

INSIGHTS
FROM
INSIDE GOOGLE

'A REMARKABLE BOOK'

Daniel Pink

WORK RULES!

THAT WILL
TRANSFORM
HOW YOU
LIVE AND
LEAD

LASZLO
BOCK

Google

google culture



Web

Videos

Images

News

Books

More

Search tools



Work



Office



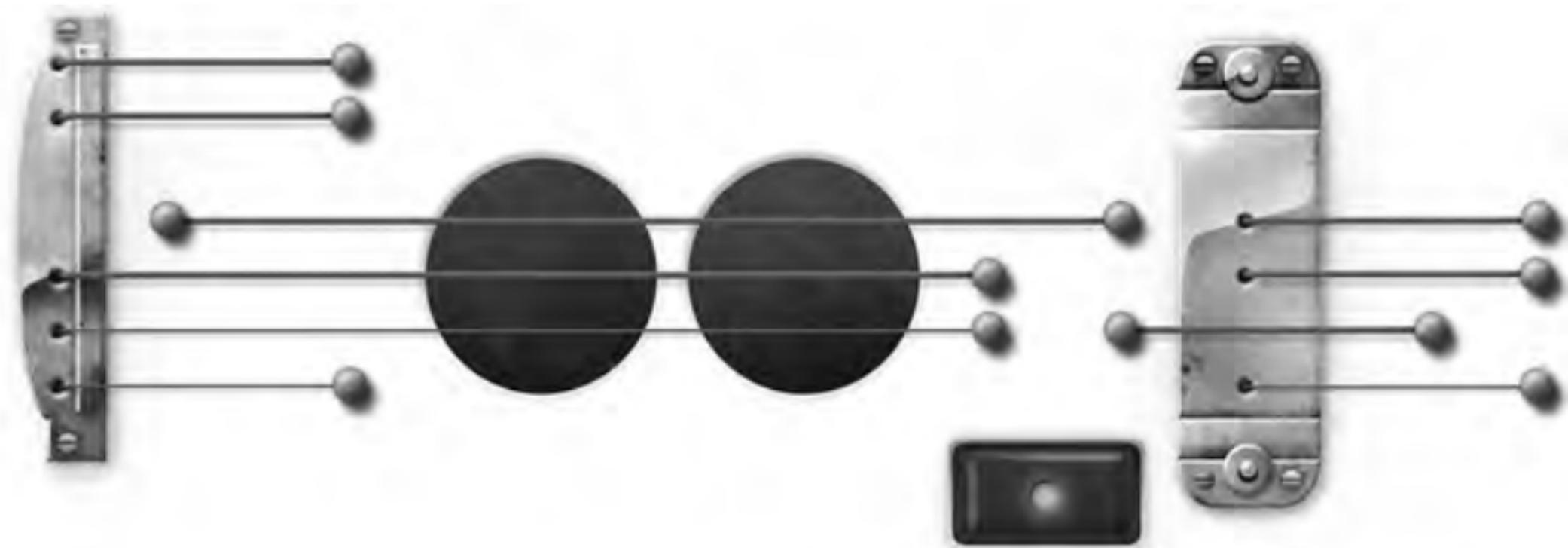
Organizational



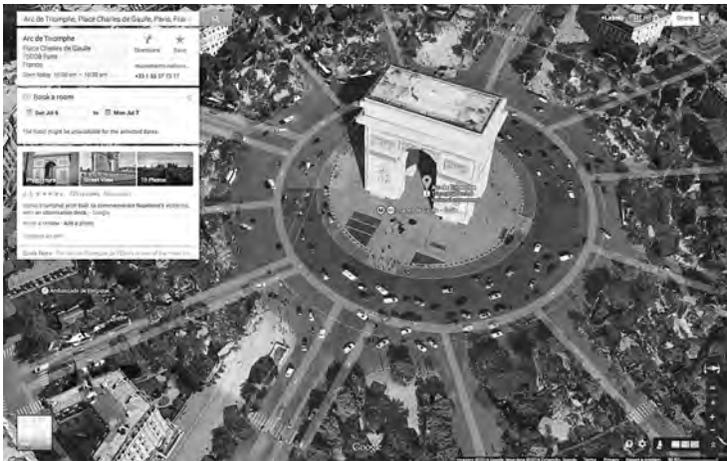
Typical image results for "Google culture." © Google, Inc.

Google!

The Burning Man Google Doodle. © Google, Inc.



The Les Paul Google Doodle. © Google, Inc.



A sky-high view of the Arc de Triomphe in Paris, France, from Google Maps. © Google, Inc.



The Arc de Triomphe, seen from street level in Google Street View. © Google, Inc.



South Base Camp, Khumjung, Mt. Everest, Nepal. © Google, Inc.



Under the sea with Galápagos sea lions, Galápagos Islands. © Google, Inc.



Taj Mahal, Agra, India. © Google, Inc.



A man and his dog, Central Park, New York City. Faces blurred by Google Street View for their privacy. Image discovered by Jen Lin. © Google, Inc.



CHANGE.GOV
THE OFFICE OF THE
PRESIDENT-ELECT

"Today we begin in earnest the work of making sure that the world we leave our children is just a little bit better than the one we inhabit today."
President-elect Barack Obama

HOME NEWSROOM BLOG LEARN AGENDA AMERICAN MOMENT AMERICA SERVES JURE ABOUT SEARCH

OPEN GOVERNMENT • OPEN FOR QUESTIONS

The Obama-Biden Transition wants to hear from you. Use our "Open for Questions" tool to ask a question about a policy or issue that's important to you -- then click the check mark or the "X" to tell us which questions you most want the Transition to answer.

Sign In

Welcome

You've contributed:

0 votes

0 questions

Pick a topic:

Questions

Questions

18,529 votes on 373 questions from 632 people

Please [sign in](#) to vote on questions and suggest your own.

Currently in the lead:

"What will you do to establish transparency and safeguards against waste with the rest of the Wall Street bailout money?"

[Dana, New Jersey](#)

[Can go unaccompanied](#)

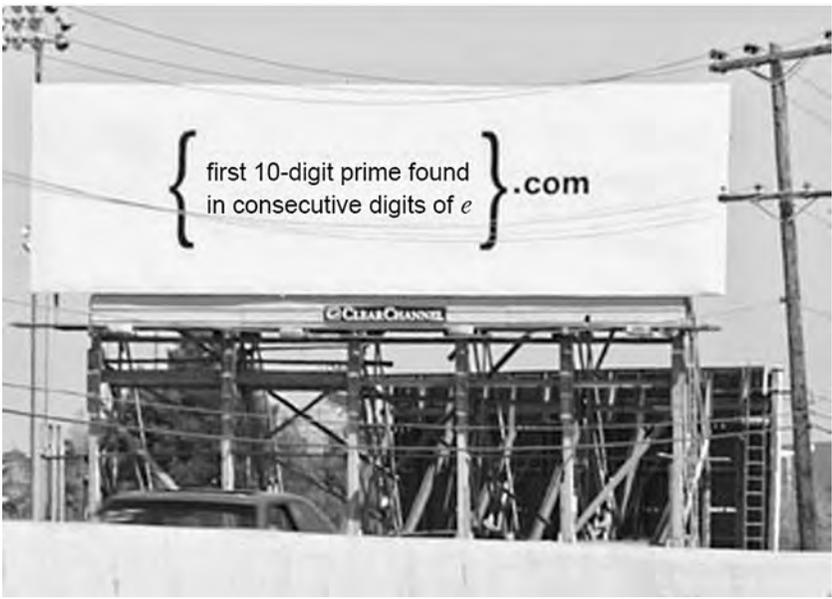
"What will you do first to reduce pollution/waste and incentivize greener behavior across the country?"

Change.gov

Google Questions, as used by the Obama-Biden transition team in 2008.

	Training spend	Hiring spend
Per employee	\$606.36	\$456.44
% of total HR expense	18.3%	13.6%
% of revenue	0.18%	0.15%

Companies spent more on training current employees than on hiring new employees. Data from 2012.



The cryptic billboard.⁷⁷

Correctly solving this puzzle^{xv} led you to a Web page, with a second puzzle:

Congratulations. You've made it to level 2. Go to **www.Linux.org** and enter *Bobyouruncle* as the login and the answer to this equation as the password.

$$f(1) = 7182818284$$

$$f(2) = 8182845904$$

$$f(3) = 8747135266$$

$$f(4) = 7427466391$$

$$f(5) = \underline{\hspace{2cm}}$$

A second puzzle. © Google, Inc.

^{xv} In case you were wondering, the answer is 7,427,466,391.

If you were able to solve this second puzzle,^{xvi} you were shown the following:



Congratulations.

Nice work. Well done. Mazel tov. You've made it to Google Labs and we're glad you're here.

One thing we learned while building Google is that it's easier to find what you're looking for if it comes looking for you. What we're looking for are the best engineers in the world. And here you are.

