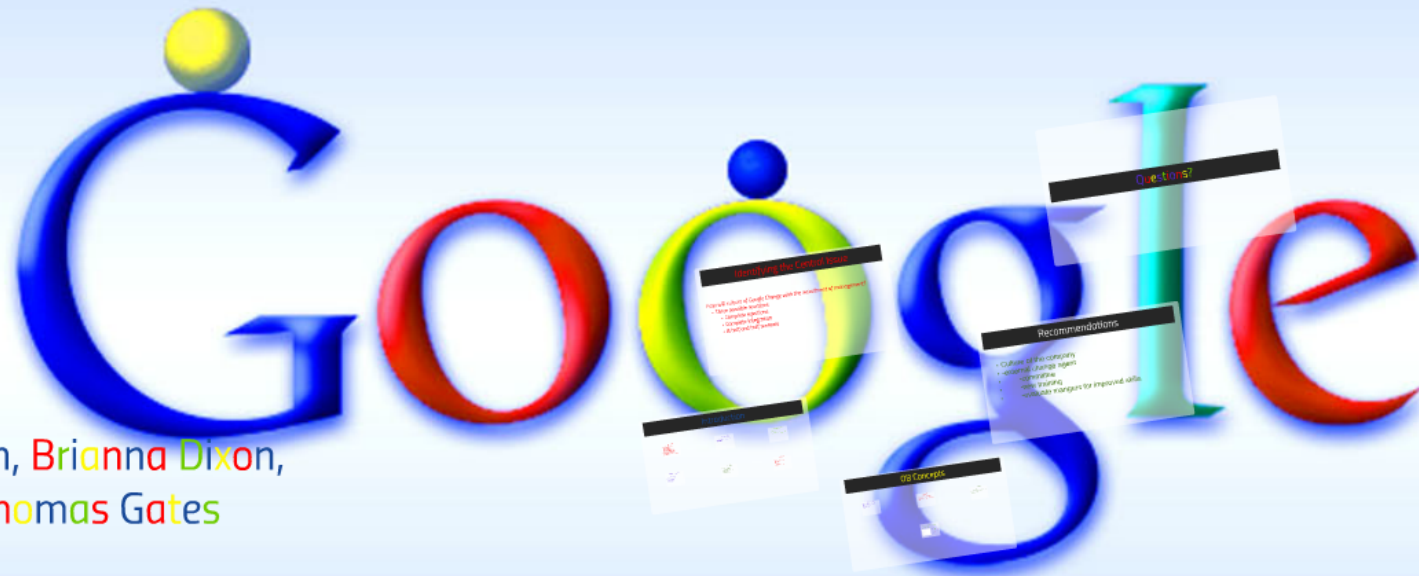
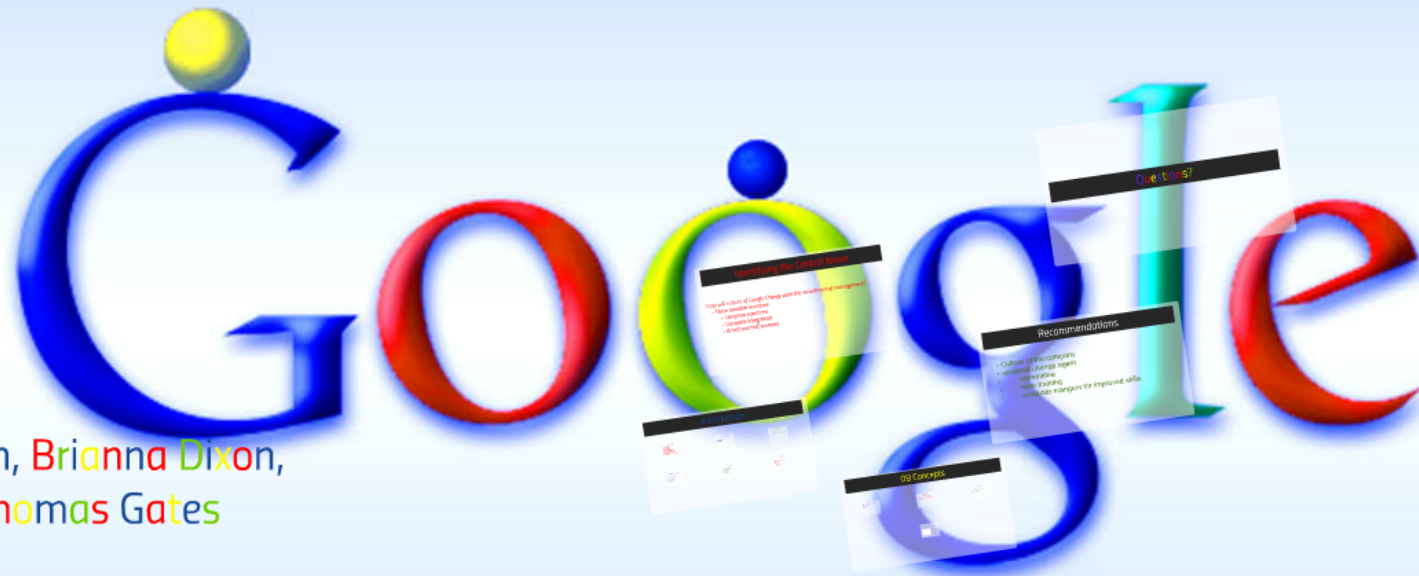


