

What makes a good manager?

A [project at Google](#) spent time researching what defines a great manager at Google, and through that identified the top 10 traits to grow. As listed they are:

1. Is a good coach
2. Empowers team and does not micromanage
3. Creates an inclusive team environment, showing concern for success and well-being
4. Is productive and results-oriented
5. Is a good communicator-listens and shares information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates effectively
10. Is a strong decision maker

The last two were new additions to the list, and I believe reflect the need to both reach out to your broader organization to expand your thinking, while simultaneously understanding when the time has come to step in and drive to a decision – the leadership courage to make a decision in the face of a constantly shifting landscape, and then stand by and manage through that decision.

as our company grew in size and complexity, demands on our managers and leaders increased as well. From the results of our employee survey we learned that Googlers wanted to see more effective cross-organization collaboration and stronger decision making practices from leaders

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As the Google team identified, there is a need for decisive leadership in a time where we are bombarded with more and more data and “facts” or opinions on every decision to be taken – this coupled with FOMO (Fear of missing out) can lead to a situation where teams spend an unfortunate amount of time in the unproductive state of spinning. This leads to a negative impact on moral and reduces productivity. Contrary to that, a decisive leader, who empowers a good team and uses strong communication skills to get thoughts drawn out from the team and discussed, often has the facts actually required for the decision in the first day of deliberation! The ability to collaborate quickly and communicate the rational, get confirmation and drive to the decision is the real differentiator and the combination for real productivity!