As you can imagine, we get many, many resumes every day, so we developed this little process to increase the signal to noise ratio. We apologize for taking so much of your time just to ask you to consider working with us. We hope you'll feel it was worthwhile when you look at some of the interesting projects we're developing right now. You'll find some links to more information about our efforts below, but before you get immersed in machine learning and genetic algorithms, please send your resume to use at problem-solving@google.com.

We're tackling a lot of engineering challenges that may not actually be solvable. If they are, they'll change a lot of things. If they're not, well, it will be fun to try anyway. We could use your big, magnificent brain to help us find out.

Some information about our current projects:

- [Why you should work at Google](#)
- [Looking for interesting work that matters to millions of people?](#)
- <http://labs.google.com>



Welcome to qDroid

Welcome

qDroid

Score the Interview

Resources



General Cognitive Ability (GCA):

Note: If you don't see your specific org., please select a broader category.

SMB Sales and Operations: Business Analysts

Leadership:

Select which Leadership aspects are most important to the role.

Note: Some aspects are suggested for People Manager roles.

- All
- Cares About the Team (All Roles)
- Works as a team (All Roles)
- Gets things done (All Roles)
- Manages projects (All Roles)
- Coaches Team (People Manager Roles)
- Empowers Team (People Manager Roles)
- Shares Vision and Strategy (People Manager Roles)
- Helps with Career Development (People Manager Roles)

Sample qDroid screen. © Google, Inc.

Candidate score: 3.9

Interviewer: Craig Rubens, Sales Manager

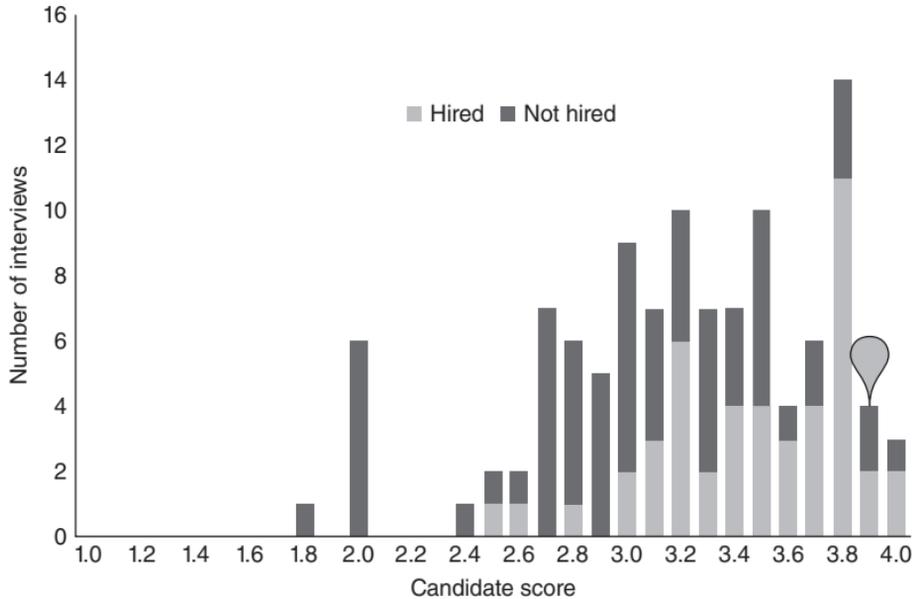
Interviewer experience: 117 total interviews, 111 onsite interviews



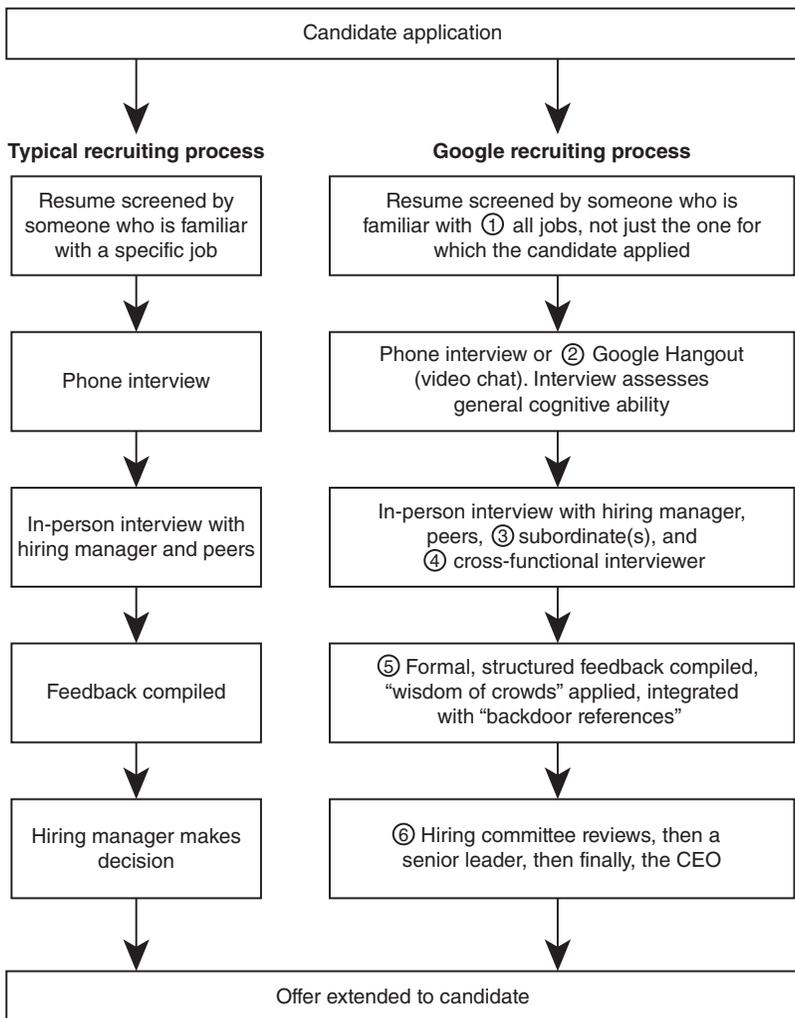
Latest interview

Apr 23, 2013 11:30 AM (EDT) – onsite

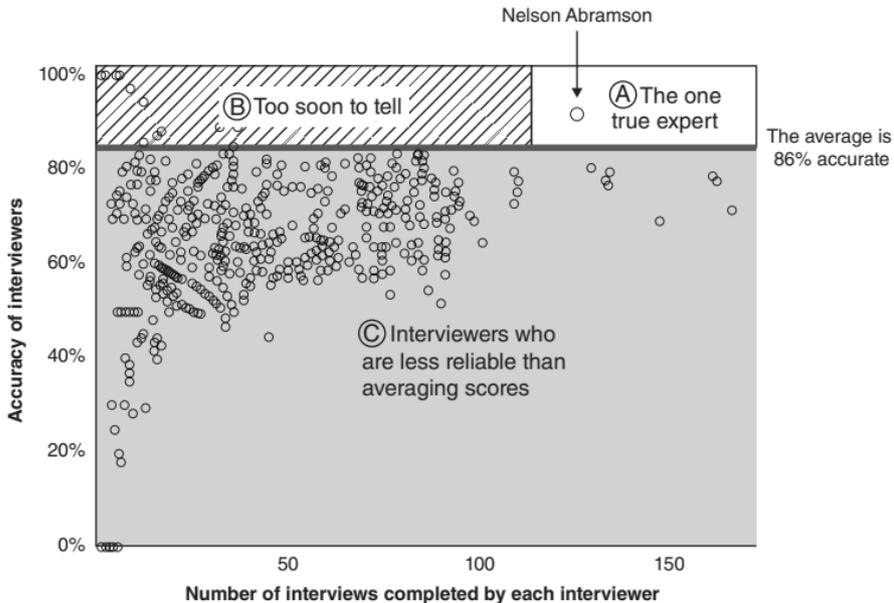
Apr 23, 2013 4:18 PM (EDT) – feedback received



Illustrative feedback for an interviewer. © Google, Inc.



Comparison of a typical hiring process with Google's hiring process. © Google, Inc.



Scatterplot showing individual interviewing accuracy (each dot is one interviewer) compared to the 86 percent accuracy resulting from averaging interview scores. Accuracy of interviewers is defined as the percent of candidates that the interviewer wants to hire who are actually hired. Group A consists of Nelson Abramson, the only person to beat the wisdom of the crowd. In Group B, these interviewers seem more accurate than the crowd but haven't done enough interviews for us to statistically prove if it's skill or if they were just lucky. Most individuals are less accurate than "the crowd" and fall into Group C.

Candidate's Name: [REDACTED] **EXTERNAL REFERENCE CHECKS**

Name of Reference: [REDACTED] ng

Company Name: Fortress Investment Group Phone Number: 415-284-7423

Check Comp

1. W Role-related **INTERVIEW SCORE AND FEEDBACK FOR EACH INTERVIEW QUESTION**

Leveraging of consumers job knowledge and insights for our clients is crucial for the role she is applying for and Google's

GCA Under Identifies **DETAILED FEEDBACK ON EACH CANDIDATE ANSWER, BASED ON FOUR HIRING ATTRIBUTES**

Makes Sound Decisions: Solid

works in the large investment companies y create is as crucial the objective of hopes to the role.

