

THE EMPOWERMENT White Paper

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Better Business
Results Through
Empowerment.

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THE CRITICAL IMPORTANCE OF EMPLOYEE EMPOWERMENT

Almost a decade ago we were tasked with helping a well-known CPG company drive better business results. It was a typical OGSM engagement for us so as per our usual process, it began with a deep assessment of the elements contributing to the company's current performance level to understand the changes necessary to get to the desired state. The assessment quickly revealed one of the company's core issues was painfully slow and ineffective decision making - stemming from a lack of employee empowerment.

People were afraid of the repercussions of making a wrong decision, so they chose instead to make no decision at all.

Employee empowerment at that time was thought of as an answer to increase employee satisfaction and happiness, which in turn would perhaps indirectly influence other measures of success. The client was unconvinced that committing resources to empowering their employees could actually solve the hardline financial problems the company was facing and drive better business results.

The client challenged us to prove it.

ArchPoint led an extensive research study across some of the most well-respected publications on the topic including i4cp, Academy of Management Journal and Gallup, and surveyed current practices regarding empowerment and high-performing teams from top organizations like Dow Chemical, CitiGroup and GE. After compiling our research, we developed the ArchPoint Empowerment Model and set forth to validate the model and our findings utilizing a survey of over 50 middle-to-senior level leaders across 15 high-performing organizations; 10 of them Fortune 500, including Mars, P&G, Campbells, Avery Dennison, GE, Chase and HP.

Feedback from the survey confirmed our initial research findings and what we had known all along – that employee and team empowerment is directly connected to increased organizational success. Based on the results of our research, compiled with insights from experts on our team who have led empowerment initiatives at major organizations, we presented this white paper to our client. We were then requested to proceed with developing the company's OGSM with employee empowerment as a major strategy and area of focus for the company.

Empowerment leads to engagement. Engagement leads to results. On the surface, it's a simple relationship. But the components that comprise true employee empowerment are varied and result because of the policies, practices and culture leaders nurture in their organizations.

The purpose of republishing this white paper is that we believe that employee empowerment remains a major issue and opportunity for organizations. Today's leaders understand the critical impact employee empowerment has on business results but may not see a clear path to an empowered workforce. Insights in this white paper will help bridge the gap between understanding its importance and knowing a clear path to achieving empowerment in your organization.

Power through the people,

The ArchPoint Team

GREAT COMPANIES
ARE ALMOST ALWAYS
MADE GREAT BY
A FEW SMALL TEAMS.

GREAT TEAMS
ARE MADE UP OF
EMPOWERED EMPLOYEES.

EMPLOYEES WHO FEEL EMPOWERED ARE MORE COMMITTED, MORE CREATIVE, HAVE INCREASED CONFIDENCE AND ARE PROVEN TO CARE MORE ABOUT THEIR ORGANIZATION.

They also make incredible team members and great teams can move mountains for an organization.

Unfortunately, our observation is that more people at all levels are feeling less like they make a difference in their organization. With recent trends suggesting a loss of confidence in the workplace, it's more apparent now than ever. Yet empowerment remains elusive to team leaders.

Some people might say it's corporate strategy that makes the difference. But we believe it is teams of empowered, committed individuals who believe they can create something that fundamentally changes how the organization works – and their spirit and vision spreads first throughout the company itself and then into the marketplace.

Exceptional teams simply serve your customers better.

Our approach to developing exceptional teams begins by measuring what often seems nebulous and indefinable – the dynamics of how teams work. Pinpointing the strengths and weaknesses of a team can shed light on issues with employee empowerment, as well as other issues leaders may not be able to detect.

THE 3 LEVELS OF EMPOWERMENT



THE ORGANIZATION

The organization must show visible support through the development of empowerment at individual and team levels.



THE TEAM

Each working team needs to know its purpose, operating practices and decision rights—so they can move to action.



THE INDIVIDUAL

Each person needs to understand the 'rules of engagement' and what decisions they can and must make.

»» How does your team stack up? Go to archpointgroup.com/teams to find out.

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EMPOWERMENT EXECUTIVE SUMMARY

TOP LEADERSHIP TEAM IDENTIFIED NEEDS

A key annual planning meeting identified significant opportunities to gain greater clarity on Objectives, Goals, Strategies and Measures. ArchPoint was asked to help this well-known consumer packaged goods company improve empowerment in the context of matrix management and decision making; with the objective to improve the quality and speed of decision making, thereby driving better organizational results.

EMPOWERMENT RESEARCH REVIEWED

Recent research was reviewed and summarized, showing clearly that the empowerment of individuals and teams leads to better organizational results. In complex, matrixed, hierarchical organizations governance and decision-making accountability becomes less clear and individuals and teams become more dependent. Empowerment relies upon responsibility and authority residing closer to the point where decisions need to be made. Based on this research and internal company interviews an initial definition and set of survey items were derived.

EXTERNAL SURVEY UTILIZED

40 high level leaders in well-known organizations provided data on the relevance of 11 empowerment items to the delivery of their strategic plan. Slight changes were made to the model based on that information.

LEADER INPUT INCORPORATED

16 middle to senior level managers in the organization provided input on the importance of the 11 items and ratings of their team's performance on those items. Based on this information the importance of addressing these issues was established and several items were revised.

CURRENT PROCESSES RATIONALIZED

Empowerment was differentiated from the Gallup Engagement items and was shown to be consistent with and supportive of other initiatives within the organization (High Performance Team model; Leadership Competency model; and the development planning process).

HR GENERALIST FACILITATION PROCESS DESIGNED

The following seven steps were outlined in the Train the Trainer workshop:

- 1. HR Planning Meeting with the Leader**
- 2. Survey Sent Out & Completed**
- 3. HR Reviews Data with the Leader**
- 4. HR Facilitates Survey Feedback Action Planning Meeting**
- 5. Leader Finalizes Team/Leader Action Plan with HR Help**
- 6. Ongoing Follow Up to Ensure Progress on the Action Plan**
- 7. HR Looks for Common Issues and Fixes**

RATIONALE FOR ADDRESSING EMPOWERMENT

RATIONALE

The annual top leader's planning meeting identified significant opportunities to gain greater clarity on Objectives, Goals, Strategies and Measures and then to empower individuals and teams to deliver higher quality and faster business results.

The organization decided it would drive the following initiatives:

- » Effective meeting protocol: Standardizing and utilizing global best practices for meeting times
- » High Performance Teams model pushed down into the organization: Every team member properly trained in problem solving, conflict management & meeting management
- » Bench strength and succession planning: Implement profile-based competencies and experience approach to managing talent, meeting organizational needs & planning succession

ArchPoint Consulting was retained to drive the following initiatives:

- » Decision level authority & clarity: Define key decision roles & responsibilities for top three levels
- » Working in a matrix: Clearer expectations and behaviors linked to understanding of how our culture can ensure our success
- » Project management standards/protocol: The core disciplines which help organizations ensure they deliver initiatives
- » Decision making & empowerment: Ensuring decisions happen where they matter most, and the right behaviors are encouraged among the team members

OBJECTIVE

To improve the quality & speed of decision making for better organizational results.

DELIVERABLES

An Empowerment Model, Survey and Feedback Action Planning Tool supported by coaching, facilitation and training.

RESEARCH SHOWS THAT EMPOWERMENT LEADS TO BETTER BUSINESS RESULTS

See Appendix for details and reference sources.

Organizations are discovering the business impact of effective teams:

- » **Dow Chemical** reported saving \$1B with empowered teams
- » New **CitiGroup** CEO commits to team collaboration and effectiveness
- » **GE's** Leadership, Innovation & Growth program focuses on teams
- » **HP's** Action Learning Teams drove growth in China and India
- » **Belron's** CEO used Team Development tool to triple profits

Independent research confirms the business impact of effective teams:

- » **I4cp/HR.COM** global research showed increased use of teams and better results
- » **Elliott Masie** reported team learning leverages strengths and reduces training costs
- » Two key studies reported in the **Academy of Management Journal** showed that more empowered teams:
 - Were more productive and proactive
 - Showed higher levels of customer service
 - Showed higher levels of job satisfaction
 - Reported greater team and organizational commitment
 - Had better process improvement and customer satisfaction
 - Had team members experiencing more positive personal success

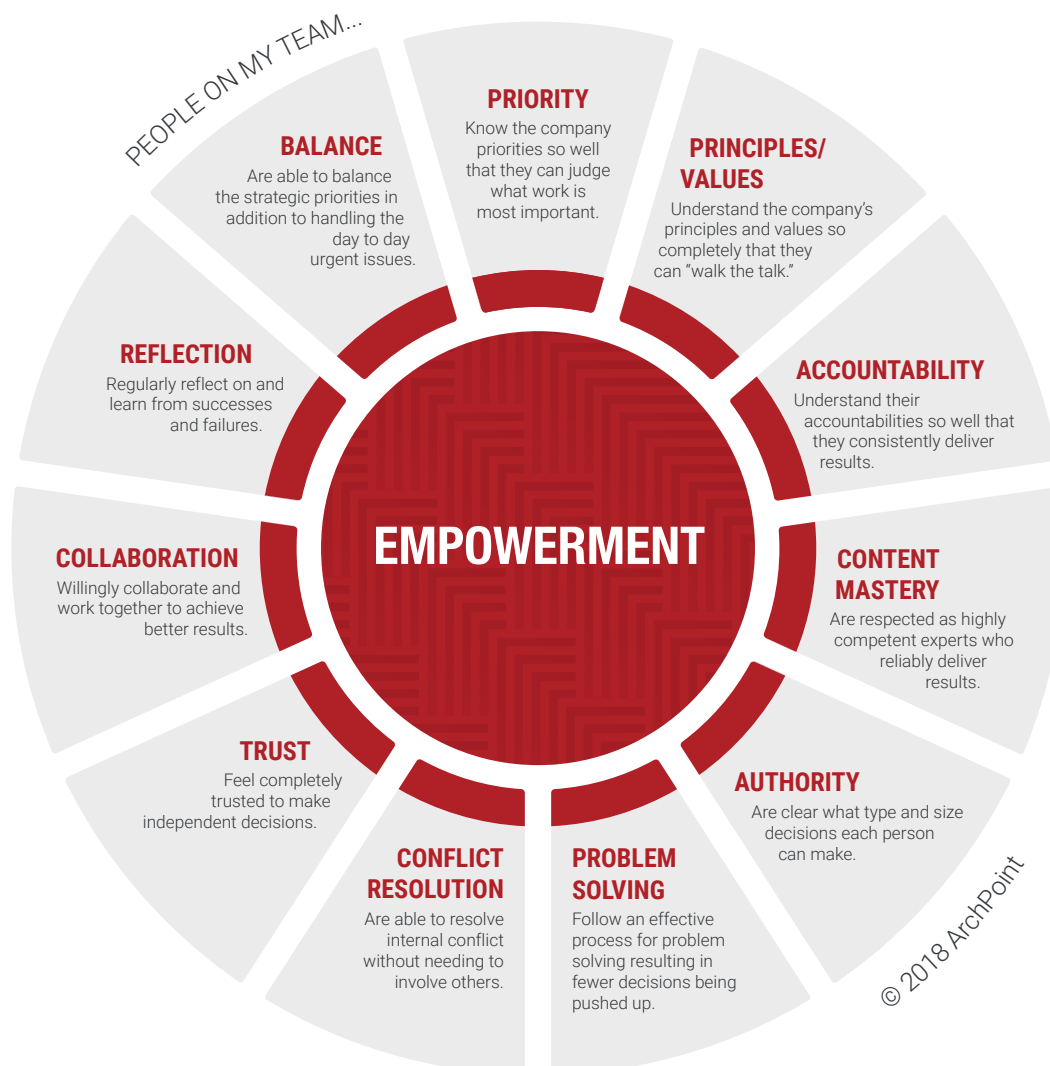
"I worked with the partners of ArchPoint during times of rapid and constant change within our organization. Looking back to my role as a member of the team staffed to design and implement changes, I realize how capable they were at understanding our business and what it took to execute the plan."

