

Understand individuals' goals and aspirations	Align individual aspirations with organisational goals	Reinforce the importance of people's work	Provide challenges and help people make progress	Recognise the contribution that individuals are making
<ol style="list-style-type: none"> <li>1. Help people to identify their own passions by asking questions about the work they find most energising, the skills they enjoy using and developing and when they feel most useful.</li> <li>2. Spend time with individual team members to identify what they really hope and aspire to achieve in their role.</li> <li>3. Explore with individuals what drives them to achieve in the role – the real 'why' behind their aspirations, 'what gets them out of bed in the morning' or 'on a good day at work, what has happened?'</li> <li>4. Ask them how you can help them best achieve their aspirations.</li> <li>5. Make connections between their day-to-day tasks and higher order outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Engage the team to develop shared purpose and objectives for the team.</li> <li>2. Explore with the team the 'why' underpinning achievement of the purpose and objectives – how does achieving these make a worthwhile difference that aligns with people's aspirations.</li> <li>3. Discuss the connection with the purpose and goals of the team with overall organisational purpose and goals.</li> <li>4. Develop team performance measures such that individuals will be able to see how their work contributes – a sharp, concise performance scorecard.</li> <li>5. Speak with passion about team goals on a regular basis, using emotive language that taps into individual aspirations.</li> <li>6. In working with individuals to set personal goals, articulate those goals in language that resonates with their personal aspirations and ambitions.</li> <li>7. In establishing personal goals speak with enthusiasm and physical energy about how their personal goals connect to the goals of the organisational unit and the overall organisation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Encourage, invite and recognise people's ideas, suggestions and views in relation to the work that they are doing.</li> <li>2. Treat people as trusted and respected professionals by inviting and including them in work and discussions that value their experience and expertise.</li> <li>3. Ensure people retain ownership over the work that they are doing through retaining responsibility over time i.e. only re-assigning work when absolutely necessary</li> <li>4. When delegating tasks or establishing projects, discuss how the work will contribute to higher order outcomes.</li> <li>5. Seek to keep people's work intact by not unnecessarily changing, editing or 'adding value' to it.</li> <li>6. Look to praise the quality of people's work and explain why it is good.</li> <li>7. Help people see the connection between their work and the end user/customer.</li> </ol>	<ol style="list-style-type: none"> <li>1. Give people challenging assignments and projects that connect to their individual aspirations and goals.</li> <li>2. Regularly enquire of individuals as to any barriers/blockages that are hindering their progress to achieving their personal goals. Explore how you may be able to help address those barriers.</li> <li>3. Regularly acknowledge progress, no matter how small, that individuals are making in delivering on their personal goals.</li> <li>4. Identify and provide the key resources that individuals need to make progress in their work.</li> <li>5. Actively manage the authorising environment to retain the support for individual's work.</li> <li>6. Make comments that connect their personal progress with achievement of organisational unit purpose and goals.</li> </ol>	<ol style="list-style-type: none"> <li>1. Find opportunities on a regular basis to reinforce how individuals' work contributes to achievement of the team purpose and goals.</li> <li>2. Structure team meetings around the goals of the team to reinforce how individual contributions align to achievement of the team's goals.</li> <li>3. In publicly recognising achievement of major deliverables by individuals or the team, refer to how these are contributing to higher order outcomes. Use language that taps into the emotions and aspirations of individuals.</li> <li>4. Regularly report to the team on progress against key performance indicators through a performance scorecard.</li> <li>5. Ensure that achievement of individual key performance indicators in performance plans will drive team performance measures.</li> </ol>