Offer Coverage **DETAILED CANDIDATE BACKGROUND** Offer ID: 74396

Position/Title: Child Development Specialist

Recruiter: [REDACTED] (mobi: 100317) Lead Recruiter: [REDACTED] (mobi: 10792)

Candidate Summary

Type of Hire: Direct Hire

Education

School	Country	Selectivity	Degree	Field	Us Gpa	Int. Gpa	Grad Date	Graduated?
San Jose State University			Undeclared				December 2003	NO
Orfords College			Associate Degree, Early Childhood Studies				May 2004	NO
California State University, Sacramento			Bachelor's Arts, Child Development				May 2006	YES

Work History

Company/Organization	Position	Start Date	Term Date
Children's Creative Learning Centers, Inc. - Cisco Campus	Pre-Kindergarten Math and Phonics Instructor, Pre-Kindergarten Head Teacher, Preschool Head Teacher	November 2005	In Progress
Children's House of Las Alamos	Preschool Teacher/School Age Program Director	August 2005	June 2008

Years of Relevant Industry Experience: 4

Pre-Google Standardized Test Scores

Google Test Scores

Interview Data

Number of Interviews: 5 Average Score: 3.4

Additional Notes

The [REDACTED] Director of Benefits I support hiring [REDACTED] as an Infant Toddler Support Teacher at the Children's Center. [REDACTED] received a BA from California State University, Sacramento in Child Development. She currently works at a play-based center and is eager to join Google's program which is inspired by the principles of the Reggio Emilia approach and fosters collaborative learning and developmental growth. She has several years of experience working at Children's Creative Learning Centers at the Cisco Campus so she is familiar with the corporate element of working with employees sponsored child care. She also speaks strongly about working collaboratively with teachers, parents and children. Children's Center Director [REDACTED] first spoke with [REDACTED] and [REDACTED] thought the candidate was very poised and articulate displaying good values and core thinking that is in line with the Google Children's Centers. For these reasons, I think she would make a good Infant Toddler Support teacher at the Google Children's Centers.

RULE OF 7:

- * Will report to: [REDACTED], Site Director
- * Manager's team size: 25
- * People Manager?: No

GCA INTERVIEWER [REDACTED], Google Children's Center, Operations Manager

OCTOBER ~~5~~⁸, 2011

NEW DELHI — The Dalai Lama, Tibet's exiled spiritual leader, ~~scrapped plans on Tuesday to attend~~ the 80th birthday celebration of a fellow Nobel laureate, Desmond M. Tutu of South Africa, after the host government did not grant his visa request. *joined*

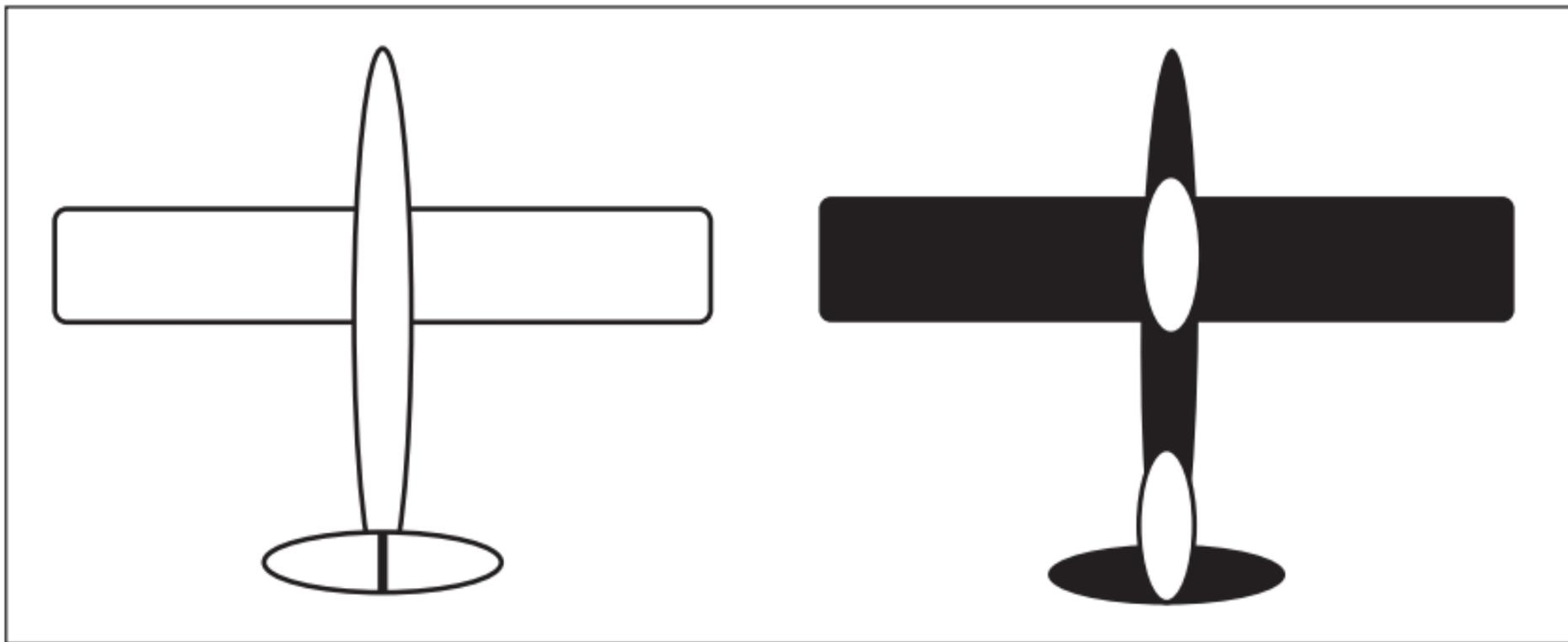
*via
hangout*

Advertisement in the *New York Times* celebrating the successful Hangout between the Dalai Lama and Desmond Tutu. © Google, Inc.



Photo courtesy of Brett Crosby

Patrick (left) and me on one of his bikes.



Wald's illustration of bomber damage.

Googlegeist

Our Annual Survey

Section 1: Me

The Google-wide portion of the survey is organized into four sections. This first section asks you about topics that relate to your individual experience as a Googler.

If you prefer not to answer a question, don't know the answer, or feel that the question doesn't apply to you, please select "N/A."

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	N/A
My overall goal for work this year	<input type="radio"/>					
My daily goals are clear, specific and achievable in my role	<input type="radio"/>					
My current goals are clear	<input type="radio"/>					
My current goals are motivating and energizing	<input type="radio"/>					
My work goals are a source of personal accomplishment	<input type="radio"/>					
My work is fun	<input type="radio"/>					
There is a good mix of projects that are challenging and well supported by our team	<input type="radio"/>					



Previous

Next

Click "Next" to save your answers.

Tessa Pompa



- Home
- Overview
- All Items

Themes

All survey items are grouped into themes. A theme score is the average score of the items within that theme. The percent favorable of each theme is compared to Google overall, your function or Product Area, and your VP or SVP where applicable. Differences from comparison scores greater than or equal to 5% are bolded here in green or red. If no data were available, or if you are the leader of the function or Product Area, a hyphen ("-") is displayed. Check the [FAQ page](#) for a description of each theme.

Org

Theme	Responses	Percent Favorable	Vs Google % Fav
Peers	2684	81% 7	+6
Manager	2721	88% 8 3	0
Leadership	2706	88% 9 5	+5
Culture	2730	84% 11 5	+9
Total Rewards	2695	82% 14 4	+2
Career Development	2649	82% 10 3	-1
Well-Being	2717	80% 9 11	+1
Performance Management	2523	73% 16 3	-2
Work/Role	2641	72% 15 11	-3

