

HOW GOOGLE WORKS BY ERIC SCHMIDT, JONATHAN ROSENBERG



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The image shows the top portion of the Google logo, with the letters 'G', 'O', and 'O' visible in their characteristic blue, red, and yellow colors respectively.

How Google Works

Eric Schmidt & Jonathan Rosenberg

with Alan Eagle, foreword by Larry Page

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Review

"An informative and creatively multilayered Google guidebook from the businessman's perspective."?Kirkus

About the Author

Jonathan Rosenberg joined Google in 2002 and managed the design and development of the company's consumer, advertiser, and partner products, including Search, Ads, Gmail, Android, Apps, and Chrome. He is currently an advisor to Google CEO Larry Page.

Eric Schmidt served as Google's CEO from 2001 to 2011. During that time he shepherded the company's growth from a Silicon Valley start-up to a global technology leader that today has over \$55 billion in annual revenues and offices in more than 40 countries. Eric is now Google's executive chairman.

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HOW GOOGLE WORKS BY ERIC SCHMIDT, JONATHAN ROSENBERG PDF

Google Executive Chairman and ex-CEO Eric Schmidt and former SVP of Products Jonathan Rosenberg came to Google over a decade ago as proven technology executives. At the time, the company was already well-known for doing things differently, reflecting the visionary--and frequently contrarian--principles of founders Larry Page and Sergey Brin. If Eric and Jonathan were going to succeed, they realized they would have to relearn everything they thought they knew about management and business.

Today, Google is a global icon that regularly pushes the boundaries of innovation in a variety of fields. HOW GOOGLE WORKS is an entertaining, page-turning primer containing lessons that Eric and Jonathan learned as they helped build the company. The authors explain how technology has shifted the balance of power from companies to consumers, and that the only way to succeed in this ever-changing landscape is to create superior products and attract a new breed of multifaceted employees whom Eric and Jonathan dub "smart creatives." Covering topics including corporate culture, strategy, talent, decision-making, communication, innovation, and dealing with disruption, the authors illustrate management maxims ("Consensus requires dissension," "Exile knaves but fight for divas," "Think 10X, not 10%") with numerous insider anecdotes from Google's history, many of which are shared here for the first time.

In an era when everything is speeding up, the best way for businesses to succeed is to attract smart-creative people and give them an environment where they can thrive at scale. HOW GOOGLE WORKS explains how to do just that.

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revenues and offices in more than 40 countries. Eric is now Google's executive chairman.

Most helpful customer reviews

132 of 135 people found the following review helpful.

Smart, engaging read with useful, immediately applicable insights.

By Don Hutchison

Eric and Jonathan cover a vast territory in their engaging discussion of Google's leadership in our software driven era. While their Google specific comments are singularly informed and compelling, I suspect their most valuable lessons are those applicable to virtually any venture. Many of these are recurring thematic within discussions of modern leadership, but rarely have so many useful concepts been so well and accessibly summarized as in "How." Despite 30 plus years in the business I furiously jotted margin notes throughout the book, reminding myself for instance, of the primacy of purpose, as illustrated by the story of a company, beginning with why it is important that it exists; the defining competitive separation afforded by traction and momentum or, get big fast; speed kills; iteration informs. This is a great read; informative, smart and wise, as reflected by their admiration of John Wooden and his aphorism "it's what you learn after you know it all that counts." For those interested I'll summarize below my 'Top 10' of the books many quality, illustrative elements. There are abundant actionable insights in this book and of course, the occasional tendril of presumption. Overall, my sentiment about the book is summarized by my ordering copies for my sons, nieces and nephews, regardless of the sectors they work within, or majors they are pursuing.

My 'Top 10' of appreciated observations:

1. Crowded work spaces fuel contagious energy and spontaneity; the physical presence of team members matters.
2. Keep management lean, with numerous direct reports per manager to assure leadership is crisp and micro-management rare.
3. Ignorance is not bliss, knowledge is instructive; share virtually everything about the company's business with all employees.
4. Smaller teams for building products; larger to sustain and grow.
5. Deliver transformative products, driven as much or more by insight as evident market demand. PS: platforms with leverage win.
6. Leaders don't delegate hiring; hire smart, curious learners and pay handsomely for impact.
7. Be mindful of your career objectives; sketch the larger ambition, then plan its execution, while remaining smartly opportunistic.
8. Spend 80% of your time on the stuff that generates 80% of your revenues; the new is seductive, but keep your focus balanced.
9. There are only a few truly important messages; assure they are heard: to quote Eric: "repetition doesn't spoil the prayer."
10. It's what you do that counts.

81 of 88 people found the following review helpful.

Must read - but do so carefully!

By Amazon Customer

Eric Schmidt and Jonathan Rosenberg have provided us an insightful window into the inner workings of one of the most important companies of recent times. I expect this book to be used extensively in MBA classrooms and *anyone* curious about modern business should read this book.

The trifecta of google's policies --- 1. evidence matters, 2. freedom to explore (the 70-30-10 rule) and 3. recruitment of smart creatives --- described in the book provides a great example of how it is the

combination of policies that lead to success, rather than the haphazard implementation of any particular policy. This is a great lesson and something that is generally under-appreciated. The richness of the description in the book is critical for understanding these points. If you're curious enough to read this review, then you should read the book.

Three words of caution to the reader when reading the book. First, prescriptive statements are quite general - and caution must be made when taking lessons from this book to other industries - especially those industries in which platforms are less salient. Second, a careful reader will keep in mind that this book might have looked very different if it turned out that social was a much better advertising medium than Google. Google lost that battle, but it was only clear in hindsight that this was not a major threat to its business. Third, it would likely be difficult to maintain Google's HR policies if the company was not so cash rich.

Nevertheless, this is very important business book and I hope and expect that many read it.

60 of 64 people found the following review helpful.

This is the definitive book for leaders/entrepreneurs who want to ...

By Keval Desai

This is the definitive book for leaders/entrepreneurs who want to learn about managing in the "information economy". I worked at Google from 2003-09 and was lucky to see first hand how Google works. It remains the most important professional experience of my 23 year career in Silicon Valley. While there has been a lot written about Google's products, strategy and "moonshot" ambitions, this is the first authoritative account of how Google created the modern organization suitable for the 21st century information economy. In today's age, with over 3 billion people who have a computer of some sort at their disposal, every company in the world - and not just Google - is essentially an information company. In this book, Eric & Jonathan outline the specific, intentional steps that Google took to create an organization that has a chance to survive and thrive for another 100 years. They cover everything from hiring, goal setting, motivating, competing, and most of all mentoring. Want to know how OKRs, snippets and no formal product plans led to one of the most admired organization in the world today? Then read this book - I can testify that this is exactly how Google worked when I was there ...

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