In their new book, *How Google Works*, Google Executive Chairman and ex-CEO Eric Schmidt and former SVP of Products Jonathan Rosenberg share the secrets they used to help build Google into the company it is today.

One of the chapters in the book describes the special type of employee that has made Google so successful. They refer to this unique category of knowledge workers as “Smart Creatives” and these type of employees are essential for achieving success in the Internet Century. These workers are not confined to specific tasks, nor hemmed in by role or organization structure, or limited in access to company information and they are not averse to taking risks. In addition, they don’t keep quiet when they disagree with something and they can be easily bored.

All companies need to add Smart Creative employees to their payroll in order to be successful in the Internet Century. And workers striving to improve their career prospects can develop or enhance their skills as a Smart Creative.

The following infographic describes the key characteristics of Smart Creative employees.

### Analytical Knowledge

Has deep technical knowledge and plenty of hands on experience; not afraid to roll up their sleeves.

### Analytically Smart

Comfortable with data and can use it to make decisions; doesn’t let the data take over.

### Business Smart

Sees the relationship between technical expertise, product excellence and business success.

### Competitive Smart

Driven to be great and knows that success doesn’t always happen between 9-to-5.

### User Smart

A “power user” who understands the product or service from the user or consumer viewpoint.

### Other Smart Creative Characteristics

- They are a “fire hose” of ideas
- They are curious
- They are self-directed
- They are creative
- They freely collaborate
- They are thorough

Sources:
- *How Google Works* (book)
- *Google’s 9 Hiring Do’s and Don’ts* (Business Insider)