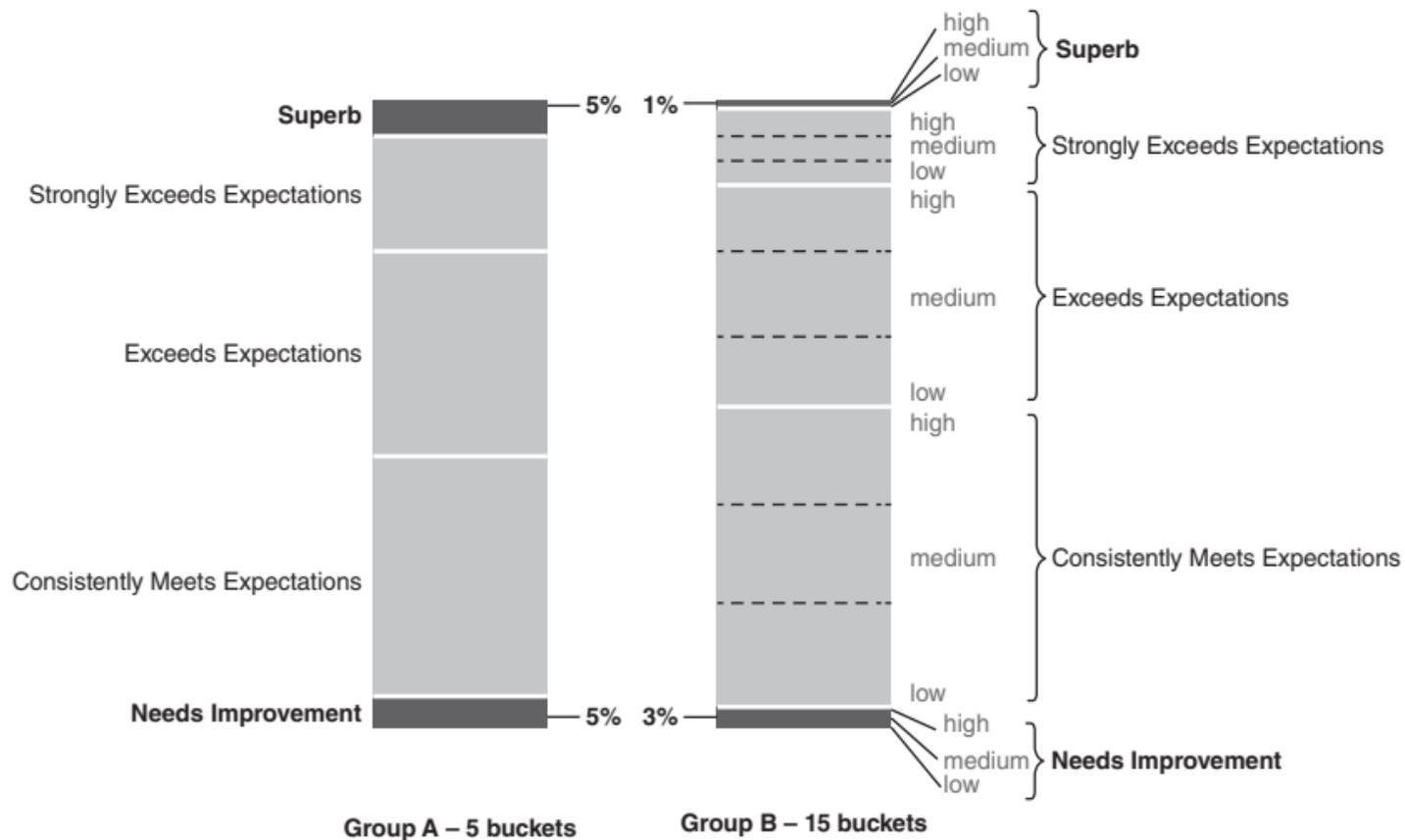
Example of personalized Mygeist report from the 2014 Googlegeist survey.
Data is illustrative. © Google, Inc.

STRONGLY EXCEEDS MANGO



Googler Paul Cowan created this graphic to illustrate one of my rating proposals.

Image by Paul Cowan.¹¹⁶



Average rating distribution of Groups A and B.

Tips for Evidence-Based Calibration

Keep calibration data dr
7 common forms of cog

Cognitive Bias/ Group Dynamic	Definition	Example
Horns & Halo Effects	When the overall impression of someone as generally amazing/terrible clouds judgment against new evidence that might point to the contrary	"Tom is always such a ro some issues this quarter what a rock star he alwa
Recency Effect	Tendency to remember the last few things someone did and to weigh them disproportionately	"Tom is having a terrible two weeks he hasn't bee anything done."
Fundamental Attribution Error	Either paying too much attention to a person's "ability" and not enough to the situation/context that impacted their performance, or vice versa	"Tom bombed this proje he didn't get enough dir manager. He's great, I kn and he deserves a higher "Tom bombed this proje me that he really can't g Where did we hire this g
Central Tendency	"Playing it safe" by rating close to the midpoint	"Well, 3.7 is a really high group, so what about me You're still giving the em 'exceeds expectations' r
Availability Bias	Mistaking what's easy to bring to mind with what's more frequent	"I remember Tom's first thinking that I had never ramp up so fast. He's fan

Excerpt from a sample handout provided before performance calibration discussions. © Google, Inc.

← Self assessment Who can see my answer: ● Peers ● Unsolicited peers ●

1

Project/Achievement ●●●●

My role ●●●● **My impact** ●●

Summary of my key contributions ●●●●

Clearly and concisely describe the impact you had. All content is public. However, there is a suggested character limit. Visit the Help page for more guidance.

512 recommended characters remaining

[+ Add another project](#)

What's one thing you do really well that you plan to continue doing? ●●●●

Provide 1-2 examples that show when you did this. See examples for more guidance.

Excerpt from Google's peer feedback templates. © Google, Inc.

Performance & development discussion guide for managers

This guide provides a framework to help you prepare and think through performance and development conversations with your team. You can use this guide whether you're holding a full review (e.g., discussing peer feedback and your written manager assessment) or a mid-year check in (e.g., sharing the most recent rating).

Development conversations as part of the official Perf review cycles are just one opportunity for you to connect with your Googlers. Sharing feedback and discussing how they can grow is an ongoing part of your role as a manager. You can also use this framework to structure performance and development conversations that you hold throughout the year, building upon past discussions.

Key areas to cover:

[Getting started](#)

[1. Overall performance](#)

[2. What to keep doing & next steps](#)

[3. What to improve on & next steps](#)

[4. \(optional\) Longer-term goals](#)

[5. Recap](#)



Additional resources:

- You may find it helpful to leverage this [tracking sheet](#) as you compile information for each individual, and/or [this worksheet](#) to share directly with your Googler
- We have also shared [this conversation guide](#) with Googlers to help them prepare for these discussions

Getting started

Before you dive in, ensure the goals of the conversation are clear - are you discussing a full review incl. peer feedback, are you discussing the last 6 months and the related perf rating, or are you checking in mid cycle?

What to cover:

- Articulate the goal and structure of the conversation
- Have examples ready to enrich the discussion
- Ask questions and encourage your Googler to speak openly

Things to consider:

- Past development conversations with your Googler
- How does your Googler best receive and integrate feedback? If you feel unsure, this could be something to discuss
- Think about and combat any potential biases - the checklists at [go/tbPerf](#) will help

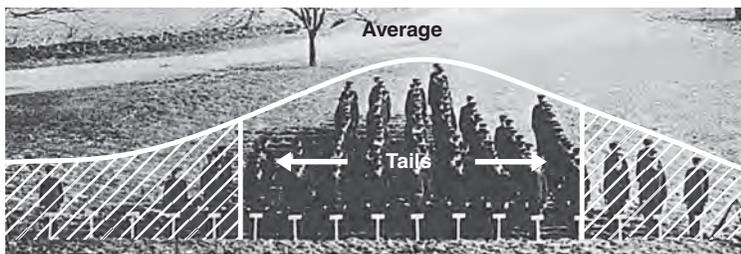


Number of individuals in each rank	1	0	0	1	5	7	7	22	25	26	27	17	11	37	4	4	1
Heights in feet and inches to which ranks correspond	4:10	4:11	5:0	5:1	5:2	5:3	5:4	5:5	5:6	5:7	5:8	5:9	5:10	5:11	6:0	6:1	6:2

Living histogram of 175 male college students.¹²⁵

Courtesy of Archives & Special Collections at the Thomas J. Dodd Research Center, University of Connecticut Libraries

The “tails” of the distribution are the team members at the extremes, say below 5 feet 4 inches tall and above 5 feet 11 inches. They are the bottom and top 10 percent of the distribution in the example below.



