

**People consistently describe the following behaviours as those that they expect from their managers:**

- Setting a good example - role modelling the culture
- Being approachable – an ‘open door’
- Listening – take time to understand people’s input
- Firm but fair - consistent
- Making decisions and delivering on promises
- Setting clear objectives
- Taking ideas on board – listen and build
- Empathise – see their point of view
- Communicating – keep people in the picture
- Having the required technical knowledge (especially in technical environments)
- Giving 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 managers are not doing this
- Empowering – let people get on and try new things
- ‘No blame’ – people can learn by their mistakes
- Developing people – encouraging them to grow
- Supportive - at work and in their home lives
- Recognising and valuing input – (thanks and praise)
- Recognising and managing wellbeing issues – these can damage performance

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

- Know what is required of them so they can:
- Do what the business needs – see strategy
  - Have clarity in their role – i.e. SMART objectives

Understand its importance in order to:

- Prioritise and make decisions
- Keep others informed

Have the 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

Trusted to act when things go wrong in order to:

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

Be engaged and have ownership so they are:

- Listened to
- Consulted
- Trusted
- Empowered

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 the culture
- Be approachable – have an open door
- Listen – take the time to understand people's input
- Take ideas on board – listen and build
- Empathise – see their point of view
- Communicate – keep people in the picture
- Set clear objectives
- Have the required technical knowledge
- Firm but fair and consistent
- Make decisions and deliver promises
- 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)
- Recognise wellbeing issues – these can damage performance