

A group of four business professionals (two men and two women) are captured in dynamic, energetic poses as if running or jumping. They are dressed in business casual attire: white shirts, a grey suit, and blue jeans. One man holds a laptop high in the air, while the others hold clipboards. The background is a gradient from orange to pink.

EMPOWERMENT As your SuperPower

PAUSE
PARTNERSHIP
EXECUTIVE COACHING & CONSULTING

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"**

You give Empowerment
You Take Empowerment



Empowerment is on a spectrum

Directive, Delegate
Demand, “Do It, but do it like this”
“Now I’ll have to DO IT”



High Control

Safe, rescued, clarity,
free from responsibility

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!”
Thrown the task
enthusiastically

Low Control



Thriving, growing, trusted

Abandoned, drowning, alone

A failure

Contracting on your 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? Risks? Stakeholders impacting success or failure? Health of your relationships? The framework within which you are free to operate, boundaries on decisions?

4.

What's the benefit of doing this?

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

5.

How will we measure success?

What are the key milestones and KPIs to track and how often do we need to check-in, to reflect, learn, adapt and succeed with sustainable empowerment.

Contracting on your Freedom in a Framework

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**What does
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For this project / opportunity / task / role / my career

2.

**How do we set you
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What I need from you... What do you need from me?
What you can expect from me...

WHAT Questions

your strategic thinking framework

In full, in order, write it down

What do I / we want?

How will I / we achieve it?

Accountability for Action?

Timeframe?

1. Describe all
surface symptoms



2. Peel the onion to separate the symptoms and
understand the underlying root cause.

3. Until you get to the root cause of
what you need to change to achieve
success. To shift the needle.

Contracting on your Freedom in a Framework

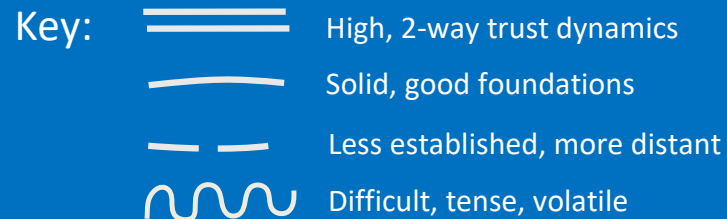
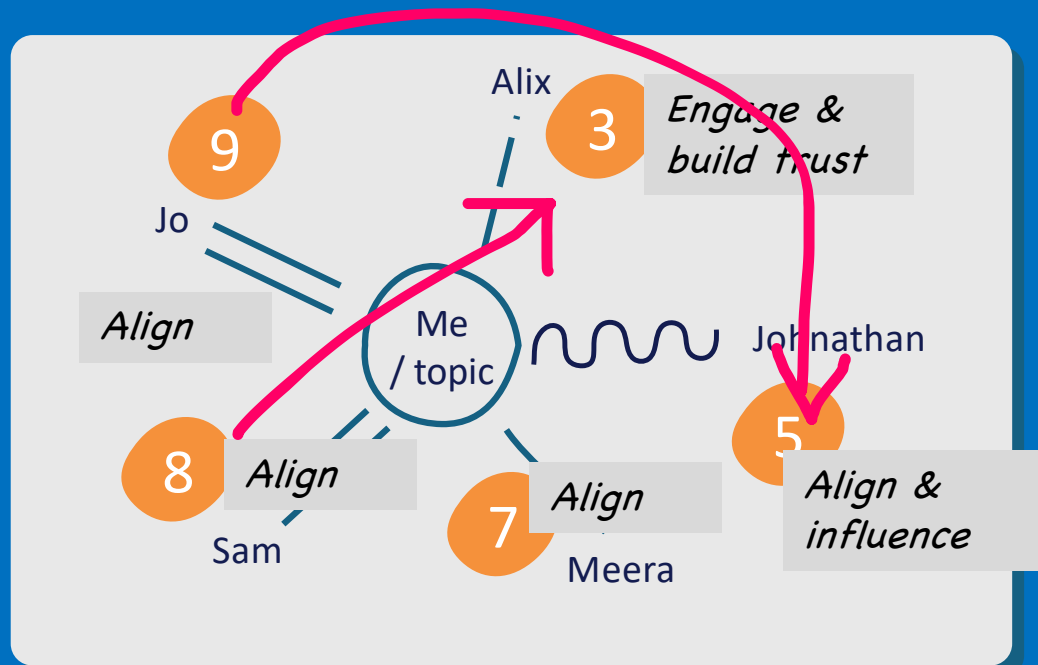
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Strategic Stakeholder Map

– who impacts my/our success or failure



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 towards the **topic**
- 3 Score out of 10, in terms of your trust bank account **personally**
- 4 What does success look like with each person? How can one of the stronger relationships help you with a more difficult one?

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)

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

- with
- with

3. Decisions made by or escalated to N+1 /other

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

- to
- to

Any process required to support decisions to be made :

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

Contracting on your Freedom in a Framework

4.

What's the benefit of doing this?

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

5.

How will we measure success?

What are the key milestones and KPIs to track and how often do we need to check-in, to reflect, learn, adapt and succeed with sustainable empowerment.



