

### To do a good job, people need to:

Know what is required of them so they can:

- Do what the business needs
- Have clarity in their role

Understand its importance in order to:

- Prioritise and make decisions
- Keep others informed

Have the tools, training and information needed so they can:

- Improve quality
- Deliver on time

Know how well they are doing so that they are:

- Motivated
- Can improve and grow

Know what to do when things go wrong in order to:

- Correct mistakes
- Inform boss and others
- Avoid continuing errors

Work with systems that help, not hinder to be:

- Motivated
- Effective
- Efficient

Be led and guided by their managers so they are:

- In the loop
- Part of team
- Motivated to go the extra mile



People need  
their managers to  
deliver these  
things in order for  
them to do a  
good job

AND

Managers will get  
the best from  
their people if  
they lead them  
according to  
these behaviours:



### The behaviours that people value in their managers are:

- Set a good example - role model appropriate behaviours
- Be approachable – have an open door
- Listen – take the time to understand people’s input
- Empathise – see their point of view
- Communicate – keep people in the picture
- Take ideas on board – listen and build
- Set clear objectives
- Firm but fair
- Give constructive feedback – what they do well and ‘even better if’
- Trust - trust between people and managers is essential
- Open and honest – people will sense when you are not
- Empower – let people get on and try new things
- ‘No blame’ – people learn by their mistakes
- Develop people – encourage them to grow
- Supportive - support as required
- Recognise and value input – thanks and praise are very powerful
- Recognise wellbeing issues – these can damage performance