

Managing change and creating a culture of success and agility, insights

From Google

Future NHS Stage

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Kim:

Good afternoon, everybody. Great to see some many of you show up. I was wondering how much interest there is to hear about Google at an NHS conference! So, thank you for not leaving me alone on this four o'clock session. I'm very grateful. I'm going to talk to you today about a topic that's very close to my heart, organisational change and organisational culture.

Before I get started, I wanted to take a quick minute to say thank you to the NHS in general because back in 2006 the NHS saved my life. So, I'd just like to say thank you for all of the work you guys do and your colleagues do every day keeping people alive and well and happy. A big thank you for that.

So, my job title looks extremely long and complicated on the slide there. So, I run our customer change and culture and transformation team. It really means that day-to-day I help Google's largest cloud customers take our technology and use it to drive digital transformation and culture change programmes. I will share you a few of insights and tips and, I guess, lessons learned from helping big organisations going through big change programmes. I hope that's what you're all here to listen to. Now's your chance to escape if it doesn't sound interesting.

I'm conscious it is now four o'clock. It feels quite warm in there. I don't know if it feels warm to you. It feels warm up here, probably nerves. You have probably had a busy day attending sessions and so on. I thought we'd do a very quick little exercise just to double-check that your brains are still working! I promise not to embarrass anyone.

This is a two-phase exercise. Step one, I want you to all raise your right hand and I want you to make a big number 6 repeatedly with your right hand. Keep drawing number 6. That's part one. What you need to do now -- I will hold on to this because I'm wearing high heels -- lift your right foot off the ground and keep drawing the number 6. Keep drawing number 6, put your right foot off the ground and I want you to two big clockwise circles with your right foot whilst drawing a 6 with your right hand. It's impossible! It's impossible! I don't know why, it seems to be impossible. If anyone managed to do that you get a gold star! A little disconnect and re-connect and let's have a chat about what's next.

So, moving on. I don't know about all of you but my sense is -- and I'm not an expert with regards to the NHS -- but my sense is that you probably feel the same that I do in terms of the fact that the pace of change in our lives seems to be getting faster and faster and more complex. Is that true for you all?

So, some of the changes which I feel like myself and I'm sure many of you are experiencing as well, there's a lot of technology changes, there's always new systems and new programmes and new tools and new applications we have to learn about in work and in our personal lives.

We're often going through re-designs and team re-designs and structures. At Google, we have a lot of re-designs. There is compliance, regulation, Government changes and then the expectations of both employees and patients and clients is ever changing. This is just a handful of the changes I think we probably are all experiencing. I'm sure in our personal lives, again,

there's all sorts of things, like the kids have gone back to school, we're moving house... we are constantly dealing with change and change and change.

By a show of hands, could you show me whether you feel you are going through one or more of these types of changes currently? Pretty much everyone. Right. How many of you are leading the changes? Quite a lot of you. My tips might be things you have experienced before but I will share them in case there are some interesting things you might find applicable for your own change programmes.

Before I move on to sharing some of my tips, I just wanted to give you each the opportunity -- I know when I attend conferences, one of the things that I benefit most from is from the new connections I make and the networks that come out of the conference. You have possibly done this already today. Could you just look around the room and lock eyes with someone you do not know and have not talked to and stand up, introduce yourself and just share a little bit about the one or more of the changes you're currently working on and the context in work? If you could do that with someone you haven't already met today. Feel free to move about just for one minute.

I will get you to wrap up those conversations but maybe you can continue them afterwards. Hopefully made some new connections and learned a little bit about some of the changes other people are working on and maybe you will be able to pick that up afterwards and share some tips and ideas based on your own experience.

I'm lucky enough to spend quite a bit of time with senior executives both from the private and the public sector, helping them as they embark on their digital transformation and culture change programmes.

Typically, the objectives that people are trying to reach with their change programmes can be summarised broadly into one of these four buckets. It's

normally in my experience that people are looking to embark on these digital change programmes because they want efficiency, they're trying to save money, do more with less and make quicker decisions. They're looking for some form of innovation. At Google sometimes, you will hear us talk about innovation and we are thinking about self-driving cars, but it is not all self-driving cars, we do a lot around process innovation. How do we make the processes that we rely on day-to-day better? How do we interact with clients in a different and more engaging way? We are broadly bucket under the topic of innovation.

