



***Work Rules!* by Laszlo Bock**

Think you might want to read this book?

In *Work Rules!*, Laszlo Bock systematically relays how Google's approach to people and work pushes the boundaries of traditional human resource protocols. You will learn why instincts actually impede the hiring process, why focusing on the two tails of a distribution is most valuable, why salary scales are in fact problematic, and why nudges are better than just providing

information or making decisions for others. A great read for all school leaders looking to attract and retain the best educators possible.

What would Socrates ask?

- What if all teachers and administrators spent one day each year following a student schedule?
- What if you prioritized "backdoor references"- loose connections to a candidate that allowed you to find out more about them?
- What if you stopped asking for transcripts from anyone who graduated more than 4 years ago?
- What if all job candidates completed an on-site work sample for evaluation?
- What if you changed the title from "Teacher" to "Learning Guide"?
- What if you surveyed faculty for "professional contentment" so we could then work to retain them?
- What if all administrators had those who report to him/her fill out a survey and then shared the results and their reflection?
- What if every faculty meeting taught one new teaching concept or strategy?

Research

- In a study of doctors and nurses, teachers and librarians, engineers and analysts, managers and secretaries. Across each of these, roughly one-third of people viewed their work as a calling, and people who did so were not just happier but reported being healthier as well.
- There's ample data showing that most assessment occurs in the first three to five minutes of an interview (or even more quickly), with the remaining time being spent confirming that bias.
- The best predictor of how someone will perform in a job is a work sample test (29 percent).
- The second-best predictors of performance are tests of general cognitive ability (26 percent).

Concepts

- “Kiss up and kick down” - when people are sycophantic to those they report to and dismissive or rude to those below them.
- False positives- people who looked good in the interview process but actually would not perform well.
- Confirmation Bias- the tendency to search for, interpret, or prioritize information in a way that confirms one’s beliefs or hypotheses.
- Thin-Slices Error- reporting on a singular positive data point and ignoring the larger set of information.
- Local Maximum- the highest value within a more constrained range of values.

Quotes from the author

- “... the default leadership style at Google is one where a manager focuses not on punishments or rewards but on clearing roadblocks and inspiring her team.”
- “The pedigree of your college education matters far less than what you have accomplished. For some roles, it’s not important whether you went at all. What matters is what you bring to the company and how you’ve distinguished yourself.”
- “But in 2010 our analyses revealed that academic performance didn’t predict job performance beyond the first two or three years after college, so we stopped requiring grades and transcripts except from recent graduates.”
- “We have a strong bias against leaders who champion themselves: people who use “I” far more than “we” and focus exclusively on what they accomplished rather than how.”
- “Pick an area where your people are frustrated, and let them fix it. If there are constraints, limited time or money, tell them what they are. Be transparent with your people and give them a voice in shaping your team or company.”
- “As a manager, you want to tell people not only how they did, but also how to do better in the future. The question is: what is the most effective way to deliver those two messages? The answer: do it in two distinct conversations.”
- “A learning organization starts with a recognition that all of us want to grow and to help others grow.”
- “A bad hire is toxic, not only destroying their own performance, but also dragging down the performance, morale, and energy of those around them.”

Quotes from others

- “When employees trust the leadership, they become brand ambassadors and in turn cause progressive change in their families, society, and environment. The return on investment to business is automatic, with greater productivity, business growth, and inspired customers.” - Ishan Dantanarayana
- “People interpret strong cultures based on the artifacts, because they’re the most visible, but the values and assumptions underneath matter much more.” - Adam Grant
- “A core belief of 3M is that creativity needs freedom. That’s why, since about 1948, we’ve encouraged our employees to spend 15% of their working time on their own projects. To take our resources, to build up a unique team, and to follow their own insights in pursuit of problem-solving.” - 3M

Organizations/schools working on answers

- [Search Inside Yourself Leadership Institute](#)

Gateways to further learning

- [The Wayback Machine](#)
- [Unconscious Bias at Work](#)

Referenced books with the potential to impact leading and learning in education

Author(s) Last Name	Title
Locke & Latham	<i><u>A Theory of Goal Setting & Task Performance</u></i>
Gawande	<i><u>The Checklist Manifesto</u></i>
Jonathan & Eagle	<i><u>How Google Works</u></i>
Gilbert	<i><u>Stumbling on Happiness</u></i>
Kahneman	<i><u>Thinking, Fast and Slow</u></i>
Thaler & Sunstein	<i><u>Nudge</u></i>
Smart & Smart	<i><u>Topgrading</u></i>

The applicability of this book to education is



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