EMPOWERMENT
Program Objectives

Personal empowerment and self-sufficiency.

New opportunities and challenges for today’s managers.

Congruence between personal expectations, company’s priorities and societal changes.

Group empowerment, coaching and leadership skills.
A CHALLENGE

Please write a One Sentence Definition of EMPOWERMENT
Empowerment
Definition

To have the power to advocate for yourself and operate independently.
The word “empower” was used by Milton in the 1650’s.

It combines the beginning “en” with the word “power.”

It became popular in 1986.
EMPOWERMENT
Responsibility and Ownership.

Working independently towards common objectives.

Understanding “Why?” so that guidelines can be applied.
Weighing the impact of decisions on all affected stakeholders.

Making more trade-offs, not less.

An earned privilege. It is not a given right!!
What Empowerment - Is Not

- Throwing out the rule book.
- Bypassing everyone who will say “No”.
- Doing the “Fun Parts” of someone else’s job.
- Freedom to unilaterally make decisions that impact others.
Empowerment is often about giving more power and influence to marginalized people. There is still a lot of motivation to empower women in the workplace.
Competition leads to conflict when two people pursuing the same goals and/or rewards see each other as adversaries and see it as their right to deny the other person access to those goals and/or rewards.
People of racial minority groups have never been, and still are not as valued in the workplace as much as white men. People of racial minority groups need to empower themselves and fight for recognition in the workplace.
Organizations need to value people of racial minority groups and work to empower them as well.

People of racial minority groups still typically earn less than people of non-minority groups.

Organizations need to work to eliminate this injustice.
The Women’s Rights Movement began in 1848.

In 1967, women only earned about 58 cents to the dollar of a man.

In 2010, women only earned 77% of what men earned.

That is a median of $36,931 for women to a median of $47,715 for men!
Despite the progress that has been made, women still typically earn less than men. Women need to fight for their own empowerment, and organizations need to value them.
“Power is an ‘expandable pie’… power is not a zero-sum commodity, requiring that for others to have more, the leader must have less.”

“You have to give power to gain power.”
How To Give Power Away

Assign important tasks.
Provide autonomy and discretion.

Give visibility and recognition.
Help build strong relationships.
DECISION TEST QUESTIONS
Decision Test Questions

(1 of 2)

Is it right for the customer?
Is it right for our company?
Is it ethical and legal?
Have I assessed the risks against the benefits?
Decision Test Questions

(2 of 2)

1. Do I have enough information to make an informed decision?

2. Have I worked with other members of the team?

3. Would I be willing to be accountable for my decision?
Transfer ownership for work to those who execute the work.

Create the environment for ownership where each person wants to be responsible.

Coach the development of personal capabilities.
Leaders
(2 of 2)

Learn fast, themselves, and encourage others to also learn quickly.

“People rise to the challenge when it is their challenge.”
Leaders’ Moments of Truth

Empowerment

How leaders spend their time.

The questions they ask.

Leaders’ reactions to critical incidents.

What leaders reward.

Stories and language.

Symbols, artifacts and ceremonies.
EMPOWERED TEAM
What is an Empowered Team?

A natural workgroup of employees who are responsible and accountable for a whole work process, product or service.
“It is not a matter of giving it to them, but of freeing them to use the power and skills they already have…”

“Credible leaders in this sense are liberators.”
Synergistic process of individual development through which the base of influence in an organization is enlarged.

Requires that the philosophy of the organization supports employees in accomplishing organizational goals.
Empowered Teams

Share leadership.
Collaborate to improve their work processes.
Plan and make decisions relative to methods of work, priorities and assignments.
Resolve problematic issues.
Empowered Individuals

Individuals also need to be empowered because it gives them greater control over their work.

Individuals must also work towards their own empowerment.

Once power is given, it is the person who has received the power who must learn to use it.
Empowered teams are not the solution for every organization's current and future needs. They will not resolve every problem nor address every performance challenge. Yet they do represent one of the best ways to support changes that are necessary for a high performing enterprise.
DOES EMPOWERMENT WORK?
Does Empowerment Work?

All leaders are seeking solutions to make the job of achieving results with fewer resources easier.

At the same time, team members are searching for job security, ownership, and a sense of pride in their work.

We believe that empowerment is a significant part of the solution to these issues.
Managers need to start by sharing whatever information they have with their people.

When leaders are willing to share, they begin to gain trust the of their people, who then feel included and trusted by leadership.

People without information cannot possibly act responsibly or make good business decisions.
Structures that are created are designed to inform team members about the ranges within which they can act with autonomy.
Gradually replace the old hierarchy's purpose and functions with self-directed teams.

