

Managing Growth at Google

Between 1998 and 2018, Google grew from a two-person startup to employing over 50,000 people* in more than 40 countries.* This rapid growth presented tremendous challenges in integrating new employees while motivating them to be innovative, productive, and loyal to the fast growing company.* To maximize employee innovation, trust, and loyalty, Google's founders researched other organizations that had histories of caring for their people, driving extraordinary innovation, and building great brands. Visiting with executives at the SAS Institute, frequently ranked as the best multinational company to work for by the Great Place to Work Institute, reinforced the founders' belief that people thrive in and are loyal to their jobs when they feel fully supported and authentically valued.* This understanding led to the development of a culture anchored by trust, transparency, and inclusion.

Google is now known for offering its employees a wide variety of perks to help its employees be more effective at work, including free organic food and snacks, free fitness classes and gyms, and the ability to bring pets to work.* Google regularly surveys employees about their managers, using the information to publicly recognize the best ones and give the worst managers intensive coaching and support that helps 75 percent of them improve within three months.* Google also hires smart, ambitious people who share the company's goals and vision and maintains an open culture in which employees feel comfortable sharing opinions and ideas. In weekly meetings, Google employees can even ask questions directly to executives including founders Page and Brin about company issues.* Google's proactive efforts to be an engaging and inspiring place for its employees has both helped the company succeed and made it a staple on various "most desired employer" lists, including being named the #1 Best Place to Work by *Fortune* in 2017.*