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# What Are The Characteristics of a Great Manager?

The 10 Oxygen behaviors of Google's best managers (behaviors 3 and 6 have been updated and behaviors 9 and 10 are new):

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 across Google**
10. **Is a strong decision maker**

## Want to Know More?

- <https://rework.withgoogle.com/blog/the-evolution-of-project-oxygen/>: Original research information at Google's reWork site.
- <https://www.forbes.com/sites/zackfriedman/2018/08/30/best-managers-google/>: Forbes article based on Google's "Project Oxygen" research where researchers wanted to understand what makes a manager great at Google. Note the context is "at Google".
- Part of a series:
  - [What Are The Characteristics of a Great Product Owner?](#)
  - [What Are The Characteristics of a Great Scrum Master?](#)
  - [What Are The Characteristics of a Great Manager?](#)
  - [What Are The Characteristics of a Great Development Manager?](#)
  - [What Are The Characteristics of a Great Agile Coach?](#)

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