Bottom line – teams are more effective than individuals in complex situations.
Define the concept in a strategic plan.

Understand who you are empowering, why, and what results you hope to achieve.

Involve all levels of the organization.

Clearly explain the goals and vision, allowing your employees to apply them to the real world.
Re-engineer; be tactical with empowerment.

Launch implementation plans via projects or processes that turn your vision into reality.

Communicate.

Let everyone know what you’re doing and how you plan to do it.
Empowerment in Practice
(3 of 4)

Close any skill gaps.
Transfer skills and knowledge, then put them to use immediately.

Coach and counsel.
Congratulate employees for making decisions, and coach them on how to make a better decision next time.
Always remember to measure.

You can’t manage what you don’t measure; measure process outputs quantitatively and qualitatively.
RULES OF EMPOWERMENT
No policies must be imposed without the involvement of the employees affected.

Employees must be involved in all decisions.
Incentives must apply to all levels.

Profit and loss statements must be shared with all employees.

Employees must be involved in monitoring competition.
Find reasons to implement self-directed work teams.

Employers must provide skill training where it applies to the organization.
Communicate, communicate, communicate.

Place an employee representative on the board of directors or management committee.
To make positive changes in our lives or in our organizations, we must follow the formula:

- Responsibility
- Faith
- Commitment

EMPOWERMENT
Freedom to act: provides for the successful accomplishment of mutually understood expectations through co-responsibility.
Commitment: the acceptance by individual members of their responsibility for the consequences of their own behavior.
Collaboration: simultaneous involvement of individual members in the process of their own success and the success of others.
The goal of empowerment is to assume success for individuals and organizations.

Empowerment is possible only through strong (yet not domineering) leadership.
Empowerment thrives on the identification of and adherence to boundaries.

Empowerment emerged as a key means of mobilizing and maintaining worker commitment.
Benefits of Empowerment

- Increased Productivity
- Increased Enthusiasm
- Increased Morale and Motivation
- Increased competitive- ness
- Improved Team Work
- Higher Quality Services
- Decreased emotional Impact of Restructuring

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KEY POINTS
Clear vision and challenge:

Understanding will make employees feel they have the capability to act autonomously in their work.

Openness and teamwork:

Employees must feel they are a part of a corporate culture that emphasizes the value of the organization’s human assets.
Discipline and control:
While they have autonomy, employees are aware of the boundaries of their decision-making discretion.

Support and sense of security:
In order to feel that the system really wants empowered employees, individuals need a sense of social support from their bosses, peers and associates.
Have a sense of determination, and are free to choose how to do their work and are not micromanaged.

Have a sense of meaning (work is important to them), and they care about what they are doing.
Empowered People

Have a sense of competence and are confident about their ability to do work well.

Have a sense of impact and believe they can have influence on their work unit.
Employee Development

Learning is critical:

in growing core employee competencies, skills and behaviors required by the company.

in its value as a process for ensuring employees’ attitudinal flexibility.
Old Contracts:

- Formal, inflexible and inefficient.
- “Do as you’re told and we will give you security and wages.”
- Organization controls the employee.
New Contracts:

Have greater flexibility and are ever-changing.

Opportunity for contract holders to parallel their own personal development with that of the organization.
Clear vision from management – core values must be defined, along with vision and mission.

A development plan for each employee – employees need to know how the organization will treat them before they can commit themselves to belief and action.
Well-defined products and services – teams need to agree on what their products and services are and how they are produced.

Team-based organizations – teams don’t happen by chance, and their existence is the responsibility of the management team.
Management people who show they care – motivating people needs to be a “pull” activity, not a “push” activity.
EMPOWERMENT
“Command and control” need play a little part in the management team philosophy.

Nurture employees’ initiatives, and support their ideas.

Provide no-nonsense channels of communication straight from the front line to the board room.
Types of Empowerment
(1 of 5)

- Structured
- Proactive
- Flexible
- Reactive
Structured Empowerment:

Decisions are made with specified and detailed limits.
Flexible Empowerment:

Latitude is given to the employee within broad guidelines.
Reactive Empowerment:

Employee has permission to act beyond a script in order to deal with situations.
Proactive Empowerment: an employee makes an actual creative input.
Types of Managerial Control

1. Ex-ante Control
2. Meta Control
3. Ex-Post Control
4. Concurrent Control

Empowerment

(1 of 5)
Ex-ante Control – operates before the event and focuses on inputs in the form of knowledge and skills of those carrying out the work.
Concurrent Control – operates during the event and focuses on processes in the form of methods used for carrying out work.
Ex-post Control – operates after the event and focuses on outputs in the form of material, financial or informational results of the work process.
Meta Control – operates “above” the event and focuses on values in the form of notions of what is important and desirable, held by those carrying out the work.
Empowerment must be accompanied by:

- Careful employee recruitment and training to select “empowerable” employees.
- Promoting a service-oriented organizational culture and shaping employee attitudes.
Empowerment must be accompanied by:

Performance-related pay and symbolic rewards/recognition to encourage exercising responsibility and initiative.
Managers must commit to empowerment if they want it to work.

