



How Google's Organisational Strategy focused on Happy Employees Boosts Its Success

Bill Duane

Well-Being Expert, Meditation
Teacher, Engineering Executive

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Today:

- Why well-being is good strategy
- What is the mechanism of WB
- How to measure and implement well-being

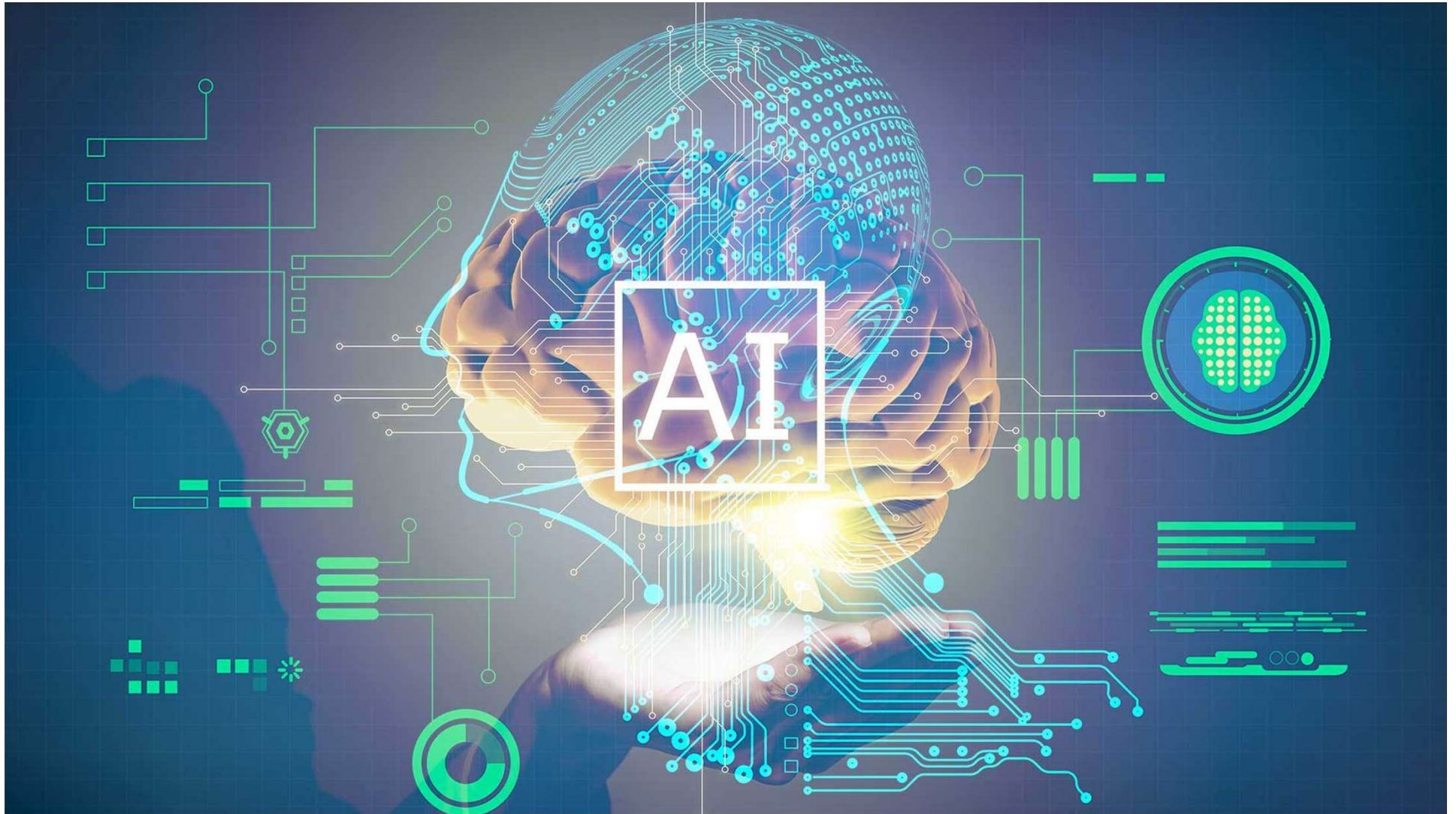
The Business Case for Well-Being

Volatile
Uncertain
Complex
Ambiguous













At Google we set our goals beyond what is typically possible, this is part of who we are.

