

A person in a suit is pointing at a strategy map on a table. The map is a grid with several pushpins (yellow, blue, and purple) placed on it. The background is a blurred office setting.

# 데이터에 기반한 전략적 조직 관리

Jul. 13, 2022

Sunghyun Hwang · Quantum Insight Inc.

insight  
Quantum

## About Me

**SUNKYONG**  
鮮京그룹

 **APPLIED  
MATERIALS**®

**YAHOO!**®

  
TOWERS  
PERRIN

**Linkage**  
Create lasting leadership *impact*

 **Google**™

**Google**

**shoptick**

**kakao**

**HANCOM**  
한글과컴퓨터

40+  
**Start-ups**

**Accelerators /  
Venture Capitals**

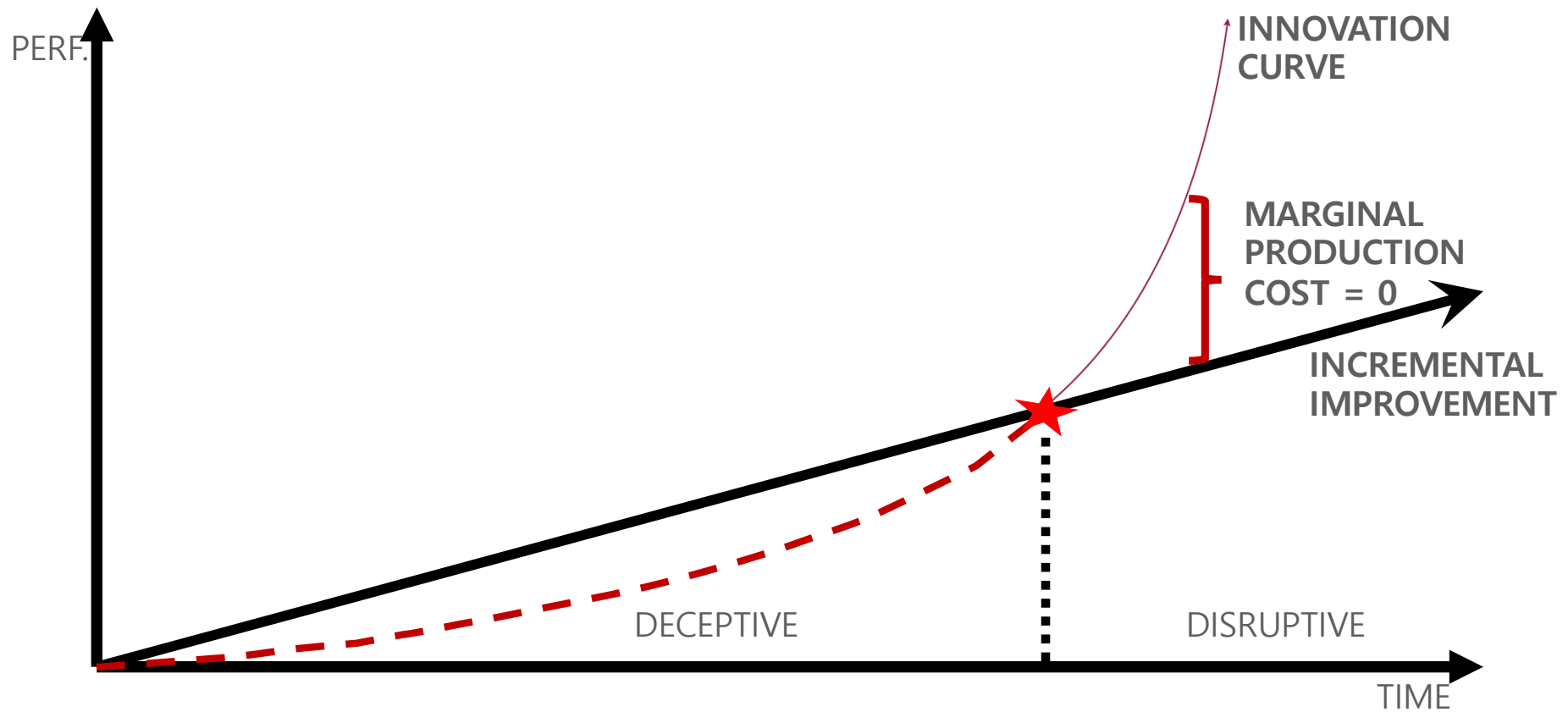
# About Me





**세상의 판이 바뀌고 있다**

# 4<sup>TH</sup> INDUSTRIAL REVOLUTION.. AND ITS MEANING



# INDUSTRIAL REVOLUTION AND ITS IMPACT ON ENTERPRISES

- ORG. STRUCTURE & DECISION-MAKING PROCESS
  - ADAPTABLE WORKFORCE
  - FAST & CONTINUAL LEARNING
  - COMMUNICATION CHANNEL
  - TECHNOLOGY INFRASTRUCTURE
- 

# 10 CHARACTERISTICS OF NEW GENERATIONS

- ENTREPRENEURIAL
- MULTI-TASKERS
