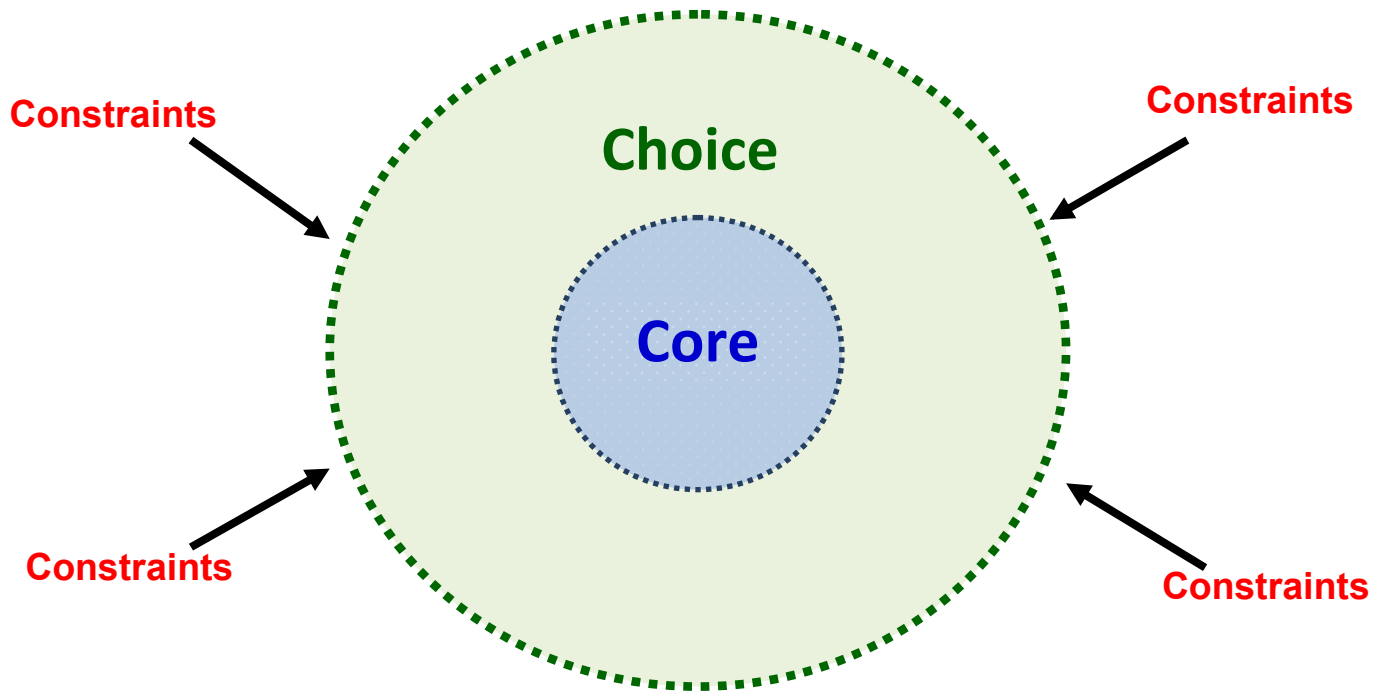




Core and Choice at Work



Core: The core purpose, tasks and duties that are central to the job, often captured in job description. The must do's of work. Managers can legitimately challenge the worker if they do not perform them to the required / agreed standards. Managers and workers need a shared understanding of core tasks, and expected standards.

Constraints: The must not do's of work. Those things that if a worker does them, the manager can legitimately take them to task. Managers and workers need a shared understanding of constraints, and behaviours that contravene them.

Choice: Aspects of the job that rely on 'goodwill', or relate to personal style, where the worker has choice. Workers may operate from an unspoken psychological 'deal' - *"I'll work beyond my core if(I get what is important to me)"*.

Different people are motivated to work beyond their core by different things.

Good management involves:-

- **At Core:** being clear about the core of job, setting and clarifying expected standards, and monitoring performance against standards
- **Constraints:** being clear about the constraints of job, and the behaviours that breach the constraints.
- **In Choice:** managing others in a way that encourages performance beyond the core.