[Business ★★] Google Looks For These Flaws When It Wants To Fire People

(P1) Google chairman ERIC SCHMIDT and FORMER SVP/product management JONATHAN ROSENBERG were in London recently to PROMOTE their new book "How Google Works." We attended a conversation about the book and told you what they looked for when hiring new people at the company.

(P2) But sometimes Google needs to GET RID OF people, too, especially when a STAFFER isn't a good FIT with the company's culture. In a chat about Google's internal management techniques, Rosenberg said the company was constantly ON THE LOOKOUT for "KNAVES," or employees who are so annoying or ILL-WILLED that they drive away the good employees. Too many knaves can CRIPPLE a company, Rosenberg says, so preventing a high "knave density" — the level of ANTAGONISTIC employees concentrated in any one team — is crucial. "If you get more than a few of these knaves, people don't want to come to work in the morning," he said.

So what does a knave look like?

(P3) Knaves "lie, cheat, steal, and TAKE CREDIT FOR other people's work," Rosenberg said. He also said knaves "LEAK."

(P4) That last bit was interesting and may help explain why, despite the fact that Google has roughly 48,000 employees, the company's staff members rarely tell the media stories OFF THE RECORD.

Here's the passage from the book that talks about the danger of knave density:

> (P5) Life is something like that island, only more complicated. For not only knaves in real life DEVOID OF INTEGRITY, they are also SLOPPY, selfish, and have a SNEAKY way of WORKING THEIR WAY INTO virtually any company. Arrogance, for example, is a knavish TENDENCY that is a natural BY-PRODUCT of success, since EXCEPTIONALISM is fundamental to winning. Nice HUMBLE engineers have a way of becoming INSUFFERABLE when they think they are the sole inventors of the world's next big thing. This is quite dangerous, as ego creates BLIND SPOTS.

> (P6) There are other things that classify people as knaves. Jealous of your colleague's success? You're a knave. (Remember that famous knave IAGO, warning the smart creative OTHELLO to "beware, my lord, of jealousy. It is the green-eye'd monster, which DOTH MOCK the meat it feeds on.") Taking credit for someone else's work? Knave. Selling a customer something she doesn't need or won't benefit from? Knave. BLOWING UP a LEAN CUISINE in the company microwave and not cleaning up? Knave. Tagging the wall of a nave? Knave.

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DISCUSSION QUESTIONS

If you found the passage difficult to read or had problems understanding specific words or idiomatic expressions, please discuss them with your tutor. The following discussion questions should be answered in your own words and with your own arguments.

1. Briefly summarize the content of the article in your own words.
2. What does Rosenberg mean by "[Google] was constantly on the lookout for knave" (P2)?
3. What is the reason for 'preventing a high knave density' (P2)?
4. The passage in the article describes the characteristic of a knave. Explain what a knave is in your own words (P5-6).
5. Do you find any knaves in your office (or former office)? How do you deal with them?

WHAT/WHO/WHERE ARE THEY?

Eric Schmidt

(Person) Google founders Larry Page and Sergey Brin recruited Eric Schmidt from Novell, where he led that company's strategic planning, management and technology development as chairman and CEO. Since coming to Google, Eric has focused on building the corporate infrastructure needed to maintain Google's rapid growth as a company and on ensuring that quality remains high while product development cycle times are kept to a minimum. Along with Larry and Sergey, Eric shares responsibility for Google's day-to-day operations. Eric's Novell experience culminated a 20-year record of achievement as an Internet strategist, entrepreneur and developer of great technologies. His well-seasoned perspective perfectly complements Google's needs as a young and rapidly growing search engine with a unique corporate culture. Prior to his appointment at Novell, Eric was chief technology officer and corporate executive officer at Sun Microsystems, Inc., where he led the development of Java, Sun's platform-independent programming technology, and defined Sun's Internet software strategy. Before joining Sun in 1983, he was a member of the research staff at the Computer Science Lab at Xerox Palo Alto Research Center (PARC), and held positions at Bell Laboratories and Zilog. Eric has a bachelor's degree in electrical engineering from Princeton University, and a master's and Ph.D. in computer science from the University of California, Berkeley. In 2006, Eric was elected to the National Academy of Engineering, which recognized his work on "the development of strategies for the world's most successful Internet search engine company." In 2007, Eric was inducted into the American Academy of Arts and Sciences as a Hellman fellow.

