1.2 The Heart of Managing Well

ABOUT THIS TOOL—Creating a motivating environment for employees that fosters individual and team success is the outcome of the daily routines reflected in this chart.

APPLICATION—In which behaviors do you shine? Which would you like to develop further? Why? Ask your employees as a group to tell you where you shine and what they would like to see more of from you.

	Autonomy[2]	Mastery	Purpose
Listen	1. Know your employees 2. Pay positive attention 3. Put yourself in their shoes 4. Ask for feedback	5. Encourage career aspirations 6. Identify relevant learning opportunities	7. Keep current 8. Scan the horizon 9. Serve as a sounding board when difficult situations arise
Set Goals	10. Delegate intentionally 11. Build trust—listen, inform, follow-through, advocate when appropriate 12. Help prioritize 13. Foster teamwork	14. Give challenging assignments and the chance to learn something new 15. Support learning 16. Provide technical support, guidance, and feedback	17. Connect the work to the mission 18. Walk the talk 19. Cultivate self-awareness 20. Clarify your values and seek to understand the values of your staff 21. Admit your mistakes
Cultivate Accountability	22. Clarify responsibilities, authority, expectations 23. Encourage problem-solving. Ask: "What would you do?" 24. Paint a picture of success 25. Establish regular communication routines 26. Reward good work 27. Be candid about work that is sub-par	28. Be alert to coachable moments 29. Encourage learning from the work 30. Give timely, specific feedback 31. Connect employees to mentors	32. Ask: What best serves the organization's mission, vision, and values? 33. Identify and discuss the ethical dimensions of our work.

Source: Developed by the author

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[2]Daniel H. Pink, *Drive: The Surprising Truth About What Motivates Us*, (NY: Riverhead, 2009), Introduction