– HR Manager, Commercial Teams, Avery Dennison Corporation

THE EMPOWERMENT MODEL

In the last century, the term empowerment had connotations of a soft humanistic approach to how we treat people, but in today's world it can be the antidote to the dependency and learned helplessness that regularly develops within hierarchical organizations. Organizations report better business results as a result of empowerment and research shows that empowered teams are more productive and produce higher customer and employee satisfaction.

Modern organizations continue to grow both organically (by virtue of their existing products, markets, and customers) and through mergers and acquisitions. The addition of new products and services delivered across geographies and globally inevitably creates complexity. It is predictable that in a complex, matrixed, hierarchical organization that governance and decision making accountability becomes less clear and that individuals and teams become more dependent on others to get things done. Empowerment relies upon responsibility and authority residing closer to the point where decisions need to be made. Clarity on "who makes the call" can be facilitated in many ways. Tools such as RACI and OGSM (more on these later) allows the organization's leaders to develop the trust to be able to "let go" and free the talent of the organization to contribute fully.



THE EMPOWERMENT MODEL (CONTINUED)

Empowerment is a principle that must permeate the organization. Its implementation requires interaction at all levels within the organization and change is required with:

- » **The Individual:** Each person needs to understand the “rules of engagement” and what decisions they can and must make.
- » **The Team:** Each working team needs to understand the same things, and the leader of the team bears responsibility to create an empowered team.
- » **The Organization:** For many years the concepts of “The Agile Organization” or “The Learning Organization” have been developed, and for empowerment to occur at the individual and team level, the organization must show visible support through the development of new capabilities.

Empowerment can't happen without the leader having the tools to ensure that the right work is getting done with the right timing and the right cost. If the leader has tools to track progress on agreed upon goals then the leader is more likely to be able to develop trust in the individual's and team's ability to deliver, and thus more likely to be able to “let go” and not be the bottle neck for decision making. Many tools exist but two key tools utilized by ArchPoint in support of empowerment include RACI and OGSM. When the RACI and OGSM are clear in an organization, then the leader can more easily support the empowerment of individuals and teams.

RACI stands for Responsible, Accountable, Consulted or Informed; and is a responsibility assignment matrix that assigns one of the four ways to be involved to each position in the organization touched by a given process. RACI ensures that key decision makers within the organization know what decisions they own and what stakeholders they need to collaborate with in order to balance the business's objectives.

OGSM stands for Objectives, Goals, Strategies and Measures; and is a methodology for gaining clarity on exactly what will get done, by whom, and when. It can be cascaded to ensure alignment throughout the organization on the important priorities. OGSM links the work activities and the strategies of the organization together from the top to the bottom. Full empowerment requires not only individual action but coordinated and aligned group action, and OGSM ensures that everyone's work activities align and support the company's priorities.

When used with RACI and OGSM, the measurable benefits of empowerment are:

- » The speed of decisions increase while accuracy is maintained
- » Employees have greater accountability for the decisions they make
- » Workflow improves as collaborative decisions occur at lower levels
- » Leaders have more time to manage strategic decisions
- » Cross-functional problem solving improves and increases

ENGAGEMENT AND EMPOWERMENT ARE DIFFERENT

The organization had focused on employee engagement as a way to create greater commitment. Engagement is complementary to but different from empowerment. Empowerment can be thought of as an “accelerator” for engagement with the focus on business results and improving the quality and speed of decision making.

	ENGAGEMENT	EMPOWERMENT
The primary definition relates to:	Employee satisfaction	Clarity on objectives and measures so employees and teams can be more self-led
The leadership challenge is to:	Create & encourage the right environment	Let go and trust the autonomy and decision making of the team
The manager's role is to:	Motivate through involving others and inspiring commitment	Equip with resources, capabilities and permission to make autonomous decisions
The outcomes are:	Job satisfaction and emotional connection	Demonstrated impact and efficacy; confidence to deliver business results
Usually measured by:	The Gallup Q12 and other similar measures	Less well-researched
A sports coach role would be to:	Let everyone scrimmage and have fun	Practice to know how to handle different situations, the coach lets the quarterback make on-field calls
The musical metaphor:	Orchestra conductor	Jazz ensemble

GALLUP 12 ENGAGEMENT ITEMS

1. I know what is expected of me at work.
2. I have the materials and equipment to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

ARCHPOINT 11 EMPOWERMENT ITEMS

PEOPLE ON MY TEAM...

1. **Priority.** Know the company priorities so well that they can judge what work is most important.
2. **Principles/Values.** Understand the company's principles and values so completely they can “walk the talk.”
3. **Accountability.** Understand their accountabilities so well that they consistently deliver results.
4. **Content Mastery.** Are respected as highly competent experts who reliably deliver results.
5. **Authority.** Are clear what type and size decisions each person can make.
6. **Problem Solving.** Follow an effective process for problem solving resulting in fewer decisions being pushed up.
7. **Conflict Resolution.** Are able to resolve internal conflict without needing to involve others.
8. **Trust.** Feel completely trusted to make independent decisions.
9. **Collaboration.** Willingly collaborate and work together to achieve better results.
10. **Reflection.** Regularly reflect on and learn from successes and failures.
11. **Balance.** Are able to balance the strategic priorities in addition to handling the day to day urgent issues.

THE ELEVEN ITEMS VALIDATED FOR THE ARCHPOINT EMPOWERMENT SURVEY

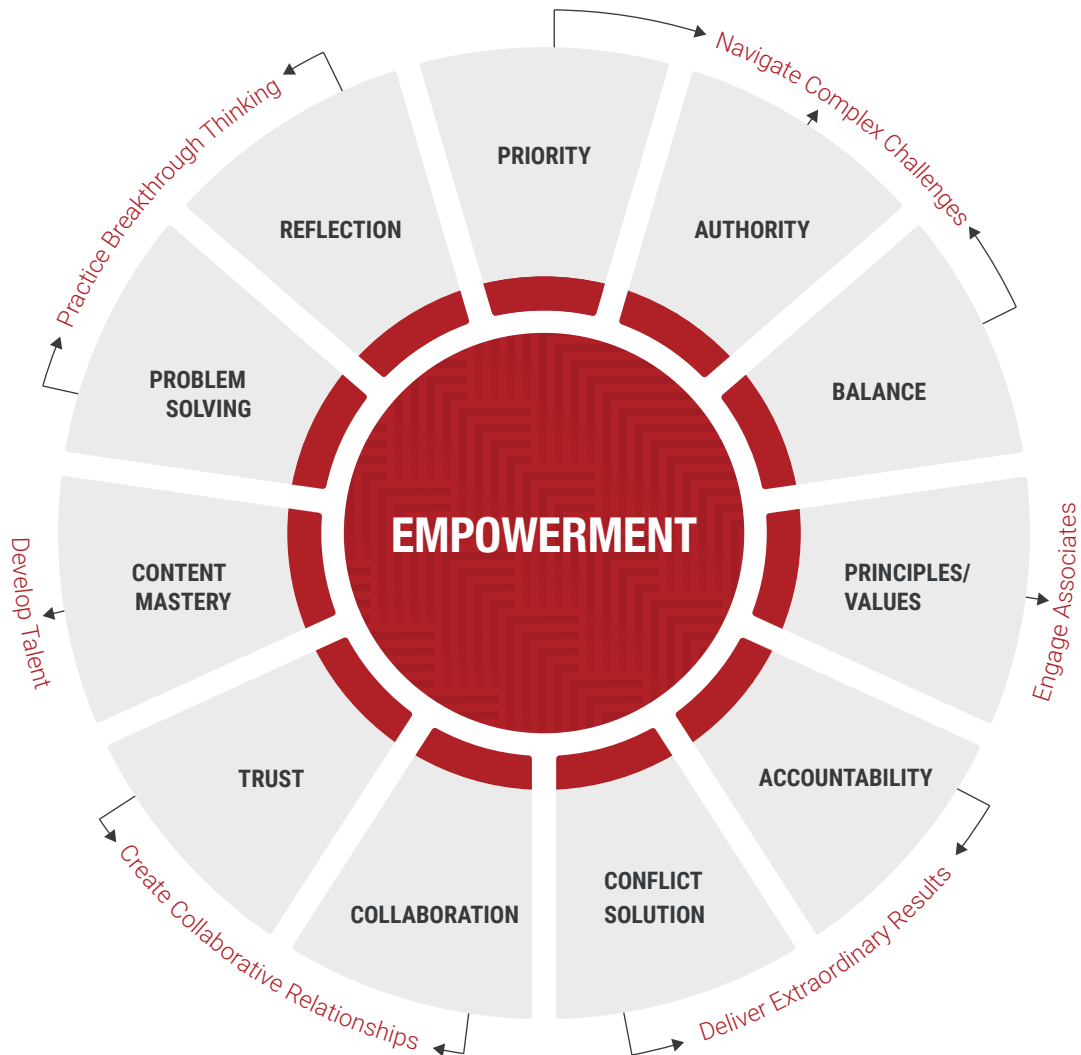
40 C-Level and senior leaders from top performing companies responded to our survey to validate the empowerment scales. The results validated the initial model (refined later after internal company leadership interviews).

For each item please identify how relevant you believe each area is to empowerment and self-management.
PEOPLE ON MY TEAM. . .

