EMPOWERING OTHERS:
Mastering the Art of Delegation

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## Conflict of Interest Disclosures

**Speaker:** Marietta B. Bibbs

1. I do not have any potential conflicts of interest to disclose, **OR**

2. I wish to disclose the following potential conflicts of interest:

<table>
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<tr>
<th>Type of Potential Conflict</th>
<th>Details of Potential Conflict</th>
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<tr>
<td>Grant/Research Support</td>
<td>Cephalon</td>
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<tr>
<td>Consultant</td>
<td>Grass Technologies</td>
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3. The material presented in this lecture has no relationship with any of these potential conflicts, **OR**

4. This talk presents material that is related to one or more of these potential conflicts, and the following objective references are provided as support for this lecture:
What is Empowerment?

- Empowering others means "letting go" and making a systematic and sustained effort to give others knowledge, support, and opportunity to exercise their power.
- The result provides a mutual benefit to both individuals.
What is Empowering Others?

• An empowering leader has the courage to ask more questions than give answers and effectively focuses the team on shared vision, values, and goals.

• In this role the leader collects, transforms, and disseminates information and creates dialog within the team.
• An empowering leader assumes more leadership and coaching tasks.

• Provides the Team with the needed resources, means and working conditions to accomplish the goals they've agreed to.

• Makes the Team Member accountable.

Empowerment is the oil that lubricates the exercise of learning
Talented and empowered staff is the ingredient to organizational success

- A critical feature of successful teams, especially in knowledge-based enterprises, is that they are invested with a significant degree of empowerment, or decision-making authority.
Managers work to empower staff, and not the reverse

When the Team is empowered, this leaves the leader with more time to engage in broad-based thinking, visioning, and nurturing.

This division of duties (where the leader is focused on emerging opportunities and the Team is empowered to run the day to day business with oversight from the leader) provides for a well-managed enterprise with strong growth potential.
EMPOWERING LEADERS CAN MASTER THE ART OF DELEGATION

- Encourage Responsibility
- Ask Productive Questions
- Maintain Balance
- Remain in the Center Not the Head
- Manage Boundaries
- Attention: Vision, Values and Goals
Empowering Leaders

Ask Productive Questions

Questions that:

- stimulate the team to improve their own thinking and problem-solving skills
- are thoughtful and probing in nature
- focus on concepts, feelings, values, and strategies and not on facts and figures
Empowering Leaders

• Maintain Balance by:
  1. listening, looking and testing the environment to identify risks and opportunities.
  2. transforming information for the Team in order to create realistic expectations for performance.
  3. helping the Team maintain balance and using the forces of change to move toward the goal.
Empowering Leaders

• **Manage Boundaries by:**
  1. Identifying information and resources that the Team requires
  2. Ensuring that boundaries are removed to make resources available
  3. Recognizing information that is irrelevant and establishing boundaries to slow down or redirect the information to areas where it may be needed

Too much information can distract and too little information can result in inaction.
Empowering Leaders

- Focuses attention on the Vision, Values and Goals

By using questions, statements of expectations and management of boundaries to infuse vision, values and goals into the daily work of the Team.
Centered Leadership

• The Empowering Leader remains in the center, not at the head, in order to create an effective team.

• As an Empowering Leader, the Team sees the leader as not being greater or less than any other member of the group.

• An effective leader is able to contribute different things to the Team’s overall success.
The Effective Leader

• Empowers others and has the ability and skills to make others feel stronger and become successful.
• Empowers others to accept responsibility.
• When leaders have an understanding of human nature, they realize that high expectations of people results in positive change and brings constructive results.
Employee empowerment is a managerial style that allows non-management members of the staff to make decisions without having to get the approval of Management. Management must believe that the Team’s ideas are good for the company and must follow through.
HOW DOES EMPOWERMENT GET STARTED?

First--Management understands that people are a company’s most underutilized source

**Formal Process**
Tasks and decisions well defined that can be made without upper level input

**Empowerment Team or Team Leaders**
Management defines 3-4 people who can design and implement an employee empowerment plan

**Suggestion Box**
Sometimes brings in workable ideas
Colin Powell’s 18 Leadership Principles: Lead by Example—Empower and Energize People

