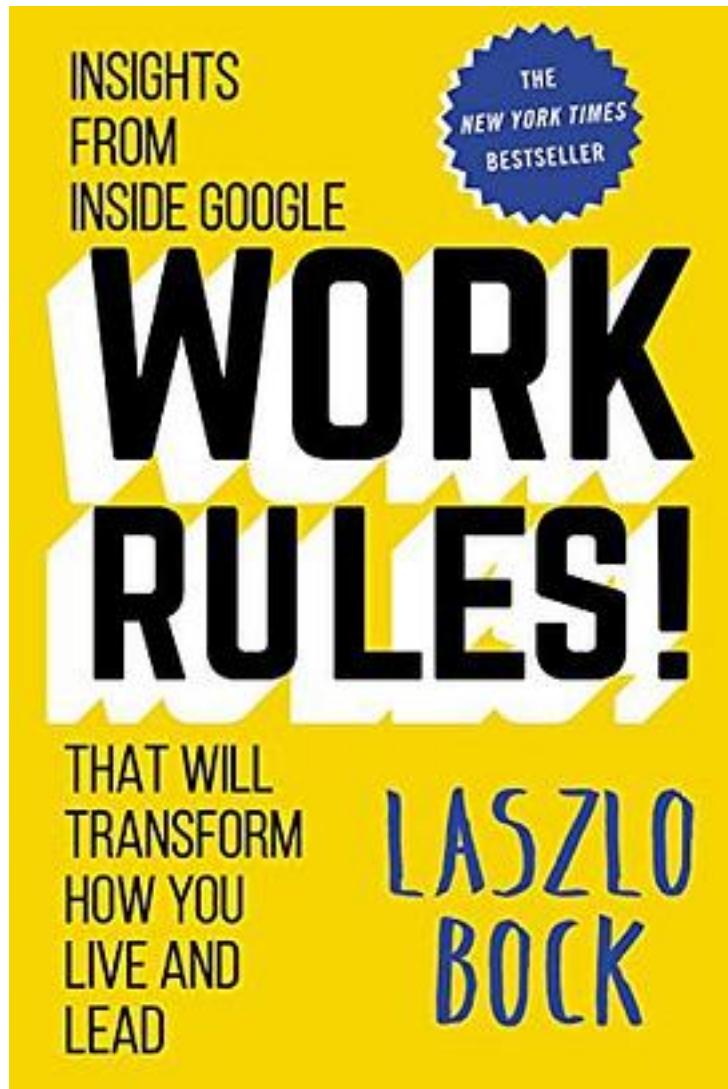


Work Rules!



[Work Rules! 下载链接1](#)

著者:Laszlo Bock

出版者:Twelve

出版时间:2015-4-7

装帧:Hardcover

isbn:9781455554799

"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 with the potential to change how we work and live.

Drawing on the latest research in behavioral economics and with a profound grasp of human psychology, Bock also provides teaching examples from a range of industries--including companies that are household names but 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 delightfully counterintuitive principles that are easy to put into action, whether you're a team of one or a team of thousands.

Cleaving the knot of conventional management, some lessons from WORK RULES! include:

Take away managers' power over employees

Learn from your best employees--and your worst

Only hire 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

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.

作者介绍:

Laszlo Bock leads Google's people function, responsible for attracting, developing, retaining, and delighting "Googlers." Bock's earlier experience spans executive roles at the General Electric Company, management consulting at McKinsey & Company, start-ups, non-profits, and acting.

During Bock's tenure, Google has been named the Best Company to Work For more than 30 times around the world and received over 100 awards as an employer of choice. In 2010, he was named "Human Resources Executive of the Year" by Human Resources Executive magazine.

目录: Contents

Welcome

Dedication

Epigraph

Preface: A Guidance Counselor’s Nightmare

Building the perfect Google resume, in retrospect

Why Google’s Rules Will Work for You

The surprising (and surprisingly successful) places that work just as we do

1. Becoming a Founder

Just as Larry and Sergey laid the foundation for how Google treats its people, you can lay the foundation for how your team works and lives

2. “Culture Eats Strategy for Breakfast”

If you give people freedom, they will amaze you

3. Lake Wobegon, Where All the New Hires Are Above Average

Why hiring is the single most important people activity in any organization

4. Searching for the Best

The evolution of Google’s “self-replicating talent machine”

5. Don’t Trust Your Gut

Why our instincts keep us from being good interviewers, and what you can do to hire better

6. Let the Inmates Run the Asylum

Take power from your managers and trust your people to run things

7. Why Everyone Hates Performance Management, and What We Decided to Do About It

Improve performance by focusing on personal growth instead of ratings and rewards

8. The Two Tails

The biggest opportunities lie in your absolute worst and best employees

9. Building a Learning Institution

Your best teachers already work for you. . . . Let them teach!

