Make People a Priority

Our mission in People Development is to help **Google's talent grow faster** than the company so that mission-driven Googlers can change the world.

And the future of learning is changing

Learning is becoming more **social, personal, experiential**

Learners are acting with **greater purpose and autonomy**

But they still need more **guidance + support** to be successful

Where employees go to learn
67% - Personal resources (websites)
65% - Social resources (networks)
26% - Organizational (L&D)

Biggest gaps to learning
#1 Time *("I don't have enough time)*
#2 Guidance *("I don't know where to start")*
#3 Manager *("I don't have manager support")*

Harvard Business Review: The Future of Leadership Development

PeopleOps

To meet learners where they are, we need to...

Equip them to drive a good performance outcome for their teams

**Enable** every Googler to succeed to their full abilities

Ease their learning journey and respect their learning needs

Google
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Google's People Development Philosophy

Challenging Experiences

Meaningful experiences are the primary ingredient to developing a Googler to fullest potential. It's essential to identify experiences that will build and demonstrate capability in the development area(s) identified.
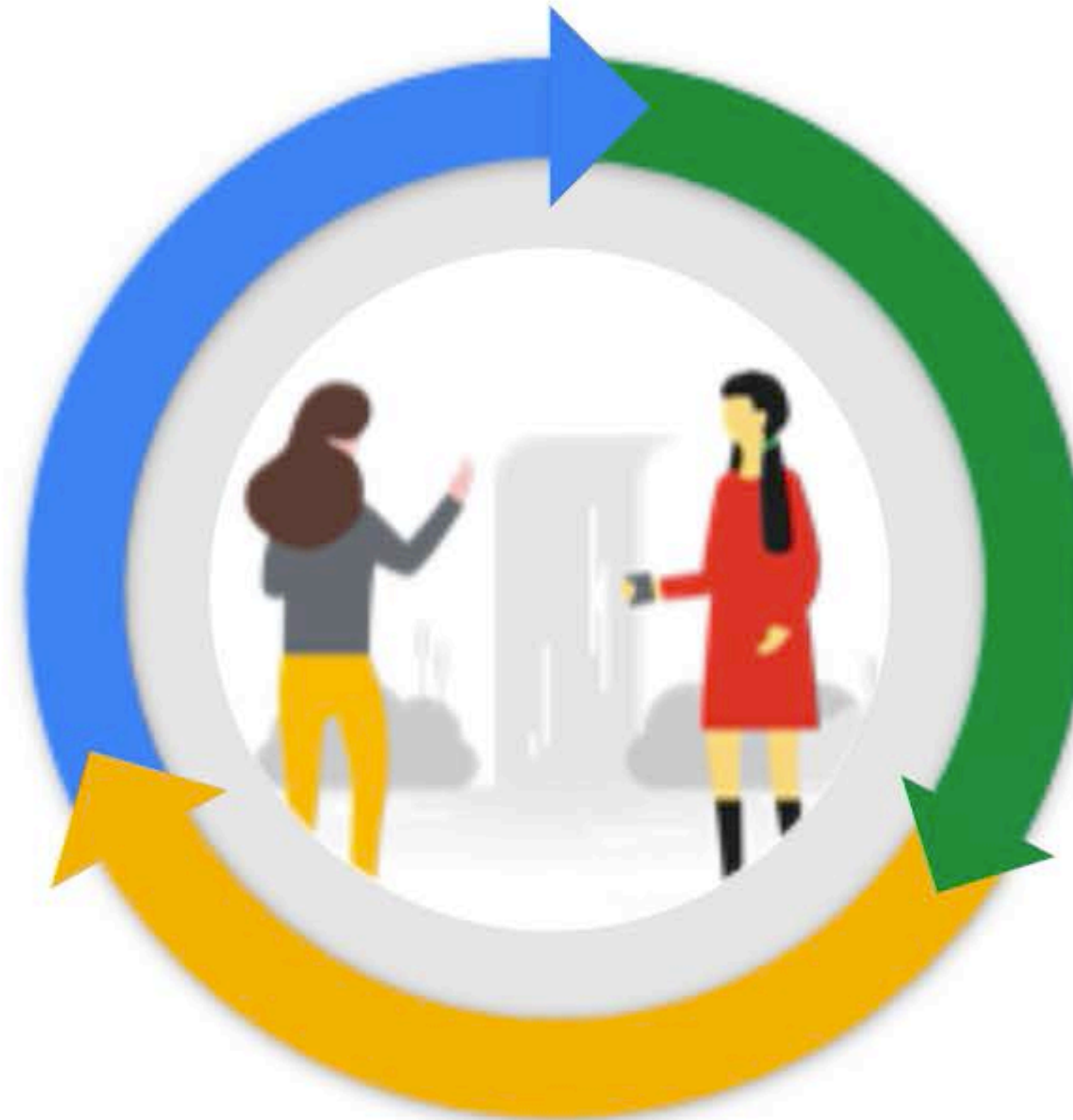
Personal Feedback & Insights