Workers must also understand management’s commitment to empowerment so that the workers, in turn, might be able to commit to what their empowerment will require of them.
Elements of Empowerment

- Improved communication.
- Leadership training.
- Technical and general training.
- Performance evaluation.
- Changes in reward systems.
- Changes in the system of representation.
Elements of Empowerment

- Meaningfulness
- Competence
- Impact
- Choice
**Choice:**
Giving employees the skills and right to choose a different course of action in performing their work.
Impact: When the employee experiences making a difference in accomplishing a task, and the job is seen to improve the lives of others.
Competence:
If a person can perform the task activities skillfully, then the task affects competence.
Meaningfulness: If a person views the task as worthwhile; if it provides a sense of purpose.
THE VALUE OF EMPOWERMENT
Empowering employees can make good, profitable sense. Highly empowered companies are more than twice as likely to show improvements on critical financial indicators.
Influences on Empowerment

Relationships – focused on task needs, expertise and knowledge and founded on partnership and trust.

Style – involves coaching and devolved decision-making, providing scope for empowerment within agreed boundaries.
A majority of employees want to become actively involved in their work.

Most employees desire greater responsibility in the workplace.

Employees seek to fulfill many of their psychological needs through their work.
Empowered Workers

...are less likely to be deterred by obstacles.

...are more likely to work hard to overcome any obstacles that are encountered.
Employees often have a better feel for how procedures and processes can be improved.

Employees have a more diverse background than their managers.

Employees can experiment without creating concern.
Proposals from peers often get a better reception than management-mandated manifests.

Employee suggestion programs strengthen organizational dynamics.
Employees often sense their managers’ reluctance to share power.

Limits to empowerment are always contentions, and the issue is often downplayed by managers.
When managers are present, employees tend to hold back.

People vary in their capacity to experiment, to be assertive and to engage with higher authority figures.
The expectation that employees are proactive and oriented towards learning puts considerable pressure on their skills.

There are limits to empowerment and learning that are beyond the scope of either employees or managers to modify.
Employees can feel that if they suggest new and better ideas, their managers will likely get the credit.

Movement in the direction of a learning organization can have very different impacts on employees’ security and power.
KEY POINTS
Empowerment in the workplace must be coupled with goals and measurement. Goals are needed to ensure that people’s actions are directed towards achieving what the company intends.
Measurement is needed so the executive can determine who has been successfully empowered and reward them appropriately.
Attitude is the central point of any progressive idea and relates to the psychological stance of an individual in relation to a concept or idea.

One’s attitudes are learned from those in authority and are reinforced by subsequent experience.
Commitment implies a sense of duty and obligation to the company.

It means that everyone, from the managing director downwards, accepts responsibility for the success of the organization.

Involvement is the keystone of corporate success.
A state of empowerment can only come from within an individual.

No one can create intrinsic motivation for another, and no one can cause another to be in an empowered state.
Those in management can create extrinsic conditions which help lead employees in the direction of attaining empowerment.
Value Management is a step-by-step creative process that revolves around function.

It helps employees identify better ways to provide necessary critical change.
Steps to Value Management

1. Gather information
2. Identify and define functions
3. Identify new ideas
4. Consolidate ideas
5. Evaluate alternatives
6. Recommend the idea

Gather information
Identify and define functions
Identify new ideas
Consolidate ideas
Evaluate alternatives
Recommend the idea
Empowerment vs. Endullment

Empowerment:

People are involved in making decisions.

People have boundaries that are appropriate.

People track their own performance.
Empowerment vs. Endullment

Endullment:

- People are told what to do.
- Boundaries are too confining.
- Feedback only comes from an authority figure.
Create champions.

Involve people in the planning process.

Create team leaders.

Educate the workforce.

Practice consensus decision-making.

Involve people in strategic and tactical planning.
Empowerment

Empowering Skills

(1 of 2)

The ability to lead participative meetings.

Listening skills.

The ability to handle conflict.

The knowledge for establishing measures.
Empowering Skills

(2 of 2)

- Group-centered decision-making skills.
- Teaching skills.
- Team building skills.
The goal of listening is to be able to respond to the speaker’s needs, not our own.

Empowering leaders need to practice active listening by working in small groups.