Jonathan Rosenberg

(Person) Jonathan Rosenberg is the former Senior Vice President of Products at Google and current advisor to Google CEO Larry Page.

Iago

(Fictional Character) Iago is a fictional character in Shakespeare's Othello. The play's main antagonist, Iago is the 'Ancient' of General Othello as well as being husband of Emilia, who is in turn the attendant of Othello's wife Desdemona. Iago hates Othello and devises a plan to destroy him by making him believe that his wife is having an affair with his lieutenant, Michael Cassio. The role is thought to have been first played by Robert Armin, who typically played intelligent clown roles like Touchstone in As You Like It or Feste in Twelfth Night. The character's source is traced to Giovanni Battista Giraldi Cinthio's tale "Un Capitano Moro" in Gli Hecatommithi. There, the character is simply "the ensign".

Othello (본문에서는 캐릭터로 쓰임)

(Adapted Work) The Tragedy of Othello, the Moor of Venice is a tragedy by William Shakespeare, believed to have been written in approximately 1603, and based on the Italian short story Un Capitano Moro by Cinthio, a disciple of Boccaccio, first published in 1565. The work revolves around four central characters: Othello, a Moorish general in the Venetian army; his beloved wife, Desdemona; his loyal lieutenant, Cassio; and his trusted but unfaithful ensign, Iago. Because of its varied and current themes of racism, love, jealousy, betrayal, revenge and repentance, Othello is still often performed in professional and community theatres alike and has been the basis for numerous operatic, film, and literary adaptations.

Lean Cuisine

(Topic) Lean Cuisine is a brand of frozen entreés and dinners sold in the United States, Canada, and Australia by Nestlé. The brand began as low-fat, low-calorie versions of Stouffer's products. Today, Lean Cuisine includes traditional dinners, ethnic dishes, pizzas, whole-grain Spa Cuisine entreés, and panini. The headquarters of Lean Cuisine in the United States is located in Solon, Ohio, a suburb of Cleveland.

Vocabulary

Former	(adj) (시간상으로) 예전의
Svp	(n) Senior Vice President (상무).
Promote	(v) 홍보하다
Get rid of	(expression) ~을 처리하다[없애다]
Staffer	(n) (큰 기관의 한) 직원
Fit	(n) [UC/] 적합[순응, 적응](성(性), 상태); [C] (옷 등의) 맞음새, 몸에 맞는 옷
On the lookout	(expression) 망을 보고, 경계하여 ((
Knaves	(n) 정직하지 못한 놈
Ill-willed	(adj) 악의를 품은
Cripple	(v) 심각한 손상을 주다, 제대로 기능을 못 하게 만들다
Antagonistic	(adj) 적대적인
Take credit for	(expression) …의 공을 차지하다, …을 자기의 명예로 삼다
Leak	(v) (비밀을) 누설하다
Off the record	(expression) 공개하지 않기로 하고[비공개를 전제로] (하는 말인데)
Devoid of	(adj) ~이 없는
Integrity	(n) 진실성
Sloppy	(adj) 엉성한, 대충 하는
Working their way into	(expression) '작업을 하고 있는' '일하는' '노동에 관한' 등의 뜻으로, 주로 복합어로서 쓰이는 말.
Tendency	(n) 성향, 기질; 경향
By-product	(n) 부작용
Exceptionalism	(n) 예외론. the condition of being exceptional; uniqueness.
Humble	(adj) 겸손한
Insufferable	(adj) 참을 수 없는
Blind spots	(n) 맹점, 약점
Doth	(v) I 의 제 3 인칭 단수 직설법 현재형; (3rd person singular present ind. of do)
Mock	(v) (특히 흉내를 내며) 놀리다
Blow up	(v) 터뜨리다