Empowering Others to Act

Participant Guide
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Expectations & Objectives

Expectations:

- Your interaction and participation is critical
- Allow yourself to be a learner
- Expect unfinished business
- Keep notes throughout the session as you uncover new ideas and information
- “Ground Rules”
- We encourage you to give feedback on the evaluations!

Objectives:

Upon completion of this module, you will be able to:

1. Recognize the benefits of an Empowering culture
2. Review the Empowerment Zone
3. Uncover reasons employees don’t respect managers
4. Explore the Time Management Matrix
5. Determine when to coach and when not to coach
6. Listen with head, heart and gut
7. Identify Professional Development opportunities that support empowerment

Personal Objectives / Expectations

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What is Empowerment?

What does empowerment mean to you?

- Individuals having a voice
- Making decisions
- Sharing information, rewards and power with employees
  - Take initiative and make decisions
  - Providing opportunity for
    - Skills
    - Resources
    - Authority
    - Motivation
    - Accountability
### Empowerment Zone

<table>
<thead>
<tr>
<th>Accountability for Results (Managers)</th>
<th>Freedom to Act (Employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGH</td>
<td>HIGH</td>
</tr>
<tr>
<td>LOW</td>
<td>LOW</td>
</tr>
<tr>
<td>LOW Accountability, LOW Freedom</td>
<td>HIGH Freedom</td>
</tr>
<tr>
<td>HIGH Accountability, LOW Freedom</td>
<td>HIGH Freedom</td>
</tr>
<tr>
<td>HIGH Accountability, HIGH Freedom</td>
<td>HIGH Freedom</td>
</tr>
<tr>
<td>LOW Accountability, LOW Freedom</td>
<td>LOW Freedom</td>
</tr>
</tbody>
</table>

**Empowerment Zone**

- **HIGH Accountability, LOW Freedom**
- **LOW Accountability, HIGH Freedom**
- **LOW Accountability, LOW Freedom**
- **HIGH Accountability, HIGH Freedom**
The Respect Factor

A 2014 study conducted by Harvard Business Review found 54 percent of employees don’t feel respected, which makes them less happy, productive, and engaged in their work.

Here are five reasons why employees feel disrespected by their managers:

1. Managers do not respect time.
2. Managers frequently change goals.
3. Managers shoot down creative thinking.
4. Managers play favorites.
5. Managers don’t keep promises.

1. Managers do not respect time:

- We have all worked with people who don't show up for meetings, cancel meetings at the last minute or habitually show up late.
- The tendency toward lateness can be the most pronounced in people with busy schedules who are also in positions of power.
  - Perception – they don’t face punishment for their lateness.
- When managers are late, their team feels their time, contributions and ideas are not important.
- The message sent is, “only the manager’s time matters.”
- Employees will be less interested in following the manager’s timelines and deadlines and feel the manager can’t handle all of their priorities, which undermines accountability and authority.

What to do:

- Resist the impulse to schedule things too closely together. By leaving a little wiggle room in their schedules, they not only avoid being late but also they have more time to acknowledge the people around them.
- Small gestures such as saying “good morning” and “have a good day” go a long way to make employees feel valued, and it is hard to do that when constantly rushing.
The Respect Factor (Continued)

2. Managers frequently change goals:

- When goals change frequently, employees have to follow a moving target
- As a result, goal-setting exercises feel like a waste of time
  - Quickly stifles motivation and engagement
  - Too quickly and too often = employees feel like puppets

What to do:
- Be thoughtful about the goals set and ask for feedback from employees so they feel involved in the process
- Better yet, collaborate with your employees on what their goals and expectations are – and determine if they are realistic and achievable

3. Managers shoot down creative thinking:

- Leaders want employees who think outside the box and present new ideas
  - Creative problem solving can’t just be called up on-demand
  - In the haste to solve issues quickly, managers may respond less than enthusiastically to new ideas
  - Lukewarm responses quash creative thinking – especially in meetings
  - Employees feel shut down and undervalued
  - Soon, they will stop offering creative solutions

