

Team Collaboration, Connectedness, Centrality and Insularity

	# of ppl	Group A	Group B	Group C	Group D	Group E	Group F	Group G	Group H	Group I	Group J	Group K	Group L	Group M	Group N	Group O	Group Q	Group R	Group S	Group T	Group U
Group A	140	96%	30%	28%	18%	4%	11%	5%	30%	7%	9%	26%	35%	37%	7%	11%	6%	11%	12%	18%	15%
Group B	31	55%	100%	35%	39%	58%	42%	45%	68%	23%	29%	58%	65%	42%	55%	71%	35%	61%	45%	52%	39%
Group C	35	17%	40%	97%	29%	51%	37%	20%	29%	26%	6%	31%	26%	14%	54%	9%	9%	11%	31%	17%	31%
Group D	20	30%	75%	30%	95%	35%	70%	50%	50%	80%	60%	40%	50%	30%	50%	5%	85%	30%	35%	25%	25%
Group E	106	5%	22%	30%	16%	99%	31%	8%	14%	12%	8%	9%	2%	8%	22%	3%	6%	5%	9%	9%	8%
Group F	49	29%	39%	31%	49%	43%	98%	76%	20%	39%	35%	33%	29%	45%	8%	16%	35%	24%	27%	33%	43%
Group G	23	30%	57%	35%	61%	35%	78%	96%	43%	74%	52%	70%	74%	74%	39%	22%	26%	30%	35%	57%	78%
Group H	66	44%	50%	36%	29%	41%	15%	21%	98%	18%	5%	33%	38%	47%	56%	42%	8%	45%	41%	35%	32%
Group I	49	8%	29%	29%	86%	29%	41%	35%	33%	100%	73%	22%	14%	14%	45%	8%	84%	24%	12%	14%	12%
Group J	44	20%	18%	5%	73%	20%	45%	11%	5%	82%	100%	11%	7%	9%	20%	2%	50%	2%	5%	2%	11%
Group K	47	68%	47%	38%	19%	21%	49%	68%	53%	19%	15%	98%	79%	66%	47%	45%	23%	30%	60%	83%	68%
Group L	57	51%	40%	19%	16%	7%	18%	39%	65%	9%	14%	53%	96%	84%	61%	32%	18%	26%	60%	72%	46%
Group M	62	61%	26%	11%	18%	27%	31%	58%	65%	18%	3%	61%	90%	100%	34%	37%	10%	37%	40%	73%	63%
Group N	41	32%	56%	37%	39%	34%	17%	29%	61%	39%	22%	54%	56%	29%	98%	24%	32%	46%	76%	29%	37%
Group O	30	27%	87%	7%	7%	10%	37%	17%	57%	10%	7%	60%	53%	57%	37%	100%	17%	53%	27%	23%	47%
Group Q	39	18%	36%	8%	82%	23%	54%	13%	10%	54%	56%	10%	15%	13%	26%	13%	97%	18%	13%	31%	10%
Group R	54	24%	54%	11%	9%	11%	26%	19%	52%	13%	4%	24%	37%	31%	26%	33%	11%	94%	19%	22%	20%
Group S	28	39%	61%	32%	25%	43%	43%	36%	75%	18%	4%	86%	89%	68%	89%	32%	14%	29%	96%	57%	61%
Group T	33	58%	52%	27%	24%	30%	52%	79%	52%	24%	3%	64%	91%	85%	42%	18%	24%	24%	61%	97%	88%
Group U	29	62%	28%	45%	17%	28%	59%	90%	66%	28%	14%	86%	86%	83%	66%	45%	17%	28%	41%	93%	100%