Collaboration is really about making sure that we can connect all of the bright people within our organisations and share knowledge and get the most from the people that exist within the organisation. The last piece is around talent. How do we attract and keep top talent within our organisations? Do these resonate with you as broad objectives for some of the things you are working on? I see a few people nodding, I'm going to go with a yes.

The important thing to think about when we're trying to bring to life these goals and objectives, there is a number of components that need to take apart. I'm at Google so I talk about technology quite a bit. I'm not going to talk about technology too much today but technology plays a big part in helping these objectives and goals come to life. You also have to have the right processes in place. And then the third piece of the puzzle is really about having the right people and culture and environment so that people can drive in whatever the new world looks like.

Change can be hard, right? I don't know if these faces resonate with you. I'm not going to ask you to raise a hand to say which one you are! But typically, these are the types of reactions that you'll often get to change. I'm sure you've each seen people who have come across or responded to change in these different ways. Obviously, we want the navigators, they are the people who will help our organisations be successful in the future. So, it's critical to

find those champions, to find those navigators and make heroes of them within your organisation, celebrate them and reward them and recognise them so they're an example for the types of values and behaviours that the rest of your employees should aim to kind of live and breathe.

The second most desirable of these characters -- does anyone want to take a guess? The critic. The critics, although they are, shall we say, somewhat annoying and demanding and loud, we might not want to spend a lot of time with them because they're derailing our change project, but the reality is that they can provide a lot of value to your projects. The best thing about a critic when it comes to a change project is that a critic has a lot of passion and energy for the topic. Passion and energy is a good thing but we want to try to make sure that that passion and energy is directed towards the positivity of the project rather than derailing it.

So, spending time with these people can be really, really insightful and give you a lot of ideas and feedback about how you can communicate with different groups and engage with different groups as you embark on your change programme. Bystanders, we've all come across them, they claim to have never seen the email, they claim to know nothing about what is going on. This is where having a compelling and engaging communications plan is really critical to driving change home. And you've always got your victims as well and they need different types of support as they embark on their change journey. I'm sure many of you have seen variations of this curve before, the change curve. The stages of personal transition, for those of you who have studied any change management theory.

I think the important thing as a change leader or as a participant in change is to really understand that change is always going to be a very emotional thing for us as humans. Change is an emotional journey and I think as someone who is leading change or being part of a change, it's really important to understand that there will be emotions, there's probably going to be a

multitude of different emotions at each stage of the change that you're leading. The first thing to recognise is that it's normal, so expect emotions.

The second thing to keep in mind as a leader and as someone who wants to help bring other people along with you on whatever your change journey is, it's important to understand the types of support that people might need as they are going through those different stages and also to be able to recognise from the emotions you see in someone where they might be on that journey.

For some people, the change journey will be very short and for others it could go on and they could come back and forth and back and forth and back and forth. This is why we need a really kind of well thought out, structured change management approach in place for whatever change it is you're looking to drive with your team or your group and so on.

So, an easy way or this is a model I talk about quite a lot because I think it is easy to remember, so if you don't remember anything else from what I have talked about today, hopefully you will remember this. I call this the head/heart/feet model. The idea behind this is to engage anyone with change, it is really important to connect with them on three different levels: A rational level, which is why is this change happening, why should I care about this change, the emotional piece is really what's in it for me, how do I get involved, why should I play a part in this, and then the behavioural piece is the feet, which is how do I get the new skills so that I can move forward and kind of participate actively in whatever the new world looks like.

So, the head the heart and the feet. Based on the experience I have in helping thousands of Google's biggest customers go through big change programmes typically we are okay at doing the rational connection. We tell people this is happening, get on board, sometimes we tell them why it's happening in terms of the relationship between this change and the strategic objectives or the vision of the group or the organisation. So that is pretty

good.

