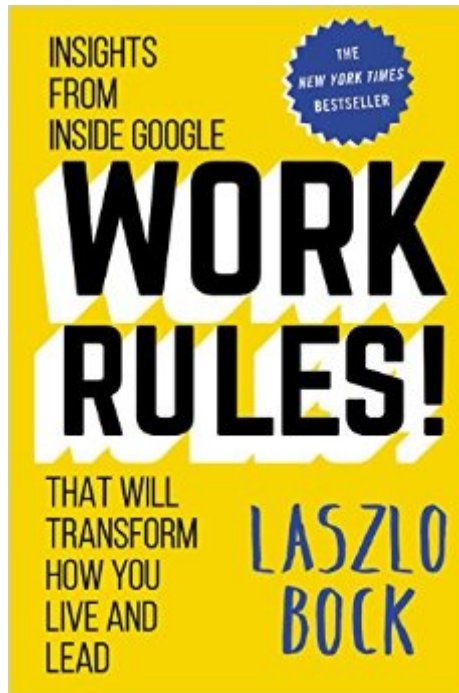


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# Work Rules!: Insights From Inside Google That Will Transform How You Live And Lead



## Synopsis

NEW YORK TIMES BESTSELLER WALL STREET JOURNAL BESTSELLER The Globe and Mail Top Leadership and Management Book Forbes Top Creative Leadership Book From the visionary head of Google's innovative People Operations comes a groundbreaking inquiry into the philosophy of work-and a blueprint for attracting the most spectacular talent to your business and ensuring that they succeed. "We spend more time working than doing anything else in life. It's not right that the experience of work should be so demotivating and dehumanizing." So says Laszlo Bock, head of People Operations at the company that transformed how the world interacts with knowledge. This insight is the heart of **WORK RULES!**, a compelling and surprisingly playful manifesto that offers lessons including: Take away managers' power over employees Learn from your best employees-and your worst Hire only people who are smarter than you are, no matter how long it takes to find them Pay unfairly (it's more fair!) Don't trust your gut: Use data to predict and shape the future Default to open-be transparent and welcome feedback If you're comfortable with the amount of freedom you've given your employees, you haven't gone far enough. Drawing on the latest research in behavioral economics and a profound grasp of human psychology, **WORK RULES!** also provides teaching examples from a range of industries-including lauded companies that happen to be hideous places to work and little-known companies that achieve spectacular results by valuing and listening to their employees. Bock takes us inside one of history's most explosively successful businesses to reveal why Google is consistently rated one of the best places to work in the world, distilling 15 years of intensive worker R&D into principles that are easy to put into action, whether you're a team of one or a team of thousands. **WORK RULES!** shows how to strike a balance between creativity and structure, leading to success you can measure in quality of life as well as market share. Read it to build a better company from within rather than from above; read it to reawaken your joy in what you do.

## Book Information

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## Customer Reviews

Most books about business aren't worth reading because they're either a selective collection of anecdotes with unknown biases and completeness (eg. Malcolm Gladwell), a summary of the practices of a company that's often a 'flash-in-the pan' (eg. Baldrige Award winners), or the writings of some obscure PhD focusing on some relatively secondary point (eg. employee morale, while ignoring strategy and the competitive environment). Fortunately, this book is an exception - summarizing H.R. practices employed at Google, along with (in some cases) their evolution. A key point made immediately - Google managers cannot unilaterally decide whom to hire or fire, how someone's performance is rated or rewarded, when software code is of sufficient quality to be incorporated into working systems, final product design and/or launch date, or who is promoted. Instead, each of those decisions is made by a group of peers, a committee, or a dedicated and independent team. Outcomes are thus calibrated across groups, and managers instead focus on clearing roadblocks and inspiring their teams. Google contends that giving non-managerial individuals and teams decision-making authority, providing learning opportunity outside what is needed to do one's job, and increasing reliance on teams works best. (See Kamal Birdi for related academic research.) Block tells readers that Google relies on three cornerstones in its H.R. practices. The first is its Mission Statement - cornerstone of its culture, intended to convey a mission that matters, a moral rather than business goal. Why? Nothing is a more powerful motivator than knowing you are making a difference in the world. The second is transparency.

While Eric Schmidt's book "How Google Works" is better, Work Rules adds considerable depth on Google's People Operations practices. Here are my key takeaways:- Operate on the belief that people are fundamentally good- Use groups of peers or independent teams for: hiring, promotions, salary increases, awards, and firing (often excluding the direct manager)- Managers exist to: (a) make tie-breaking decisions (b) coach/train to develop employees (c) care about people's well-being (d) set vision/strategy (e) provide technical advice (f) empower by clearing roadblocks- Conduct 2x-per-year performance reviews on a 5-point scale and then calibrate (which are separate from continuous feedback); get 360 feedback on ["do more of"](#)™ and ["do differently"](#)™ 1x per

year- Make all goals (objectives and key results) public- Design physical spaces to encourage interaction across departments- Help employees meet the people they are helping- Ensure transparency (in all matters unless unlawful)- Only hire people who are better than you, who will be successful in the context of your organization, and who will make everyone around them more successful- Referrals from existing employees are the best source of candidates- Couple assessments of cognitive/problem-solving/learning ability, conscientiousness, and emergent leadership/fit with structured interviews that are job related: (a) Tell me about a time..? (b) What would you do ifâ |?

It takes a conscious effort for me to choose a book and to spend the time read it through. It is especially rare for me to write a review because that is a dedication of couple of uninterrupted hours (almost an impossible feat in my family with a relentless toddler). With that being said, this book compelled me to share my opinion because I think it gives an extraordinary first person (Laszlo Block) account of how a company (Google) excel with its talent acquisition, retainment, development, and sometimes termination. And most importantly, its continuous improvement to anticipate the needs of an ever-expanding company. I believe the book itself attracts three primary types of audience;(1) Managers and Executives who are looking to build a stronger team/company(2) Human Resource personnel looking to develop themselves and their organization(3) And finally, people who are interested in innovation/new ideas I happen to fall into both the first and last category. I really like this book because it helps explain why I felt connected to some companies versus others regardless of the company size, team dynamic, or manager style. I have spent time at companies that value their employee, others less so. I have seen very strong/cohesive and very poisonous departments operating at the same time within the same company. Right now I am a consultant working for a great company partnering with a not so great company that is riddled with bureaucratic mumbo jumbo. In short what this book helps me realize is that culture is most important in a company. From the founders to the janitor, everyone at Google seems to be free from the typical corporate constrains, as a result gains and produce much more.

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