- CONNECTED
- GLOBAL CITIZENS
- TECH SAVVY
- WORK-LIFE BALANCE & FLEXIBILITY
- INSTANT RECOGNITION
- TRANSPARENCY
- CAREER ADVANCEMENT
- NOMADIC



자네, 그 집 숯가락 젓가락  
몇개 줄 알고 있나?



**IT'S AN EXCITING TIME  
FOR RE-THINKING  
HUMAN SYSTEMS  
CHANGE.**

**인사, 조직관리도  
새로운 세상에 맞추어  
변화해야 함**

**기술의 변화  
경쟁 심화**

**Gen Z**

**War for Talents  
Retention**



# How companies @ Silicon Valley manage org. & people

# NO SECRET SAUCE (SILICON VALLEY & GOOGLE CASE)

- Clearly articulated and shared mission and vision
- Corporate culture / values
- Creating psychologically safe work environment
- Workforce management / Structure
- Performance Mgt. Process / Philosophy
- Talent Management
- **Data Driven People Decisions**
- Leadership / Communication
- Ownership

Market Summary > Alphabet Inc Class A

2,280.41 USD

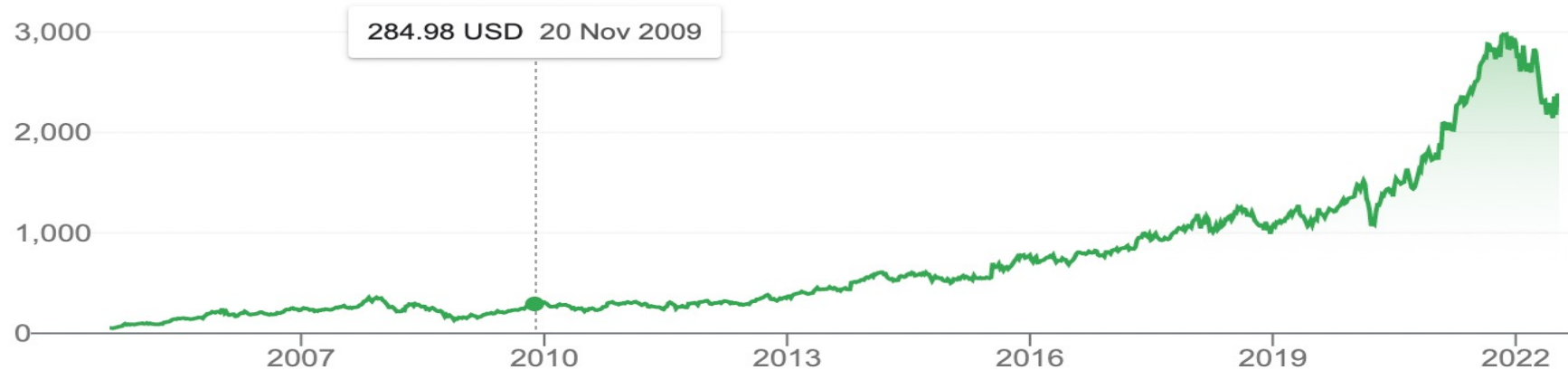
✓ Following

+2,226.25 (4,110.51%) ↑ all time

Closed: Jul 13, 4:44 AM EDT • Disclaimer

Pre-market 2,285.00 +4.59 (0.20%)