We will often tell people about some training options to the behavioural piece, we are going to give you some new skills, but where I see most change programmes fall short is that they don't connect with people on an emotional level. If we think about, you think about yourself and if someone comes to you and says you now have to do X percent of your day in a totally different way than you are used to, probably your first question would be why, or it might be I don't want to. Our reactions are often, unless we actually understand what is in it for me and why I should care about it, our immediate reaction is often no.

So, as we are thinking about, or as you are thinking about the change programmes you are working on, I guess my suggestion is to really think about how do you make an emotional connection with the people who are, whose behaviour you want to change. Broadly speaking, there are two main ways you can do this. One is that you really find out what is in it for them, so as you do your change impact assessment, you understand the different profiles of people who will be impacted by the change, you can really deeply find how this change is going to add some value or some benefit to the particular group you are talking to. So, the what's in it for me piece is the first thing.

The second way of getting emotional engagement with people when it comes to getting them on board with a change is to get them involved in the change. Particularly as adults we don't like change being done to us, we would rather participate in it and be actively involved. So the more opportunities you can find to engage people with your change project, with your change programme, whether it's and this is something I talk about a lot with some of our customers, can be small things that seem not super important, but designing posters to communicate the change, any little idea that you have got where you can involve people in the change programme in some small way will help

them feel like they are part of it and when we are part of a project team and part of a change we want it to succeed because it's a reflection on ourselves. So, looking for the ways you can get people involved is really, really can be really, really helpful.

So, I am going to flip slightly now. This is a couple of tips and observations on the work I have done around helping large scale change programmes and I wanted to switch a little bit now to the second part of the presentation which is more around organisational culture. How do you inspire a culture of agility, change readiness and success?

So, I am going to share with you five insights I thought might be relevant for this audience. Taken from how, some of the things we do at Google to keep our culture very agile and success-driven. So, the first thing I wanted to mention is the piece around hiring, I think when you are trying to create a culture within a group of people the single easiest or quickest way to change the culture of that group is by changing the members of that group, which probably, that is not rocket science, right? But as you are defining what you want the culture of your team, or your division to be for future and how do you set yourself up so you have an agile fast-paced success-driven culture, you need to hire people who are agile, fast-paced and success focussed.

So, one of the things we do at Google is, so I don't know, this is probably none of you have, I am guessing if you are NHS people you might not have had an interview at Google. I won't ask for a show of hands just in case! But at Google we, no matter which role you go for and no matter what level within the company we always look for, we always assess people on four main attributes.

Number one is if they have previous role-related knowledge. So, experience doing the same kind of thing in a previous life, for some of our roles at Google this is very important. If you are applying for a job as a software engineer you

need to be able to code, you need to have some software engineering experience. For a lot of them we pursue candidates who have zero experience in the field where the role sits, so for example in sales and in our HR teams we try to bring in people who have no sales experience, not all of them, mind, but some people who have no sales experience or have no HR experience because they bring a really fresh perspective to the work that those groups do.

So, it brings a real diversity of thought, background and it can spark innovation into those groups. So, role-related knowledge is the first one. The second attribute we look for is leadership and in the most senior roles that is obvious, but for even some of the most junior roles we want people to have thought leadership.

So, the ability to propose their ideas and the wanting to get involved in things and try and experiment and approach problems in a different way. It's also important, an important attribute of leadership to know when to follow, otherwise it would be a real nightmare to work at Google if 80,000 people want to lead every project, so leadership is also knowing when to follow.

The third one is what we call general cognitive ability, are you smart enough to deal with this information and can you demonstrate a level of intelligence. In the last one -- the point of me talking about this at all in this context is Googliness. We **interview** for Googliness, it's a real word. At least in my world it's a real word! That is the piece around cultural fit.

So at Google we want to make sure we are hiring people who can deal with crazy amounts of ambiguity, who can deal with crazy amounts of change, who will collaborate, muck in and they are not going to be thrown off by things that are a little bit chaotic. So, we look for people who can deal with that kind of fast-paced environment. And we make sure that no one can get through by acing three of the four interviews, you have to ace all four of the interviews.