ANSWER OPTIONS	VERY IRRELEVANT	IRRELEVANT	NEITHER RELEVANT NOR IRRELEVANT	RELEVANT	VERY RELEVANT	**AVERAGE PERFORMANCE RATING
Understand the company priorities well enough to judge what work is most important (Priority).	0.0%	0.0%	0.0%	32.5%	67.5%	4.68
Understand their accountabilities well enough to consistently deliver results (Accountability).	0.0%	0.0%	0.0%	32.5%	67.5%	4.68
Feel trusted enough to make independent decisions (Trust).	0.0%	0.0%	2.5%	35.0%	62.5%	4.60
Are clear what type and size decisions each of us can make (Authority).	0.0%	2.5%	12.5%	32.5%	52.5%	4.35
Understand company's principles/values well enough to "walk the talk" (Principles/Values).	0.0%	0.0%	10.3%	48.7%	41.0%	4.31
Willingly cooperate and work together to achieve better results (Cooperation).	0.0%	5.0%	7.5%	42.5%	45.0%	4.28
Regularly reflect on and learn from our successes and failures (Reflection).	0.0%	2.5%	7.5%	55.0%	35.0%	4.23
Stay focused on the strategic priorities regardless of the day to day urgent issues (Balance).	0.0%	2.5%	10.0%	60.0%	27.5%	4.13
Are respected as highly competent experts that reliably deliver results (Content Mastery).	0.0%	2.5%	15.0%	62.5%	22.5%	4.08
Follow an effective process for conflict resolution and problem solving (Problem Solving).	0.0%	2.6%	23.1%	46.2%	28.2%	4.00
Feel like their career reality is keeping up with their career potential (Career Velocity).	0.0%	10.0%	50.0%	20.0%	20.0%	3.50

** The rating scale used to score the items was a 5-point scale with 5 being the highest.

LINK TO THE ORGANIZATION'S LEADERSHIP CAPABILITIES



USING THE FYI BOOK FOR DEVELOPMENT IN EMPOWERMENT AREAS

In the FYI book¹, each competency is defined (unskilled, skilled, overused), some causes are reported, followed by “the map” to better understand and “some remedies” of things that can be done on the job for development; ending with suggested readings.

EMPLOYEE EMPOWERMENT ITEM PEOPLE ON MY TEAM...	RELATED COMPETENCY ¹	RELATED CAREER STALLER ¹
Know the company priorities so well that they can judge what work is most important. (Priority)	5. Business Acumen 46. Perspective 50. Priority Setting 58. Strategic Agility 65. Managing Vision & Purpose	
Are able to balance the strategic priorities in addition to handling the day to day urgent issues. (Balance)	2. Dealing with Ambiguity 35. Managing & Measuring Work 37. Negotiating	
Understand the company's principles and values so completely they can walk the talk. (Principles/Values)	22. Ethics and Values 48. Political Savvy	109. Lack of Ethics and Values
Understand their accountabilities so well that they consistently deliver results. (Accountability)	1. Action Oriented 34. Managerial Courage	
Are respected as highly competent experts who reliably deliver results. (Content Mastery)	24. Functional/Technical Skills 30. Intellectual Horsepower 61. Technical Learning	113. Key Skill Deficiencies
Feel completely trusted to make independent decisions. (Trust)	29. Integrity and Trust 57. Standing Alone	105. Betrayal of Trust
Willingly collaborate and work together to achieve better results. (Collaboration)	3. Approachability 31. Interpersonal Savvy 33. Listening 42. Peer Relationships 64. Understanding Others	104. Arrogant 112. Insensitive to Others
Are able to resolve internal conflict without needing to involve others. (Conflict Resolution)	12. Conflict Management 38. Organizational Agility	
Regularly reflect on and learn from successes and failures. (Reflection)	32. Learning on the Fly 45. Personal Learning 55. Self Knowledge	106. Blocked Personal Learner
Are clear what type and size decisions each person can make. (Authority)	9. Command Skills 16. Timely Decision Making	
Follow an effective process for problem solving resulting in fewer decisions being pushed up. (Problem Solving)	17. Decision Quality 28. Innovation Management 51. Problem Solving	

¹ Lombardo, M. and Eichinger, R. (2000) *FYI: For Your Improvement*. Minneapolis, MN: Lominger Ltd.

INTERNAL LEADERSHIP INTERVIEWS TO REFINE THE MODEL

Group Surveyed: 16 middle to senior leaders.

Overall: Importance of empowerment to our company's ability to deliver its organizational results.

Importance Rating: On a scale of 1- 10, ratings varied from 7 to 10 with an average of **8.8**. This indicates that the 11 items in the Empowerment Model are significant enough issue to warrant additional work, but how it is integrated with existing programs will be important. Programs cited included: OGSM, IBOs, RACI, HPT, 5 Principles, 9-Box Grid, Job Descriptions, Leadership Competencies, Company University courses, Mid and Year End Reviews.

INTERVIEWEE INFORMATION

	RANGE	AVERAGE
Years at Company	1-17 years	7.3
Team Size	2-19 people	10.7
Empowerment Importance Rating	7-10 (where 10 is extremely important)	8.8

Summary of Key Learnings:

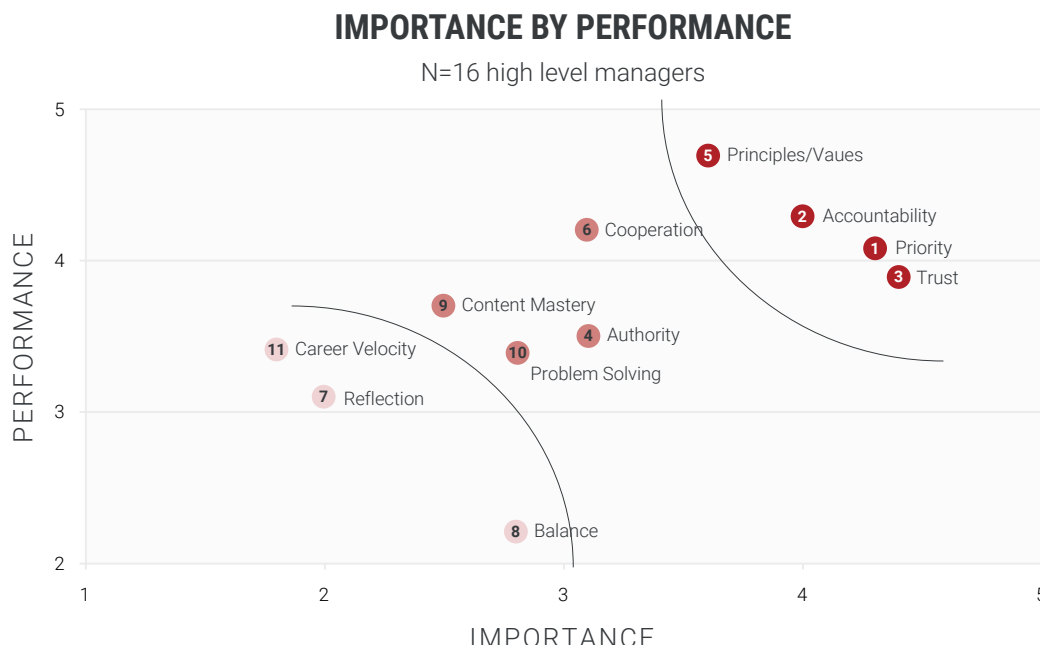
- » The behaviors for empowerment are essential to delivering the OGSM business results.
- » Engagement alone is not sufficient to drive OGSM and business results.
- » The organization has many lists & priorities; any initiative needs to simplify rather than complicate.
- » Leaders need to "walk the talk" on this: Intentions sometimes don't match behaviors.
- » Simplifying and clarifying OGSM (Priority) and RACI (Authority) would facilitate work. Need to consider whether the term empowerment is the best way to position this work (Reference third bullet-point under Summary of Key Quotes).

Summary of Key Quotes:

- “ Empowerment all starts at the top with the GM. My GM makes me feel valued, trusted and engaged. He is open and I can call him on anything. He responds fine to being challenged, in fact we laugh about it and get closer. It takes courage to challenge so how a leader responds makes all the difference. The leader needs to show confidence and trust for people to respond. We are in too much of a competitive battle to have all the decision making at the top, it's simply unfeasible.”
- “ When the OGSM is linked to the Principles then recommendations become more obvious; we just also need more Trust to accept those. The OGSM is insufficient; we need to internalize and understand the priorities and as the OGSM is cascaded we need to let teams have the time to examine, challenge and build on it; you can't just hand it out.”
- “ Did you know that a few years back Empowerment got a dirty name at our company? It translated to "Make you do additional work"; enough already! Now we just had another round of downsizing so the word Empowerment coming up now may be a problem.”

SUMMARY OF FINDINGS

The graph below is a visual depiction of the summary of ratings from high level managers on the importance of the items in the ArchPoint Empowerment Model and on the organizational performance of these items. The chart at the bottom of the page details the scores of each item in Figure 1. The Importance rating scale used to score the items was A=5=Most Important, B=3=Important, C=1=Not as Important; and Performance was rated on a 5-Point scale with 5 highest.



EMPOWERMENT MODEL ITEM	IMPORTANCE	PERFORMANCE
1. Priority	4.3	4.1
2. Accountability	4.0	4.3
3. Trust	4.4	3.9
4. Authority	3.1	3.5
5. Principles/Values	3.6	4.7
6. Cooperation	3.1	4.2
7. Reflection	2.0	3.1
8. Balance	2.8	2.2
9. Content Mastery	2.5	3.7
10. Problem Solving	2.8	3.4
11. Career Velocity	1.8	3.4

Complete details from these interviews can be found in the Appendix.

EMPOWERMENT MODEL ITEM REVISIONS

INITIAL SET OF ITEMS: PEOPLE ON MY TEAM...	NEW ITEMS: PEOPLE ON MY TEAM...
Understand the company priorities well enough to judge what work is most important (Priority).	Know the company priorities so well that they can judge what work is most important (Priority).
Understand their accountabilities well enough to consistently deliver results (Accountability).	Understand their accountabilities so well that they consistently deliver results (Accountability).
Feel trusted enough to make independent decisions (Trust).	Feel completely trusted to make independent decisions (Trust).
Are clear what type and size decisions each of us can make (Authority).	Are clear what type and size decisions each person can make (Authority).
Understand the company's principles and values well enough to "walk the talk" (Principles/Values).	Understand the company's principles and values so completely they can "walk the talk" (Principles/Values).
Willingly cooperate and work together to achieve better results (Cooperation).	Willingly collaborate and work together to achieve better results (Collaboration).
Regularly reflect on and learn from our successes and failures (Reflection).	Regularly reflect on and learn from successes and failures (Reflection).
Stay focused on the strategic priorities regardless of the day to day urgent issues (Balance).	Are able to balance the strategic priorities in addition to handling the day to day urgent issues (Balance).
Are respected as highly competent experts that reliably deliver results (Content Mastery).	Are respected as highly competent experts who reliably deliver results (Content Mastery).
Follow an effective process for conflict resolution and problem solving (Problem Solving).	Follow an effective process for problem solving resulting in fewer decisions being pushed up (Problem Solving).
Feel like their career reality is keeping up with their career potential (Career Velocity).	Are able to resolve internal conflict without needing to involve others (Conflict Resolution).