What to do:
- Have honest and open conversations about new ideas
- Consider having them in different environments or outside of the office
- Treat employees to coffee or lunch, or hold an after work social event
- It’s a small gesture that shows you care to interact with them, and creates a less formal environment to hash out their ideas
The Respect Factor (Continued)

4. Managers play favorites:
   ✓ Some managers will rely on some employees over others
   ✓ When an employee feels like they are appreciated less than another employee, they will struggle to feel confident in their work and be less motivated to work hard because their contributions are not fairly acknowledged

What to do:
   ⇴ Take time to learn things about team members on a personal level
   ⇴ Build rapport with your team
   ⇴ Clarify roles and responsibilities on the team
   ⇴ Managers don’t have to be best friends with employees, but they can make genuine inquiries about their out-of-work lives

5. Managers don’t keep promises:
   ✓ Regardless of intent, failed promises are hurtful to employees (Raises, promotions, flexibility etc.)
   ✓ These failed promises not only engender disillusionment, resentment and apathy but also reflect badly on the manager
   ✓ Employees may feel like they were manipulated or tricked, or that their manager doesn’t have enough power to make things happen

What to do:
   ⇴ Managers should commit to only making promises / statements they know they can keep
   ⇴ Go out of their way to fulfill the promises they make
## Time Management Matrix

<table>
<thead>
<tr>
<th>Urgent</th>
<th>Not Urgent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quadrant I</strong>&lt;br&gt;Important &amp; Urgent</td>
<td><strong>Quadrant II</strong>&lt;br&gt;Important Not Urgent</td>
</tr>
<tr>
<td>- Crises&lt;br&gt; - Pressing problems&lt;br&gt; - Deadline driven projects</td>
<td>- Prevention&lt;br&gt; - Relationship building&lt;br&gt; - Planning, recreation</td>
</tr>
<tr>
<td><strong>Quadrant III</strong>&lt;br&gt;Urgent, Not Important</td>
<td><strong>Quadrant IV</strong>&lt;br&gt;Not Urgent, Not Important</td>
</tr>
<tr>
<td>- Interruptions&lt;br&gt; - Some email, some reports&lt;br&gt; - Some meetings</td>
<td>- Trivia, busy work&lt;br&gt; - Time wasters&lt;br&gt; - Some activities</td>
</tr>
<tr>
<td>Delegate</td>
<td>Trash</td>
</tr>
</tbody>
</table>
Would You Follow You?

A significant but overlooked responsibility of a leader is to develop the minds of others:

- To prepare employees to deal = we need to ask them questions to expand the limits of thinking by habit
- Questions that prompt people to question themselves
- Leaders who expand the minds of others – keep the team alive
- Respectfully challenge the thinking and expand the perspective of others

Carve out time from urgent but endless operational matters

Notes:


What Can You Do?

1. Coaching approach in problem solving
2. Listen with intuition (head, heart and gut)

A specific form of coaching and listening is needed when people are trapped seeing things in a certain way or they are resisting looking at their situation differently.
Coaching vs. Feedback

Coaching is bringing a person from where they currently are to where they want to (or should) be.

- Focused on future behavior
- Developmental
- Inquiry oriented
- Used to help good performers move in the direction most appropriate for them

Coaching is about drawing the answer from the coachee, not giving advice.

You’re doing great. I know that you have the potential and ability to do even better!

Constructive Feedback is a conversation that calls attention to a problem or a potential problem in the spirit of mutual respect and learning.

- Focused on past behavior
- Evaluative
- “Telling” or “Advice” oriented
- Used to help poor performers move in a prescribed direction

Feedback is about finding a specific solution acceptable to both parties.

I’ve noticed you need some redirection or correction and I want to refocus your efforts.

Notes:

The very best coaching opportunities occur when you don’t know the answer, or don’t have a preconceived notion of how to accomplish the goal.
Listening with Intuition

Helping people think for themselves means the leader is primarily using a coaching approach in problem-solving conversations.