This is responsible for the fast-paced, highly innovative environment we work in.

Suggesting a plan that is readily feasible is considered harmful

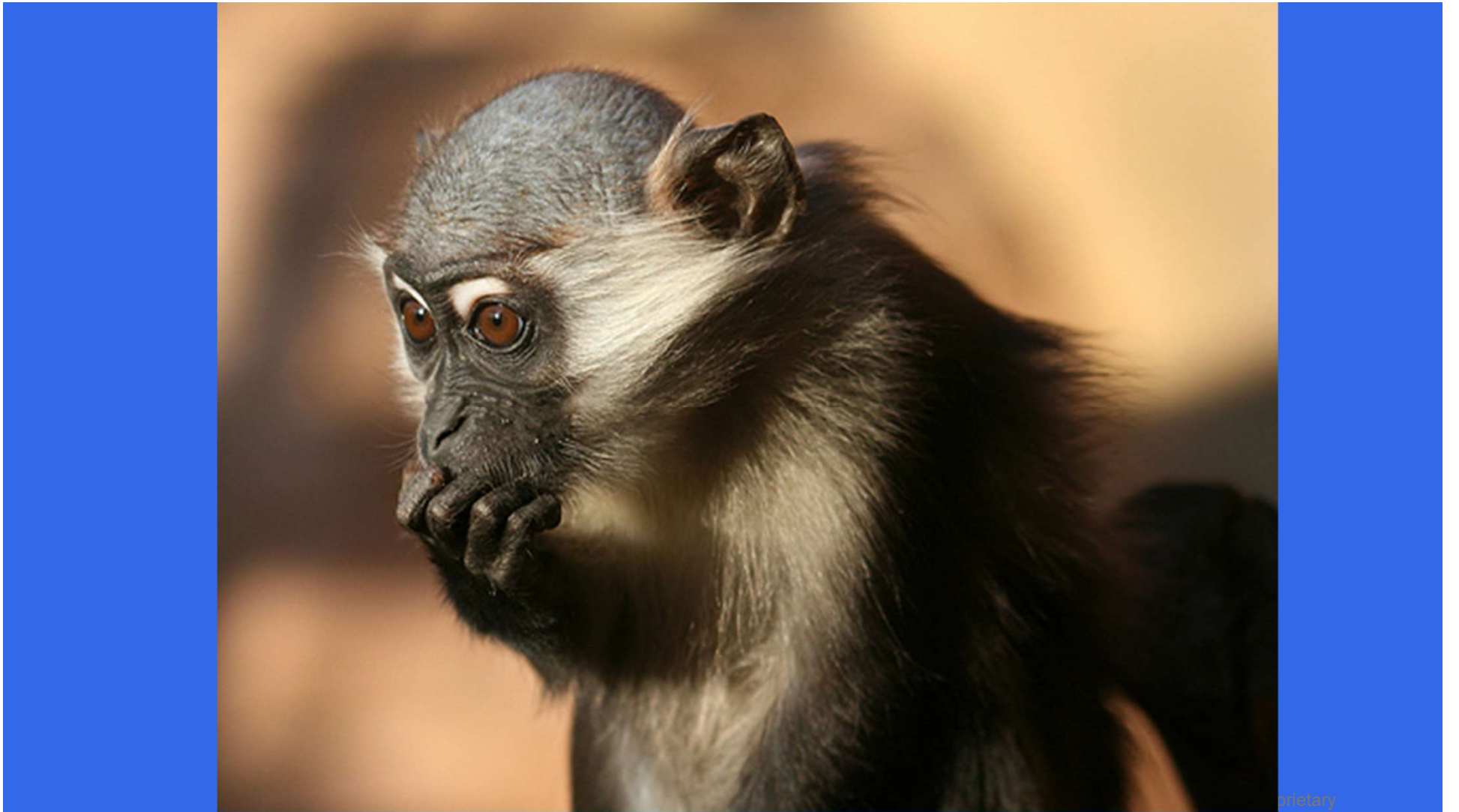


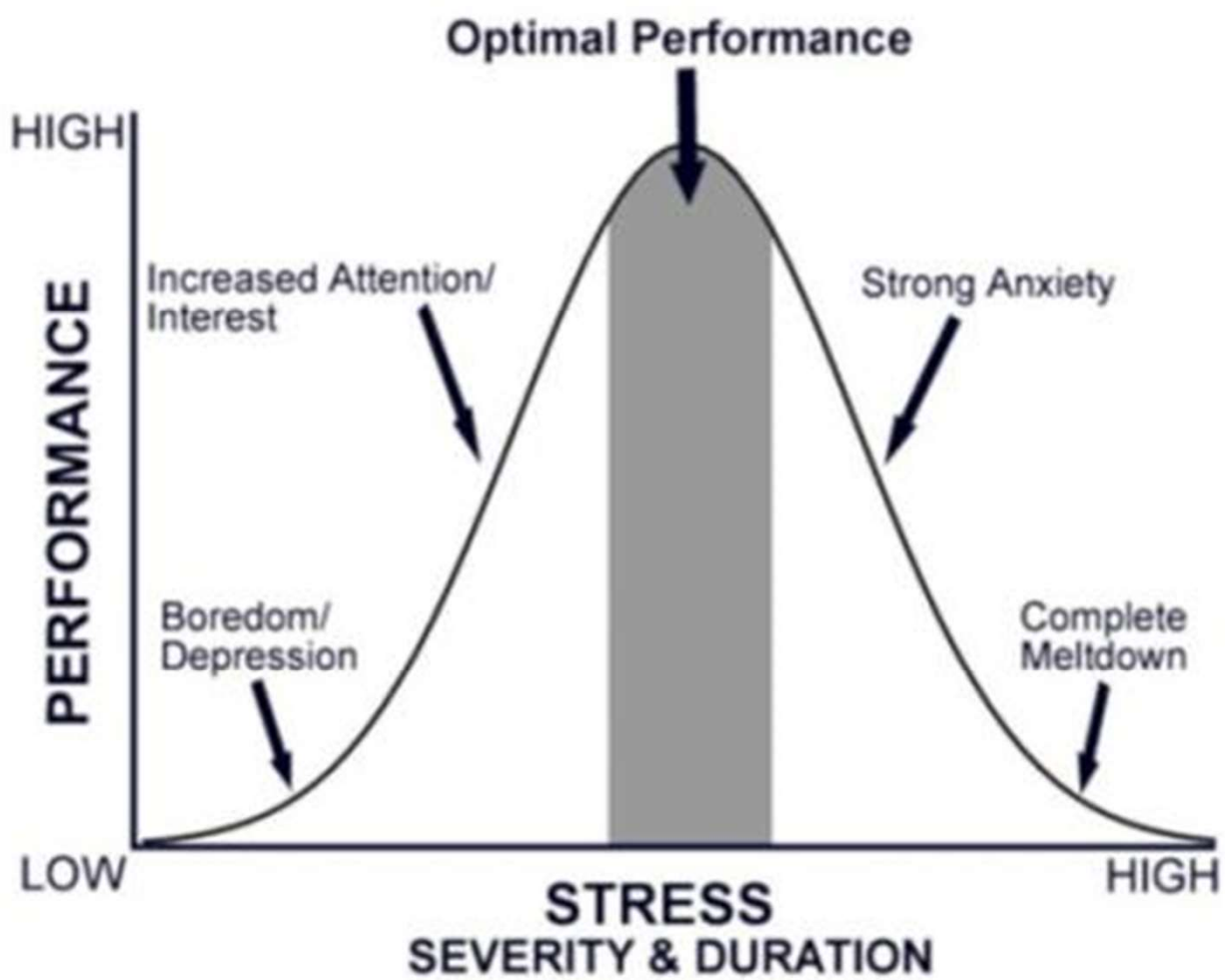