THE LEADER AND HR TOOLKIT: STEPS IN THE EMPOWERMENT ACTION PLANNING PROCESS

Prior to these seven steps, the HR Generalists will attend an ArchPoint Train the Trainer Workshop to be certified in the process. **The steps in the empowerment process are:**

1. **HR Planning Meeting with the Leader**
2. **Survey Sent Out & Completed**
3. **HR Reviews Data with the Leader**
4. **HR Facilitates Survey Feedback Action Planning Meeting**
5. **Leader Finalizes Team/Leader Action Plan with HR Help**
6. **Ongoing Follow Up to Ensure Progress on the Action Plan**
7. **HR Looks For Common Issues and Fixes**

STEP 1. HR PLANNING MEETING WITH THE LEADER

The leader owns the empowerment process and the HR will facilitate it. In this meeting, the HR Generalist briefs the leader on the Empowerment Model and the seven steps in the process.

Outcome: E-Mail from the leader committing to the process and asking the team to complete the survey.

STEP 2. SURVEY SENT OUT & COMPLETED

The leader sends out the survey email request and the team completes the survey. HR oversees the process to ensure 100% participation by the team on the survey.

Outcome: Completed survey results.

STEP 3. HR REVIEWS DATA WITH THE LEADER

In this review, the two will strategize the best “opening words” for the leader to use in the next step. Examples:

- » “I see a lot of high ratings but also some areas that I really want to understand better and be responsive to . . . so when you have a chance to talk about this later after I leave the room, please be very candid with me about things that I can start, stop or continue.”
- » “There are some things the team can stop, start or continue to help our empowerment. There are also some things that I could Start, Stop or Continue to better empower the team—and that’s OK, I look forward to hearing your ideas.”

At this stage, one optional approach to be decided is for the leader to share his or her Predictive Index (PI) Report, or 1-page Myers Briggs summary and to reflect on what style issues might help or hinder empowerment. Example:

- » “You see by this style that I tend to push hard for closure and need to stay very close to the details. You probably have already figured that out about me. I know that those kinds of behaviors can sometimes interfere with your sense of empowerment. It’s OK to talk to me about stuff like that.”

Outcome: Readiness for the meeting, including a “script” of a few key items for the leader to say.

THE LEADER AND HR TOOLKIT: STEPS IN THE EMPOWERMENT ACTION PLANNING PROCESS

STEP 4. HR FACILITATES SURVEY FEEDBACK ACTION PLANNING MEETING

The HR Generalist facilitates the meeting. In the first part of the meeting, the leader is present; then excuses him or herself for the remainder of the meeting.

The leader opens the meeting with positive, supportive comments; then turns the meeting over to HR.

HR summarizes the objectives for the feedback action planning:

1. Discuss the results of the Empowerment Survey
2. Prioritize & select what to work on as a team that will accelerate empowerment
3. Debrief the results of the meeting when the leader returns

HR runs the meeting:

- » Have 3 flip charts around the room titled "Continue", "Start", "Stop"
- » State: The purpose of the survey feedback action planning session is to review how we have described our team's empowerment and to discuss and plan how to get better; and you heard that (our leader) is open to any ideas that can improve our team performance and satisfaction. The team will come up with some ideas; and (our leader) will also come up with some ideas.
- » Hand out the survey results
 - State: Please take a couple minutes to look at and think about the results
 - Ask: Any questions about the report before we talk about it?
 - Comment on "Top 3" (most proud of) and "Bottom 3" (what we can do better)
 - State: Now I'd like you to share your thoughts using a Continue, Start, Stop method and using the flipcharts in the room
 - Assignment: I'm handing out 11 cards that define the issues that were asked about in the survey. Please sort them into three fairly equal piles: green team is doing Very Well; yellow team is doing OK; red team needs to improve. After you spend a few minutes doing that you can put the green, yellow and red dots on the 11 items on the flipchart. This is just a quick way to independently see what we already agree on or where there are differences of opinion.
- » Ask the group *What patterns do you see from that dots exercise?*
- » Ask the group *What's WORKING WELL for the team?*
 - Capture topic/issue or process on "Continue" flip chart
- » Ask the group *What's NOT WORKING or needs to be fixed?*
 - Capture topic/issue or process on "Stop" flip chart

THE LEADER AND HR TOOLKIT: STEPS IN THE EMPOWERMENT ACTION PLANNING PROCESS

- » Ask the group *What do you want to START doing?*
 - Capture topic/issue or process on “Start” Flip Chart
- » Ask the group *What do you want to FOCUS on?*
- » Provide each participant with 3 blue dots and ask them to place a dot on any *three* topics they feel most strongly about.
- » As a group review results of blue dot exercise and select the top 2 topics that need action
- » Plan who will summarize the work when the leader returns

Invite the leader back into the room for the debrief. Conduct the debrief. The leader asks clarifying questions and says “Thank you”.

Describe Next Steps:

- » The team selects the top two topics to work on and the leader will add one more.
- » The assigned team members are to create action plans to address those areas.

Outcome: 2 topics for the action plan; and the leader’s understanding of issues in order to pick one more.

STEP 5. LEADER FINALIZES TEAM/LEADER ACTION PLAN WITH HR HELP

The leader and HR have a follow up discussion on how the process went, including exploring any leader behaviors that might interfere with success on the action plan. The leader picks one more topic for action planning. The final topics are reviewed with the team in a follow up meeting. Ask associates for volunteers to work on creating an action plan (ensure the associate is passionate about the topic assigned).

Outcome: 2 topics from the team plus one from the leader.

STEP 6. ONGOING FOLLOW UP TO ENSURE PROGRESS ON THE ACTION PLAN

The leader and HR ensure that reviews of progress occur during normally scheduled staff meetings (or in specially called meetings if needed).

Outcome: Improved quality and speed of decision making resulting in better organizational results.

STEP 7. HR LOOKS FOR COMMON ISSUES AND FIXES

The HR Generalists compare notes on common issues and where identified, explore the development of common company resources to help with the action plans.

ROLE OF LEADERSHIP COACHING TO SUPPORT EMPOWERMENT

Coaching helps an individual to empower him or herself. Empowerment by definition is the giving or delegation of power or authority; the giving of an ability; enablement.

Empowering others brings significant leadership and managerial issues. It is not always easy to “let go and trust” one’s self, and other individuals or a team, and leaders sometimes benefit from coaching to explore different behaviors. Coaching can help a leader become more self-directed and self-managing as they gain confidence and trust in themselves to make choices and decisions that move things forward. It can also help leaders understand how to enable others to feel empowered and act on that. The Institute for Corporate Productivity (i4cp) reports that those who receive coaching are more likely than others to say that their direct reports trust their leadership abilities and that they set specific performance goals for themselves and for others at work.

If we are not empowering our leaders we risk disabling them. Some organizational environments practically teach “learned helplessness” so everyone is waiting for someone else to act. Children also learn early on how to impact their environment and feel a sense of efficacy; but if the parent continues to do everything for a child, never letting her learn for herself how to walk, eat, or make basic choices, this would cheat her out of feeling the satisfaction of her own successes and the growth from learning from failures. Similarly, we must empower managers to gain self-trust to make choices and to gain confidence in their abilities otherwise we disable them from reaching their potential as well as inspiring others on their team to do the same. Ultimately, the organization is less effective and efficient in producing results.

Coaching contributes to most of the 11 characteristics of the Empowerment Model. By listening, asking questions, reflecting and stretching, a coach supports an individual to become more self-reflective, self-correcting and self-generating thus better able to clarify priorities; manage time; act in line with personal and organizational values; hold self and others powerfully accountable; dive into mastering capabilities; develop self-trust and trust for others; feel good about a career and path for growth; self-reflect and support others development; and become more confident in assertiveness and willingness to take risks.

A coach does not advise nor teach but rather observes patterns thus setting the stage for new actions and working with the individual to put these new, more successful actions into place.

ROLE OF LEADERSHIP COACHING TO SUPPORT EMPOWERMENT (CONTINUED)

Further defined, the role of the coach is to help an individual

- » **Clarify and own outcomes**
- » **Identify, enforce and support behavioral shifts** needed for performance breakthroughs
- » **Actualize change that needs to happen** – Stimulate awareness, challenge, encourage experimentation and practice
- » **Hold up the mirror** – Inspire and challenge with essential truth and reflection; challenge paradigms; remove personal obstacles; acknowledge strengths and successes
- » **Focus on the outcome** – Hold the individual accountable to do what they say they will do
- » **Inspire self-confidence, self-belief and self-reliance** as the source for breakthroughs in personal and business success

Coaching is a process not an event. It takes honest commitment and willingness from an individual to embark upon a powerful personal transformation and to produce breakthrough results. Coaching is ultimately about performing at your best through the private assistance of someone who will challenge, stimulate and guide continued growth.

APPENDIX

REVIEW OF THE IMPORTANCE OF TEAM EFFECTIVENESS TO ORGANIZATIONAL RESULTS

In October 2002, the cover story of SHRM's HR Magazine reported on Dow Chemical Company's extensive use of empowered teams.² They reported that in addition to saving about \$1 billion in less than a decade, their measurement system has helped Dow recognize patterns such as engineers spending too much time on operations and not enough on improving plant processes. They experienced enough success to commit to move from 80% of all plants using empowered teams to 100%.

The Institute for Corporate Productivity (i4cp) and HR.Com did a global survey in 2008 of 278 respondents entitled Taking the Pulse: Teams.³ They used a 5-point scale (Not at All; Small Extent; Moderate Extent; High Extent and Very High Extent), and the following percentages report only the "top two boxes" of High Extent and Very High Extent.

- » 12% reported that their company's reliance on teams would diminish in importance over the next three years, whereas 42% saw them growing in importance.
- » 53% use teams for day to day business issues and 77% use teams for special one-time projects.
- » 62% of the respondents reported that teams contributed to higher productivity;
- » 76% that teams facilitate the sharing of information;
- » 70% that teams encourage diverse thinking; and
- » 62% that teams facilitate cross training.

On one issue that teams are sometimes challenged on, 38% report that teams accomplish work faster than individuals on tasks, with only 18% reporting that it takes too much time to get work done through teams. Two areas where teams can complicate things are:

- » Forming teams without clear expectations (28%); and
- » Teams can complicate individual performance evaluation (17%) and reward allocations (19%).

The most critical capabilities for successful team facilitation include:

- » Listening Skills (96%)
- » Trust (92%)
- » Ability to Establish Actionable Items (87%)
- » Group Facilitation Skills (78%)
- » Consensus Seeking Skills (71%)
- » Sense of Humor (68%)

² Bates, Steve. (2002, October). Dow: Empowering Teams. *HR Magazine*. Vol. 47. No. 10.