However, a specific form of listening and coaching is needed when people are trapped seeing things in a certain way, or they are resisting looking at their situation differently.

Leaders need to:

- Hear beyond the words to discover the assumptions, attachments, fears and desires creating the blind spots and blocks.
- Be comfortable with discomfort in conversations. When people who are being coached finally realize how they are sabotaging their success, or they recognize that what they want is inconsistent with how they act, they might feel sad, embarrassed or angry.
- Stay centered, breathe and let people process their experience to allow the discomfort to pass.

How do you listen so you know what to ask?
The powerful questions that change people’s mind emerge when you listen to your intuition with your entire nervous system.

**Head – Heart - Gut**

- Chatty, judgmental, censuring brain, can drown out what is going on in the rest of the nervous system.
- When you learn how to read the signals from your heart and gut, you access the critical data you need to fully comprehend what is going on in the complex humans you are talking to.

**From your head:** Hear their assumptions and beliefs that frame their version of the story.

**From your heart:** Hear what they desire, why they feel cheated or disappointed and why they are cynical.

**From your gut:** Hear what they are afraid of, including what they are attached to.

1. Use curiosity to open your mind.
2. Then, feel compassion and a genuine desire for people to grow to open your heart.
3. Say the word courage to yourself and breathe it deeply into your belly to open your gut.
4. Do this before you speak - breathe in and open all three centers. The caring and courageous words you speak from your head, heart and gut might confuse, embarrass or make people angry. Then they grow.

Even though it is uncomfortable, this coaching approach does more than expand people’s views of themselves and the world. It is an important way of connecting with others at a deeper level — You see a deeper humanity in the person who you’re with. In return, they feel seen, heard and understood.
Professional Development Activities that can EMPOWER Others

Organizational Skills/ Planning

| On the job activities | • Set clear goals so you can prioritize  
| • Learn to say no to low priority items  
| • Create a timeline for tasks you need to accomplish each week  
| • Determine what wastes your time during the day – constantly checking email, interrupts from peers, inability to find what you need, etc. Revise how you work to eliminate/reduce the time wasters.  
| • Avoid managing your time by doing what you like instead of what you need to do  
| • Improve “disengagement” skills – ability to finish conversations in a timely way. |

| Mentoring | • Find someone who’s better at time management than you are. Watch/Ask what they do and compare against what you do. |

| Coaching | • Ask someone to assist you in determining priorities and support you in saying no to low priorities. |

| Project Work | • Take the lead on a process improvement project in your department |

Industry Awareness

| On the job activities | • Volunteer to provide industry information at team meetings or via email to your co-workers and explain how it impacts them.  
| • Weekly or daily, read national business publications  
| • Talk to co-workers and agents about company and industry-related activities.  
| • Join and participate in national and local professional organizations  
| • Verify with your manager that you are learning the type of industry related information that is pertinent and will assist you as you continue your career |

| Coaching | • Talk to your manager or another senior person in the organization for ideas to increase your understanding of the industry |

| Mentoring | • Find someone you’re comfortable talking to who understands the industry. Ask them about key products, processes, trends and future opportunities in the industry |

| Project Work | • Volunteer to participate in a cross-functional project that will challenge you to apply industry knowledge in some way. |
### Written Communication

**On the job activities**
- Prepare outlines to organize your thoughts.
- Ask a friend outside of work to help you determine what language you use is "jargon" and what's easily understood by others.
- Use spell and grammar check with every document you create.
- After you write a memo, force yourself to reduce the size by one third to eliminate unnecessary language.
- Read documents aloud either to yourself or another person prior to sending them.
- Be willing and prepared to accept feedback on your work.
- Determine who your audience is - write to reflect their needs and style.
- Use active (not passive) voice when writing.

**Coaching**
- Ask your manager to review drafts and give you feedback prior to sending them.

**Mentoring**
- Find someone who you feel communicates clearly and effectively. "Copy" the effective elements of their style – organization, word choices, format, etc.

