



10 things we've learned about culture

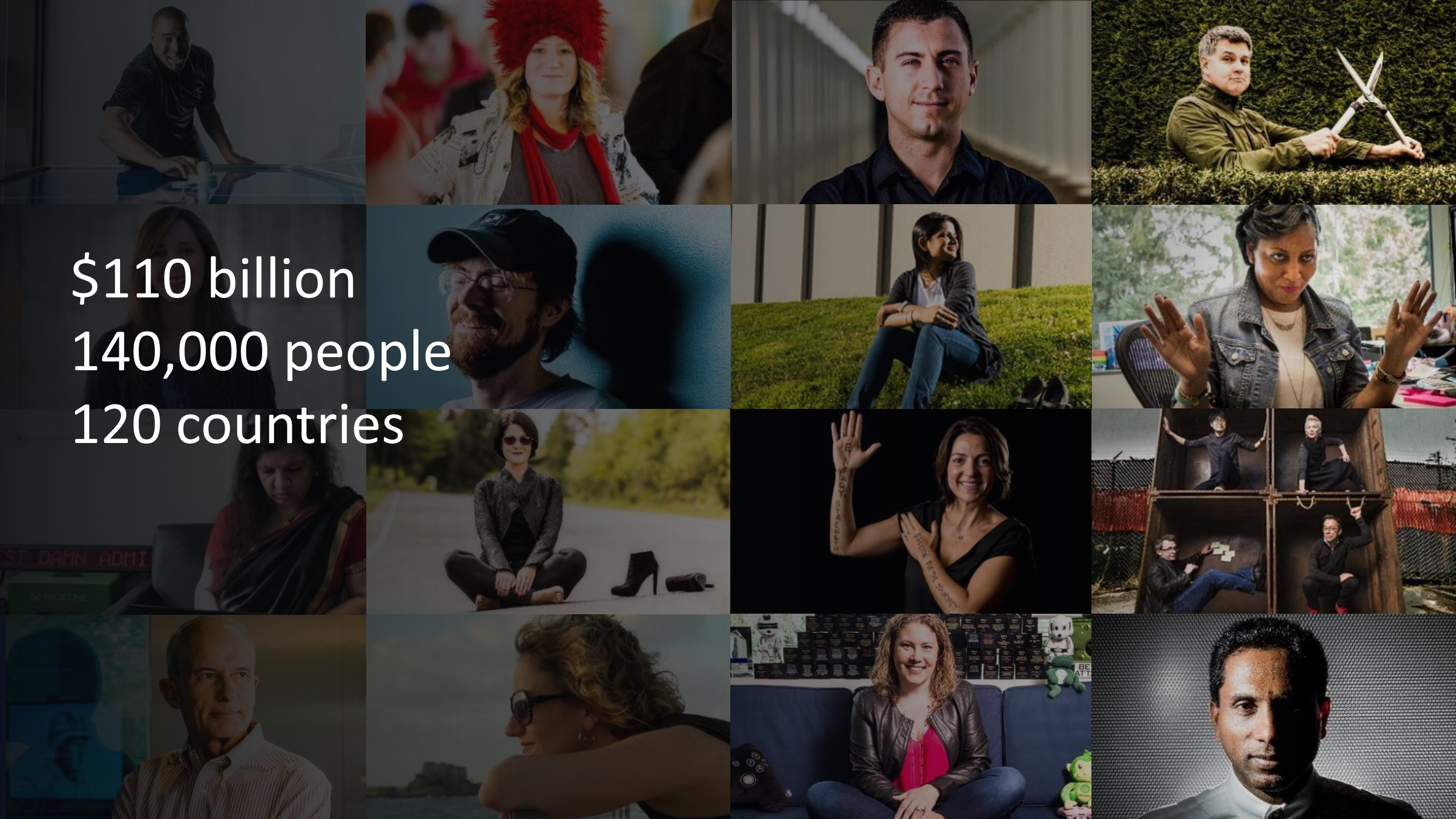
Microsoft Cultural Transformation Journey



MICRO
SOFT



\$110 billion
140,000 people
120 countries



Why we chose
to evolve



Workforce trends

Skills economy: rapid, scarce

From formal to dynamic teams

Change agility is a norm

Diversity and inclusion are existential

Purpose and culture is the new currency



10 things we've learned about culture

1. Honor your past; define your future
2. Net it out: Simple yet strategic
3. You can't fake it
4. Have a purpose-driven mission
5. Make symbolic changes big and small
6. Make it who you are
7. Communicate, communicate, communicate
8. Let technology accelerate the change
9. All oars in the water
10. Stay humble, stay the course





Gracias.