³ Institute for Corporate Productivity. (2008, August). *Taking the pulse: Teams*. Retrieved from www.i4cp.com.

REVIEW OF THE IMPORTANCE OF TEAM EFFECTIVENESS TO ORGANIZATIONAL RESULTS (CONTINUED)

The i4cp study further states: “The demand for productivity has shown teams to be powerful tools corporations have at their disposal to tackle projects. Bringing the proper mix of people together to focus on a task can achieve better, faster results than individual performance can. Today’s corporations have learned to use various forms of teams to boost productivity, innovation and creativity. In fact, there are many tasks that could not be completed without assembling a team of people whose combined skills are necessary for success. There are several types of teams, including high-performance, cross-functional, self-directed, multicultural, virtuoso and virtual. A team can also be a combination of any or all of these types.”

“In the quest to train individuals, organizations should not overlook the opportunity to also train teams of workers,” recommends Elliott Masie, chair and CLO of the MASIE Center’s Learning Consortium.⁴ Firms may send full teams to a program or suggest identical training for all members, but Masie says they should go one step further: “I am talking about redesigning the learning experience to take full advantage of the team and tribal/ social dynamics.” Among his suggestions, Masie offers that skill assessments should be done at the team level and that skill sets could be plotted on a visual map. He also proposes that the “jigsaw” concept used in primary education could be applied to teams, with each member handling one portion of a complex project after an initial orientation and then having the team reconvene to share learning. Such team learning can leverage individual strengths and reduce per-employee training costs.

New York-based financial services firm Citigroup is scrambling to turn around financial and job losses by transforming the company’s culture to one focused on teamwork. Vikram Pandit took on the role of CEO in December 2007 and rolled out a new structure in March 2008 that gives greater decision-making power to regional CEOs. In an article in *Workforce Management*, Pandit notes that “collaboration among employees ... is a focus of team-building efforts being championed.”⁵ With some 370,000 employees worldwide, experts say Citigroup will need HR to play a key role in communicating a culture of teamwork and in creating processes to support it.

General Electric (GE) brings together an intact management team for training through its four-day Leadership, Innovation and Growth (LIG) Program.⁶ Nineteen managers in GE’s Power Generation Group undertook LIG training in October 2007 at the firm’s Crotonville, New York, management development center. One year later, the team reported success in introducing initiatives for such endeavors as entering emerging markets, revamping product development and creating new businesses.

4 Masie, E. (2008, July). The team as a learner. *Chief Learning Officer*, 12.

5 Marquez, J. (2008, May 19). Banking on a new culture. *Workforce Management*, 1, 3.

6 Prokesch, S. (2009, January). How GE teaches teams to lead change. *Harvard Business Review*, 99-106.

REVIEW OF THE IMPORTANCE OF TEAM EFFECTIVENESS TO ORGANIZATIONAL RESULTS (CONTINUED)

Hewlett Packard (HP) uses action learning processes to assemble global teams to work on real projects across boundaries that otherwise would not fall within any one person's accountability. Dr. Vosburgh participated on two while living in Singapore: The India Service Growth Plan and The China Revenue Growth Plan. India tripled the number of employees dedicated to global service delivery within two years; and China grew revenue 30% year over year—both highly successful team efforts.

The BELRON group of companies, who repair and fit vehicle glass, credit an emphasis on measuring the organizational climate with positive gains in business performance.⁷ BELRON has more than 19,000 employees in 30 countries and used a climate measurement tool on an individual and team level to study leadership capabilities in the top management teams at three business units. CEO Gary Lubner saw growth in sales revenues and profitability but knew that future growth would be dependent on the leadership capabilities of BELRON's managers. The team development tool uses a survey to assess flexibility, responsibility, standards, rewards, clarity and team commitment from multiple raters. BELRON's pilot program produced positive results: One business unit increased profits 125% and raised its climate from "de-motivating" to "highly energizing"; the second business unit moved up to a "high-performing" climate with a fourfold increase in profits; the third business unit doubled its profits. In addition to the climate scores, these leadership teams are learning how to better operate as a team through workshops, action learning and coaching.

In 1999, Kirkman and Rosen reported a study in the *Academy of Management Journal* in which they studied 111 work teams in four organizations.⁸ In contrast to less empowered teams, the more empowered teams were more productive and proactive; and showed higher levels of customer service, job satisfaction and organizational and team commitment. In the same journal in 2004, Kirkman, Rosen, Tesluk and Gibson reported on a study of 35 teams in one organization and reported that team empowerment was positively related to both process improvement and customer satisfaction.⁹

In 2001, Martin and Hans reported on the importance of teamwork to the success of innovative projects.¹⁰ They developed a comprehensive concept of collaboration in teams, called teamwork quality. The six facets of teamwork quality included communication, coordination, balance of member contribution, mutual support, effort, and cohesion. The result showed that teamwork quality was significantly associated with team performance as rated by team members, team leaders and external managers. Furthermore, teamwork quality showed a strong association with team members' personal success.

7 Houldsworth, E., & Machin, S. (2008). Leadership team performance management: The case of BELRON. *Team Performance Management*, 14(3/4), 118-133.

8 Kirkman, Bradley L. and Rosen, Benson (1999). "Beyond Self Management: Antecedents and Consequences of Team Empowerment." *Academy of Management Journal*, vol. 42, no. 1, pp. 58-74.

9 Kirkman, Bradley L., Rosen, Benson, Tesluk, Paul and Gibson, Cristina (2004). "The Impact of Team Empowerment on Virtual Team Performance." *Academy of Management Journal*, vol. 47, no. 2, pp. 1-18.

10 Martin, H. and Hans, G.G. (2001) Team Work Quality and Success of Innovative Projects. *A Theoretical Concept and Empirical Organization Science*, Vol. 12, No. 4, pp. 435-449.

INSIGHTS ON EMPOWERMENT

“ Never doubt that a small group of thoughtful, committed people can change the world. Indeed. It is the only thing that ever has.” – **Margaret Mead**

“ The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.” – **Theodore Roosevelt**

“ Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.” – **General George S. Patton, Jr.**

“ An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success.” – **Stephen Covey**

“ Talent wins games, but teamwork and intelligence wins championships.” – **Michael Jordan**

“ He who wished to secure the good of others, has already secured his own.” – **Confucius**

“ Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision making in autonomous ways. It is the state of feeling self-empowered to take control of one's own destiny. When thinking about empowerment in human relations terms, try to avoid thinking of it as something that one individual does for another. This is one of the problems organizations have experienced with the concept of empowerment. People think that 'someone,' usually the manager, has to bestow empowerment on the people who report to him.

Consequently, the reporting staff members 'wait' for the bestowing of empowerment, and the manager asks why people won't act in empowered ways. This led to a general unhappiness, mostly undeserved, with the concept of empowerment in many organizations. Think of empowerment, instead, as the process of an individual enabling himself to take action and control work and decision making in autonomous ways. Empowerment comes from the individual.

The organization has the responsibility to create a work environment which helps foster the ability and desire of employees to act in empowered ways. The work organization has the responsibility to remove barriers that limit the ability of staff to act in empowered ways.” – **Susan Heathfield**¹¹

¹¹ Heathfield, Susan. "Employee Empowerment, Definition and Examples." http://humanresources.about.com/od/glossary/a/empowerment_def.htm

LINK TO THE GALLUP Q12

In traditional teamwork approaches the manager is expected to control everything and do the typical manager duties of organizing, planning and delegating. In essence the manager is the owner and has the responsibility and authority over all decisions and plans. If you can only trust one person with power then this may sometimes make sense. It is more likely that with a team of skilled and well intentioned people, this old style is both inefficient and can inhibit individuals from working at their full potential. Does it really make sense to bottle-neck decisions with a single authority? To teach helplessness while teams wait for decisions from somewhere else?

Leadership remains important even on empowered teams, but the role of the leader changes; and when successful, every member of the team exhibits leadership in pursuit of shared goals. In empowered teams, it is essential that the goal is clear; with strong vision from the product or service customer then each member of the team can align their unique talents to deliver the agreed upon solution. This can be a very rewarding experience, because members of the team are treated with respect as adults whose voices are heard and who don't need to be over-managed, and who are encouraged to use their most valued skills and abilities.

The old styled measures of employee satisfaction revolved around questions about “how satisfied are you with” a hundred things and the assumption was that if we can make employees more satisfied then they will perform better. More modern research approaches to employee engagement have a better explanation for the correlation between job satisfaction and job performance—that the causal link goes the other way. That means it is not the leader's job to make people satisfied so they will perform; rather it is the leader's job to provide the conditions under which a person can use their talents to deliver good performance, and that creates satisfaction (or rather, engagement).

The Gallup Q12 represents the “new leadership paradigm” that can contribute to empowered teams:

- 1. Do you know what is expected of you at work?**
- 2. Do you have the materials and equipment to do your work right?**
- 3. At work, do you have the opportunity to do what you do best every day?**
- 4. In the last seven days, have you received recognition or praise for doing good work?**
- 5. Does your supervisor, or someone at work, seem to care about you as a person?**
- 6. Is there someone at work who encourages your development?**
- 7. At work, do your opinions seem to count?**
- 8. Does the mission/purpose of your company make you feel your job is important?**
- 9. Are your associates (fellow employees) committed to doing quality work?**
- 10. Do you have a best friend at work?**
- 11. In the last six months, has someone at work talked to you about your progress?**
- 12. In the last year, have you had opportunities to learn and grow?**

EXPLORING EACH TOPIC IN THE ARCHPOINT EMPOWERMENT MODEL

PEOPLE ON MY TEAM...

PRIORITY

Know the company's priorities so well that they can judge what work is most important.

PRINCIPLES/VALUES

Understand the company's principles and values so completely they can "walk the talk."

ACCOUNTABILITY

Understand their accountabilities so well that they consistently deliver results.

CONTENT MASTERY

Are respected as highly competent experts who reliably deliver results.

AUTHORITY

Are clear what type and size decisions each person can make.

PROBLEM SOLVING

Follow an effective process for problem solving resulting in fewer decisions being pushed up.

CONFLICT RESOLUTION

Are able to resolve internal conflict without involving others.

TRUST

Feel completely trusted to make independent decisions.

COLLABORATION

Willingly collaborate and work together to achieve better results.

REFLECTION

Regularly reflect on and learn from successes and failures.

BALANCE

Are able to balance the strategic priorities in addition to handling the day to day urgent issues.

GE's four-day Leadership, Innovation and Growth (LIG) management development program uses several team categories that correspond well to the company's leadership model¹²:

- » GE's Freedom/Empowerment corresponds to the overall model.
- » GE's Trust/Openness corresponds to Trust.
- » GE's Idea Time corresponds to Reflection.
- » GE's Conflict/Tension corresponds to Problem Solving.
- » GE's Idea Support corresponds to Team Effectiveness.
- » GE's Risk Taking corresponds to Authority.