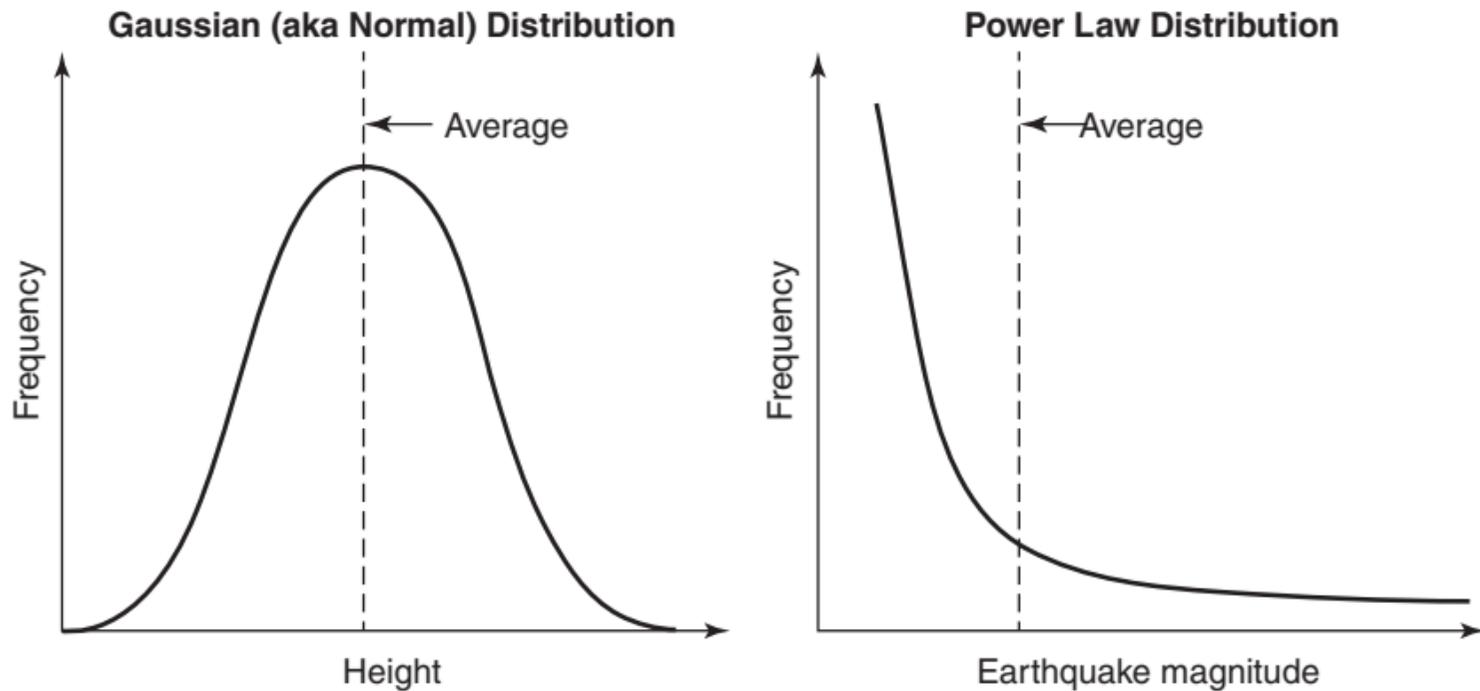
4.10"	4.11"	5.0"	5.1"	5.2"	5.3"	5.4"	5.5"	5.6"	5.7"	5.8"	5.9"	5.10"	5.11"	6.0"	6.1"	6.2"
-------	-------	------	------	------	------	------	------	------	------	------	------	-------	-------	------	------	------

Courtesy of Archives & Special Collections at the Thomas J. Dodd Research Center, University of Connecticut Libraries

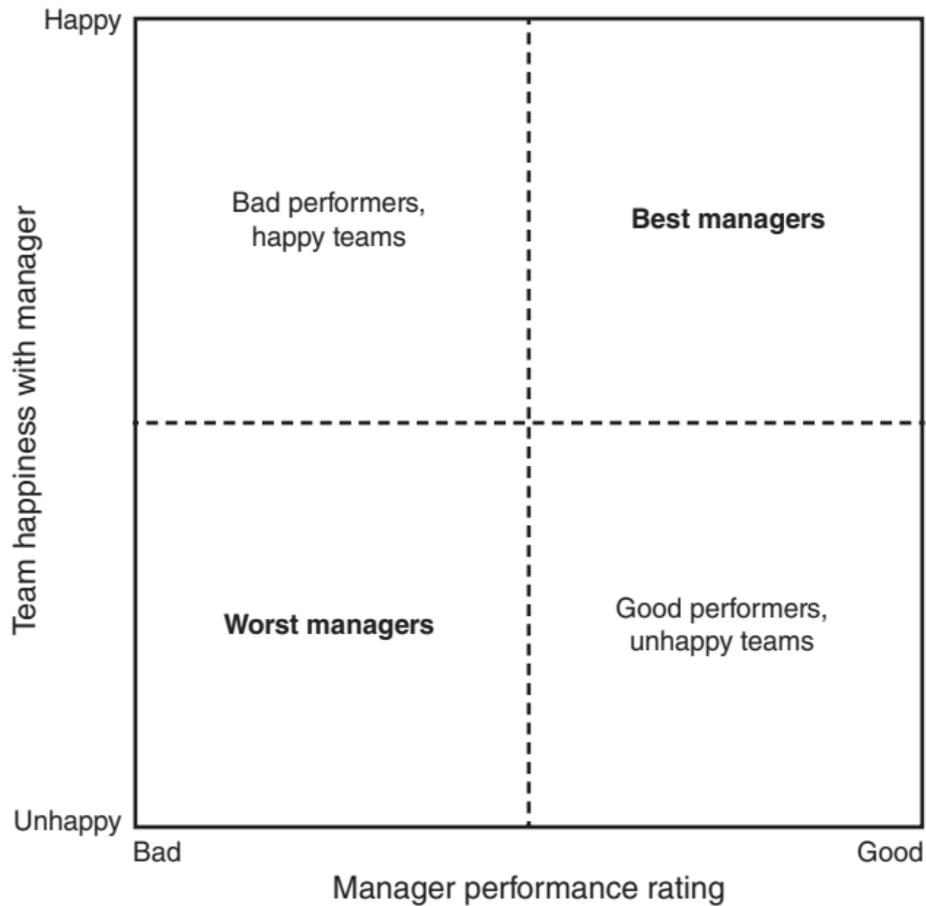
The heights of the students follow a normal distribution, with each of the two “tails” representing those with “extreme” heights.



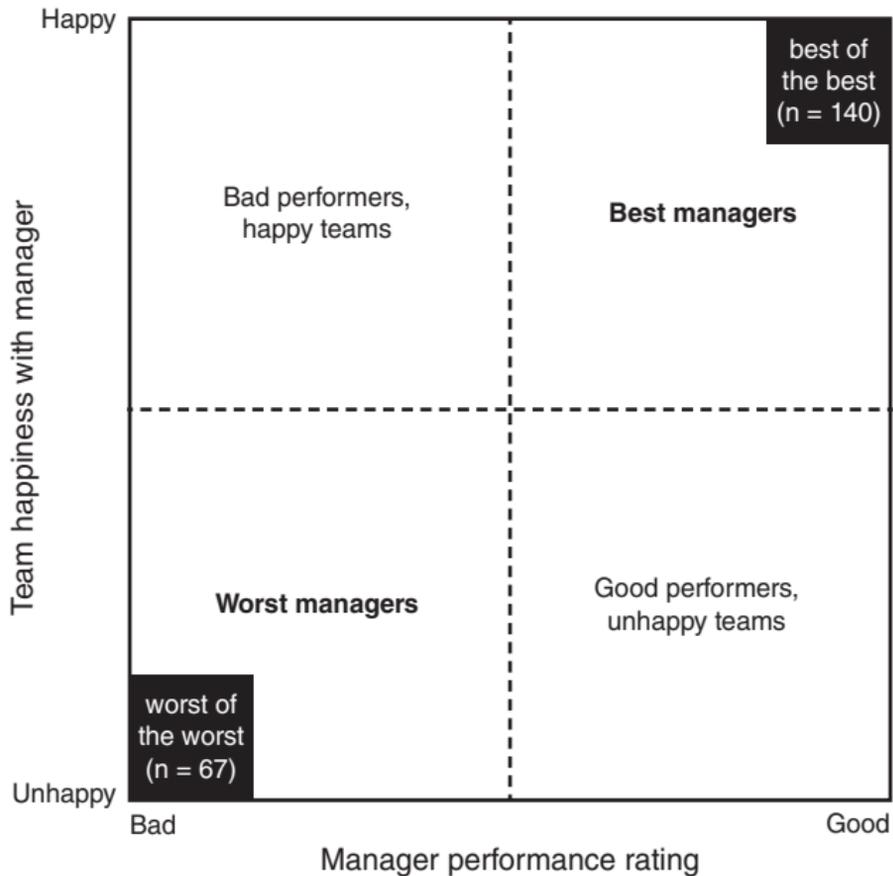
The same holds true for Googlers—we asked Googlers to line up by height and the result was a normal distribution with the same two tails.^{xlvi}



Comparison of the distribution of human height and earthquake magnitude. Height varies evenly around an average with roughly half of people above and half below average in height. In contrast, the large majority of earthquakes are below average size.



How managers were initially sorted for Project Oxygen.



Subsequent refinement to identify managers who were in the top or bottom 25 percent in both team happiness and performance.

UFS Report for Craig Rubens

Overall Percent Favorable: **91%** (7)

Top Quartile Overall: 93%

Bottom Quartile Overall: 75%

Fav. Neutral Unfav.