It's helpful to gain insight from different angles into a Googler's strengths, development areas, and aspirations. This insight is useful in building self awareness, prioritizing development actions and providing input on progress along the development journey.
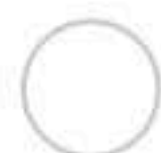
Formal Learning

Formal learning has an amplifier effect — by clarifying, supporting, and boosting other development activities. Learning programs should stretch a Googler into new spaces, enable learning from/with peers and offer insight that will help the Googler shape their environment.

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Stages of Development Planning

Know the Person

- Have a focused conversation
- Understand their past experiences and aspirations
- Reflect and have a point of view on destination roles / what they require

Build a Plan

- Align together on destination role and key development needs relative to the role
- Write it down
- Make it time bound and actionable

Launch & Iterate

- Set checkpoints to review progress with the person..
- Evaluate what worked, what didn't and what they've learned about themselves along the way.
- Provide ongoing feedback.
- Keep key stakeholders involved / updated

Support & Scaffold
(Leadership Team)

- Prioritize for critical business needs, assignments, projects, formal learning
- Get to know / mentor individuals whose destination role may be in your org
- Monitor pivotal senior roles for mobility and assignments
- Leadership team shares collective ownership to ensure progress

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Example Development Template

Destination

Think about your "destination role" - what would you like to be doing in 5 years?

A destination role may change over time, and/or you may be interested in building toward multiple roles.

Geo Mobility

Are you open to transferring locations in order to get to your destination role?

If yes, what time frame? What locations?

Building Blocks

What experiences and capabilities do you need to demonstrate to get to your "destination role"?

Is there a logical sequencing to your next steps? What would you do first, what capabilities would develop through that experience, how long might it take? What would you do next?

If helpful, write out an experience map.

Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Current Role:	Experience 1:		Experience 2:		Destination Role:

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Giving feedback

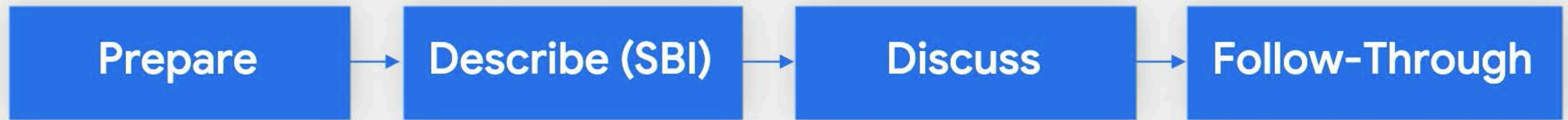# Build an Envelope of Trust

- Listen intently

- Practice complete candor

- Believe in people more than they believe in themselves

Framework

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Example Development Template

Actions

Build a 12 month development plan that moves you in the direction of your "destination".

When writing the plan, overemphasize experiences and make sure your actions are SMART (Specific, Measurable, Achievable, Relevant, Time bound). It is not necessary to have an action in each category.

Category		Action(s)	Timing
Challenging Experiences	*Identify experiences that will build and demonstrate capability in the development area(s) identified*		
Personal Feedback & Insights	*Determine if increased insights into strengths, aspirations, etc. would be useful for development*		
Learning	*Leverage formal learning as appropriate for skill building and opportunities to learn from peers*		

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Prepare

Who's on the receiving end?

