

HOW GOOGLE WORKS

The Rules for Success in the Internet Century

ERIC SCHMIDT and JONATHAN ROSENBERG
with ALAN EAGLE

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The Web site for this book is at www.howgoogleworks.net.

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MAIN IDEA

What's different about today's business environment – in what can be termed the "Internet Century"? Power has shifted to the consumer and entry barriers to almost every industry that exists have melted away. And within companies, individuals and small teams can have a massive impact.

The people who can have the greatest impact inside a company are now the "smart creatives" – those who have the right blend of technical know-how, business expertise and creativity. Smart creatives know how to use the tools of the modern era to do amazing things incredibly fast.



Google has excelled not because it followed some master business plan but because the company attracts smart creatives and then creates an environment where they can thrive at scale.

If you aspire to get ahead in the Internet Century which is still just beginning, figure out better ways to attract and use smart creatives. This will need to be a combination of your culture, your strategy, your talent pool, how you make decisions, how information gets communicated and the way you innovate. Organize your company around the smart creatives with the greatest impact and you position your enterprise to excel.

"We certainly don't have all the answers, but we have learned a lot about this new world where technology reigns supreme and employees are uniquely empowered to make a big difference. As Peter Drucker pointed out, the Egyptian who conceived and built the pyramids thousands of years ago was really just a very successful manager. The Internet Century brims with pyramids yet unbuilt. Let's get started."

– Eric Schmidt & Jonathan Rosenberg

How to Build and Grow a Successful Business in the Internet Century – The Google Way



Culture – You have to believe your own slogans. Page 2

To attract smart creatives, you have to have an organizational culture where you believe your own slogans. That is, your culture must be well established, well understood and people must be living up to its ideals. It must be everyone's moral compass.

Strategy – Smart creatives are attracted to ideas grounded in a strong foundation. Page 3

Google is famous for not having a business plan set in stone. Instead, the company trusts its people will figure things out as they go along and adapt as the landscape changes. It turns out this is the exact approach which appeals to smart creatives.

Talent – You have to make hiring smart creatives job #1 Page 4

If the future of your business depends on smart creatives, then it stands to reason that finding and hiring smart creatives will be the most important thing you do. No amount of strategy can substitute for talent and you have to be finding it every day.

Decisions – Even the hardest decisions have to be made by consensus Page 5

Making decisions is a fundamental activity of any business and its leaders. How you reach and then execute your decisions is the most important thing. Smart creatives expect to be an integral part of a robust decision-making process.

Communicate – Communication gets harder but more important as your organization grows . . . Page 6

Communication is all-important. Smart creatives thrive when you have open communication systems which maximize the flow of information. Your job as a manager is to be a router who distributes everything you know to your smart creatives.

Innovate – You have to stress excellence in an environment of primordial ooze Page 7

Smart creatives always want to be in on the next big thing – or more to the point, they live to create them. The best way to create conditions for that to happen is encourage your smart creatives to go for it. Create some primordial ooze for them to play in.

Conclusion – The future is incredibly bright Page 8

Somewhere out there, the next generation of smart creatives are already at work figuring out ways to unseat the leading businesses of today. Don't be depressed by this – be inspired. Get smart creatives working for you and hitch your wagon to their stars.

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