Google: Project Oxygen: Do Managers Matter?



By: Kirk Nouhan, Brianna Dixon,
Lexa Pennell, Thomas Gates

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Introduction

Important People

- Personal Setup: Vice President
- Sergey Brin and Larry Page: founders
- Eric Schmidt: Google CEO
- Ken Thompson: engineer
- Harold Frazee: marketing director
- Marissa Mayer: People Operations manager
- Nancy J. Lurie: director of people operations
- Eric Lipton: head of global operations research
- Michelle Simmons: director, people development
- Stuart Crain: member of people research group
- Bruce Hixon: a member of people analytics group
- Peter, Heidi, and Dan: the former a small group called people and operations lab

Case Summary

- Project origins: early 2000s: "Do managers matter?"
- Interviewed 600 execs
- Puzos' research

What do best managers do?

- Interview of types of managers
- Great manager concept
- Reviewed Google's survey and performance reviews

Eight management attributes

- Coaching skills
- Empowers and motivates
- Interest and concern
- Proactive and result oriented
- Communication skills
- Vision and strategy
- Key technical skills

Action plan

- Developmental tool
- Update survey: LFS and TMS
- Received personalized results
- Further education
- Management training

Google culture

- Informal
- Engineering Dominant culture
- Flat organization
- Consensus driven
- Few managers
- Fluid organizational structure

Important People

Parasad Setty-Vice President

- ***Sergey Brin and Larry Page- founders**
- ***Eric Schmidt- Googles CEO**
- **Eric Flat-Software engineer**
- **Navad Eiron-engineering director**
- ***Jenenifer Kurkoski- People Anayltics manager**
- **Stacey Sullivan- director of people operations**
- **Chris Loux- head of global enterprise renewals**
- **Michelle Donovan-director, people development**
- ***Nael patel member of people analytics group**
- ***Brian Willie-member of people analytics group**
- ***Brian, Nael, and Jennifer formed a small group called people and innovation lab**

Case Summary

Project oxygen- early 2000s, “Do managers matter?”

- Reviewed old data
- Patel’s research

What do best managers do?

- Interview all types of managers
- Great manager award
- Reviewed Gooiest survey and performance reviews

Eight management attributes

- Coaching skills
- Empowers not micro manage
- Interest and concern
- Productive and result oriented
- Communication skills
- Vision and strategy
- Key technical skills

Action plan

- Developmental tool
- Update survey-UFS and TMS
- Received personalized results
- Further education
- Management training