That is how we keep the culture alive at Google. We are always told at Google that hiring is the single most important thing you do, you have to have great people in the team if you want to achieve big things.

Another saying which I actually heard recently and I am going to potentially regret saying this, but one of the sayings I have heard recently is it's better to have a hole in the team than an a****? You get what I mean, right?

So, we have that philosophy at Google, it's better to be short on team members than have the wrong person there because the wrong person in the team can cause more damage than not having that role filled. That's really, really critical to how we manage the culture.

The second thing that we do which really helps us kind of live and breathe this agile way of working and this constant ability to turn and change is the fact that we try to default to open. What I mean by that internally is that we share everything we can with staff. So the photo I have up here is from our weekly, we have a weekly all hands meeting with our founders, where the founders will get up and the leadership team will get up on stage and they will actually share what is going on at their level, but also invite questions and feedback from all employees. So, every single week the employees are encouraged to challenge what is going on internally and to have an open dialogue with the founders. That is one example of openness.

We share all of our KPIs which we call at Google OKRs, objectives and key results. But we share them so we know what everyone is working on and we can see how everyone is doing against their objectives. So just a couple of examples, so the content that we create, this presentation which I have delivered here is now public to everyone at Google in case someone else might want to use some of the slides that is relevant for them. You are trying to reduce the duplication of work, connect people, collaborate and just be

open and transparent.

The reason that works is because we hire people who are trustworthy and it's a big part of how we operate. Hire the right people and you should be able to share everything that you can.

The next insight I wanted to share is around, I guess it's more around innovation piece from a Google perspective, but this is really about every single employee having a voice, again regardless of you being a VP or a very, a new grad your voice is important and if you have an idea about how something can be changed or improved then you are free to share it and you are encouraged to share it. So, we try and kind of, I guess break down the hierarchies because often time the best ideas for improving things will come from people on the ground dealing with the customers day-to-day or doing whatever their role is day-to-day, those people are going to have the best ideas about they can improve processes and they can improve customer contact.

So, the photos here we have two projects which came from what we call our 20% time. I don't know that had this is something potentially going to work for the NHS or not, but I will explain it to you briefly anyway. The idea is that our engineers get, if they have a great idea, self-driving car, so this is Steve is the gentleman in the blue shirt, he is doing his first ever drive in a self-driving car. He has been blind his whole life so he was very excited to get in the self-driving car and go to the supermarket on his own for the first time. So self-driving cars and then Google cardboard is the second picture there.

Anyone come across that? A couple of nods. For those of you who haven't, it's a virtual reality headset made from cardboard. It's made from cardboard because it's cheap so the idea is when virtual reality hits its first, came into the semi-mainstream a couple of years ago, they were really expensive and one of our engineers had an idea, it was great technology but it's very

inaccessible, so they came up with an idea to make a cheap version.

You can buy it for £10 and download the app and you can go snorkelling in the Great Barrier Reef and go to the Pyramids - it's actually very cool.

The point is that these two projects came from people who weren't put on a project to work on this; this was their own idea, so creating ideas or generating this culture where people want to share their ideas. If it looks like an interesting idea we will dedicate time and resources to it and it can turn out to be a fully launched product. So, these are ideas that obviously probably not super applicable, I guess to the NHS in terms of self-driving cars and virtual reality headsets but the principle is if you can allow people at any level of the organisation to innovate about how they connect with customers and kind of collect up ideas and run competitions to generate people's ideas about how you can do things better I think that that is probably an application of this concept.

Something we do as well internally, we innovate on our processes all the time. The next insight I wanted to share is around some research we did into managers at Google. I am sure all of us have had many managers over the year, I am sure we could have a conversation about who your best manager is and who your worst manager is.

I am guessing if you are anything like me, you have probably left jobs or companies because you didn't like your manager. It's typically the number one reason people leave jobs is that they don't like their manager. Because at Google we spend a lot of time in hiring these people who really fit the culture we don't want to let them go.

We overinvest in hiring the right people and we want them to stay with us as long as they are still feeling like they want to be there, obviously and are fully committed to the products and projects, so we have, we did a piece of

research to find out what are the attributes of the very best managers.

