

Provide opportunities for empowerment	Set clear boundaries	Encourage people to 'take responsibility'	Shore up the authorising environment	Provide coaching and support
<ol style="list-style-type: none"> 1. Identify projects, chunks of work or key processes for which they are accountable. 2. Provide people with choice as to how they will deliver the outcomes. Let staff tell you how they might deliver. 3. Share information and explain the broader context in which their project or activity fits. 4. Ensure people are set up for success – make sure they have the skills, motivation, authority and resources to deliver the outcomes. 5. Check in, don't check up - let go and trust people to do well and don't look over their shoulders or check up with them along the way, unless they ask. 	<ol style="list-style-type: none"> 1. Mutually agree clear goals/outcomes/performance expectations, but leave the path to achievement undefined. 2. Negotiate and clarify any boundaries, particularly with regard to behavioural/ethical requirements. 3. Agree decision making protocols. 4. Delegate the authority along with the accountability – make sure people don't need to come back for too many minor approvals. 5. Ensure people understand the impacts and consequences for non-delivery. 	<ol style="list-style-type: none"> 1. Set high standards and express confidence in their ability to deliver. 2. Encourage them to make decisions – don't allow them to push decisions upwards for things they are accountable for. 3. Encourage them to implement improvements or innovations and not be bound by convention. 4. Allow them to go outside organisational boundaries to get things done – not to be bound by chains of command. 5. Support them to make presentations to senior management. 6. Allow them the space to make decisions – do not micro-manage their activities or override their decisions. 	<ol style="list-style-type: none"> 1. Communicate to key stakeholders the intentions for your staff to operate autonomously. 2. Develop and communicate to stakeholders the decision-making protocols you are applying. 3. Encourage stakeholders at various levels in the hierarchy to deal directly with key staff members. 4. Publicly back and support your staff in their decisions. 	<ol style="list-style-type: none"> 1. Identify opportunities to coach people. Determine the time to 'tell' and the time to 'ask'. The latter gives people a greater sense of awareness, accountability, self-confidence and self-belief. 2. Encourage people to think for themselves - provide support, feedback and guidance but rarely the answers. 3. Coach them to discover their own way forward - prompt them with questions and help them to think of different options, encouraging them to make a decision and back themselves. And back them in those decisions. 4. Let people know how they are performing and recognise progress and achievements. 5. Foster a learning environment. Enable people to stretch themselves, treat mistakes as growth opportunities and give feedback for them to learn.