



EMPOWERMENT

YOUR SUCCESS IS OUR SUCCESS

What's the difference between delegation & empowerment?

Delegation

(1. noun 2. verb)

1

A person sent or authorized to represent another

2

To entrust a task or responsibility to another person, typically someone less senior

Empowerment

(verb)

1

To give someone the authority and power to do something

2

To make someone stronger and more confident

The Empowerment Spectrum

We all have a default operating system of how WE like to be empowered and in turn how we empower others.

1

Based on our preferences – spontaneous or planner, de-risk or ask permission later...

2

Based on our learned experience from upbringing, school environment, our first job...

3

Based on bias, we will gravitate towards people who respond well to our style or we feel comfortable with...



High Control



Low Control



There is no single 'perfect' way to empower

Empowerment is a contract,
drawn up fresh each time
you need to empower
someone to achieve
something.

**"Your success
is our success"**



High Control



Low Control



The Empowerment Contract

High Control



**Lower Competency + Confidence
= Higher Direction**

Directive, Delegate
Demand, "Do It, but do it like this"
"Now I'll have to DO IT"

Safe, rescued, free from responsibility
Clarity, "I know what's expected of me"

Not trusted, not good enough, why bother?
Judged, threatened, dumped on, disrespected

Can you help me solve this...
What help do you need to succeed?

**How do we set you up
for success?**

Trusted, respected, valued, growing

"Just go for it!"
Throwing the task enthusiastically

Thriving, growing, trusted

Abandoned, drowning, alone

Low Control



**Higher Competency + Confidence
= Higher Autonomy**

Empowerment 5Qs Framework

1.

What does success look like?

For this project / opportunity / task / role / my career

2.

How do we set you up for success?

What I need from you... What do you need from me? What you can expect from me...

3.

What's the context you need to know?

The bigger picture? The risks? The stakeholders impacting success or failure? The health of each relationship? The framework within which you operate, clear on boundaries and any limitations.

4.

What's the benefit of doing this?

For you, for me, for the company, for society...

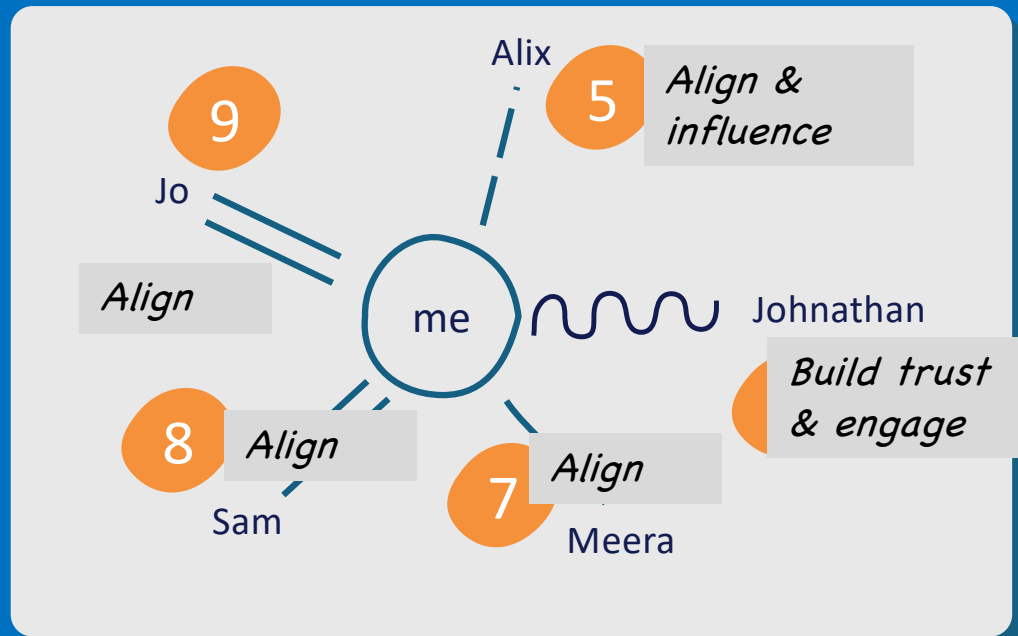
5.

How will we measure success?

Check-ins, milestones and KPIs, to reflect, learn, adapt and succeed.

Stakeholder Map

– who impacts my/our success or failure



Key:

- High, 2-way trust relationship
- Solid relationship, good foundations
- Less established, more distant relationship
- Difficult, tense, volatile relationship

Exercise

- 1 Map the people who impact your success or failure of your empowerment?
- 2 Draw a line to depict the health of the relationship
- 3 Score out of 10, in terms of your trust bank account
- 4 What does success look like for this relationship? Who can help me?

How to have a great Thinking Partnership

Ask for help to think...help someone else to think.

When you are the thinking partner, it's not your answer they need. It's a great question to unlock their solution or your collective solution.



Bring an open curious mindset & questions.