- % Favorable** - the percent of Googlers who selected "agree"/"strongly agree" to the given item
- % Neutral** - the percent of Googlers who selected "neutral" to the given item
- % Unfavorable** - the percent of Googlers who selected "disagree"/"strongly disagree" to the given item

Detailed Results

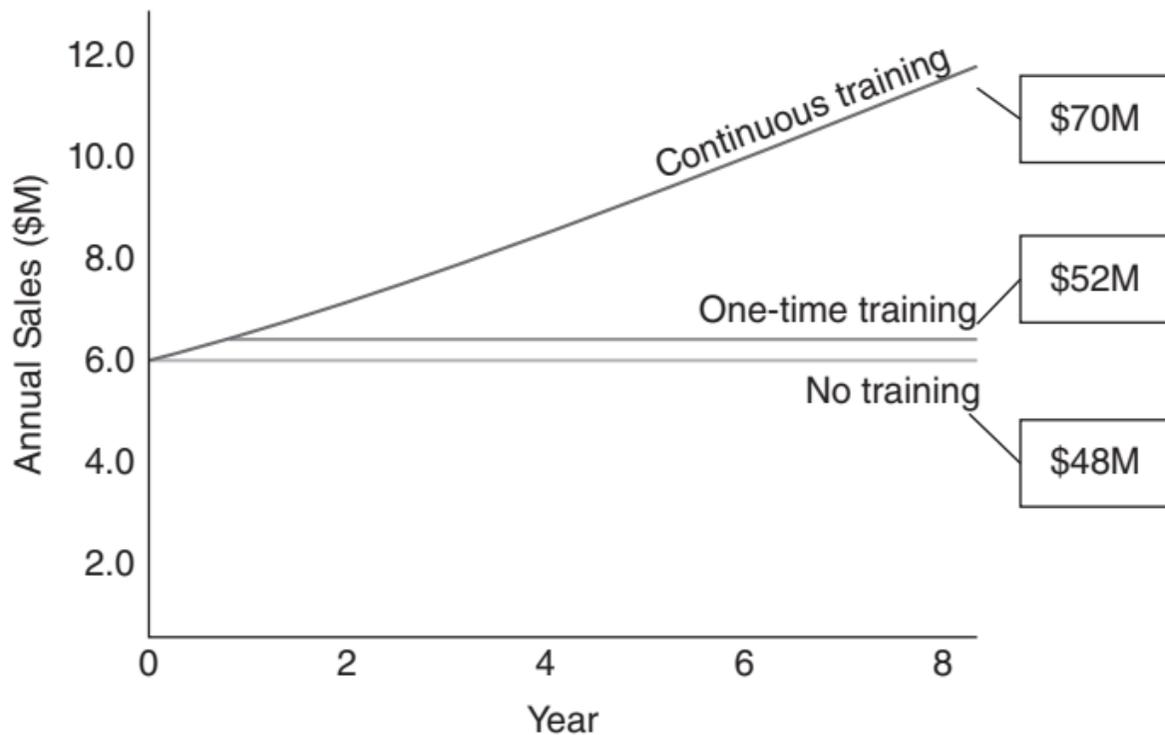
Here are the survey results for Googlers who reported directly to you as of January 1, 2015. We display the current items where three or more people responded.

Filter: All Oxygen Attributes *Hover over any item to view its Oxygen Attribute (last 10/20)

Item	N	% Favorable	Vs Prior Fav	Vs Global Business Fav	Find resources
1 My manager does not "micromanage" (i.e., get involved in details that should be handled at other levels).	6	100	0 Vs Q1-2013 Googlegest	+17	
2 My manager balances giving freedom with being available for advice.	6	100	0 Vs Q3-2012 UFS	+12	
3 My manager makes it clear he/she trusts the team.	6	100	0 Vs Q3-2012 UFS	+15	
4 My manager shows consideration for me as a person.	6	100	+14 Vs Q1-2013 Googlegest	+9	

Sample Upward Feedback Survey manager report from Google.
Data is illustrative. © Google, Inc.

Cumulative Sales Over Eight Years



Total company sales under different training scenarios.



A decommissioned monorail in our Sydney, Australia, office.
© Google, Inc.



A decommissioned gondola in the Zurich office. © Google, Inc.

Hot Summer Fashions!

Model Search Enter Now

voicemail



Search for

Go Get It!

[Advanced Search](#) | [Multimedia](#) | [Parental Controls](#)

[Topics](#) [Shop](#) [Autos](#) [Books](#) [Computers](#) [Entertainment](#) [Games](#) [Health](#) [Kids](#) [Music](#) [Small Biz](#) [Sports](#) [Travel](#)
[Find](#) [Auctions](#) [Calendar](#) [Chat](#) [Clubs](#) [Ecards](#) [Email](#) [Free ISP](#) [MP3](#) [Maps](#) [People](#) [Stocks](#) [Yellow Pages](#) [More...](#)

Lycos News

[Edit](#)

[Free Email & Voicemail at Lycos Communications](#)

August 15, 2000

- [Watch the Democratic Convention Live](#)
- [Ten Arrests in L.A. Protests](#)
- [Netting Corporate Gripes Legally](#)

[More News...](#)

Lycos Shop

[Browse Categories](#)

- [Autos](#)
- [Clothing](#)
- [Electronics](#)
- [Home & Garden](#)
- [Toys & Games](#)

[More...](#)

Featured

My Lycos - Personalize

[Sign up](#), [Log in...](#)



Boston, MA
 Cloudy, **63°F**
[Change to your city](#)

Arts & Entertainment

[Music](#), [Celebrities](#), [Movies...](#)

Recreation

[Food](#), [Outdoors](#), [Humor...](#)

Autos

[Buying](#), [Manufacturers](#), [Parts...](#)

Reference

[Education](#), [Maps](#), [Databases...](#)

Business & Careers

[Jobs](#), [Investing](#), [Real Estate...](#)

Regional

[US](#), [Europe](#), [Asia...](#)

Computers & Internet

[Software](#), [Internet](#), [Hardware...](#)

Science & Technology

[Biology](#), [Astronomy](#), [Earth...](#)

Games

[Card](#), [Computer](#), [Arcade...](#)

Society & Culture

[Relationships](#), [People](#), [Women...](#)

Lycos.com home page from circa 2000.

Lycos

The screenshot shows the Excite.com homepage with a search bar at the top and a navigation menu. The main content area is divided into several sections: 'Web Links' (listing various categories like Autos, Books, etc.), 'Web Tools' (listing various services like Email, etc.), 'Web News' (listing various news items), 'Web Images' (listing various image galleries), and 'Web Video' (listing various video content). A large 'ad obscured' placeholder is visible in the center of the page.

Excite.com home page from circa 2000.

Mindspark/Excite

Google!

B E T A

Search the web using Google

Google Search

I'm feeling lucky

[More Google!](#)

Google.com home page from circa 2000. © Google, Inc.



Image courtesy of Tessa Pompa and Diana Funk

Luckily, compensation is more equitable and just at Google than in this dream scenario.

Say "Thank you!" to a fellow Googler

1 Who do you want to thank?



Mister Cat
User Experience Designer

2 What award do you want to give?



Kudos

For a job well done. Anyone can choose!



Peer Bonus

Give a cash award for going above and beyond.

Creates your Kudos

Tell 'em why what they did was awesome



Grumpy Cat

Enter Text

Jan 12, 2013



Mister Cat

Next >

Activity

[My Awards](#)



Grumpy Cat

Dmitry, you are the best thing since sliced bread! Thanks for the tip...

Jan 12, 2013 3 comments



Dmitry Guyvoronsky



Kamil Thelrog

Grumpy Cat, you are the best thing since sliced bread! Thanks for the tip...

Jan 12, 2013 1 comment



Grumpy Cat



Grumpy Cat

With the re-structuring process of Channel Sales, Marta has managed to navigate the Vertical Team in times of rapid change, allowing us to clearly focus on our growth drivers and priorities.

Jan 12, 2013



Marta Rey-Babano



Michal Levin

Grumpy Cat, you are the best thing since sliced bread! Thanks for the tip...

Jan 12, 2013 1 comment



Grumpy Cat



The Wall of Happy outside my office in Google's Mountain View, CA, headquarters.

The screenshot displays the Google Wave web application. On the left, there is a sidebar with navigation options like 'Inbox', 'Archive', and 'Trash', along with a 'Contacts' list including Anna-Christina, Gregory, and others. The central pane shows a list of waves, each with a title, a thumbnail, and a timestamp. The right pane shows a selected wave titled 'BBQ on Sunday?' with a poll question 'Let us know if you can come!'. The poll has three columns: 'Yes', 'No', and 'I May or Not'. Below the poll, several users have responded, such as Dan Kettering, Anna-Christina Douglas, and Dan Peterson. At the bottom of the right pane, there is a chat area with messages like 'me: What can I bring?' and 'Tim W: Just yourself is fine, but maybe...'

A look at Google Wave circa 2009 and its innovative interface.

© Google, Inc.



Google's microkitchens are interspersed throughout our offices.
This is a particularly nice one. © Google, Inc.

Program	Cost to Google	Cost to Googler	Benefit to Googlers or Google
ATMs	Free	Free	Efficiency
Bureaucracy Busters	Free	Free	Efficiency
gTalent Show	Free	Free	Community
Holiday fairs	Free	Free	Efficiency
Mobile libraries	Free	Free	Efficiency
Random Lunch	Free	Free	Community; innovation
TGIF	Free	Free	Community
Bike repair	Free	Yes	Efficiency
Car wash and oil change	Free	Yes	Efficiency
Dry cleaning	Free	Yes	Efficiency
Haircuts and salons	Free	Yes	Efficiency
Organic grocery delivery	Free	Yes	Efficiency
Concierge	Negligible	Free	Efficiency
Culture Clubs	Negligible	Free	Community
Employee Resource Groups	Negligible	Free	Right thing to do; community; innovation
Equality in benefits	Negligible	Free	Right thing to do
gCareer (return to work program)	Negligible	Free	Right thing to do; efficiency
Massage chairs	Negligible	Free	Efficiency
Nap pods	Negligible	Free	Efficiency
Onsite laundry machines	Negligible	Free	Efficiency
Take Your Child to Work Day	Negligible	Free	Community
Take Your Parent to Work Day	Negligible	Free	Community
Talks @Google	Negligible	Free	Innovation
Loaner electric vehicles	Modest	Free	Efficiency
Massage	Modest	Yes	Efficiency
Free food	High	Free	Community; innovation
Shuttle service	High	Free	Efficiency
Subsidized child care	High	Yes	Efficiency



The Temple of Apollo at Delphi, Greece.