Siloed Team

Closely Connected Teams, but silo'd

Highly Centralized Teams

Culture Transformation



Employee Energy and
Effectiveness

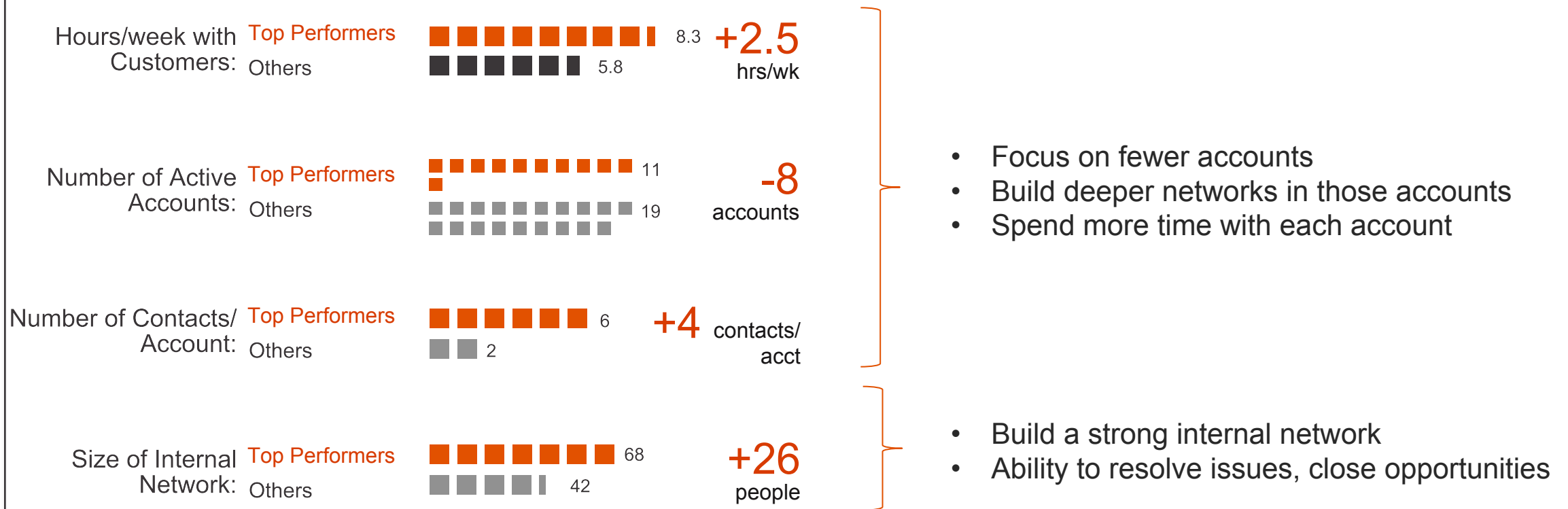
Scale high performing behavior

Improve manager effectiveness

Optimize utilization and workload

Identify Top Performance

Top performers behave very differently from their peers when interacting with customers & internal colleagues