10. Pay Unfairly

Why it’s okay to pay two people in the same job completely different amounts

11. The Best Things in Life Are Free (or Almost Free)

Most of Google’s people programs can be duplicated by anyone

12. Nudge. . . . a Lot

Small signals can cause large changes in behavior. How one email can improve productivity by 25 percent

13. It’s Not All Rainbows and Unicorns

Google’s biggest people mistakes and what you can do to avoid them

14. What You Can Do Starting Tomorrow

Ten steps to transform your team and your workplace

Afterword for HR Geeks Only: Building the World’s First People Operations Team

The blueprint for a new kind of HR

Work Rules

Acknowledgments

Photo Credits

About the Author

Praise for WORK RULES!

Notes

Newsletters

Copyright

• • • • • (收起)

[Work Rules!](#) [下载链接1](#)

标签

GOOGLE

管理

人力资源管理

商业

HR

互联网

工作法则

经管

评论

看完发现主要是写给HR和管理者的书，洋洋洒洒废话很多四百多页。里面大部分心理学实验在其他书中都读到过类似的概念。就是吹嘘大google多么开放多么人性化多么讲理你们也可以学你们公司也能做到。诸如此类。前阵子thoughtworks给公司做完咨询，现在所有team处于完全chaos自管理状态，一个发现：管人的manager真不是个好活，管项目本质上还是要管人，也真是呵呵呵。

就像民主一样， explicit的制度是很容易抄袭的， implicit的规范是很难模仿的。因此，本书第一章就是讲文化，没有文化就只能南橘北枳。

I/O psychologists have been doing these researches for years. Thanks Google for its

great marketing effect and its advocate for the importance of people analytics.

自费喝corporate kool

aid。买的Audible，车轱辘话来回转的书还是挺合适在开车时听听的。听这个的主要目的是亟需一套新的cliché来替换一下的原先move fast阿impact阿那一套。对我狗完全不了解又有好奇心的或许也还值得一听吧。

to be open or closed, healthy or ill, happy or sad.

= =没想到外文电子书居然还是实体的价，17刀

很多洞见对自己的工作有实际用途。也许我可以去他的team应聘，做个分析师。

招人好难。留人好难。人多么也好难。

谷歌的亮点是在人力资源管理中以数据为驱动，使用双盲实验等科学方法收集数据，小规模测试，不断改进。

本书读者群应该是人力资源部门，从招人，绩效考核，管理团队，薪酬等多个维度展开，阐述谷歌的工作流程，谷歌擅长用数据说话，颠覆以往的方法和标准，用大数据改变管理方式。如果想省时间，直接从324页开始读

Data driven

reminds me of so many details I didnt pay to much attention before.

我拥抱所有以数据为基础加以实在的论文辩证而得出的结论和判断，它未必无懈可击，但有谱。这其实是一本HR们必须读的工具书，当然，只有在对应的context下面，书中的建议才有可行性。注：最喜欢nudge那个章节。

如果你在做你认为有意义，有价值的事情，每天醒来都值得庆幸，如果你认为你就是来赚钱的，那么最好可以不要去公司，没有比这个更真的了。

how to apply research insights into human resource management.

可算是看完了。基本上原原本本地说出狗家people ops的设计理念，运行模式。的文化是工程师文化，所以系统设置都是在这个基础上的。小有启发，更好了了解了everyday work。但是对其他非high margin的公司其实这一套借鉴意义很小很小

Recommend by Robert

They recommended 3 management books to me, 2 of them from Google, Work Rules! and Sprint. I'd like to take a look.

Started well but degraded to information-cramming in the last few chapters.

Big fan of Bock, the amount of research and thoughtfulness they put into their People Operations practice is mind-blowing. Highly recommend.

[Work Rules!](#) [下载链接1](#)

书评

1.面试失败是能力问题吗？

来北京这么多年，也经历过大大小小很多次面试，有成功的有失败的。做一下个人总结的话，那就是：先面试后笔试的，百分百被淘汰；先笔试后面试的，有一定的机会幸存。痛定思痛，排除掉本人打...