Photo Sphere image courtesy of Noam Ben-Haim

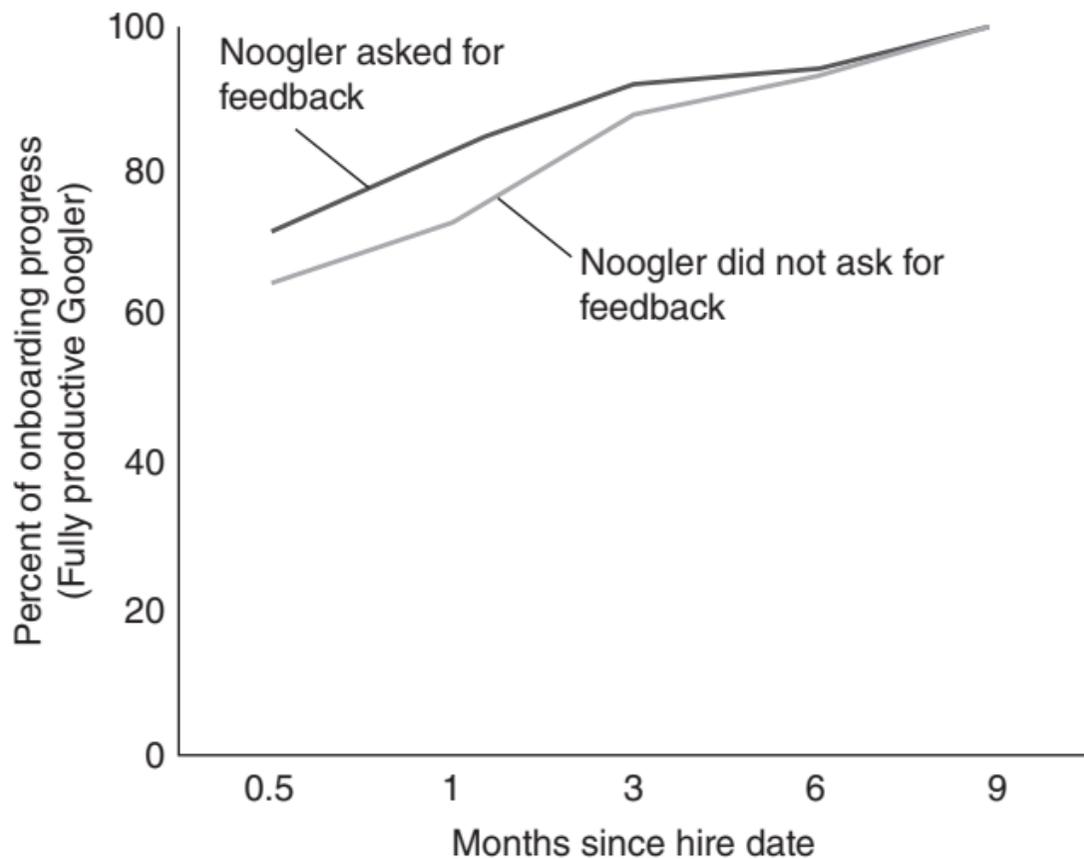


Courtesy of rAndom International

The *Rain Room* exhibit.



Former New York mayor Michael Bloomberg in his office bullpen.²⁰⁷

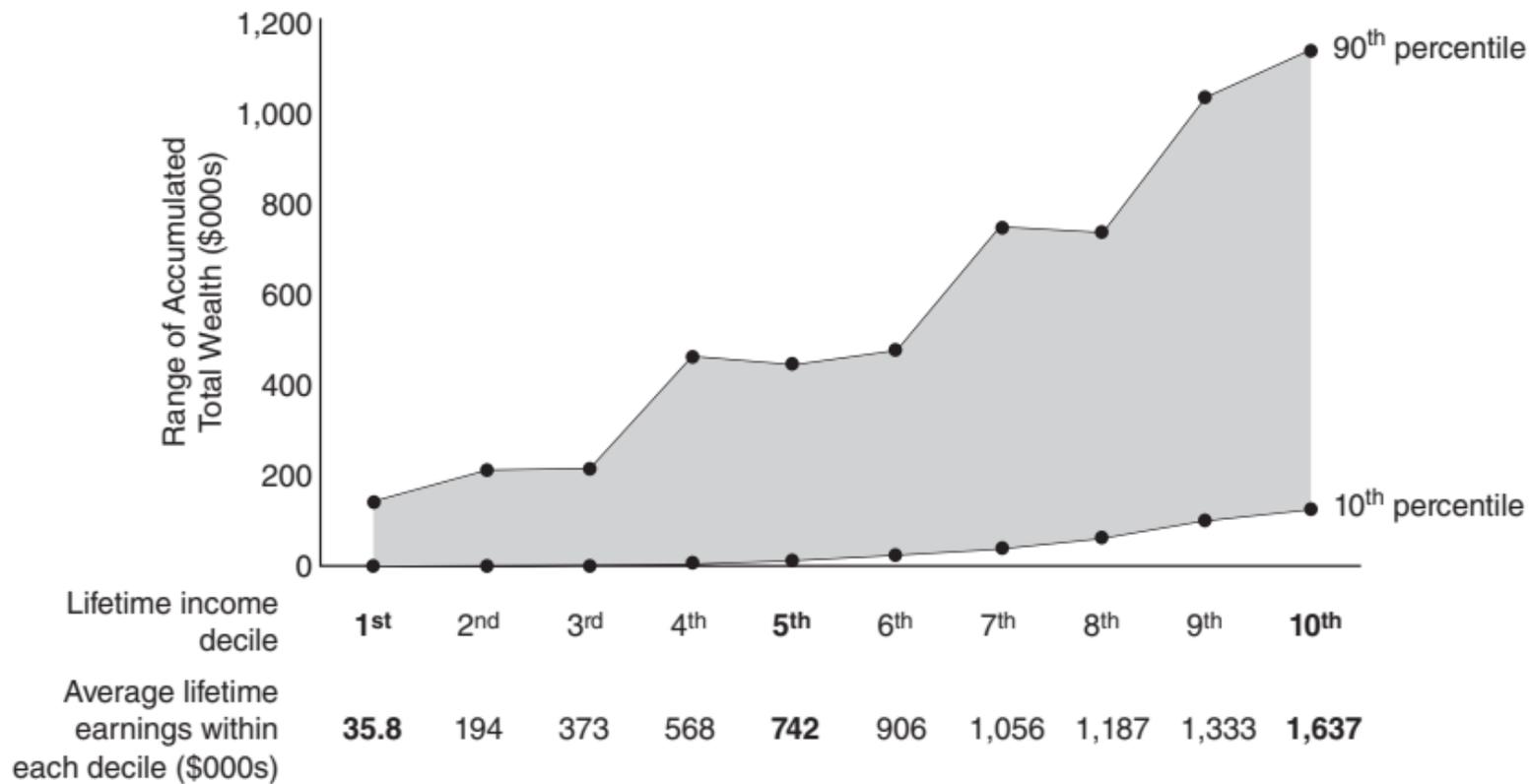


Percent of Nooglers who are fully productive.



Courtesy of Manu Cornet

Googlers are nudged to be vigilant about on-campus safety thanks to this sign on every building door.



Relationship between lifetime income and wealth accumulation.



Courtesy of Prof. David Hammond, PhD, University of Waterloo

“Shock signage” on a Canadian cigarette package.

If you drink one can of soda
every week day for one year :

140 calories per can
x 260 week days
= **36,4000 calories** per year

3,500 extra calories
= **1 pound** of body weight

You do the math!

