



Microsoft Australia and New Zealand



Microsoft Australia and New Zealand are subsidiaries of Microsoft Corporation, the worldwide leader in software, services, devices and solutions that help people and businesses realise their full potential. Woven throughout daily life, Microsoft technologies enable millions of partners and customers to innovate in new ways.

This is Microsoft Australia and New Zealand's fifth accreditation as an Aon Hewitt Best Employer. Microsoft has achieved Best of the Best status in 2009 and 2011.



What you can learn from Microsoft Australia and New Zealand

- Don't be afraid of change, embrace it!
- Be innovative in your people practices
- Develop your people managers to enable your vision

Don't be afraid of change, embrace it!

Microsoft is operating in one of the fastest changing industry sectors and has had to evolve rapidly to align with the cloud and mobile driven market. As the organisation shifts its focus from channel driven license sales to smaller scale client interactions and consumption based sales, it has had to make fundamental adjustments to both its business and people strategies.

Microsoft's vision is to 'empower every person and every organisation on the planet to do more' and the organisation knows that considerable change and momentum is essential as it works towards this aim. Despite these changes happening 'in-flight' the organisation has embraced its evolving future with gusto. To ensure that its people have the capabilities to enable success in this new world, Microsoft has overhauled its approach to performance management and reward programs. The organisation now focusses much more on the impact people create with their customers, and regular feedback designed to help individuals develop takes precedence over annual performance ratings.

Microsoft has also invested in sourcing talent that is fit for its future. This has meant hiring a more diverse range of employees who demonstrate a range of thinking styles and the aspirational attributes of the future Microsoft envisions for itself. Existing employees are encouraged to reflect on the skills and experiences they will need to be successful in two years' time, to ensure they are focussing on development activities aligned to the organisations future.



"Our people are at the heart of Microsoft's transformation and I am immensely proud of the work we have done to create a culture that is built for change and unwaveringly focussed on delivering innovation for our customers."

Pip Marlow
Managing Director, Microsoft Australia





Be innovative in your people practices

Change and innovation go hand-in-hand and Microsoft excels at implementing innovative people practices to both drive and accommodate for change.

A flexible working environment: Microsoft believes that work should be a 'thing you do' rather than a 'place you go'. This approach has helped the organisation to move its focus from hierarchies to networks, inputs to outputs and control to trust.

Reverse mentoring: Top managers at Microsoft are mentored by graduate trainees to learn more about the new markets they're targeting and the latest technology innovations.

A test-and-try approach: Microsoft is committed to developing and incubating new ideas. Rather than overanalysing their success potential, the organisation strives to rapidly introduce new ideas and share learnings if they fail.



97%
of employees are
proud to work for
Microsoft



85%
of employees feel
engaged and advocate
the organisation



73%
of employees
understand and agree
with Microsoft's
strategy and vision



73%
of employees are
happy with their
work life balance

Develop your people managers to enable your vision

Microsoft invests in the capabilities of its people managers because it sees this organisational level as being the most important in delivering the vision of the organisation to employees. People managers are expected to act as role models for the organisation and as such, up to five whole days are spent on the development of this group each year. In Australia, Microsoft has been running a 'people manager community' for over 10 years, and are utilising this group to create large scale change, from a grassroots level. The organisation runs sessions to assist managers on things like developing and refining their own team charters and having effective performance conversations.

Microsoft supports its people managers to deliver on the organisation's high expectations by providing regular feedback, access to self-assessment tools and increased flexibility when it comes to implementing change and using reward and recognition to reinforce the positive impacts of the change process.

"Microsoft is experiencing some of the most exciting times in our organisation's history. We are fundamentally transforming our business at a speed that wouldn't be possible without an aspirational culture where great talent can learn and grow."

Paul Muckleston
Managing Director, Microsoft New Zealand