- What is your relationship like with this person?

- What is the person's working and communication style?

- What cultural or organizational issues might affect your ability to influence?

Outcome

- What would be a successful outcome? What is your intent?
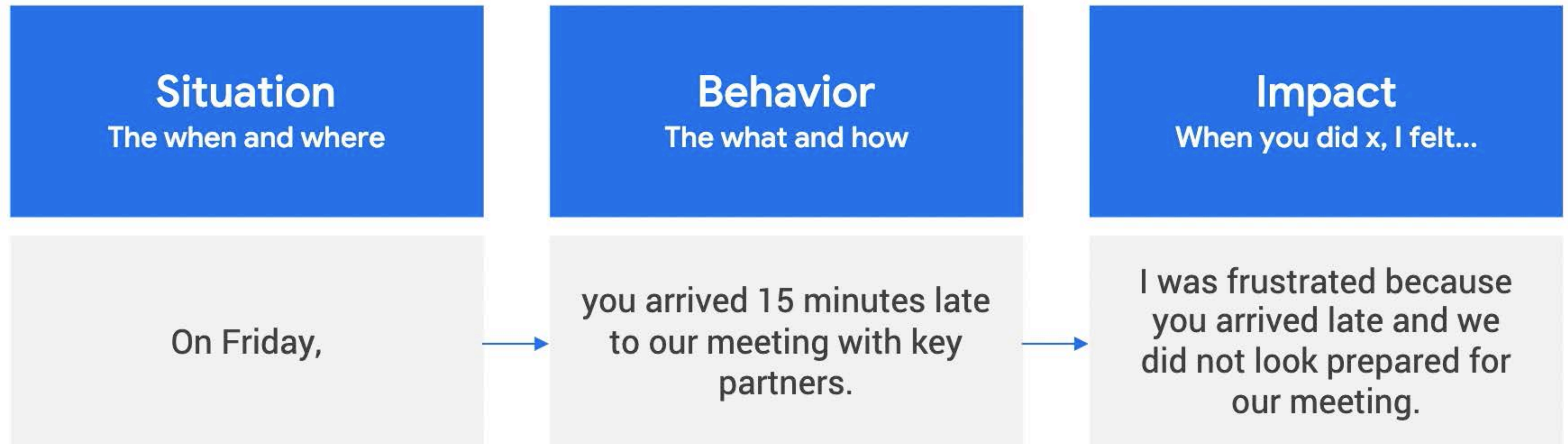
- What are the 1 or 2 key messages?

Time & Place

- What's the right time and place to have the conversation?

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Describe

Structure your feedback using the **SBI model**

Situation	Behavior	Impact
The when and where	The what and how	When you did x, I felt...
On Friday,	you arrived 15 minutes late to our meeting with key partners.	I was frustrated because you arrived late and we did not look prepared for our meeting.

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Discuss

Provide specific recommendations

Spend at least as much time suggesting specific actions the person can do to improve as you do looking back.

Try to gain mutual understanding

Ask open ended questions (What do you think? Is there anything that surprises you about this feedback?) to make sure he or she

is on the same page.

