How Google does More with Less
Today’s Session

A look at how Google helps its employees effectively manage projects to continue to disrupt the market.

From identifying opportunities to scoping projects to iterating quickly.
Agenda

● Operating at Scale
● Google’s Guiding Principles: Leading in the 21st century
● Identifying Opportunities
● Managing Projects + Iterating
● Looking Forward
Google Scale

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Confidential & Proprietary

YouTube
85,000 People

$100 Billion in revenue
13 years old

more than **400 hours** of content uploaded to YouTube each minute

more than **one billion hours** of content are watched on YouTube every day
Guiding Principles
Internet, mobile, and cloud are transforming virtually every business sector.
This transformation is happening at an unprecedented speed, and it is accelerating.
The tools of innovation have been democratized.
Individuals and small teams can do a lot.
High Performing Teams
Applicant Pool

Over 3 million people apply to Google every year

→ 0.02% acceptance rate

How do you manage talent acquisition costs?
Identify potential candidates

- Rely heavily on referrals
- Look for “versatile learners”
Hire by committee

- Hire for the company, not the role
- Standardize the process
- Spread out the work
- Diverse panel helps account for bias
Nurture your Talent

- Say Yes!
- Stay flexible
- Embrace Failure
- Beware of the HiPPO
Work hours don’t matter.

Output and Impact does.
Identifying Opportunities + Building Projects
Outlining + presenting opportunities

Annual Planning Sessions

Output
Ongoing Research
EXAMPLE

Leveraging our strengths to identify opportunities and have real impact
Insight

In 10 years, Netflix went from 0 to more than 30 percent of home entertainment revenue in the U.S. This is happening while TV viewership continues to decline.

- Mary Meeker Report
**Insight**

TV content is here to stay, but the way people watch it is changing

- People are spending twice as much time watching official TV channels on YouTube as they did two years ago.²
- TV is the fastest growing screen for YouTube content, with 70% growth in the past year.³
YouTube TV

Cable-free live TV is here
Live TV from 60+ top networks.
Watch local sports, news & shows. No cable box to install.

TRY IT FREE
$40/month. Cancel anytime.
Available in select U.S. cities. Terms apply.

All of your favorite live sports
Your favorite local teams*. Catch every moment with

No box, no contract, no hassle
Sign in under a minute. Cancel anytime. No more
So how do we actually build this?
TOOLS THAT ENABLE REAL TIME COLLABORATION + TRANSPARENCY
Product Requirements Documents

- Goal of project - what use case are we solving
- Expected metrics impact
- Design and implementation strategy
- Risks
- Timeline
Drive Consensus

- Presentation to leads for approval.
- Only questions teams believe need executive input are raised.
- Team is asked for a timeline estimate, which they share.
- Details of implementation left to teams.
- Teams share email updates, only meet if there are issues with implementation.
Document and Over Communicate

Tools

Meetings
Publicly Track Work Items

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Launch and Iterate Quickly

What is the Minimum Viable Project that we would launch with? Build that.

Then, gather feedback from users to improve and guide future of project.
EXAMPLE

Launching minimum viable product and iterating when it is in market
Beta Launches

● Allows for early feedback from power users
● Then prioritize fast follow launches based on user need.
  ○ What people tell you is not always what they need!
5 things you can do with your teams
Take time to fix things.

This is a muscle you can help your teams develop!

Devote a week a quarter - don’t let them stack up
Meet when you have decisions to make.

Status updates can be given via email

Cancel all meetings at least once a quarter and only bring back what is necessary
Take Feedback.

Run a survey with your team annually to see how things are going and make changes!

Open culture of questions
Don’t micromanage.

Give people on your team the space to implement
Manage risks with various tools.

Spreadsheets work, but so does testing

Have checks and balances that are lightweight built into the process from the start
Looking forward

● How can you leverage current technology to increase efficiency and reduce cost?
  ○ Mobile First
  ○ Machine Learning
  ○ Artificial Intelligence

● How can you manage talent output, rather than talent directly?
  ○ Clear expectations and deliverables
  ○ Hold individuals accountable without direct management

● Are there high leverage relationships you can form to accelerate growth rates?
  ○ Local Governments
  ○ Field Experts
Q+A

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