Culture Transformation



Employee Talent and
Customer Centricity
Engagement

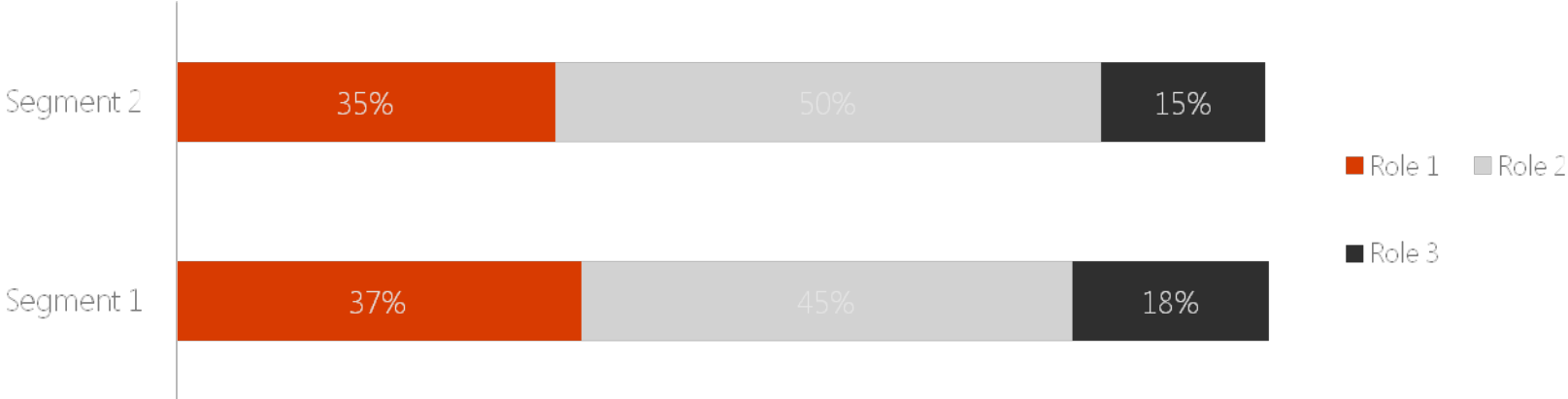
Drive sales productivity

Optimize GTM model

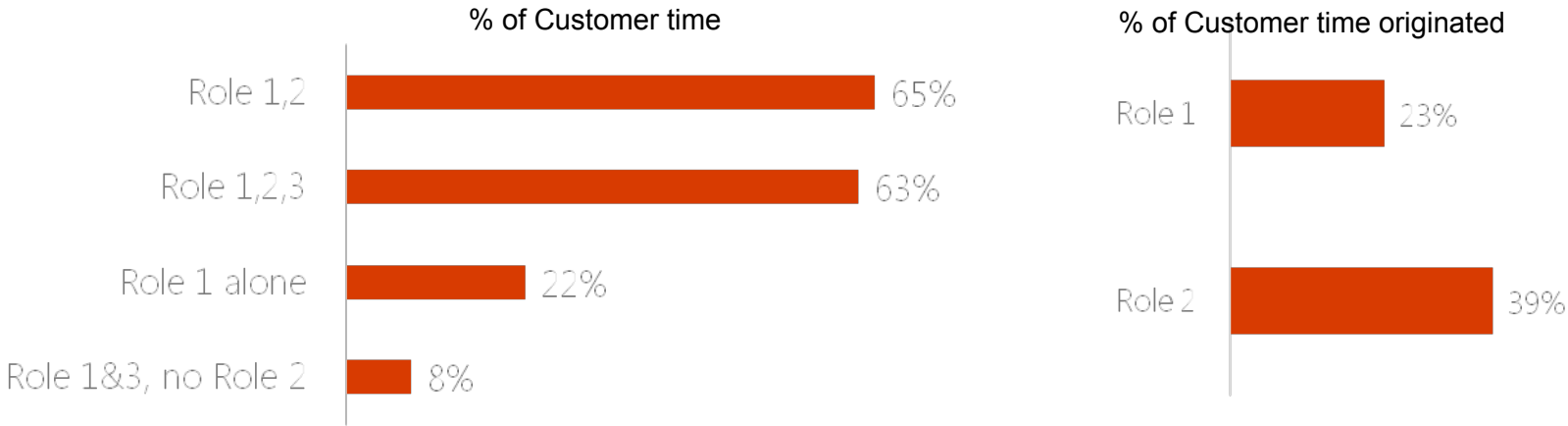
Accelerate Acquisitions

CASE: Informing sales strategy

NO significant difference in how very different customer segments are served



Middle-man behavior and lack of proactivity of key sales role (Role 1)



Culture Transformation

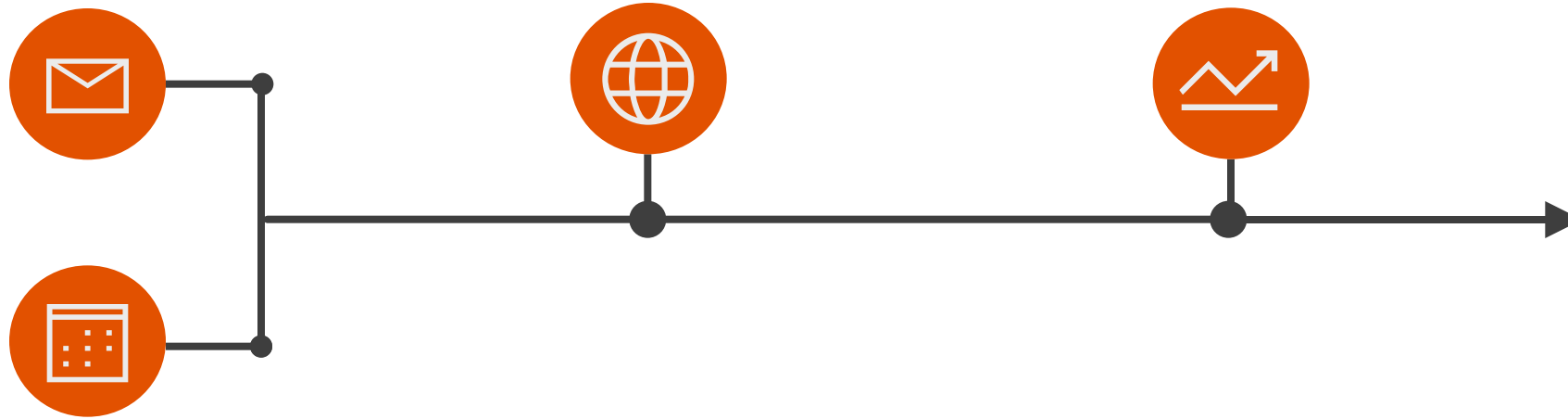


Employee Energy and
Effectiveness

Employee Talent and
Engagement

Customer Centricity

How does it work?



Native Office 365 data

+

Organizational context

+

Meaningful outcomes

=

Unprecedented, quantified insights

Calendar & email metadata typically provides **20+ hours** of time use data per week.

Analyze **every meeting & message** between all internal or external domains: teams, customers, vendors, & partners

Pairing **outcome data** (e.g., sales attainment, employee engagement, worker productivity) enriches the analytics & the insights.

Provides aggregated behavioral analytics to **distinguish collaboration patterns associated with outcomes** & comparative analysis within an organization (function, division, region)