¹² Pearman, R. R. (2007, August). Building learning teams. *Chief Learning Officer*, 42-45.

EXPLORING EACH TOPIC IN THE ARCHPOINT EMPOWERMENT MODEL (CONTINUED)

PRIORITY

People on my team know the company priorities so well that they can judge what work is most important.

Any work on OGSM (Objectives, Goals, Strategies and Measures) is an important precursor to clarity on this very key element of the empowerment model.

The Team Architect solution from Lominger International describes the seven processes that contribute to the creation of a team.¹² In Chief Learning Officer, Roger R. Pearman, president of Leadership Performance Systems Inc., reviews Lominger's research on the "Seven T's" the very first is Thrust, which is defined as aligning goals with business strategy.

In "Key Attributes of the High Performance Team," item 1 is: The mission, goals and business priorities of the team are clear to all members.¹³

PRINCIPLES/VALUES

People on my team understand the company's principles and values so completely that they can "walk the talk."

Leaders must understand how to leverage the diversity of their teams and how to facilitate collaboration and wisdom sharing, according to an article in *Diversity Executive*.¹⁴ By tapping in to the different perspectives of team members from various age cohorts or ethnic origins of people who may have differing work habits, problem-solving approaches or thinking styles, leaders can help harness the power of diversity and channel it toward innovative ideas. Leaders should ensure that communication is encouraged by talking "with people instead of at them." Leaders should spend less time on data and elaborate presentations and more time on sharing their vision for the team, their appreciation of the team members and an explanation of how the team fits in the larger scheme of things.

Howard M. Guttman, author of *Leader to Leader* says it's critical that leaders "walk the talk" and model open, honest dialogue on "behaviors that compromise the achievement of business results."¹⁵ It's also advisable for leaders to help team members deliver uncomfortable news by actively inviting feedback so that employees feel they have "permission" to communicate such remarks. In that regard, it helps if leaders can develop a thick skin so they don't take negative feedback personally but instead treat it like a "business case" to learn from. Guttman also points out that leaders must be quick to admit their errors and should not hesitate to seek guidance or *coaching* to address problems noted by the team. Last, Guttman advises leaders to "relax and learn" from the issues that are raised.

In the "Key Attributes of the High Performance Team," item 4 is: Team members are committed to the team "winning" (achieving business goals) over their own parochial/functional self-interest.¹³

¹³ (2008). Guttman Development Strategies.

¹⁴ Kennedy, D. (2008, November/December). Dimensions of difference. *Diversity Executive*, 52-63.

¹⁵ Guttman, H. (2009, Winter). The accountable leader. *Leader to Leader*, 47-51.

EXPLORING EACH TOPIC IN THE ARCHPOINT EMPOWERMENT MODEL (CONTINUED)

ACCOUNTABILITY

People on my team understand their accountabilities so well that they consistently deliver results.

In “New Rules for Strategic Management,” a model is presented where an essential requirement for a high performance team is that each member has clear roles and responsibilities.¹⁶ In addition, Dave Ramsey concludes: “Building personal accountability among the team members should be the heart and soul of a company’s business strategy.”

In the “Key Attributes of the High Performance Team,” item 3 is: The roles/points of intersection/turf are clear to all team members regarding every player on the team.¹³

In the “Key Attributes of the High Performance Team,” item 6 is: Every team member feels a sense of ownership and accountability for the business results, which the team creates.¹³

CONTENT MASTERY

People on my team are respected as highly competent experts who reliably deliver results.

This is one of the four critical components from Stephen P. Robbins’s book *The Truth About Managing People*.¹⁷ To begin, the *work design* must provide team members with autonomy and the chance to see a task or project through to completion. Next, the composition of the team should reflect a combination of members with technical know-how, problem-solving/decision-making expertise and strong interpersonal skills (such as listening, providing feedback and resolving conflicts). The third key component is *contextual* factors. These include sufficient resources (staffing, equipment, information), proper leadership and effective performance-reward links. Lastly, effective *processes* should be in place to ensure that team members share an understanding of their overall purpose, their specific goals, how conflicts will be handled and other processes.¹⁸

The Team Development Profile specifically identifies *Technical Competency* as one of the key capabilities of individuals on a high performing team. The Team Development Profile can be viewed at the following web address: <http://www.shrm.org/TemplatesTools/AssessmentResources/SHRMTestingCenter/products/ccl/Pages/tdp.aspx>.

In the “Key Attributes of the High Performance Team,” item 2 is: The team is comprised of the “right” players.¹³ This implies that they are technically/functionally competent, with the ability and willingness to influence across functional lines.

¹⁶ Guttman, H. M., & Hawkes, R. S. (2004). New rules for strategic management. *The Journal of Business Strategy*, 25, 1, 34-39.

¹⁷ Robbins, Stephen P. *The Truth About Managing People*. Pearson Education, Inc. 2008.

¹⁸ Author unknown. Pulling in the same direction. (2008, March). *Director*, 40.

EXPLORING EACH TOPIC IN THE ARCHPOINT EMPOWERMENT MODEL (CONTINUED)

AUTHORITY

People on my team are clear what type and size decisions each person can make.

The Team Architect solution from Lominger International describes the seven processes that contribute to the creation of a team.¹² In *Chief Learning Officer*, Roger R. Pearman, president of Leadership Performance Systems Inc., reviews Lominger's research on the "Seven T's"—note #6 in particular: (1) Thrust refers to aligning goals with business strategy; (2) Trust means committing to interpersonal respect, openness, understanding and constructive feedback; (3) Talent refers to being aware of strengths and weaknesses so that talent and tasks can be aligned; (4) Teaming skills means learning how to manage resources, make decisions and manage processes; (5) Tasking skills refers to monitoring progress, measuring results and producing deliverables; (6) *Team support means granting the team the authority to make decisions and align rewards with performance*; (7) Team leadership refers to planning, delegating and advocating for the team.

In the "Key Attributes of the High Performance Team," item 5 is: The decision making/leadership mechanism which the team employs is understood and accepted by all team members.¹³

PROBLEM SOLVING

People on my team follow an effective process for problem solving resulting in fewer decisions being pushed up.

Team conflict need not be at odds with team accomplishment; team members can put their conflicts to use constructively, according to Tim Flanagan, of Eckerd's Leadership Development Institute, and Craig Runde, of Eckerd's Center for Conflict Dynamics, writing in *Strategy & Leadership*.¹⁹ "Diversity of ideas among team members is natural and necessary. Differences of opinion are strengths," say the authors. They recommend that team members make use of "constructive communication approaches" in order to leverage the positive potential of conflict. Such approaches include improving team members' self-awareness, taking time out for reflective thinking prior to responding, and respecting the perspective of others. These actions are effective ways to turn conflict into a team advantage to expand innovative thinking.

In the "Key Attributes of the High Performance Team," item 7 is: All team members are comfortable dealing with conflict in the team.¹³ Consequently, they are willing to be candid, able to depersonalize, and attempt to reach resolution on outstanding team issues.

¹⁹ Flanagan, T. & Runde, C. (2009). How teams can capitalize on conflict. *Strategy & Leadership*, 37(1), 20-22.

EXPLORING EACH TOPIC IN THE ARCHPOINT EMPOWERMENT MODEL (CONTINUED)

Culturally diverse teams will increasingly become a “fact of business life,” and a company’s success may ride on how well it “handle[s] this resource,” write Linda Kirby and Nancy Barger in *Diversity Executive*.²⁰ The two are from CPP Inc., which publishes the Myers-Briggs Type Indicator personality assessment tool. One strategy for cultivating such teams is conflict management training that instructs team members on recognizing nuanced differences among them, valuing diversity of thought and embracing conflict rather than avoiding it. Another is using an assessment to understand personality differences among team members and how to connect with others who may differ from you. Despite the challenges that culturally diverse teams may present, the resultant diversity of perspectives helps to curb groupthink and is worth the “foresight, planning and cultivation” they require.

CONFLICT RESOLUTION

People on my team are able to resolve internal conflict without involving others.

Team members should be able to resolve internal conflict without needing to involve others. The British mediator Alan Sharland’s research leads him to conclude: “Empowerment is a continuous aim of effective conflict resolution. Through the commitment to ensuring that people retain ownership of their destructive conflict during any approach to conflict resolution, there is a greater opportunity for supporting empowerment of those involved to create new ways of communicating and resolving their conflict.”²¹ He goes on to state “The Rescuer syndrome is the biggest obstacle to genuine conflict resolution and yet its manifestation is often seen as a ‘noble act’ of saving others. Unfortunately this fundamentally assumes that those in dispute don’t have the ability, inclination or capacity to ‘save’ themselves.” The best way to develop team members includes making sure they know how to set up the rules of engagement and ensuring they are trained in group facilitation and conflict resolution skills, according to more than two-thirds of the 278 respondents to a 2008 online survey from the Institute for Corporate Productivity.³

TRUST

People on my team feel completely trusted to make independent decisions.

The Team Architect solution from Lominger International describes the seven processes that contribute to the creation of a team.¹² In Chief Learning Officer, Roger R. Pearman, president of Leadership Performance Systems Inc., reviews Lominger’s research on the “Seven T’s”. The second of those elements is trust, defined as committing to interpersonal respect, openness, understanding and constructive feedback.

²⁰ Kirby, L. & Barger, N. (2009, January/February). Negotiating group dynamics. *Diversity Executive*, 20-23.

²¹ <http://www.communicationandconflict.com/empowerment.html>.

EXPLORING EACH TOPIC IN THE ARCHPOINT EMPOWERMENT MODEL (CONTINUED)

COLLABORATION

People on my team willingly collaborate and work together to achieve better results.

Team members should willingly collaborate and work together to achieve better results. In “Twelve Tips for Team-Building”, Susan Heathfield lists Collaboration and recommends asking a series of questions: “Does the team understand team and group process? Are team members working together effectively interpersonally? Do team members cooperate to accomplish the team charter?”²²

A 2001 study by Martin and Hans indicated the importance of teamwork to the success of innovative projects.⁹ They developed a comprehensive concept of collaboration in teams, called teamwork quality. The six facets of teamwork quality included communication, coordination, balance of member contribution, mutual support, effort, and cohesion. Teamwork quality showed a strong association with team members’ personal success.

REFLECTION

People on my team regularly reflect on and learn from successes and failures.

General Electric (GE) brings together an intact management team for training through its four-day Leadership, Innovation and Growth (LIG) program.⁶ Allowing the entire team to participate gives everyone a chance to identify “hard” and “soft” barriers to change and come up with a consensus on how to address them.

In the “Key Attributes of the High Performance Team,” item 8 is: The team has a willingness to periodically self-assess its progress as a group, focusing on how the team functions as a total group.¹³

BALANCE

People on my team are able to balance the strategic priorities in addition to handling the day to day urgent issues.