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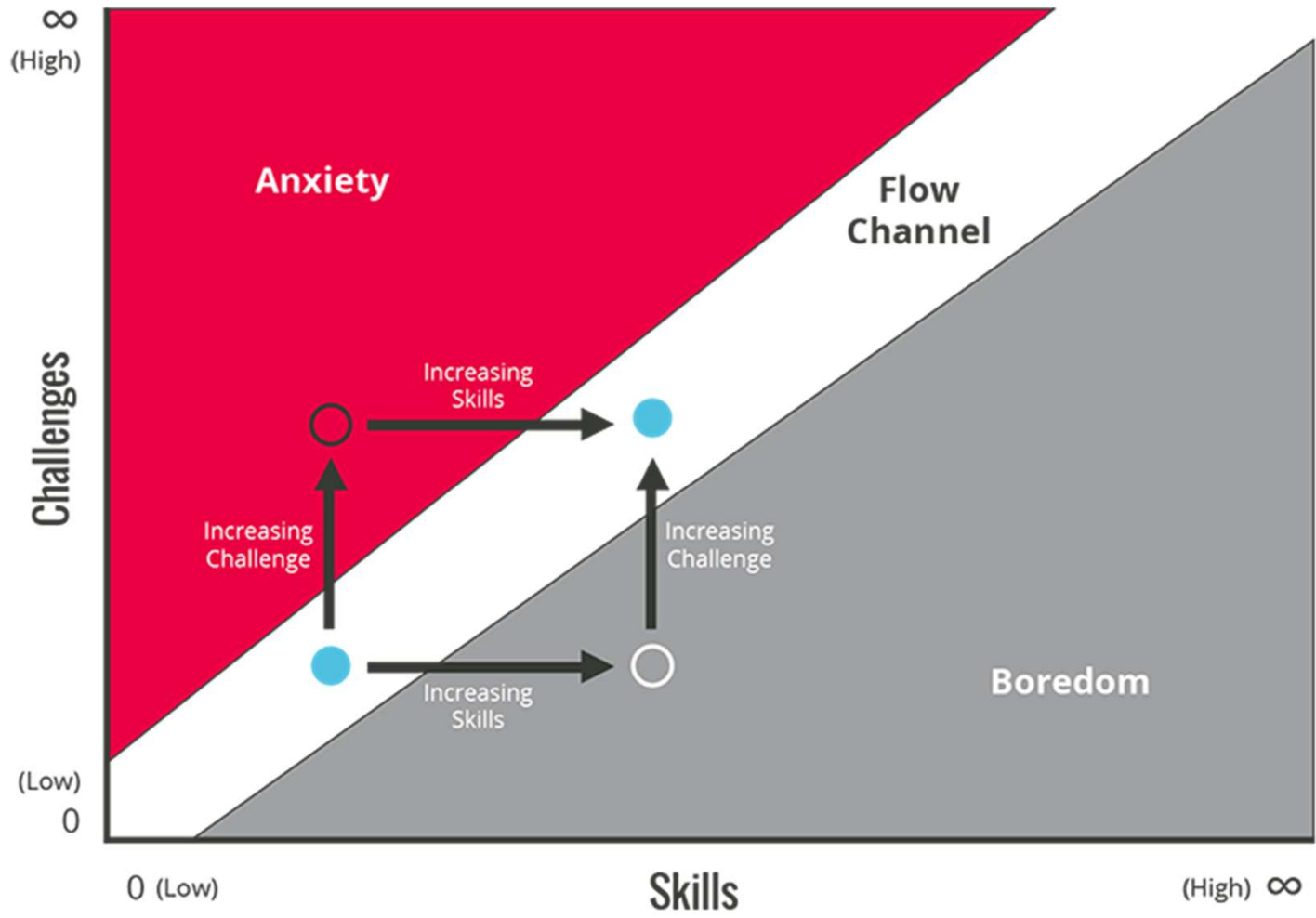