They need to practice responding to people’s feelings about issues.
Define everyone's objective in a conflict situation.

Insist on dialogue and agreement on how to weigh the merits of the objectives people want to achieve.
Encourage brainstorming of options.

Make sure that everyone in the team participates in discussions.
Involves a diagonal cross section of the people and perspectives in the organization.

Designed to hear people’s perspectives about what is going on, not just the view of the managers.
The team must have members from middle management, front-line supervision, and all various work groups.
Empowerment Planning Team
(3 of 3)

Roles:

Assess the organization’s readiness.
Identify training needs.
Support implementation of training.
Plan communication to the workforce.
Evaluate the progress of empowerment.
The team must have members from middle management, front-line supervision, and all various work groups.
Leaders must be willing to confront their own resistances to empowerment, e.g., their desire to maintain control, to manage all the details, impatience, the need to shift from a "psychological contract" of dependency to one of "autonomy in relationship", or interdependence.
Leadership That Empowers
(3 of 4)
Create A Vision…

Provide clear direction with the purpose or “why” to empower and inspire.
Provide training, coaching and links to the various forms of teams so they are able to accept an increased level of responsibility and leadership.

Consider existing departments, cross-function teams, and special task teams, which can all become more self-managing.
EMPOWERED DECISION MAKING
Provide a clear understanding of what YOU mean by empowerment and the responsibilities, limits and expectations you have regarding participation.
Provide a clear understanding of your goals, values and priorities.

Decision-making cannot occur in a vacuum.

When employees are not clear about goals, values and priorities, they become hesitant to jump in for fear of looking foolish.
Provide well-thought-out and effective ways of moving information around the organization.

As with goals, values, and priorities, employees must have all of the relevant information needed to make informed, in-context decisions, or even suggestions.
Provide a clear process for input into the decision-making process.

One reason many organizations use self-directed work teams is that once they are up and running, they provide the process, or forum for input, suggestions and decision-making – a process which formalizes the employees’ participation process.
Empowered Decision-Making

(5 of 7)

When employees are clear about organizational goals, values, and priorities, and have access to all information related to the decision at hand, they are less likely to make decisions that will be ineffective, or that will require overruling.

Provide management consistency.
Empowered Decision-Making

Provide the opportunity for skill development.

People vary in terms of their ability to work productively with others, communicate their ideas, and do effective problem-solving.

If we expect full participation, we must be willing to provide the tools for people to participate effectively.
Provide a stable and respectful workplace – in organizations that have a history of unmanaged or mismanaged conflict, people will have learned that it's dangerous to participate in anything except a superficial way.

People who have been often criticized in harsh ways, by management or by peers, will be very careful about how they become involved.
Empowerment means managers will have LESS direct decision-making.
WHY EMPOWERMENT FAILS
Empowerment has failed because employees remain the only focus.

Organizational values and culture have prevented managers from “letting go.”
Managers have not received clarity in roles which have changed.

Managers have remained insecure and have hung on to their “rights.”

Risk-taking is encouraged, yet mistakes are still punished.
Empowerment has not been “bought into” from top to bottom; organization’s culture has not changed.

Role models and success stories are not celebrated.

Initiative that has caused reasonable mistakes is not rewarded.
Empowering means giving power – not just getting people to DO things.

It means getting people to participate in major decisions.

It means being listened to with respect.
If employees have close customer contact.

If innovation is a critical factor.

If technology is, and remains, complex.

If processes are continuously changing.
If the work environment remains uncertain.

If employees desire growth, responsibility, and development.

If initiative has a high payoff value.

If employees need additional motivation.
If the specific employees are truly ready.

If close supervision is impossible.

If the boss is able to let go.

If the boss is supportive and is an effective coach.
When not to Empower

Consistency and uniformity for all employees are most essential.

Operational costs must be minimized and controlled tightly.

Operations are too routine and must be standardized.
When not to Empower

(2 of 3)

Errors are too costly to risk change.

Employees remain untrained and simply are not ready.

Employees remain dependent and lack confidence.

Individual initiative is often too costly.
Motivation is already strong.

Close supervision is still essential.

The organization's culture is not yet supportive.

Managers are not ready to let go.
All employees need to feel valued.

Empowerment allows employees to feel that they have some impact on the organization.

Empowerment is necessary for equality in both organizations, and in the world.
WHAT IS YOUR NEXT STEP
What are you going to take action on?

Start with the three easiest items.
List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.
Begin with the least difficult behavior.
Advance to a more difficult behavior.
Break difficult behavior down into several smaller behaviors.
Attach time limits to each behavior.
Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Repeat specific behavior until mastered.

Keep records (preferably visual).
Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"
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