

Google

Google was started by Larry Page and Sergey Brin who met at Stanford University in 1995. By 1996, they had built a search engine (initially called BackRub) that used links to determine the importance of individual webpages. On April Fools' Day in 2004, Google launched Gmail that included features like speedy search, huge amounts of storage and threaded messages. Since then, Google has grown to serve millions of people around the world.

In 2005 Google launched Google Maps and Google Earth. Today Maps also features live traffic, transit directions and street-level imagery, and Earth lets you explore the ocean and the moon. In 2006, they acquired online video sharing site YouTube. Then in 2008 Google Chrome, an open source browser, was launched.

Google states, "We strive to maintain the open culture often associated with startups, in which everyone is a hands-on contributor and feels comfortable sharing ideas and opinions. In our weekly all-hands ("TGIF") meetings—not to mention over email or in the cafe—Googlers ask questions directly to Larry, Sergey and other execs about any number of company issues. Our offices and cafes are designed to encourage interactions between Googlers within and across teams, and to spark conversation about work as well as play."

Google is also credited for making the 20% Project what it is today. As a start up company, Google asked its employees to spend 20% of their time at Google to work on a pet project...a project that their job description didn't cover. Gmail, AdSense, Google News, and the Google Teacher Academy are all products of this 20% time. According to Google, using 20 Time in the workplace allows innovative ideas and projects to flourish and/or fail without the bureaucracy of committees and budgets.

Fortune Magazine named Google The Best Company to Work For in 2014. One of the things that makes Google such a great place to work is the belief in giving back to the community. CEO Larry Page urged employees to be "audacious," especially in philanthropy. Google donates \$50 for every five hours an employee volunteers.

Case Studies

Directions:

Read and review the case studies of the business.

Questions:

Based on what you have discovered about Montessori's principles of autonomy, purpose, and mastery, can this model be replicated in business?

What elements have been attempted in the business case?

How has this element affected the autonomy, purpose, and/or mastery of employees of the business?

Can it be duplicated in the business of education?