**But if you don't want to, that's 10 pounds per year*



Figure 1

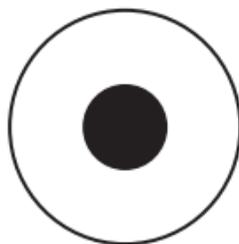


Figure 2

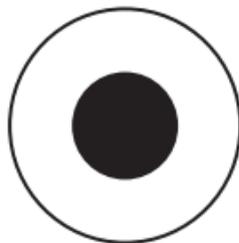
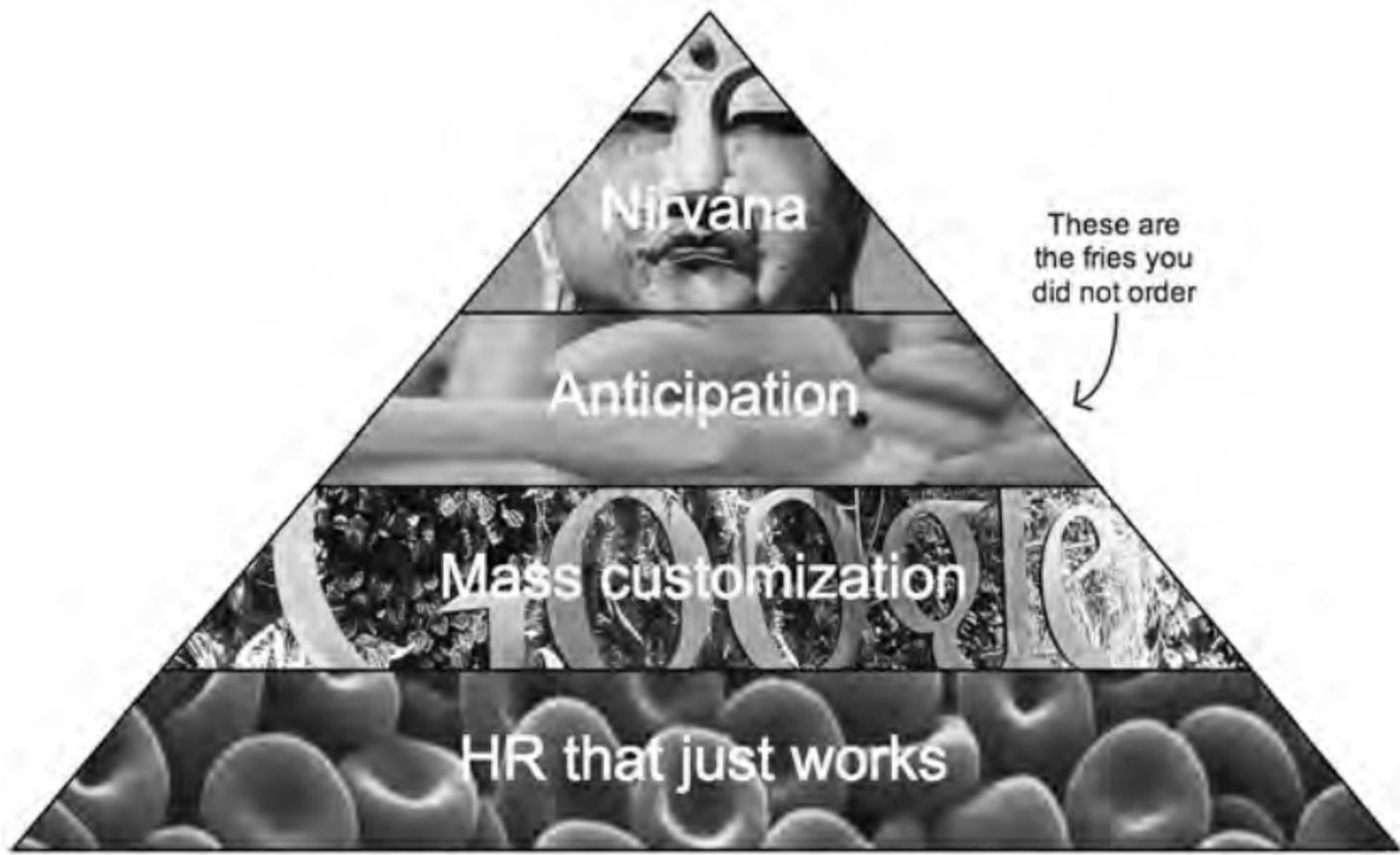


Illustration modeled on Delboeuf illusion.



"Laszlo's hierarchy." © Google, Inc.

Work Rules

Chapter 1

WORK RULES...FOR BECOMING A FOUNDER

- Choose to think of yourself as a founder.
- Now act like one.

Chapter 2

WORK RULES...FOR BUILDING A GREAT CULTURE

- Think of your work as a calling, with a mission that matters.
- Give people slightly more trust, freedom, and authority than you are comfortable giving them. If you're not nervous, you haven't given them enough.

Chapter 3

WORK RULES...FOR HIRING (THE SHORT VERSION)

- Given limited resources, invest your HR dollars first in recruiting.
- Hire only the best by taking your time, hiring only people who are better than you in some meaningful way, and not letting managers make hiring decisions for their own teams.

Chapter 3

WORK RULES...FOR SELECTING NEW EMPLOYEES

- Set a high bar for quality.
- Find your own candidates.

- Assess candidates objectively.
- Give candidates a reason to join.

Chapter 4

WORK RULES...FOR FINDING EXCEPTIONAL CANDIDATES

- Get the best referrals by being excruciatingly specific in describing what you're looking for.
- Make recruiting part of everyone's job.
- Don't be afraid to try crazy things to get the attention of the best people.

Chapter 5

WORK RULES...FOR SELECTING NEW EMPLOYEES

- Set a high bar for quality.
- Find your own candidates.
- Assess candidates objectively.
- Give candidates a reason to join.

Chapter 6

WORK RULES...FOR MASS EMPOWERMENT

- Eliminate status symbols.
- Make decisions based on data, not based on managers' opinions.
- Find ways for people to shape their work and the company.

Chapter 7

WORK RULES...FOR PERFORMANCE MANAGEMENT

- Set goals correctly.
- Gather peer feedback.
- Use a calibration process to finalize ratings.
- Split rewards conversations from development conversations.

Chapter 8

WORK RULES...FOR MANAGING YOUR TWO TAILS

- Help those in need.
- Put your best people under a microscope.
- Use surveys and checklists to find the truth and nudge people to improve.
- Set a personal example by sharing and acting on your own feedback.

Chapter 9

WORK RULES...FOR BUILDING A LEARNING INSTITUTION

- Engage in deliberate practice: Break lessons down into small digestible pieces with clear feedback and do them again and again.
- Have your best people teach.
- Invest only in courses that you can prove change people's behavior.

Chapter 10

WORK RULES...FOR PAYING UNFAIRLY

- Swallow hard and pay unfairly. Have wide variations in pay that reflect the power law distribution of performance.
- Celebrate accomplishment, not compensation.
- Make it easy to spread the love.
- Reward thoughtful failure.

Chapter 11

WORK RULES...FOR EFFICIENCY, COMMUNITY, AND INNOVATION

- Make life easier for employees.
- Find ways to say yes.

- The bad stuff in life happens rarely... be there for your people when it does.

Chapter 12

WORK RULES...FOR NUDGING TOWARD HEALTH, WEALTH, AND HAPPINESS

- Recognize the difference between what is and what ought to be.
- Run lots of small experiments.
- Nudge, don't shove.

Chapter 13

WORK RULES...FOR SCREWING UP

- Admit your mistake. Be transparent about it.
- Take counsel from all directions.
- Fix whatever broke.
- Find the moral in the mistake, and teach it.

Chapter 14

WORK RULES

1. Give your work meaning.
2. Trust your people.
3. Hire only people who are better than you.
4. Don't confuse development with managing performance.
5. Focus on the two tails.
6. Be frugal and generous.
7. Pay unfairly.
8. Nudge.
9. Manage the rising expectations.
10. Enjoy! And then go back to No. 1 and start again.

Photo Credits

Page 30: Google Images & Tessa Pompa

Page 31: Google & Burning Man

Page 32: The Google Doodle team

Page 35: Google Maps

Page 35: Google Maps

Page 36: Google Maps

Page 36: Google Maps (maps.google.com/oceans)

Page 37: Google Maps

Page 38: Google Maps

Page 43: Change.gov

Page 73: Google

Page 73: Google

Page 74: Google

Page 95: Google

Page 104: Google

Page 105: Google

Page 109: Google

Page 111: Google

Page 116: Google Creative Lab

Page 127: Photo courtesy of Brett Crosby

Page 129: Inspired by Adam Wald

Page 139: Google

Page 140: Google

Page 158: Paul Cowan

Page 162: Google

Page 166: Google

Page 172: Google

Page 173: Google

Page 179: Courtesy of Archives & Special Collections at the Thomas J. Dodd Research Center, University of Connecticut Libraries

Page 179: Courtesy of Archives & Special Collections at the Thomas J. Dodd Research Center, University of Connecticut Libraries

Page 179: Tessa Pompa

Page 181: Google

Page 191: Google

Page 192: Google

Page 195: Google

Page 197: Google

Page 198: Google

Page 211: Google

Page 227: Google

Page 227: Google

Page 228: Lycos

Page 228: Mindspark/Excite

Page 229: Google

Page 246: Tessa Pompa & Diana Funk

Page 250: Google

Page 251: Craig Rubens & Tessa Pompa

Page 254: Google

Page 270: Google

Page 274: Google

Page 283: Photo Sphere image courtesy of Noam Ben-Haim

Page 287: Courtesy of rAndom International

Page 289: Photo by Hiroko Masuike, The New York Times, 3/22/13

Page 300: Google

Page 302: Courtesy of Manu Cornet

Page 304: Hachette/Publisher

Page 310: Courtesy of Prof. David Hammond, PhD, University of Waterloo

Page 311: Google

Page 314: Inspired by Delboeuf illusion

Page 351: Google

Page 385: Tessa Pompa