So, we thought if we can find out what the very best managers do then maybe we can try and get all people managers to be the very best managers. So, we did a piece of research which is called Project Oxygen, I don't know if anyone, there was external publications about it a couple of years ago now. We found out that the best managers did eight things and I will show you what they are, hopefully that is not too small to see.

The interesting thing with this data we collected back, I think our hypothesis was that the best managers were the best technical skills for your specific role much the reality was that we found the very best managers, this is in order, so the very best managers firstly are good coaches. Secondly, they don't micro manage. Thirdly, they care about people as individuals and they care about their health and they care about their wellbeing. They're results focused which is pretty important. We would have thought it would have come higher up the list. Good communicators, helping with career development, vision and strategy. Lastly on this list of eight, the technical skills.

Depending on which team you're in, it can mean something different. It was very interesting for us to find out that coaching your people and caring about them as individuals and not micro managing and giving people the freedom to operate are the characteristics that create the best performing individuals. So now when we're hiring managers, we look to these attributes to make sure we're hiring people who are going to be able to operate in this way and we do our leadership development training based around these attributes, too.

The next piece of research that I wanted to just share very briefly was something we've done more recently and this is following on from this Project Oxygen and what makes the best manager.

We had a similar question: What makes the best performing or the highest performing teams? Again, we had a hypothesis with the high performing

teams piece that the high performing teams and we did a lot of research into this and we had different criteria for a high performing team in the sales world, a high performing world in engineering and we did look at the different types of teams.

The hypothesis was that we would have the highest performing teams that would be made up of the highest performing individuals and probably that they would be co-located because face-to-face time is really important and that they would be working on a big challenging project. Our hypothesis was based around those things there. The reality again surprised us. Actually, the single most influential thing or factor to a high performing team, again we just did the research at Google, so it's our internal research, but teams that performed very well or performed the best have this notion of psychological safety.

So psychological safety meaning you're able to bring your true self to work and there's no bias going on and you're able to stand up and challenge things if you think they are not right, you're able to own up to mistakes and you're able to share wild and crazy ideas about things could be improved without any fear of judgement. That was really interesting, this concept of the psychological safety.

I think super, super important and a lot of the work we do at Google is try to innovate and create new technology that's going to be useful for the rest of the world. We need an environment where people won't be judged for making silly ideas. If someone came into a meeting room and said, "Hey, let's do self-driving cars", and someone else said it was a stupid idea, a lot of the projects we have wouldn't get off the ground. So psychological safety is really, really important. Dependability, which is dull but it's true, right. If someone from your team says they're going to do something and then they do it, good. If they don't, it disrupts the performance of the team.

Having structure and clarity so everyone knows what their responsibilities are. Again, another dull thing but we know from working in teams ourselves, I'm sure that it is really important to have that. The last two points here are really around having purpose and meaning and feeling like the work you do has a broader impact. I wanted to share those couple of studies.

We did do them internally for our own benefit to figure out what works for us. I think there's some useful insights that maybe -- maybe they're useful but maybe they're not -- but a lot of the companies I talk to who are looking to drive culture change and move to an agile way of working, so trust, agility and success, some of these principles they have found to be really impactful. To summarise the things I've talked about here. I'm happy to talk all day about some of this stuff but I think the piece around change -- so change is not going to go away. It's scary for most of us. It's probably going to continue to pick up pace.

Sometimes I talk to leaders or employees at organisations saying, "Once this change is done, we can relax and get on with our work." It's like, there's no more time I think when there is not going to be another change. There's going to be another one and another one and another one. I think we all have to get our heads around it. It is a hard thing to get your head around but embrace it. Resistance is futile, as they say. Get on board and embrace change. Leading by example is going to be the best way that your teams are able to successfully embrace the change as well.

Head, heart, feet, if your trying to get people to change their behaviour, change the way they work, you have to connect with them on all three levels. Unless you do, the change will probably take much longer than it needs to and you may or may not be successful. The last piece, whether you're able to design the culture of your team or it's a division or it's a bigger project, being very deliberate about articulating about the type of culture you want and doing everything you can to live and breathe those values and behaviours that you

want others to see. Embrace agility and success.