AGILE

What Is The Mechanism
of Well-Being?



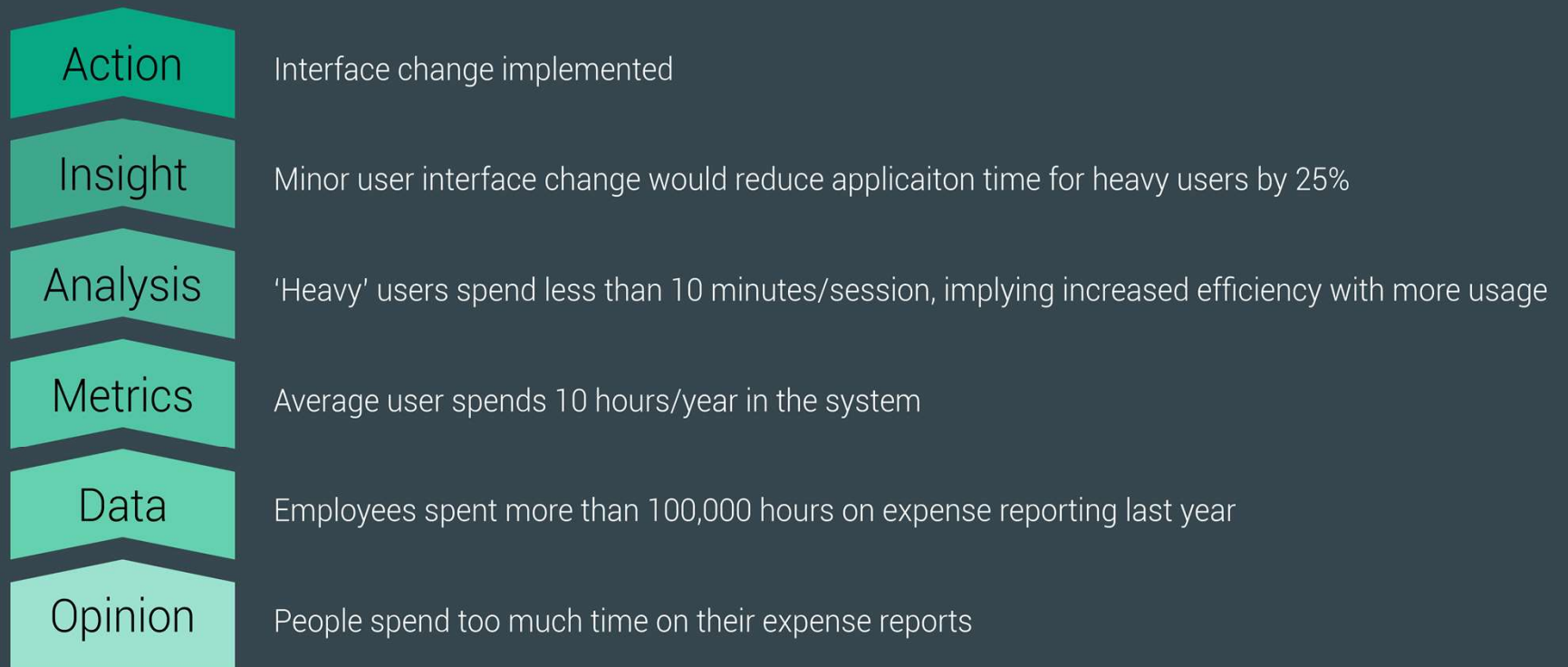




Mihaly Csikszentmihalyi, Flow Channel, Adapted from 1990 Flow: The Psychology of Optimal Experience

How do you measure
Well-Being?

Climbing up the analytics value chain yields better decisions



Well-Being ROI and VOI

Absenteeism

Medical
Costs

Avoided
Leave

Engagement

Hiring & Retention

Productivity

Psychological
Safety

Innovation

Team
Effectiveness

Respect and
Inclusion



- Annual survey: Googlegeist
- Topic Focused sampled survey: Well-Being Survey
- Anonymized and aggregated health info
- Continual on the ground front line: WB 1:1 manager guide
- Class and program evaluations
- Longitudinal study - gDNA
- External research

Important Caveats

- Don't confuse ROI with outcome variables!
- Humans are walking confounding variables
- VOI is many times a long term play

What kinds of programs
move the needle?