General Electric (GE) brings together an intact management team for training through its four-day Leadership, Innovation and Growth (LIG) program.⁶ Team members learn to balance short-term and long-term thinking.

²² http://humanresources.about.com/od/involvementteams/a/twelve_tip_team.htm.

EMPOWERMENT EXPERT SURVEY RESULTS

QUALITY ORGANIZATIONS

- Basic American Foods
- Black Hills Corporation
- Boyd Gaming
- Campbell Soup Company
- Cisco Eagle
- Diageo
- GE
- GE Medical
- HP
- Ketchum
- Kimberly Clark
- Pierre Foods
- Proctor & Gamble
- Target
- The Gap

HIGH LEVEL PEOPLE

- CEO
- COO
- CFO
- SVP/GM
- EVP-HR
- SVP-HR
- VP-HR
- Director
- PhD/Professor

40 High-level people in well-known organizations responded

For each item please identify how relevant you believe each area is to empowerment and self-management.
PEOPLE ON MY TEAM. . .

ANSWER OPTIONS	VERY IRRELEVANT	IRRELEVANT	NEITHER RELEVANT NOR IRRELEVANT	RELEVANT	VERY RELEVANT	RATING AVERAGE
Understand the company priorities well enough to judge what work is most important (Priority).	0.0%	0.0%	0.0%	32.5%	67.5%	4.68
Understand their accountabilities well enough to consistently deliver results (Accountability).	0.0%	0.0%	0.0%	32.5%	67.5%	4.68
Feel trusted enough to make independent decisions (Trust).	0.0%	0.0%	2.5%	35.0%	62.5%	4.60
Are clear what type and size decisions each of us can make (Authority).	0.0%	2.5%	12.5%	32.5%	52.5%	4.35
Understand Company's principles/values well enough to "walk the talk" (Principles/Values).	0.0%	0.0%	10.3%	48.7%	41.0%	4.31
Willingly cooperate and work together to achieve better results (Cooperation).	0.0%	5.0%	7.5%	42.5%	45.0%	4.28
Regularly reflect on and learn from our successes and failures (Reflection).	0.0%	2.5%	7.5%	55.0%	35.0%	4.23
Stay focused on the strategic priorities regardless of the day to day urgent issues (Balance).	0.0%	2.5%	10.0%	60.0%	27.5%	4.13
Are respected as highly competent experts that reliably deliver results (Content Mastery).	0.0%	2.5%	15.0%	62.5%	22.5%	4.08
Follow an effective process for conflict resolution and problem solving (Problem Solving).	0.0%	2.6%	23.1%	46.2%	28.2%	4.00
Feel like their career reality is keeping up with their career potential (Career Velocity).	0.0%	10.0%	50.0%	20.0%	20.0%	3.50

EMPOWERMENT EXPERT SURVEY RESULTS (CONTINUED)

Think about the delivery of your organization's long-range strategic plans and your annual operating plan.

ANSWER OPTIONS	EXTREMELY UNIMPORTANT		UNIMPORTANT		SOMEWHAT UNIMPORTANT	SOMEWHAT IMPORTANT		IMPORTANT		EXTREMELY IMPORTANT	RATING AVERAGE
How important is it to you for employees and teams to be empowered and self-managed?	0.0%	0.0%	0.0%	2.5%	0.0%	7.5%	2.5%	35.0%	22.5%	30.0%	8.55

Think about your organization and the issues of team empowerment and self-management.

ANSWER OPTIONS	EXTREMELY POORLY		POORLY		SOMEWHAT POORLY	SOMEWHAT WELL		WELL		EXTREMELY WELL	RATING AVERAGE
How well is your organization performing on these issues?	2.5%	2.5%	5.0%	2.5%	7.5%	32.5%	15.0%	30.0%	2.5%	0.0%	6.33

Comparison of relevance and how well their company is performing on these issues

	Priority	Accountability	Trust	Principles /Values	Cooperation	Authority	Reflection	Problem Solving	Balance	Content Mastery	Career Velocity
Segment 1	4.68	4.68	4.68	4.42	4.42	4.42	4.32	4.16	4.11	4	3.47
	Accountability	Principles /Values	Priority	Trust	Cooperation	Authority	Content Mastery	Reflection	Balance	Problem Solving	Career Velocity
Segment 2	4.77	4.58	4.54	4.54	4.46	4.38	4.31	4.31	4.15	4.08	3.77
	Priority	Accountability	Trust	Balance	Authority	Content Mastery	Reflection	Principles /Values	Cooperation	Problem Solving	Career Velocity
Segment 3	4.88	4.5	4.5	4.13	4.13	3.88	3.88	3.63	3.63	3.43	3.13

1 = Very Irrelevant
2 = Irrelevant
3 = Neither Relevant nor Irrelevant
4 = Relevant
5 = Very Relevant

Segment 1: Reports their organization is performing these well to extremely well (19)
Segment 2: Reports their organization is performing these actions somewhat well (13).
Segment 3: Reports their organization is performing these actions extremely poorly to somewhat poorly (8).

EMPOWERMENT EXPERT SURVEY RESULTS (CONTINUED)

Open-ended Responses

- I believe you should assess the concept of alignment, vs. just understanding.
- I think that you cannot eliminate the role of team manager or team leader and when the teams are described as "self managing", the team leaders often become paralyzed when in fact they have a critical role to play. We have moved to the term "high performing" instead. Also, I believe you need to address how teams will continuously learn and increase their productivity. Content mastery is related but it doesn't address marching to the future state and growing with the business objectives which more and more demand increased productivity and efficiencies, especially from work teams.
- I think sometimes that empowerment is conflicting with the need for cost cutting and standardization, so it is difficult to balance these two needs.
- Values/purpose, business direction, areas mission, individual accountability, business and individual achievement and adaptation.
- Seems like all of these are important. What about forced ranking as 'part' of the exercise...then the ranges ? might give even more clarity on what's MOST important.
- My answers are based solely on the non- manufacturing part of the business. Empowerment in the form of self directed work teams, is a slightly different animal.
- Empowered people know who to go to for support. I think you should add a question tied to support network.
- The one item I noticed missing was reward/risk taking. If people are rewarded for taking risks, they will feel more empowered to try and fail, than not try at all.

Open-ended Responses

- One suggestion: Empowerment is largely influenced by organizational culture - at GE and other "performance-driven" organizations there is a natural conflict for hi-pos who balance the need to differentiate themselves by individual performance vs. collaboration. It may be helpful to have some demographic information on the orgs surveyed; business name, size, industry, revenue, global/domestic, op definition of "team" (business unit, function, project team, my direct reports, peer group, etc.) to see if there is a correlation with the org culture. Having worked in state government, a CPG, Bank of America, GE Capital and GE Healthcare each would have much different assessment of the characteristics than my current organization. Investment bankers at BoA are very narrow on what drives them - own personal income. On the other hand, the CPG required a collaborative approach that expected dialogue, leveraging the entire organization as "marketers" gathering intelligence and aligning variable compensation to overall business performance vs. the other primary industry competitor.
- Section 1 ... ALL those areas are relevant... so your are, in a way, measuring whether the survey taker is a managerial idiot. Any one of these could be a showstopper for empowerment. It could be good to isolate the degree to which each of these is actually resident in the organization.
- Though somewhat introduced through the "accountabilities", I would add something that asks if team member understand what success looks like? score cards? I view this as different from accountabilities and priorities (listed in another question above).
- Compensation and recognition issues for self-managed or empowered teams
- Our team was designed to be self-managed and empowered since we hit the 20 employee point several years ago. The teams almost always handle every issue on their own without the need for escalation. The only issue is when key team members occasionally have personality conflicts. Those still need to be managed from above at times.
- Being empowered is having the ability to impact any given situation to the best of ones ability... Authority and belief that one actually has the authority are critical... most all else is 'how well they utilized' it

Open-ended Responses

- The obvious reality is that the less you empower and allow teams/employees to lead, the less the seek that path and the less capable you are as an organization. soon, all the decisions, empowerment gets concentrated at the very top and the balance of the organization simply waits for instruction.
- We are a 350 million regionally integrated company with 3,000 employees, that still operates like it has 8 employees.
- There's an issue of matching talent with empowerment that is missing here. Over-empowering a moderately talented management team can be as disastrous as under-empowering a highly talented one.
- Sent detailed feedback to Richard Spoon - felt Authority question was not relevant in an empowerment/self management context and should be phrased around structure/clear roles or systems/clear decision & issues resolution process
- I struggle to inspire a "bias to action" and an enthusiasm to compete with organizations.
- All items above could be very relevant, but I tried to separate out those that might be more relevant than others.
- As part of a complex organization, a sales force can be empowered/self managed and perform. However, you are certainly subject to the performance of other functions, as well as given only a small range of authority.

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS

Group Surveyed: 16 middle to senior leaders.

1. PRIORITY

People on my team understand the company priorities well enough to judge what work is most important.

Importance Rankings: 11 A's; 4 B's; 1 C.

Performance Ratings: Ranged from 2 to 5, with an average of 4.1.

Key Learnings:

- » Volume of work is not going to go away; people need to understand priorities to make good judgments every day. The intuitive ability to do this is a success criterion around here.
- » OGSM and IBOs help but in a matrix there are too many lists being cascaded. Leaders need to understand a whisper sounds like a roar, driving tons of unneeded work.

Key Quotes:

- “ Everything is a priority, so nothing is. We are overwhelmed and overworked. We can't keep up.”
- “ Middle managers aren't as disciplined to the large goals because we get disrupted every day with urgent stuff.”
- “ We have Global strategies; Brand strategies; the US Management Team strategies and also a Roadmap for Growth. Way too many lists!”
- “ OGSM helps but we also need principles around the development of these because we have too much proliferation. Everyone has their OGSM then in a matrix they all cascade to me!”
- “ Global shows up as ½ line on IBOs (our goals) but the work is far more than that. We start out with focus and then 15 things are added so it's hard to navigate priorities.”
- “ One leader says 'go do this' without realizing the deep analysis and work that requires, that it drives a ton of work into the system.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

2. ACCOUNTABILITY

People on my team understand their accountabilities well enough to consistently deliver results.

Importance Rankings: 8 A's; 8 B's; 0 C's.

Performance Ratings: Ranged from 3 to 5, with an average of 4.3.

Key Learnings:

- » Empowerment needs to simplify and coordinate with our other models (too many lists).
- » The quality and completeness of job descriptions varies considerably.

Key Quotes:

- “ IBOs have been driven from top to bottom, with good visibility and collaboration.”
- “ Should never be an excuse to say ‘not my job.’ We do whatever it takes to get things done.”
- “ There are 6 IBOs with 7 items each, so that’s 42 things; and a lot of them don’t have much impact.”
- “ Our organizational culture is about dealing with ambiguity. The people we hire need to be willing to jump into a variety of things, figure it out and make it happen.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

3. TRUST

People on my team feel trusted enough to make independent decisions.