1D | 5D | 1M | 6M | YTD | 1Y | 5Y | Max



Open	2,324.30	Mkt cap	1.51T	CDP score	A-
High	2,339.48	P/E ratio	20.99	52-wk high	3,030.93
Low	2,273.80	Div yield	-	52-wk low	2,037.69

**Fxxx Off!!!**

**We are backed by data!**

**- Google Tech HRBP Team -**

# **Data-Driven Decision Making**



**What does it mean  
to be Data-Driven?**

**Data** should be collected  
to provide answers to  
**the most important questions**

**We run the company by questions, not by answers.**  
**So in the strategy process we've so far formulated 30 questions**  
**that we have to answer [...]**

**You ask it as a question, rather than a pithy answer,**  
**and that stimulates conversation.**

**Out of the conversation comes innovation. Innovation is not something that**  
**I just wake up one day and say 'I want to innovate.'**  
**I think you get a better innovative culture if you ask it as a question."**

**- Eric Schmidt -**

**What kind of questions do you have?**

**What kind of questions are you asked to answer?**

**How do you answer them?**

**Do you have the right sets of Data  
for the questions to be answered?**

## KPI for HR Team



Turn-over Rate  
퇴사율



Employee  
Engagement Score  
(Index) 직원몰입도



# of New Hires  
by XX/YY/ZZZZ  
직원채용수

**G. I. G. O**

**Garbage In, Garbage Out**

**What kind of people  
data do you have  
in your system?**



**Do you have a system  
that can house or  
generate **the data** you need?**

**Does your HR system  
have enough **data fields**  
for the data?**

# HR VALUE CHAIN

Foundation



Core



Core+



# DATA DRIVEN PEOPLE DECISIONS

- Rule of Multiples of 3 and 10 (Hiroshi Mikitani, the CEO of Rakuten)
- Rule of 7 (7 +/- 2)
- **Googlegeist and People Analytics Team**
- Google Tech Team Resource Management Systems
- **Retention Forecasting System**
- Project Oxygen / Project Aristotle
- **Project Big Bang (Conjoint Analysis)** / Talent War against Facebook
- Peer Feedback: Peer Selection Process
- Exit Interview
- Size of the plates at the Google Cafeteria
- Condolence Leave Policy

