

ASPER SCHOOL OF BUSINESS

UNIVERSITY OF MANITOBA

NAME	YEAR	FIELD OF STUDY
Gurkamal Dhaliwal	Fourth	Finance & Accounting
Tara Flatt	Fifth	Marketing & Management Information Systems
Sidhant (Sid) Sharma	Fifth	Finance & Management Information Systems
Lauren Slegers	Fourth	Human Resources & Leadership
Hayley Yamamoto	Fifth	Human Resources & Marketing

ADVISORS	Howard Harmatz, Judith Jayasuriya
TOPIC	Culture at Google: Balancing Perspectives, Progress, and Purpose
DIVISION	Undergraduate
AUDIENCE	Google Senior Management Team

EXECUTIVE SUMMARY

The sudden and public exit of the leader of Google's ethical artificial intelligence division, following her request to publish a research paper critiquing the language models used in Google's search feature, has sparked community outcry. The incident has drawn attention to larger and systemic issues at Google. For years, employees have been raising concerns about a number of company culture issues which include silencing of criticism, harassment, and stifling creativity, among others.

The cultural issues at Google are unknowingly threatening the financial sustainability of the organization, through costs of attrition and erosion of competitive advantage. While Google is not currently breaking any laws, they are walking the line of legality where missteps could lead to costly and damaging legal action. Beyond legality, Google is lagging in ethical excellence, and creating ethical dilemmas for their employees due to a misalignment and misinterpretation of company values.

While Google may think that the current system is driving rapid innovation, the reality is that by silencing and not acting on insights of their top talent, Google is actually stunting its potential. As a leader in the tech sector, and an organization that is shaping our world, Google has a duty to set standards for what the future of technology looks like moving forward.

Our consulting firm's recommendation of prioritizing and aligning Google's values will allow the organization to eliminate dissonance in decision-making, ultimately fostering an organization-wide understanding of Google's values and incentives. This will be reflected in the assessment of employees' work, and the products and services created, resulting in clarity of purpose, demonstrated commitment to employee empowerment, unimagined innovation, and sustainable financial success.