Importance Rankings: 11 A's; 5 B's; 0 C's.

Performance Ratings: Ranged from 3 to 5, with an average of 3.9.

Key Learnings:

- » Everything depends on the quality of the manager-associate relationship (no formal processes).
- » Associates can earn trust by delivering results; managers need to let go and not second guess.

Key Quotes:

- “ It's important that people feel trusted but more important that people know what decisions are theirs.”
- “ The two top leadership team levels are both working on developing more trust. If someone steps up once but is shot down then it is likely they won't try again.”
- “ This is cultural and it all starts at the top. It must be role modeled by our CEO and the top leadership.”
- “ What doesn't work is 'Hands from the Grave' when a higher up second guesses a decision.”
- “ This is very much relationship driven--over time this can develop with solid and dotted line bosses.”
- “ Newer people need to ask permission to make decisions, don't want to go against the Principles.”
- “ A good leader gets out of the way.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

4. AUTHORITY

People on my team are clear what type and size decisions each of us can make.

Importance Rankings: 6 A's; 5 B's; 5 C's.

Performance Ratings: Ranged from 2 to 5, with an average of 3.5.

Key Learnings:

- » RACI helps clarify who is responsible for what, but needs to have more process step details.
- » How to work efficiently in a matrix organization is increasingly important.

Key Quotes:

- “ We struggle with this one. It used to be that everything was pushed up; we've gotten much better.”
- “ Authority is often not so clear. We know how to make decisions 'under the radar'; but at my level the decision often gets forced up and then it takes a long time.”
- “ We are told 'Act like an Owner' yet we can't make decisions. I really don't know what decisions I can make.”
- “ The finance manual details this very well for financial decisions. It is less clear in other areas.”
- “ The ability to know when to escalate and when to ask for help can make or ruin your career. As a boss, no-one likes surprises.”
- “ We now have a very complicated matrix structure. Three years ago there were no Brand Teams or Segments; now those add layers and complexity.”
- “ Just when you think you're done with it realize you didn't show it to the 10th person who needs to see it, who needs to approve this piece and that piece, so it is not clear where the boundaries of authority are. It paralyzes work and prevents us from being efficient.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

5. PRINCIPLES/VALUES

People on my team understand the company's principles and values well enough to “walk the talk”.

Importance Rankings: 8 A's; 5 B's; 3 C's.

Performance Ratings: Ranged from 3 to 5, with an average of 4.7.

Key Learnings:

- » Our principles are pervasive, believable and provide guidance for decision making.
- » Importance was sometimes rated lower because they're so good at it (average of 4.7).
- » Consider rewording: Understand the company's Principles so well they can “walk the talk.”

Key Quotes:

- “ If you know our Principles then you can make the right decisions.”
- “ We have done a fantastic job of rolling out our Principles; it's everywhere.”
- “ The Principles are everywhere. I love that they are pervasive, enduring, original, historic, and give guidance.”
- “ They are misused a lot when people choose things they don't like (e.g. working a weekend) and quote the Principles as a reason—they can really be interpreted a lot of ways.”
- “ When we do awards and recognition we almost always tie it back to the Principles. It's not just WHAT you do, it is also HOW you do it.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

6. COOPERATION

People on my team willingly cooperate and work together to achieve better results.

Importance Rankings: 2 A's; 13 B's; 1 C.

Performance Ratings: Ranged from 2 to 5, with an average of 4.2.

Key Learnings:

- » The High Performing Team (HPT) model's value on Healthy Conflict is valued because it is so much better than "hands from the grave" but there are some issues:
 - No formal training or tools to cascade "how to" give constructive feedback.
 - Can too often be an excuse for chewing someone out in front of the group.
 - Should be done in a more respectful way that builds relationships, not destroys them.

Key Quotes:

- “ Note that we prefer Healthy Conflict to Cooperation.”
- “ Way too often the HPT feedback which is encouraged to call people out isn't wrapped very nicely; we should train people how to give feedback.”
- “ With HPT we are empowered to Stand Alone and to have the tough conversations; so it isn't just about 'getting along.'”
- “ We need better cross functional peer relationships to solve issues and too often run to the manager for an answer.”
- “ There aren't real formal programs for this, but over the years we've developed less patience for not working together; and realize that not working well together as peers makes us both look bad.”
- “ There are pockets of cooperation but others are silo'd; we bounce between Functions and Brands.”
- “ If you know your Priorities but are unclear on your decision making, then that can cause confusion. If a team is not working well this will cause things to get worse.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

7. REFLECTION

People on my team regularly reflect on and learn from our successes and failures.

Importance Rankings: 1 A; 6 B's; 9 C's.

Performance Ratings: Ranged from 1 to 5, with an average of 3.1, the 2nd to lowest score.

Key Learnings:

- » We don't do this much, so we come to believe that it must not be important.
- » People and teams keep moving around, making it hard to capture organizational knowledge.
- » Top team period reviews are a very positive example of effective reflection.

Key Quotes:

- “ Don't always do that but it's important that we learn and don't repeat a mistake. We move very fast and sometimes are not great at process management.”
- “ Sometimes we do After Action Reviews; sometimes we use data, sometimes not. We rarely take the time; we're too fast to be on to the next program now.”
- “ We check one thing off then launch the next action.”
- “ We keep repeating mistakes or don't build on successes powerfully enough.”
- “ It's not that this isn't important; it's just that we are so bad at it that it must not be important here.”
- “ We are always charging the next mountain and never looking back.”
- “ Roles change a lot and people have to be re-educated and we don't capture the learnings.”
- “ One example, we just repeated some research from 7 years ago for a cost of half a million dollars.”
- “ Capital ROI is never reviewed; when launched products fail we all have different reasons for it.”
- “ We need more time to breath, reflect and learn.”
- “ We have a fairly good strong process for this in our Period Reviews. We review in detail what worked and what didn't work. Where we fall short is that the response takes too long; we don't act differently quickly enough.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

8. BALANCE

People on my team stay focused on the strategic priorities regardless of the day to day urgent issues.

Importance Rankings: 4 A's; 6 B's; 6 C's.

Performance Ratings: Ranged from 1 to 4, with an average of 2.2, by far the lowest score.

Key Learnings:

- » Balance is a significant issue for people but the answer relies more on the relationship with the manager than on formal programs.
- » Consider revising the wording, since daily operational issues really are important also.

Key Quotes:

- “ Day to day stuff really does happen and we can't just stay focused on the strategic priorities.”
- “ We have a Fire-Ready-Aim culture and when senior leaders want something they want it now.”
- “ Classic to hear 'you've worked 8 hours, then you have 16 left.'”
- “ We have very little balance--one problem comes up and it gets all the attention.”
- “ In my group we have lots of running around and uncontrolled chaos so it's hard to maintain balance.”
- “ 80% of the emails I get have the (!) Important marking on it.”
- “ We have a culture of fire fighting, which is still rewarded. We all rally to the cause of the day.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

9. CONTENT MASTERY

People on my team are respected as highly competent experts that reliably deliver results.

Importance Rankings: 5 A's; 2 B's; 9 C's.

Performance Ratings: Ranged from 2 to 5, with an average of 3.7.

Key Learnings:

- » This is closely intertwined with trust from the manager and new behaviors need to be learned.
- » The 9-Box Grid raises some questions about whether technical proficiency is good enough.
- » Many indicators that deep functional experts aren't as valued as cross functional generalists.

Key Quotes:

- “ Top-Down leaders jumping in signal they don't trust the employee to do the work. If you don't have trust in the competency of people on the team then it hurts the whole team.”
- “ If the leader has clear priorities and measures, it is easier for them to let go. Leaders should learn better how to coach on status updates--to ask questions vs. just 'telling.'”
- “ Being expert around here is not good enough. For succession planning we use a 9 Box Grid with Performance on the vertical and Agility on the horizontal. If you score very high on Performance but not on Agility then you can get moved out of the company.”
- “ True experts get pigeon-holed so it is actually bad to be an expert.”
- “ More people are generalists who are dumbed down on content with a limited understanding of complexity.”
- “ Being a 'highly competent expert' yourself isn't needed if you can rally others to deliver results.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

10. PROBLEM SOLVING

People on my team follow an effective process for conflict resolution and problem solving.

Importance Rankings: 2 A's; 10 B's; 4 C's.

Performance Ratings: Ranged from 2 to 5, with an average of 3.4.

Key Learnings:

» There isn't really an established problem solving process; and how it's done is evolving

Key Quotes:

“ The High Performance Teams work has helped us have the right people in the room for a meeting; so that decisions can be made in the room. People are asked to 'call each other out.' ”

“ We have some weird ways to manage conflict. In the Old Company when the founders were just retiring no-one ever left, we were relationship driven, there were no websites to find who to ask for what, so you had to ask people. Regarding problem solving, if you disagreed you wouldn't say it in the meeting room (you'd nod and smile); then after the meeting you'd send word from your emissary to theirs that you are 'not OK' with it. In the New Company using the HPT we are at the other end of the spectrum. In the spirit of HPT you can say anything anyhow but it too often translates into 'just chewing me out in a room full of people'. So we need to discover what is the right way to settle conflict.”

“ On the few big conflicts I've seen the conflict resolution process is simple = 'CEO's call.' ”

“ Overall pretty good problem solving skills. We have the Top Two Level to Level Alignment process. In the plant we operate by Lean principles.”

LEADERSHIP INTERVIEW DETAILS ON THE 11 EMPOWERMENT ITEMS (CONTINUED)

11. CAREER VELOCITY

People on my team feel like their career reality is keeping up with their career potential.

Importance Rankings: 1 A; 4 B's; 11 C's.

Performance Ratings: Ranged from 2 to 5, with an average of 3.4.

Key Learnings:

- » Low Importance rating largely because it wasn't seen as a strong component of empowerment.
- » We are evolving in how it thinks about career movement; providing some tools but not all.

Key Quotes:

- “ This is huge for engagement but I have trouble connecting it to Empowerment. In such a lean organization there often isn't time to do cross functional training.”
- “ Years ago when tenure was higher we had more people moving across functions and learning.”
- “ This is important to individuals. We have good development planning in place; but are still working on Career Pathing; we have a good history of not holding people back.”
- “ We are good at moving people; still elements of a family small business feeling. Around here, your career is up to you. There are no set plans, and that's OK.”
- “ We have no real company program; we have development planning; a lot is up to the mentor or boss.”
- “ We do Learning & Development OK but are not very good at Career Pathing.”
- “ People want to see they can move up but we are becoming a flatter org. which opposes what they want, for some this can be demotivating if nowhere to move up. Flat organization so not promoted often and hire from outside, not place to be for promotions.”