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<tr>
<th><strong>Equality</strong></th>
<th>By treating everyone equally &quot;nicely&quot; regardless of their contributions, you’ll simply ensure that the only people you’ll wind up angering are the most creative and productive people in the organization.</th>
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<td><strong>Availability</strong></td>
<td>Real Leaders make themselves accessible and available.</td>
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<td><strong>Vigilance</strong></td>
<td>Policies that emanate from ivory towers often have an adverse impact on the people out in the field who are fighting the wars or bringing in the revenues. Real leaders are vigilant in the face of these trends.</td>
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<td><strong>Challenging</strong></td>
<td>Don’t be afraid to challenge the pros, even in their own backyard. If you have a yes-man working for you, one of you is redundant.</td>
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<td><strong>Detailed</strong></td>
<td>Never neglect details. When everyone’s mind is distracted, the leader must remain doubly vigilant. Good leaders delegate and empower others liberally, but they pay attention to details every day. The leader’s job is not to be the chief organizer, but the chief disorganizer.</td>
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<td><strong>Don’t wait for “No”</strong></td>
<td>Good leaders don’t wait for official blessing to try out an idea. If you ask enough people for permission, you inevitably come up against someone who believes his job is to say “No”.</td>
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Colin Powell’s 18 Leadership Principles: Lead by Example—Empower and Energize People

**Keep Looking Below Surface Appearances**
• Don’t shrink from doing so just because you might not like what you find.

**Attract the BEST People**
• Organization doesn’t really accomplish anything. Plans don’t accomplish anything, either. Theories of management don’t much matter. Endeavors succeed or fail because of the people involved.

**Influence and Inspire**
• Organization charts and fancy titles count for next to nothing. In well-run organizations, titles are also pretty meaningless. But titles mean little in terms of real power, which is the capacity to influence and inspire.

**Inspire Change**
The most important question in performance evaluation becomes not “How well did you perform your job since the last time we met?” but “How much did you change it?”

**Core Values**
• Leaders honor their core values, but they are flexible in how they execute them.

**Perpetuate Optimism**
Leaders who whine and blame engender those same behaviors among their colleagues.
Stack the Deck in Your Favor
You can train a bright, willing novice in the fundamentals of your business fairly readily, but it's a lot harder to train someone to have integrity, judgment, energy, balance and the drive to get things done. Good leaders stack the deck in their favor right in the recruitment phase.

Simplify
Great Leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand. The result? Clarity of purpose, credibility of leadership, and integrity of organization.

Go with your Gut
• Once the information is in the 40 to 70 range, go with your gut. Don't wait until you have enough facts to be 100% sure, because by then it is almost always too late.

Team Accountability
• Shift the power and the financial accountability to the folks who are bringing in the beans, not the ones who are counting or analyzing them.

Surround yourself with hard workers
• Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard.

Make the Tough Decisions
• Encourage bottom-up employee involvement, but ultimately the essence of leadership is the willingness to make tough, unambiguous choices that will have an impact on the organization.
At Company A, the culture encourages and rewards employee ‘intrapreneurship’ (think entrepreneurship BUT inside a company structure, not out). Have a new idea to streamline a process and improve productivity? Pitch the idea to your up line manager. Company A employees are expected to partner with management in the continuous improvement initiatives of the company. The company’s community of people have pride, enthusiasm, and passion for their work and workplace. Empowered employees make the company look good.

At Company B, they do not practice an Empowerment management philosophy. Employee roles are narrowly defined. Suggestions are accepted, but rarely acted upon. The employees want to participate in making their workplace a better place, but the current management style doesn’t allow for that type of a role. Driving positive change at Company B is a challenge. The biggest hurdle at Company B is MANAGEMENT--their need to control and edit employee involvement and access to ALL the information is a real roadblock for company growth.
EMPOWERING LEADERSHIP

- Treating workers with reward instead of punishment enables responsibilities to be taken without a lot of risk of failure.
- Paying more attention to successes versus failures allows employees to take initiative to go the extra step.
- It builds self-confidence along the way and improves job performance.
INSPIRING EMPOWERMENT

Encourage Cooperation
Cooperation among staff members creates cohesiveness instead of competition. When staff work together, everyone is in a win-win situation. People feel stronger when working together instead of against each other.

Helping When Asked
Gives Team Members the power to grow on their own. They begin to accept responsibility and gain confidence in knowing that they are wise and able to make decisions independently. Always critiquing job performance makes Team Members feel less knowledgeable and inadequate.

Create Success Experiences
Make others feel stronger. Designing situations where others can feel responsible and can take credit for the success increases the feeling of strength as a person and in the position held. This works well with individuals and teams.

Encourage Growth
Being empowered and taking the initiative and believing in oneself is a positive step towards growth. Trusting others with responsibilities leads to positive and individual change. Being in charge does not mean taking charge of every project, rather delegate and relish in someone else’s creativity, problem-solving skills and success.
Delegation

• Effective delegation is the single most powerful skill that a leader can possess.
• Delegation provides growth for both the individual and the organization because it allows others to feel ownership and permits the organization to expand its mission.
Effective Delegation Empowers

The Key to effective delegation focuses on RESULTS rather than methods AND It gives people a CHOICE of method and makes them RESPONSIBLE for results.
The Art of Delegation

Hey Fred, Are you going to attend that course on how to delegate?