**Project Work**
- Volunteer to write the proposal or summary report for a project.

### Verbal Communication

**On the job activities**
- Pause before answering questions.
- Use active listening techniques, like paraphrasing and asking questions.
- Write down what you need to say before you say it. Read it out loud. How does it sound?
- Record yourself speaking. Critically evaluate your performance.
- Do you have any "filler" or slang words, like "um" or "sorta" that distract from your messages? Listen for them and work to minimize how often you say them.
- Practice, practice, practice! At home in front of a mirror is a great place - if you can speak to yourself in a mirror, you can speak to anyone!

**Coaching**
- Ask your manager to accompany you to a presentation or project/team meeting. Afterward, ask for specific feedback on how you communicated and how you could improve.

**Mentoring**
- Find someone who you feel communicates clearly and effectively. List the things they do that you feel contribute to their success or ask them to share any tips they have.
- Ask someone you trust for feedback on your communication style.
- Ask for detailed feedback such as how often you interrupt or use fillers in your daily language.

**Project Work**
- Facilitate team meetings or project meetings.
- Give a presentation at work or a volunteer organization.
- Lead a group project of any kind.
Case Studies for Empowering Others

Sue has “Communication Skills” listed as a strength in her performance review. You have told Sue that she could become a go-to person for training and mentoring new people because of those strong skills. Sue wants to further improve her communication skills, as she is interested in being a resource for new employees.

How could you EMPOWER Sue to learn and grow?

Notes:

__________________________________________________________

__________________________________________________________

__________________________________________________________

Joe has “Managing Relationships” listed as an improvement opportunity in his performance review because you have gotten feedback from others in the team that he’s hard to work with.

How could you EMPOWER Joe to learn and grow?

Notes:

__________________________________________________________

__________________________________________________________

__________________________________________________________

What are other creative opportunities to help people learn, grow, and EMPOWER themselves?

Notes:

__________________________________________________________

__________________________________________________________

__________________________________________________________
Wrap Up

Questions:


Key Take Aways:


References and Additional Resources


Reynolds, Marcia (October, 2014) The Discomfort Zone: How Leaders Turn Difficult Conversations Into Breakthroughs

Reynolds, Marcia (September, 2015) Mastering Mind Expansion CLO Media

Sims, Steve (October, 2015) Why Employees Don’t Get Respect – and Managers Don’t Give It Chief Learning Officer
Coaching Practice

You are now ready to apply your coaching skills to real-life situations. Working in groups of three, each participant will have an opportunity to play the role of the Coach, Coachee, and Observer.

Coachees should spend a minute or two describing their situation to the group. Then, using the skills and knowledge you’ve acquired, the Coach should proceed to ask questions and coach the person through their situation. Coachees should make a conscious effort to respond to questions in a way that elicits more coaching.

Each round will have approximately 12 minutes for coaching and discussion. After each round, participants should rotate the roles of Coach, Coachee, and Observer. Use the table below to determine who will play what role in each round. Use the remaining space to write down any notes or observations.

<table>
<thead>
<tr>
<th>Person A:</th>
<th>Person B:</th>
<th>Person C:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Round One</strong></td>
<td>Coachee</td>
<td>Coach</td>
</tr>
<tr>
<td><strong>Round Two</strong></td>
<td>Observer</td>
<td>Coachee</td>
</tr>
<tr>
<td><strong>Round Three</strong></td>
<td>Coach</td>
<td>Observer</td>
</tr>
</tbody>
</table>
Intuition Empowerment Practice

You are now ready to generate bold ideas for action! Let’s take the knowledge we just learned from empowerment through listening with intuition to assist us in brainstorming options for results.

Your Idea and First Step:

________________________________________

________________________________________

________________________________________

Scoring: 1 = not your cup of tea to 5 = over the moon

Top Ten Ideas:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.
Intuition Empowerment Practice

Wrap Up and Take Aways:

Notes: