Team Building: Google’s Study on Successful Managers and Teams

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Project Aristotle

“The whole is greater than the sum of its parts.”

What makes a team effective?
Definition of a “Team”

- **Work groups** are characterized by the least amount of interdependence. They are based on organizational or managerial hierarchy. Work groups may meet periodically to hear and share information.

- **Teams** are highly interdependent - they plan work, solve problems, make decisions, and review progress in service of a specific project. Team members need one another to get work done.
Definition of “Effectiveness”

- Executive evaluation of the team
- Team leader evaluation of the team
- Team member evaluation of the team
- Sales performance against quarterly quota
Audience Participation

In Groups – create a list of the 5 Most Important Dynamics of Effective Teams
Dynamic #1 - Psychological Safety

Team Members feel safe to take risks and be vulnerable in front of each other
Dynamic #2 - Dependability

Team Members get things done on time and meet their companies high bar for excellence
Dynamic #3 – Structure & Clarity

Team Members have clear roles, plans, and goals
Dynamic #4 – Meaning

Work is personally important to team members
Dynamic #5 – Impact

Team Members think their work matters and creates change
Non-Significant Factors

- Colocation of teammates (sitting together in the same office)
- Consensus-driven decision making
- Extroversion of team members
- Individual performance of team members
- Workload size
- Seniority
- Team size
- Tenure
Project Oxygen

“Managers managers are, at best, a necessary evil, and at worst, a layer of bureaucracy.”

What makes a manager great?
Background

- Google set out to determine what makes a manager great at Google. But first, a research team tried to prove the opposite: that managers actually *don’t* matter, that the quality of a manager *didn’t* impact a team’s performance.

- The team defined manager quality based on two quantitative measures: manager performance ratings and manager feedback from Google’s annual employee survey. This data quickly revealed that managers did matter: teams with great managers were happier and more productive.
Audience Participation

In Groups – create a list of the 5 Most Important Behaviors of Great Managers
Behavior #1 – Is a Good Coach

Creates Goals, Provides Instruction, Holds Individuals Accountable, Caring, etc
Behavior #2 – Empowers Team and is Not a Micromanager

Allows Individuals to maximize their strengths, on their terms
Behavior #3 – Fosters Inclusivity

Creates an inclusive team environment, showing concern for success and well-being
Behavior #4 – Is Productive and Results Oriented

Driven by Success
Behavior #5 – Communication

Is a good communicator – listens and shares information
Behavior #6 – Aids Career Growth

Supports career development and discusses performance
Behavior #7 – Visionary

Has a clear vision/strategy for the team
Behavior #8 – Knowledgeable

Has key technical skills to help advise the team
Behavior #9 – Collaboration

Collaborates across business/other business units
Behavior #10 – Decisive

Is a strong decision maker