# Google - Project Oxygen

1

좋은 코치가 된다

Is a good **coach**

2

권한을 위임하고 지나칠 정도로 세세하게 간섭하지 않는다

**Empowers** the team and **does not micromanage**

3

팀 동료의 성공과 행복에 대해 관심을 나타낸다

**Expresses interest/concern** for team members' success and personal well-being

4

생산적이고 결과 지향적이다

Is **productive** and **results-oriented**

5

경청하고 정보를 공유하면서 소통을 잘한다

Is a good **communicator** - listens and shares information

6

경력개발을 도와준다

Helps with **career development**

7

팀이 나아갈 방향에 대해 명확한 비전과 전략을 가진다

Has a clear **vision/strategy** for the team

8

팀에게 도움을 줄 수 있는 중요한 기술 전문성을 가지고 있다

Has important **technical skills** that help him/her advise the team

# Google - Project Oxygen



## PROJECT OXYGEN

Great Managers

UFS

GoogleGeist

Feedback

FGIs

Great Manager

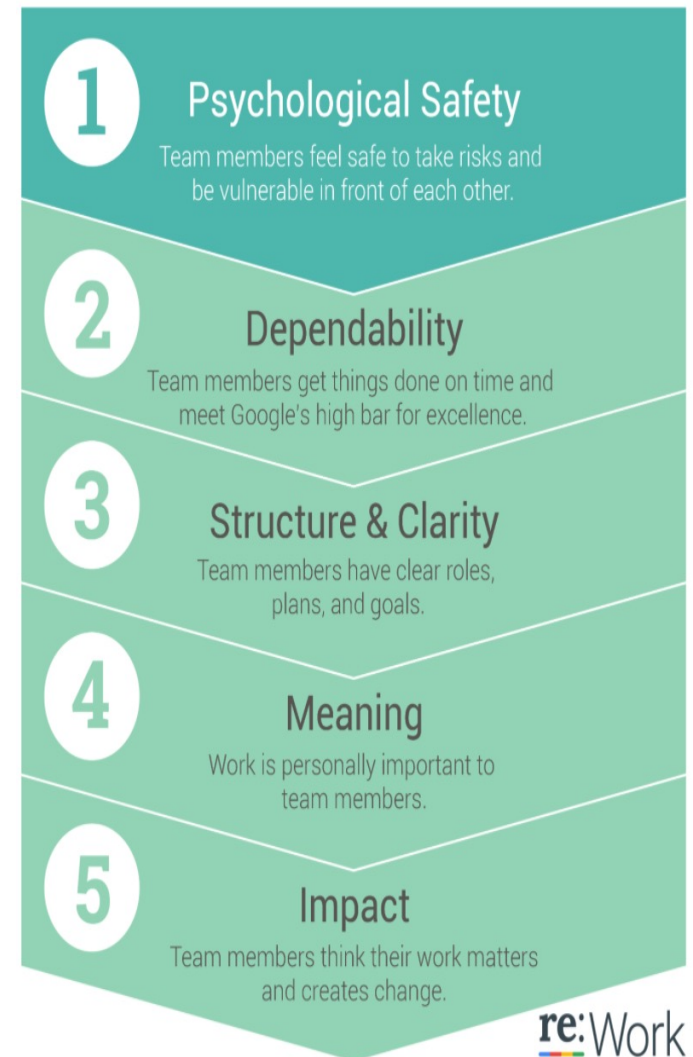
- 01 Is a good coach
- 02 Empowers the team and does not micromanage
- 03 Creates an inclusive team Environment, showing concern for success and well-being
- 04 Is productive and results-oriented
- 05 Is a good communicator - listens and shares information
- 06 Supports career development and discuss performance
- 07 Has a clear vision for the team
- 08 Has key technical skills to help advise the team
- 09 Collaborates across Google
- 10 Is a strong decision maker



## PROJECT ARISTOTLE

**2+ Years**  
**200+ interviews**  
**180+ Teams**  
**250+ attributes**

## EFFECTIVE TEAM





**"Googlegeist" is an annual  
survey of all employees**

# 1. ORG. STRUCTURE

- Rule of multiples of 3 and 10
- Rule of 7 (+/- 2)



## **2. WORKFORCE PLANNING**

- **Golden ratio of employees between functions**
- **Resource Allocation Database**

### 3. RECRUITING

- KPI
- TTH
- Candidate Surveys
- # of interviews
- Interview Scores of Interviewers
- Interview Scores vs. Performance Data Analysis
- **Internal Reference Check**

## **4. LEARNING & DEVELOPMENT**

- **Career Database**
- **Career Paths**
- **Individual Development Opportunities by Career Options**
- **Showing who are in the current job families**
- **Showing who moved out of the current job families**
- **Showing who moved up in the current job families**

## **5. PERFORMANCE MANAGEMENT**

- **Selecting Peer Reviewers using data**
- **Performance Trajectories**
- **Calibration / Promotion Committee (GitHub, Promo Packets)**

## 6. COMPENSATION & BENEFITS

- External Competitiveness / Internal Equity
- Compa-ratio analysis
- Instant Recognition (Spot Bonus / Peer Bonus)
- **Retention Forecasting**
- Total Compensation Report

## **7. EXIT**

- **Exit Interview**
- **Regrets / Non-regrets**
- **Comp. Data**
- **Reasons for leaving**