



@YOLOCALIZO
BOOK SUMMARY

HOW GOOGLE WORKS

My main key takeaways reading
it from a G-Localization
perspective

The secrets of Google revealed in the book!

MAIN IDEAS FROM THE BOOK DIVIDED INTO 6 BIG AREAS

1. **CULTURE** – BELIEVE YOUR OWN SLOGAN
2. **STRATEGY** – YOUR PLAN IS WRONG
3. **TALENT** – HIRING IS THE MOST IMPORTANT THING YOU DO
4. **DECISIONS** – THE TRUE MEANING OF CONSENSUS
5. **COMMUNICATIONS** – BE A DAMN GOOD ROUTER
6. **INNOVATION** – CREATE THE PRIMORDIAL OOZE



My main key takeaways about the chapter

Culture – Believe your own slogan

- **Culture stems from founders**, but it's best reflected in the trusted team the founders' form to launch their venture. So ask the team: What do we care about? What do we believe? Who do we want to be? How do we want our company to act and make decisions? Then write down their responses, in all likelihood, encompass the founder's value but embellish them with insights from the team's different perspectives and experiences.
- **Don't listen always to the HiPPOS.** They explain the concept that in a meeting room in a decision-making process there will be always one person that is the Highest Paid Person's Opinion. We have to understand that it's the quality of the idea what matters, not who suggests it!

My main key takeaways about the chapter

Culture – Believe your own slogan

- **The rule of seven** – Teams are more efficient when they have no more than 7 direct reports per manager/leader
- **The Bezos 2 pizzas-rule.** The small team performs better. Never have a team bigger that you cannot have them fed by 2 pizzas
- Determine **which people are having the biggest impact** and organize around them. Once you identified them to give them more to do
- Your title makes you a manager, **your people make you a leader**
- **Be aware of arrogance.** When engineers think they create the next big thing their ego might drive them and this creates blind spots

My main key takeaways about the chapter

Strategy your plan is wrong

- **Successful teams spot the flaws** in their plan and adjust
- You need to **feel comfortable with uncertainty** and embrace the “we’ll figure it out” approach, that’s how smart creatives produce amazing results
- If you are trying to do something big, it’s **not enough to just grow, you need to scale**
- In this new economy we are living it’s good to embrace the Coase’s law which state that **“firms should shrink until the cost of performing a transaction internally no longer exceed the cost of performing it externally”** This is great news for Localization Vendors 😊 basically it promotes the idea of jobs outsourcing, as a way to scale and be more effective at the core root of the company

My main key takeaways about the chapter

Strategy your plan is wrong

- Be proud of your **competitors but just don't follow them.** As Nietzsche wrote in Thus Spake Zarathustra "You must be proud of your enemy; then your enemy's success is also your successes.
- How to design a **strategic plan for the future?**
 - Start by asking what will be true in five years and work backward
 - In a five year timeline, there are disrupters and opportunities in many markets.
 - What will be the disruptor affecting you?

My main key takeaways about the chapter

Talent- Hiring is the most important thing you do

- **Hire great people as they will bring more people.** Great people want to work with great people. Attract talent, take care of them, and the others will follow.
- **Hire learning animals.** these people have a growth mindset. If you think your abilities are fixed you'll set yourself what she calls "performance goals" to maintain the "self-image" but if you have a growth mindset you'll set "learning goals" Goals that'll drive you to take risks without worrying so much about how, for example, a dumb question or a wrong answer will make you look. You won't care because you are a learning animal, and in the long run you'll learn more and scale greater heights

My main key takeaways about the chapter

Talent- Hiring is the most important thing you do

- **Have a variety in culture** – a different type of employees, different point of views; aka diversity; this is your best defense against myopia
- Improve your process of hiring until is perfectly organized, as a manager you need to **be a rockstar hiring people**. This is the most important thing you do regardless of what you have in your job description
- **Hire and promote based on a committee**. People tend to have difficulty to say no, but when you are part of a committee it's easier today no to that promotion as they opinion is coming from a group, not from an individual