Give time for reflection

Take pause throughout the conversation to let the receiver process and reflect on the feedback you're giving.
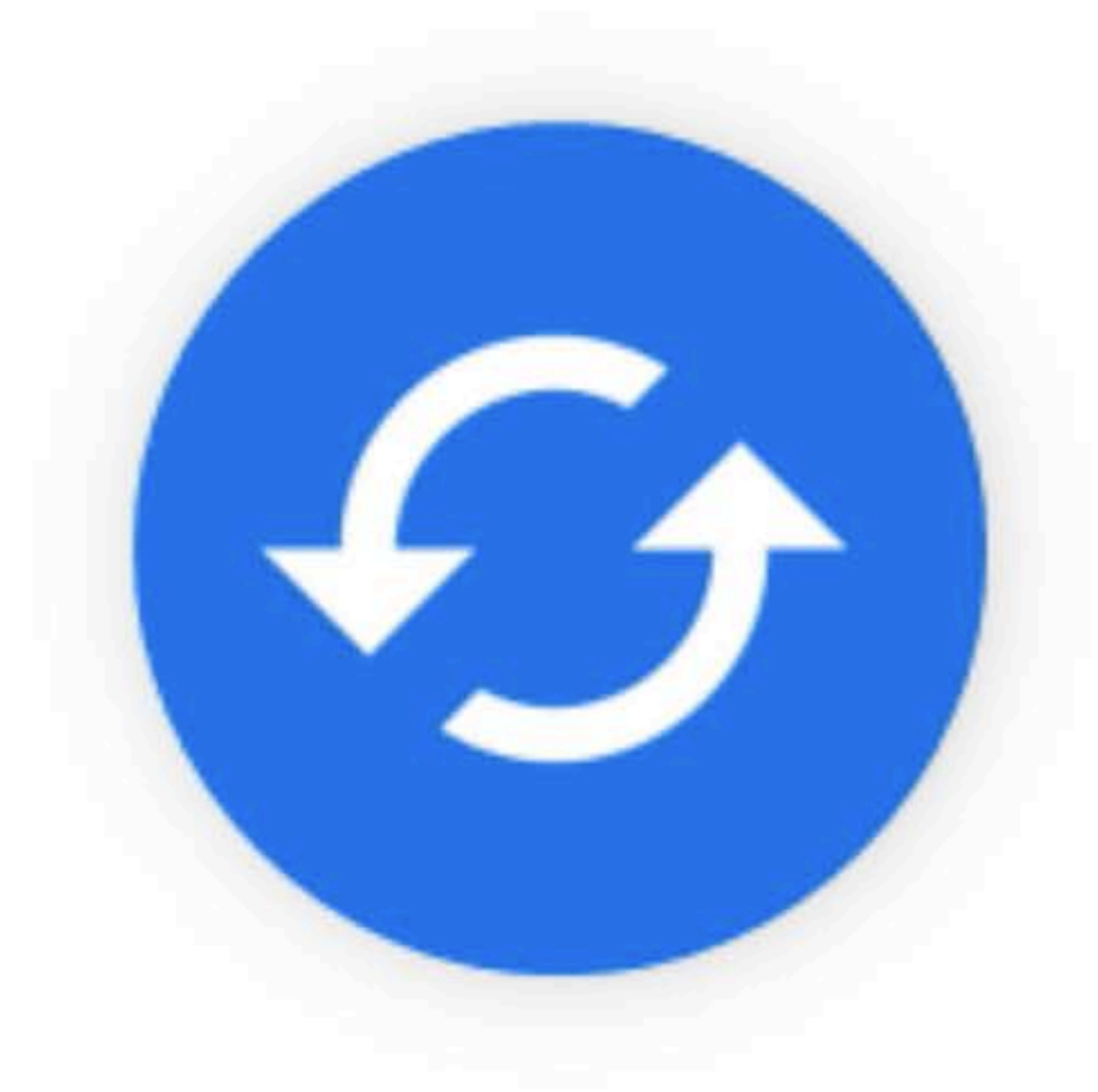
Googlers who received specific examples to illustrate feedback and action steps were more likely to find their peer feedback meaningful!

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Follow Through

Decide if and how you want to continue working together.

Ideally, you'll keep the feedback loop going to provide motivational and developmental feedback on an on-going basis.