Listen to understand NOT respond. Challenge to build, not destroy. Play back what you hear. Ban the Low Why? Why did you didn't you just call? It begs defensiveness and looks to the past. The High Why? Brings purpose and inspiration. Why is this important to you and your future?



Always use the W.H.A.T. Qs

in order, written down, in full. This frames the thinking, or you risk it being a nice chat.

What do I / we want?

How will I / we achieve it?

Accountability for Action?

Timeframe?

1

Describe all surface symptoms

2

Peel back layers of underlying conditions

3

Get to the root cause of what you want to change. What will shift the needle?



Freedom in a Framework

- 1. What does success look like?** For this project / opportunity / task / role / my career
- 2. How do we set you up for success?** What I need from you... What do you need from me? What you can expect from me...
- 3. What's the context you need to know?** The bigger picture? The risks? The stakeholders impacting success or failure? The health of each relationship? **The framework within which you are free to operate, clear on boundaries and any limitations or decision making.**
- 4. What's the benefit of doing this?** For you, for me, for the company, for society...
- 5. How will we measure success?** Check-ins, milestones and KPIs, to reflect, learn, adapt and succeed.

Decision Grid

It's about decisions, and not about tasks, roles or processes

Be aware that you may have to review and create some of the processes required to make decisions.

You may need to explicit in the process that will involve others to consult or inform. (to be noted at the bottom of the page)

1/ What I decide alone Which decision do I make, meaning I have the ACCOUNTABILITY - the last word or a veto right ? Be exhaustive: look for strategic, business, organizational and people related decisions.	2/ What I decide with others: Which decisions do I share RESPONSIBILITY with others (co-decide) ? If any one of you has the last word, go back to quadrant 1. The decision-making process should be defined at a second stage
3/ Decisions to be made by or escalated to N+1 / Leadership Team What does this team decide? What / when do I escalate?	4/ Decisions I empower to my team /others Which decisions do I empower to one or more of my team members Decision-making processes to be clarified

Any process required to support decisions to be made :

1) _____ 2) _____ 3) _____ 4) _____

Decision Grid

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1/ What I decide alone (I have the last word) - - - - - -	2/ What I decide with Peers (Specify function / name) - with - with - with - with - with
3/ Decisions to be made by or escalated to N+1 / Leadership Team - - - - -	4/ Decisions I empower to my team /others - to - to - to - to - to

Any process required to support decisions to be made :

1) _____ 2) _____ 3) _____ 4) _____

Example | Country Manager in a Cluster Decision Grid

1. What I decide alone:

- Country Sales Team structure, members & individual objectives
- Country Leadership Team Governance
- Country Commercial Fuel (shopper, category, P&D) allocation Mix
- Country External Communication
- Qualification of “risky situations” in the Country with significant impact on Market

2. What I decide with other LT members:

- Country Transformation/Strategic projects prioritization with GM
- Country internal yearly targets with GM
- LT functional members (Commons) individual targets and performance review with the Commons Directors
- Channel Strategy with GM
- Portfolio and Brand Strategy with Marketing Director
- Local Activation with Sales Managers
- Country Demand (including R&D) with Finance Controller and Sales Managers
- P&L Resources allocation: Target breakdown, A&P, Productivity, SFOVH with GM and Finance Dir
- People Resource allocation: People, Key organizational changes, ASR & promotions below L7 with HRD / above L7 with HRD and GM
- Productivity /Protein/OH within the countries / functions + HRD & Finance
- Important Legal disputes with GM and GS
- People roadmap and action plan including Internal Communication/Cascade (LT)

3. Decision made by the Cluster Leadership Team:

- Our Future Cluster Vision (LT)
- Country people review and calibration (LT)
- Changes with KPIs or Financial Targets
- X Category trade offs

4. Decisions I empower to my n-1 teams:

- Negotiation with the Trade Sales Managers
- Recommendations on A&P split
- Regional / European teams alignment

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Why and when can you use the Empower 5Qs?

- At the start of a new year, what does success look like?
- In a new role...
- A new project...
- A project that has gone off track....
- A PDR...
- A career conversation....
- As a team, to get aligned and set up for success, with great stakeholder mgt
- Cross functional alignment of ways of working
- Partnering with suppliers and agencies

Preparation improves the quality of the contracting

- You can prepare for a conversation with someone before hand answering the 5 questions.
- You can send the framework ahead of a meeting, so that you both prepare to contract on a project or opportunity.

Building Empowerment as a Superpower

The tools:

- 5 Questions to contract
- Video & PPT deck to run a team workshop
- Leadership recipe for sustainable empowerment

The ask:

- Start with the framework intention to build the muscle
- Prepare 1:1s with direct reports on what success look's like ...
- Use the 5Qs to set up all projects
- Use 5Qs to stress test existing projects
- Run a team workshop
- Run a cross team workshop where you need to work better together
- Practice & lead with sustainable empowerment



LIFE'S LINE OF CHOICE.



Choose to walk
towards the best
version of yourself.
Set your intention.

Beware of
reasonable
reasons to walk
away from your
best self...