Talent- Hiring is the most important thing you do

- **Plan your career**, you are responsible for your development
- **The statistic is the new plastic**, it's cheap, they are sexy and nowadays they are powerful you need to find a way to understand stats and get better with them
- **Know your elevator pitch** – let's say you run into your manager's manager in the hallway and she asks you what you are working on, What do you say? Go ahead. you have 30 seconds – work your elevator pitch.
 - **What you are working on**
 - The technical insight that's driving it
 - How are you measuring your success
 - How it fits into the big picture?
 - Practice all this until you say it with conviction

My main key takeaways about the chapter

The true meaning of CONSENSUS

- **Decide with data** (and this is so painful for our G-Localization industry, we struggle constantly to understand the ROI of our languages or what's the impact of better UX content strategy)
- **The plural of anecdote is data**
- **Be aware of the “bobblehead yes”** it means they hear you not that you have their commitment
- **Reaching the best idea requires conflict**
- **If everyone is thinking alike then somebody isn't thinking**
- **Be especially aware of the quiet people in meetings or brainstorming sessions; call on the ones who haven't spoken yet; they maybe are dissenters who are afraid to disagree with you in public or maybe they are just brilliant but say**



My main key takeaways about the chapter

The true meaning of consensus

- **To warm conversations suggest stupid ideas** to see how the group react and measure the temperature of the “bobblehead yes” team players
- **Be interested in finding the best way, not in having your own way**
- **Know when to ring the bell.** There’s one moment that more data will not help to make the best decision, ensure that you make a decision if the debate is going for long
- **As a leader make fewer decisions** but focus on the very most important areas, the skills you need to develop is to know which decisions to make and which to let run their course without you
- Learn from Oprah Winfrey; **you are both right**, there are the same situations that both ideas or suggestions might be correct.

My main key takeaways about the chapter

The true meaning of CONSENSUS

- **Ensure every meeting has the following**
 - An owner of the meeting
 - A single decision maker
 - Decisions should be hands-on
 - Cancel the meeting if it's not relevant anymore or doesn't have the info to make it relevant for everyone
 - Meetings should be manageable in size – it's ok to decline if you are not sure of how you can contribute
 - Timekeeping matters
- Spend 80% percent of your time with what it's bringing you 80% of the revenue
- Get a coach! The best athletes need coaches and you don't??

My main key takeaways about the chapter

Communication be a damn router

- **Be transparent, open and know the details of your job**
- **It must feel safe, to tell the truth**
- **In most aspects of your life, you need to repeat things 20 times before they start to sink in**
- **Repetition, repetition, repetition**
- **Repeat constantly your core theme and your core values you want to implement**
- **Review yourself** – Make sure you would work for yourself. Will you work for yourself?
- **When writing an email every word matters** – get to the point, cut the fat.
- **Reinforce the message of relationships** – not hierarchy

My main key takeaways about the chapter

Innovation – Create the Primordial Doze

- **Innovation comes from getting many ideas** and then apply Darwin Origin of species. There will be a natural selection of ideas
- **You need to focus on finding the first follower.** This is coming from the great Ted Talk of Derek Sivers
- **Hire people who are smart enough** to come up with new ideas and **crazy enough** to think they just might work
- **Think big, think 10x** not incremental
- Give the wrong people a big challenge and you'll induce anxiety, but give it to the right people and you'll induce joy

My main key takeaways about the chapter

Innovation – Create the Primordial Doze

- Set (almost) untenable goals. implement the **OKR framework**
- **Have aggressive OKRs**, empower people, aim to the moon
- **Consider the 20% rule**, give the team 20% of their time to come up with new ideas, new processes, new products
- **Ideas come from anywhere** – ensure you are involving everyone . access to as many brains as possible
- The **perfect is the enemy of the good**. Think about the first iPhone, it was not working flawless, but it disrupted the market and then it was perfected the next years
- **Ship and iterate**

My main key takeaways about the chapter

Innovation – Create the Primordial Doze

- Watch out when discussing ideas and pushing people. **The right criticism is motivating, but too much has the opposite effect**
- **Fail well, do not punish people for not reaching ambitious goals**, actually promote them to other teams and activities if possible!
- **When you launch a product is ok to limit the functionality and the beginning**, but soon there should be an update with at least “wow” feature to build momentum
- **See failure as a road – not as a wall**
- **It’s not about the money**, be aware smart creatives are not motivated by money