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Our mission is to accelerate development of leadership talent through great coaching and tailored experiences to meet current and future needs of our leaders and the business.
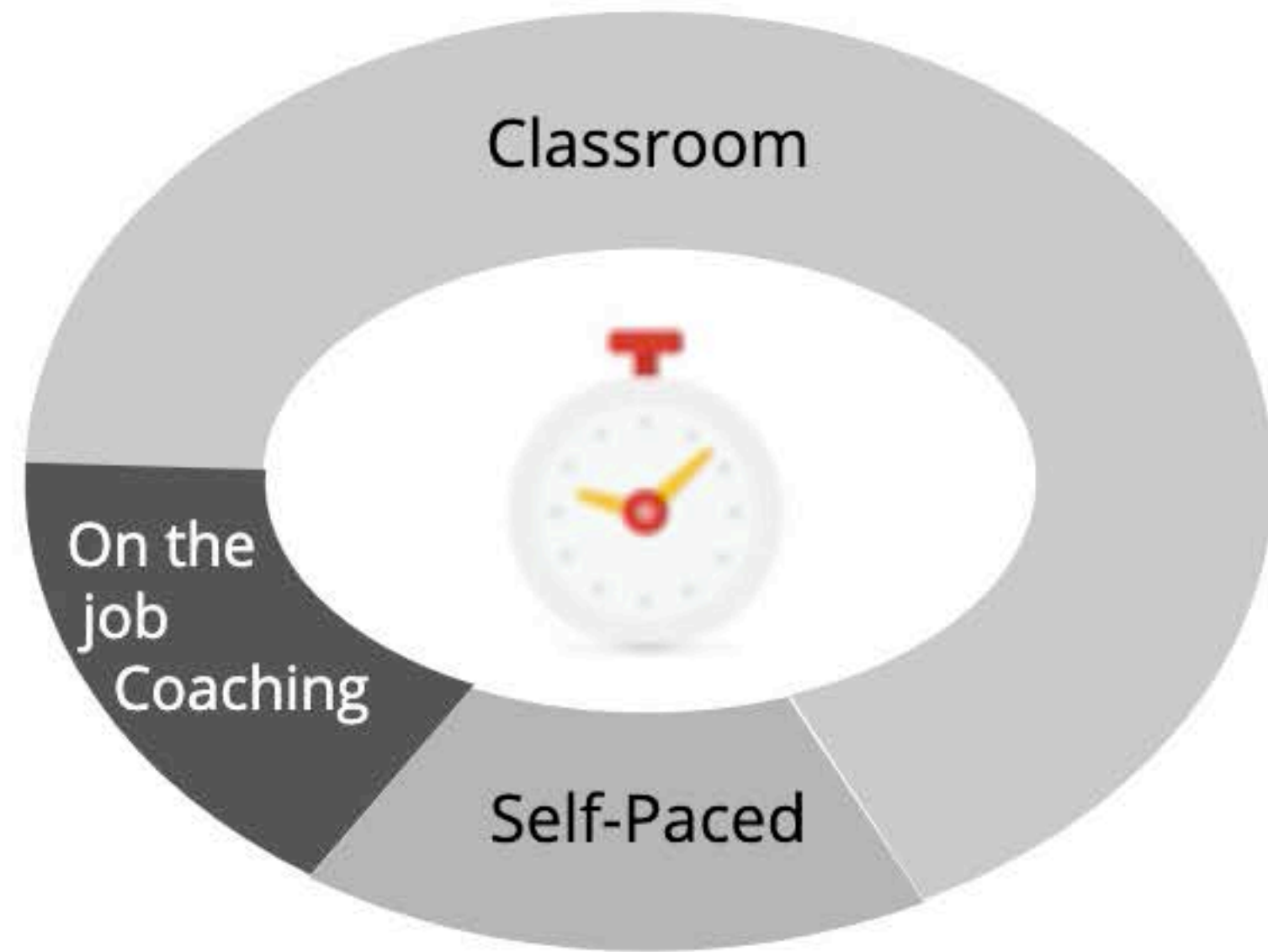
Our strategy is to build, develop, and scale a portfolio of exceptional coaching resources for the greatest benefit to Google and Google leaders.

....

Coaching Philosophy | Mission + Strategy

PeopleDev

Our coaching philosophy

Classroom

On the job Coaching

Self-Paced

On the job Coaching

Classroom & Self-Paced

Coaching our Coaches

BEFORE

AFTER

Learning through Training: Primarily invested in classroom and e-Learning training

→ **Learning through Doing:** Investment in coaching on the job and as part of business as usual. Feedback in the moment and during regular sales activities

Minimal coaching: Little management coaching and feedback on job skills. No culture of ongoing and regular feedback.

→ **Consulting and Coaching as Partners:** Using our facilitators to coach the coaches and help them change behavior

+ **Self-Paced Reinforcement & Practice:** Shifting self-paced from communication to real interactive practice can move from knowledge to skill building.

+ **More Just in Time Learning:** Not less classroom, but more of the right learning at the right time, for the right reasons