这本书很不错。阅读的同时，整理了两篇文章，萃取了本书的精华。

1、塑造谷歌人力资源策略的14项研究成果

http://mp.weixin.qq.com/s?__biz=MjM5OTEyNDI1Ng==&mid=400439881&idx=1&sn=fb37f7068db126b1f2ccf306e00b9a62&3rd=MzA3MDU4NTYzMw==&scene=6#rd

2、谷歌人力运营副总...

在一个团队中，等级特权会慢慢形成并且强化。原因有两个：一是有权力的人会因为贪图便利或者自我满足不自觉滥用权力；另一方面人总是倾向于遵循权威，寻求等级划分，下面的人会不自觉地给领导特权。

我们都经历过这样的事，领导突然命令你去帮他办一些个人事务，如下楼去拿个...

最近这段时间，工作中遇到了一些与人相处的问题，公司的招聘工作并不是很顺利，看看能不能从书里找到一些启发，恰好看到这本谷歌的人事负责人写作的书，之前看过《重新定义公司》，收获还是很多，所以毫不犹豫的读完了，尽管其中有很多并不是很认同的地方，放到后面来讲。作者...

这本书除了翻译平平和比较啰嗦外，堪称一本极好的人力资源实操手册。介绍了谷歌的企业文化、招聘、培训、绩效管理及福利制度。这是个有爱的组织。文章严谨，注明了大量的文献出处，罗列了大量的研究结果，摆出了大量的数据，让人心服口服。人力资源从业人员及公司管理层值得拥...

一、结构 二、原文

- 1、这不禁让人思索，到底哪一种公司的薪酬体系不公平：是那些最优秀员工收入远高于平均水平员工的公司，还是那些所有人都同等薪酬的公司。
- 2、埃里克森这种方式称作刻意练习：有意重复类似的小任务，即时反馈、修正和实验。
- 3、恰如心里学家亚伯拉罕·马斯洛...

看这本书的过程挺愉悦的，因为书中所描述的那种团队氛围是我所向往的。一直没想写什么，直到年底要在部门做个发言，才又想起了这本书，想着去思考我所理解的团队是什么，以及我所期望的团队成员是怎样的。
团队并不是人的一个简单集合。大家都有过坐公交车的经历吧？高峰时间一...

写于 2016-12-04。这本书的作者拉兹洛·博克是 Google 的首席人才官，他试图通过这本书告诉读者 Google 是如何做到把最优秀的人才聚集在一起并让他们开心工作的。
人才的管理过程实际上也就是企业文化的发展过程。这本书给我印象最深的一点，就是他们无论做什么样的决策， ...

只说少给的一星的原因：当把整个书粗读了一次了解了基本框架之后觉得这书写的太牛了。作者不但详细的描述了如何搭建顶级组织还把为什么这样的组织才是最具生命力说的掷地有声。但随着进入详细阅读就有一种无处不在的救世主精神浮出来了。给我的感觉似乎谷歌今天的成就主要就是...

P26 |

我们都希望自己的工作有意义。没有比知道自己在改变世界能带来更强有力的激励作用。
P35 | 文化可以把战略当早餐一样吃掉。文化塑造战略，不是战略塑造文化。 P53 |
第三章 只聘用比你更优秀的人 谷歌工作法则：关于招聘
1.资源有限的情况下，将人力资源费用首先投入到招...

每个时代都会存在一种颠覆性的变革，譬如蒸汽机，又如互联网等等。俨然工业文明的浪潮已经被信息文明赤裸裸地拍在沙滩上，资本和劳动力的多寡也不再是最重要的生产因素，如何去吸引具备专业知识的人才或是培训成这样的人才，显然是现在企业和单位最大的难题。撷取书中几段经典...

这是一本 HR 写的书。虽然是科技公司，但其实在讲人的问题。教你大公司层级体系下如何运转一套系统。公司创始人、CEO、经理、HR 从业人员对此话题会感兴趣或者觉得有用。因为讲的是人性，所以其实道理是通用的。任何大型机构，包括国家的领导人都能从中获得些提示。限制经理权...

本书核心：未来企业的成功之道，是聚集一群聪明的创意精英，营造合适的氛围和支持环境，充分发挥他们的创造力，快速感知客户的需求，愉快地创造相应的产品和服务。这意味着组织的逻辑必须发生变化。
如果说传统公司对于优秀人才的奖励是“激励”（事成之后的利益分享；聚焦在个...

[Work Rules! 下载链接1](#)