When you give people freedom and you set the right boundaries in the right context and you hire the right people, people will amaze you. I will leave you on one of my favourite quotes from Darwin. "It is not the strongest of the species that survives, nor the most intelligent, it is the one that is most adaptable to change." It is a nice little reminder that it is better to get on board -- it is either get on board or don't get on board, I guess. But this is a really important philosophy for us all to keep in mind. With that, I will stop. I think I've got a couple of minutes for some questions from anyone. I think we've got a microphone here.

Question: My name is Tom, I'm from Oxford. It's very interesting insight. Thank you for sharing those with us. My question for you would be, what would your advice be for us -- I can see it's very effective in a private organisation such as Google where you have such heavy vetting on your employees and the people you employ.

You employ people to support your culture. What would your advice be for those of us going into an organisation such as the NHS, for example, where the culture is very much solidified already within the working environment and it contains people who don't have Googliness, in fact, they would be offended by the word?

Kim: A lot of people are to be fair, a lot of people are.

Question: But they contain an incredible vast amount of experience and knowledge which we want to tap into and engage with them, what is your advice for tackling that environment?

Kim:

It's a really good question and it's a hard one, right. I think it's very well and

good to say Google this and we hire people who fit these attributes. It's a young company, it's much easier to do culture from the start than it is to change culture of a big organisation. So, I guess there's a couple of things that come to mind.

One is maybe at some point or maybe all of you can somehow get involved, when you're involved in the hiring of other people maybe you're able to... or maybe there's something that can be done on the HR piece around lets start hiring people who can deal with an agile, fast-paced workplace, maybe start having that conversation. The more early you have that conversation, the more early you will get that baked into the process and it will make the change process slightly quicker.

The second point, so how do you kind of embrace what is going on but maybe tweak it slightly so it's a little bit more modern with the teams you're in. So, as you said, whether culture is articulated as a certain way or not, it exists. I think there's a piece of maybe work that you can just do in your team meetings or with one-to-ones and actually try to uncover what are the things that people in those groups feel very passionate about and what do they celebrate with the culture.

You can see if you can work out, as a smaller group, what you stand for and believe in so that people are aligned and that everyone feels like they're brought into it.

Then I would say that you might want to think about trying some sort of experiment or prototypes of a new culture, new values and new behaviours, so getting people involved and going, right, for the next week we are going to focus purely on sharing everything we can, and we're just going to see what happens as a dynamic and see if that changes the dynamics we have, or maybe we're going to do something about, we're going to give every person two lots of feedback every single day and we're going to build the culture

around feedback and coaching and mentoring.

So, pick a couple... so understand the baseline, celebrate the strengths, pick a couple of things you want to work on and try some experiments so people can get a flavour of what some of these things might look and feel like. For the things that people go, hey, that was actually quite good, let's do more of that. Is there another question?

Question:

Thank you, Kim. It was a really good topic and you did really well about telling us about culture. Regarding start-ups who don't really have a culture and they're just starting with a group of people, how do they go about being what you said "deliberate" about stating the culture? Do you have an example of how the founders did it?

Kim:

It's a much easier task than taking the whole of the NHS, or any other big organisation, where the culture is very embedded. So, I think the first thing to do is to deliberately decide what you want the culture to be based on. So, whether that's based on the important values and behaviours that the founders or the beginning group of people want what they think is going to be critical for the next phase of the business's success, and actually call it out, and then make sure that you're not just giving words like collaboration and transparency, you are just giving them lip service.

They have to be things that the founding members will actually live and breathe and stand up and call each other out on, so I think that's the critical piece there. Typically, I do a lot of work with start-ups and helping them on this type of work. Often times, there's a couple of companies I'm working with now and they haven't thought about culture deliberately and they've spiked in growth and now they've got a thousand people or just under and know they're going, oh my gosh, it's a disaster and everyone is working in a slightly

different way, what shall we do and it's a bit crazy.

