Project Oxygen.

1· Why did Google initiate Project Oxygen? What specific challenges or goals was Google aiming to address within its management and leadership structure?

Answer:-

Google initiated Project Oxygen to understand whether managers are really required in office systems. There was constant tussle between managerial teams and engineering teams in google. Engineers in particular, felt that management created bureaucracy, and screw things up. Main goal of Google was to experiment on a flat structure which they did in 2002, but reversed back in few months as it didnotgo well. Hence Google lauched project oxygen in 2008; thinking some level of management was very much neccessary

The project oxygen mainly aimed to access whether management quality truly impacts the overall throughput and performance of the company in market. Also It had to ponder upon some of the habits and qualities that are very much required to become an effective and good manager.

In short they felt that, they required answer for "whether a manger is neccesary to keep the business alive?. So, project Oxygen tries to find answer for this question.

2. How did Google's culture and organizational values influence the objectives and approach of project Oxygen?

Answer:-

The Project Oxygen Encorprased following approaches

→ It was Based on numbers:-

It was built on people analytics. At Google Scientific evidence is crucial, merefore using people analytics, gave them greater accuracy. Since it roped in employees into the dataset Creation process, it eventually gained trust of employees. On the other hand this data even helped managers improve their style of management.

→ Communication was given importance:-

Actually, technical skills came in at last. Even though technical skills are important, soft skills are very essential for flawless communication and understanding inside or outside a team.

→ Checklist Creation:-

It gives a checklist of management qualities. So google changed

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its process on assesing managers. This check
-list merely doesn't check how much managees
achieve but also check how much time they
spend in communication, leadership and
coaching. they also developed now
management training programs contered on
these skills.

So, following these approaches Google tweaked
its structure to accomodate and give fair
chance for everyone to represent their
thoughts. The very structure of Manager and
Engineer divide was put into a question mark
here. So in these ways Google's culture influenced
the approach to project Oxygen.

3. What were the key findings from Project
Oxygen regarding effective management?
How did these findings align with or
differ from conventional management
wisdom?

Answer:-

The key findings of Google's Project Oxygen are:-

1. Manager is a good coach

2. Manager empowers the team and does not micromanage.

3. Manager Expresses interest in and concern for team members success and personal wellbeing.

4. Manager is productive and results-oriented

5. Manager is a good communicator who listens and shares information.

6. Helps with career development.

7. Manager has a clear vision and strategy for the team.

8. Manager has key technical skills that help him or her advice the team.

The findings directly challenged the
conventional wisdom that often gave an edge
to technical knowledge for mangerial jobs.
Studying and leading people is far more
harder than sitting alone in a room and
coding. So, the study emphasised that
managers need to possess leadership, people
management and pressure handling apart
from technical skills like problem solving.
So, by giving more weightage to other cues
apart from problem solving, gives a clear
edge that the finding differ from conventional
management wisdom.