1. Organizational Culture
2. Individual Resilience

Organizational Culture

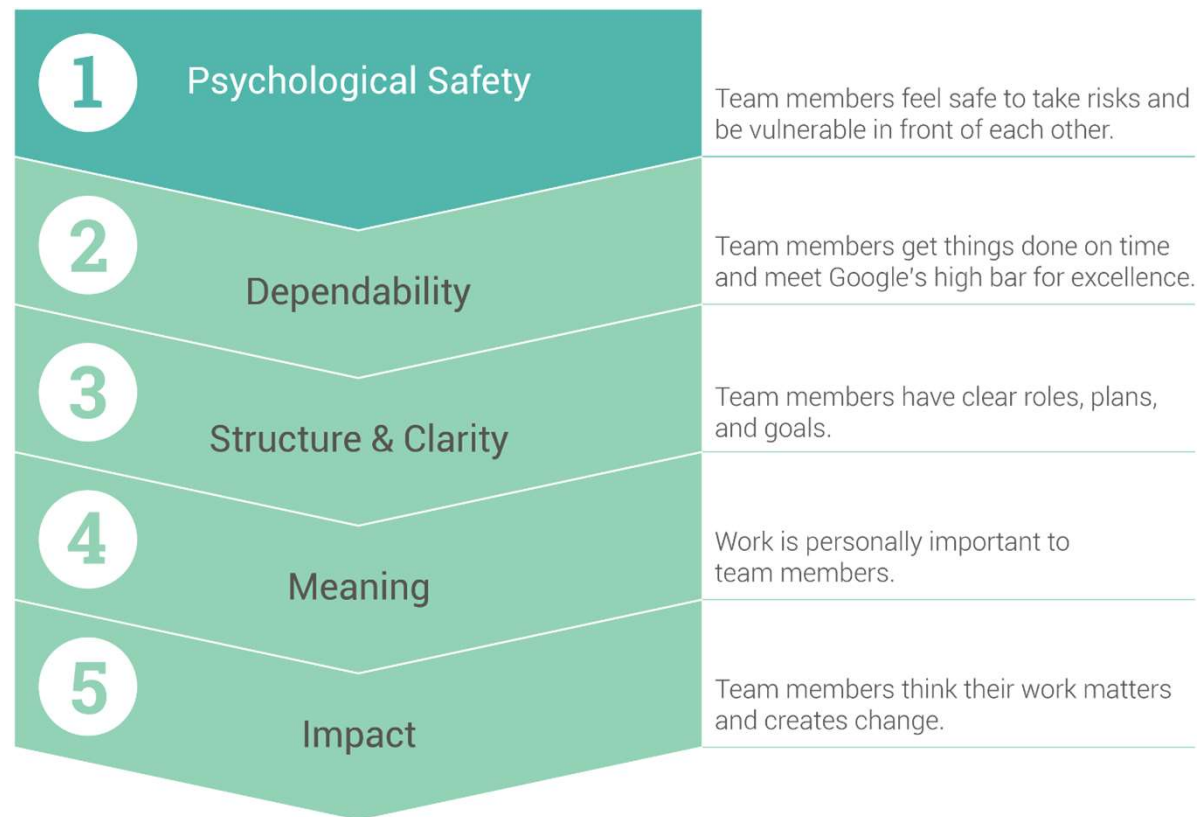


1. What behavior do you reward?
2. What does senior leadership do?
3. What stories does the org tell about themselves

Project Oxygen Attributes

- Is a good coach
- Empowers team and does not micromanage
- Creates an inclusive team environment, showing concern for success and well-being
- Is productive and results-oriented
- Is a good communicator — listens and shares information
- Supports career development and discusses performance
- Has a clear vision/strategy for the team
- Has key technical skills to help advise the team
- **Collaborates across Google**
- Is a strong decision maker

Team hierarchy of needs



Individual Resilience



Most reported effective at Google:

- Spending time with friends and family
- Positive work experience
- Sleep
- Moving the body
- Meditation
- And a long list...

Resilience offerings and classes

- Mindfulness
- Emotional intelligence
- Meaning and values
- Sleep
- Moving the body/gyms
- Healthy food available
- Medical, including mental health

Key Resource

www.rework.withgoogle.com

- White Papers
- Case Studies
- Implementation Guides

The logo for re:Work features the word "re:" in a bold, lowercase sans-serif font, followed by "Work" in a larger, uppercase sans-serif font. Below the "re:" portion, there is a horizontal bar composed of four colored segments: blue, red, yellow, and green.



**LIVE LONG
AND PROSPER**