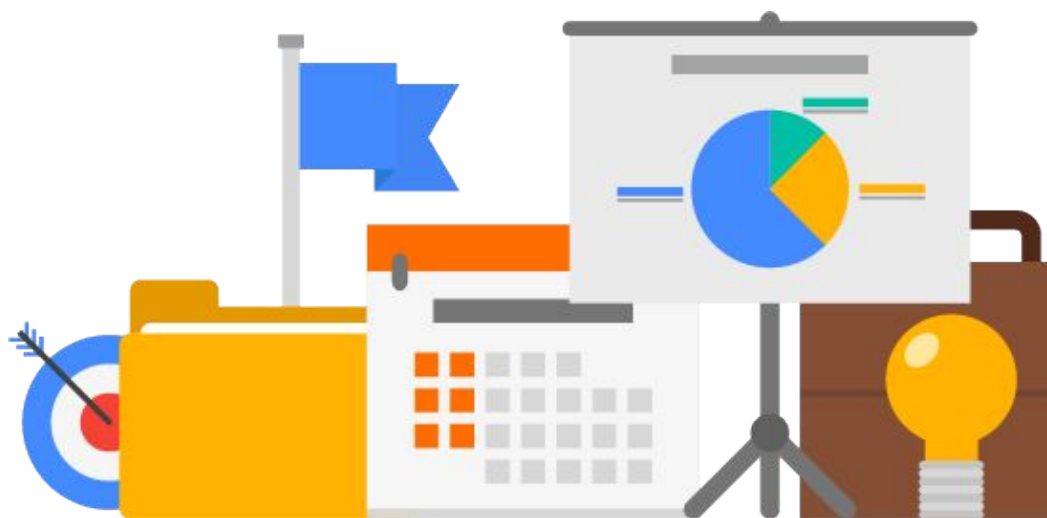
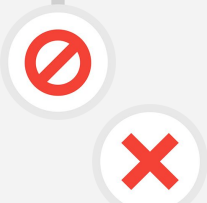


Building effective management skills

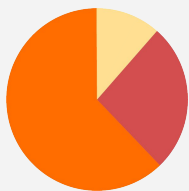


A little backstory...



When Google was just a small company with 100 or so employees, they began getting staff complaints about managers. Many engineers felt that their added bureaucracy was stalling the quick development of the company.

Always innovating, Larry Page decided to trial a 'no-manager' system to measure the impact of an autonomous workforce. Predictably, it was a disaster. Peer review systems fell apart, and complaints were left unresolved.



The experiment was scrapped and order was restored, but in 2008, Google decided to take a deeper, data-driven look at manager roles. Their goal was to identify and instill the qualities of great leaders.

Through extensive peer reviews and performance reporting, Google identified the highest performing managers in the company and the specific qualities that separate them from their peers.



A great Google manager....



Is a good coach



Empowers their team and does not micromanage



Expresses interest/concern for team members' success and personal well-being



Is productive and results-oriented



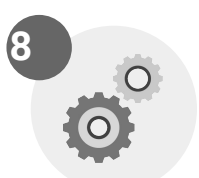
Is a good communicator



Helps with career development



Has a clear vision/strategy for the team

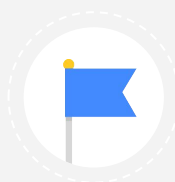
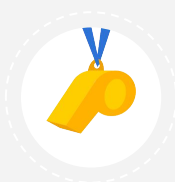


Has important technical skills that help him/her advise the team

Applying the research



After identifying the 8 qualities most important to their success, Google then started interviewing team members every six months with a feedback form that measured their manager's skill in these areas. Whenever a manager scores low on one of the eight skills, Google has pre-prepared resources in place designed to improve their performance in that area.



What's immediately striking is that the most important three factors are concerned with interpersonal skills, proving that employees are at their most productive when they feel valued.

It's also worth noting how much crossover there is between these qualities. For example, how could you be a good coach if you don't have good technical skills? Or how could you be a good communicator when you don't have a clear vision?

Becoming a better manager

In this [livestream](#), two senior managers at Google discuss the best ways to excel across all eight qualities. We recommend watching it for the full insights, but here's a quick summary to get you started:



Think of people management as the core of what you do. It can be hard to juggle your individual workload with team interaction, but always remember that without leadership and guidance, the people working under you are far more likely to fail.



Build trust by getting to know them individually. The introvert in your team doesn't work in the same way as the extrovert; acknowledging that and putting them in the best environment to succeed will let them know that you value and appreciate them.



Show vulnerability. If you're open about your weaknesses, it lets your staff know that you don't expect them to be perfect. That opens up communication and empowers people to ask for help when they're stuck or need assistance.



Provide regular feedback. It's important that you've established trust at this stage, and that your staff understand that feedback is shared in the spirit of improvement. Make sure your critical feedback is coupled with suggestions on how to improve, which will help build their confidence instead of hurting it.



Where possible, delegate decision-making and project ownership to the team. If someone on your staff excels in an area, then give them some relevant responsibilities and opportunities to shine.



Focus on their career development. Set regular meetings and provide constructive advice on how you see your team progressing within the company. If your staff know their work will be rewarded, they'll be less likely to seek out external opportunities.

Have you considered surveying your staff to find out which management qualities are most important to them? Then check out our [Run an Employee Survey guide](#) for tips on how to identify goals, write questions, and measure results that will give you key insights about how your business is performing.