Now we're going to go back and actually... if the founders or the initial group don't have a very clear sense of what they want it to be, which in Google's case they did, but if the founders don't I would suggest you do a bit of work with all of the individuals within the group and really find out what the strengths that are already existing. There will already be a culture there but what are the things that are good and strong that you want to dial up but where are the gaps and where you want to plug some skills in and can push for change in the future.

The Larry and Sergei question, they were very deliberate from the start. Our culture was always based around three core areas was around mission, transparency and voice. Mission, do cool stuff that matters, we talk about that quite a bit. Transparency is the sharing piece which I spoke about. And then the voice thing is that everyone has a voice and everyone's voice is valid and we want people from all levels of the organisation to speak up, to challenge, to suggest and so on. You have to do it now? You have to do it now? I hope it's a good question.

Question: Gosh, the pressure. Thank you for a very interesting talk, Kim, I was sitting here thinking of the current climate with Google at the moment, so with the situation and it's cultural practice where 2% are black and there is a potential law suit where women are saying because of the gender pay gap they are considering suing Google and I was wondering where a culture promotes an ideology, let's call that Googliness and that culture biases the hiring process to ensure that potentially you are getting people who are going to toe the party line, how do you go about changing and putting that into practice in a way that the culture that is not potentially working.

Kim:

That's a very topical question I would say. We are a big organisation now, we

haven't got it perfect, we have these ideals of mission transparency and voice. I have been at Google over ten years myself. To be fair, on the most part, it is what I have been talking about. Some of the things that have come up with the memo and so on recently have been a bit, they have been shocking for us internally as I am sure it was for you reading externally, so there is definitely, we are not perfect, but I guess the one thing that we are trying to do is, I guess the transparency thing again, we are trying to we, trying to fix it and we are publishing our diversity statistics.

I guess it's like anything, if you, the first way to, or the first step to solving a problem is admitting you have a problem, so we are working on it but we still have a long way to go, to be fair and particularly around the diversity piece and I am sure pockets of the NHS probably have similar challenges as well so it's a work in progress. One last question.

Question: Thanks for that talk, it was good to see some of the stuff up there and not recognise you are doing it in your business already but put a framework around what you are doing and recognise the good things.

My question is taking what we have seen up there, when you go back to your business and the day-to-day delivery of tasks and the urgent important stuff that is right in front of you, how do you sort of protect that time at Google to invest in culture? Also, particularly a bit about innovation and trying to create space for people to get creative without having to deal with the day-to-day challenges?

Kim:

It's a big challenge right, just like all of you guys we work hard at Google, we are under resourced, maybe you wouldn't realise that from the outside, we are light on people do the jobs internally, so we are constantly trying to balance how do you do the day job but also innovate, so I think one point, the culture about the values and behaviours that needs to be part of everything you do,

whether it's your core day-to-day job your innovation piece.

The way you show up and show transparency and have a voice and stand up for what you believe in that is important no matter what you do. One of the frameworks we put around the innovation piece, broadly speaking at Google we have, the philosophy is that 70% of everything that everyone does should be part of our, should be focussed on core business, 20% should be innovations that support or are around the core business and then 10% should be moon shots which is the wild and crazy kind of jazz hands cardboard self-driving cars and so on. So, we try and keep it to that approach. The last thing I mentioned to your question is, so this concept that we have 20% time, or the engineers will often take 20% time to develop new projects, the reality is that engineers don't just take Fridays off and say I am working on my project.

It's not quite as cut and dry as that. The reality is if they have got a good idea they will likely start working on that out of hours. Then they will talk to someone about it, probably their managers and some peers and go what do you think and it will slowly over time or speedily over time, I should say, we try and do things quickly, but if it looks like it's something that might be interesting you are going to get some extra time, some of the projects will be taken off you and it can be spun up into a full-time job and you get resources on a team. Everything we do, we prototype type, we test, we launch, iterate and get data so things iterate over time it's not like you take a year of Fridays off and magically have a product at the end. Does that make sense? Cool. Okay. I think the time is up. Time is up, yes. Okay, no more. Anyway, thank you, guys, it's been a pleasure.