**Interview questions for Jean-Philippe Courtois**

*March 19, 2010*

1. **How has this past year been for Microsoft? What have been the main changes happening in the organization?**

This past year has been challenging for businesses in all industries, and Microsoft is no different. We have faced the same issues as most across Europe: how to increase efficiencies and drive down costs, while at the same time identifying new ways to drive innovation. That said, we continue to be optimistic about longer-term global economic prospects, especially as our industry transitions toward what we believe is the next big era in technology – cloud computing. We believe that investment in innovation is critical, and in 2010, we are focused on delivering IT solutions and services that drive innovation and business value, with a specific focus on developing our people and capabilities for the cloud.

Microsoft is committed to being an industry leader in this new era of cloud computing, and in the next few months, we’re making a significant investment in training to ensure all of our employees are equipped with the skills they need to help us and our customers and partners successfully make this transition. It’s one of the biggest investments in training that I think we’ve ever made, and is an indicator of our deep belief that our people are our most valuable asset at Microsoft.

1. **How do you see your own role in the organization? What is the essence of leadership for you?**

As president of Microsoft International, I drive the strategic planning, global operations and key growth initiatives in developed and emerging markets around the world. It is my job to understand how and where technology can serve a nation’s citizens, businesses and communities, and work within our organization and across our vast partner network to ensure we’re delivering technology solutions that make a difference locally. That could be technology that helps in transforming education, fostering local innovation, creating employment opportunities that help sustain social and economic development, tightening connections between governments and their citizens, or any number of other things. I have worked at Microsoft for nearly 26 years. I come to work every day because at Microsoft, we have a mission and opportunity to bring technology to bear to help people and organizations reach their full potential.

As a company, we have a commitment to integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect. I believe that my leadership style reflects these values, and I strive to lead by example through a personal commitment to our employees’, customers’ and partners’ satisfaction.

1. **From a top management perspective, what tools do you use to influence the culture at Microsoft across the world?**

I have a number of communications vehicles I use to try and scale my voice to employees around the world, including my internal blog, a series of regular video podcasts I create, and a monthly cadence of email to the leaders in my organization around the world to ensure they’re hearing from me on the issues on which I am focused. I also travel to 40+ countries a year and meet face-to-face with employees and customers at every stop, to help me stay aligned with local priorities and challenges.

Of course we also have some great technologies at Microsoft like our Unified Communications solutions that allow me to communicate regularly via voice and video to stay in close touch with my leadership team, who are scattered across the globe, as well as other leaders in corporate headquarters in Redmond, Washington. It’s important to me that I’m communicating regularly via multiple vehicles to ensure that our employees understand the strategic decisions that are being made so everyone can get aligned behind a set of common goals.

1. **What will be the focus of Microsoft in the next year to drive performance?**

As I mentioned, cloud computing is a major focus for the company this year. Currently, about 70 percent of our business is focused on doing things that are entirely cloud-based, or cloud inspired, and one year from now, that will be 90 percent. We are working with our people, customers, partners and governments with the bold goal to help Europe realise its cloud potential. I believe bold goals inspire people to reach beyond their comfort zone and deliver amazing things. We’re making it crystal clear to our employees that when it comes to the cloud, we are ALL IN, and they should be too. It’s an incredibly exciting time to be at Microsoft, and it’s great to see our people engaging deeply to ensure we’re positioned to help our customers and partners take advantage of all the new opportunities created by the cloud.

*Testimonial*

It’s amazing what can happen when the passion of people meets the power of technology. At Microsoft, we’re very excited about the many innovative initiatives our people are involved in, working with committed individuals from business, government and other fields. The Great Place to Work Survey gives us the opportunity to get valuable feedback from our people so that we can continue growing and improving our business. It has assisted us each year in identifying the areas we needed to work on to maintain and enhance the health and well-being of the organisation so we can better deliver on our mission to transform lives through technology.