Listen, if I need an expert in delegation, I'll hire one!

John, there is a course on how to delegate. I'd like you to attend it for me. Then summarize the main points.

No!

Thanks to Dan H. for the idea for 2nd joke

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DELEGATION vs EMPOWERMENT
Don’t Just Delegate—Delegate to Empowerment

• This is what I need from you.
• This is how you do it.
• This is what I want it to look like.
• This is what you need to do next.
• I’ll give you the last 5%.
• I own it.
• Here is where I see this going.
• Concrete
• Toe the Company Line.
• Complete Tasks.
• No room for other leaders.
• Guided by preference.
• Here’s my opinion.

• What do you need from me?
• This is YOUR role.
• This is where we are going.
• This is how it fits in the big picture.
• I’ll let you contribute the last 5%.
• You own it.
• Where do you see this going?
• Fluid
• Pushback is encouraged
• Generate Results
• Room for other leaders
• Guided by values.
• What is your opinion?
Effective Delegation

- Saves Time
- Develops People
- Helps the company to Grow and Succeed
- Motivates the Team
- Grooms a Successor
POOR DELEGATION

MANAGEMENT FRUSTRATION

COMPANY GROWTH STALLS AND PROJECTS FAIL

DEMOTIVATES AND CONFUSES THE TEAM

SUCCESION AND PROGRESSION FAIL

TEAM GOALS FAIL

DELEGATION
Manager’s Role in Delegation

• Developing a Successor
• Delegation → everyone can move on to higher roles in the organization.
• No Delegation → succession and progression becomes dependent on bringing in new people from outside
• Delegation is used to develop people and yourself—it is not a management technique for freeing up your time.
"I start my day by making a list of everything I need to do . . . and who I can get to do it for me."
Ten Steps to Successful Delegation
STEP 1: DEFINE THE TASK

• Confirm in your own mind that the task is suitable to be delegated. Does it meet the criteria for delegating?

“I like things to be done my way but by somebody else.”
STEP 2: SELECT THE INDIVIDUAL OR TEAM

- Define your reasons for delegating to this person or team?
- Define what they will receive from it.
- Define what benefits you receive from it.
STEP 3: ASSESS ABILITY AND TRAINING NEEDS

- Is the other person or team of people capable of doing the task?
- Do they understand what needs to be done.
- If not, you can't delegate.
STEP 4: EXPLAIN THE REASONS

• Explain to the Team why the job or responsibility is being delegated.
• Identify why delegated to that person or people.
• Discuss the importance and relevance of the task and how it fits in the overall scheme of things within the company.
STEP 5: DEFINE THE REQUIRED RESULTS

- What must be achieved?
- Clarify understanding by gathering feedback.
- Define how will the task be measured?
- Make sure the Team knows how you intend to decide that the job is being successfully done.
STEP 6: CONSIDER RESOURCES REQUIRED

• Discuss and agree what is required to get the job done.
• Consider people, location, premises, equipment, money, materials and other related activities and services.
STEP 7: AGREE ON DEADLINES

- When must the job be finished? Or if an ongoing duty, when are the review dates?
- When are reports due?
- If the task is complex and has parts or stages, what are the priorities?
- Confirm understanding and interpretation.
- Having Team show you that the job can be done helps to reinforce commitment.
- Develop a method for checking and controlling the project in advance.
- Failing to agree on this in advance will cause monitoring to seem like interference or lack of trust.
STEP 8: SUPPORT AND COMMUNICATE

• Inform all who need to know what's going on.
• Involve the Team in considering this so they can see beyond the issue at hand.
• Warn the person about any awkward matters of politics or protocol.
STEP 9: PROVIDE FEEDBACK ON RESULTS

- It is essential to let the team/person know how they are doing, and whether they have achieved their goals.
- If goals are not achieved, review with them why things did not go as planned, and deal with the problems.
- You must absorb the consequences of failure, and pass on the credit for success.
STEP 10: DELEGATE WITH CAUTION

- Remember that delegation isn't just a matter of telling someone else what to do.
- There is a wide range of considerations when delegating to another person.
- Be careful to choose the most appropriate style for each situation.
- The more experienced and reliable the other person is, the more freedom you can give.
- The more critical the task, the more cautious you need to be about extending a lot of freedom, especially if your job or reputation depends on getting a good result.
• Take time to discuss and adapt the agreements and 'contracts' that you make with people regarding delegated tasks, responsibility and freedom according to the situation.
• Be creative in choosing levels of delegated responsibility
• Always check with the other person that they are comfortable with your chosen level. People are generally capable of doing far more than you imagine.
Remember that good delegation saves you time, develops you people, grooms a successor, and motivates people to be empowered.
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