IF DELEGATION IS A TRANSACTION

**EMPOWERMENT
IS A JOURNEY.**

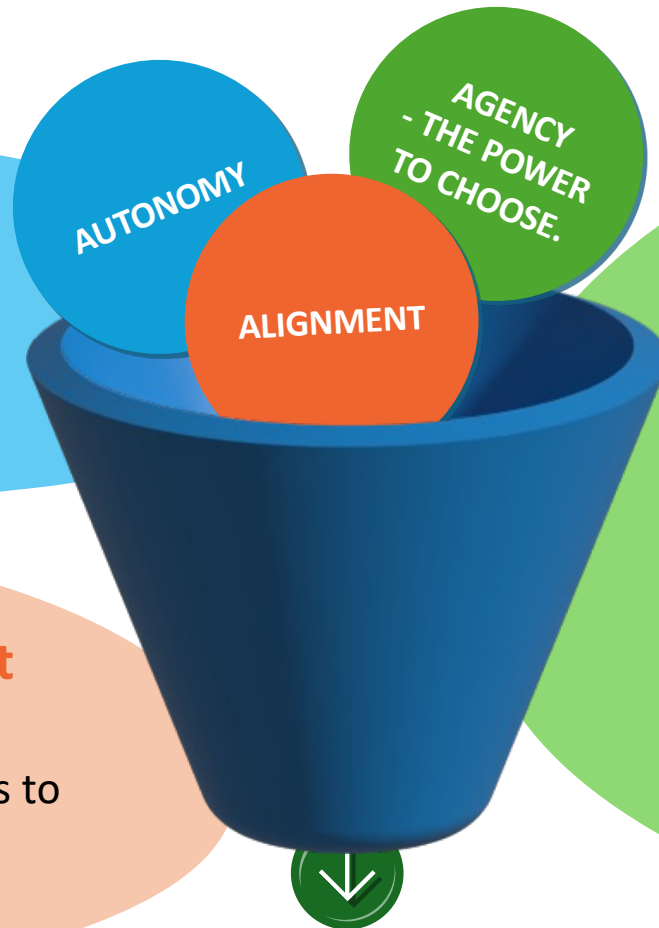
The conditions for sustainable empowerment

I contract to be set up for success.

I am trusted to act independently and take decisions, within clear boundaries.

I stay aligned on what success looks like.

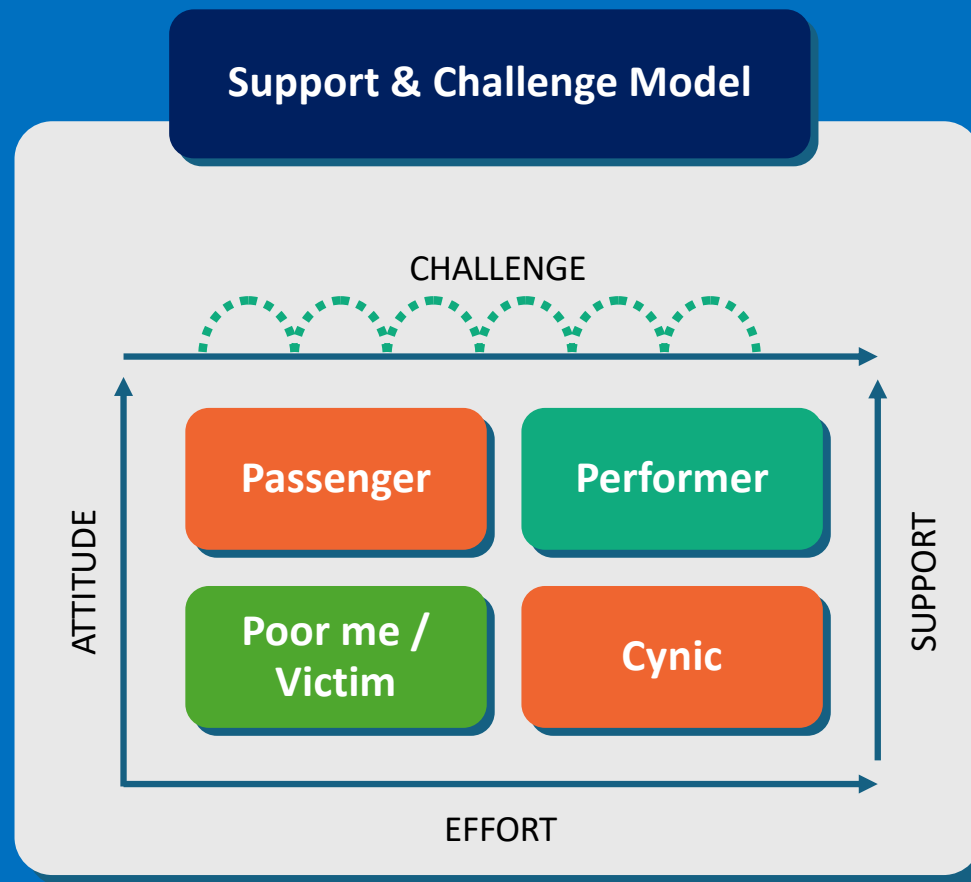
I check in with stakeholders to calibrate as things evolve.



I am self aware and in control of my choices, actions, and ability to handle consequences

I have the power to implement decisions and hold myself and others accountable, to create, coach and challenge, free from being undermined by hierarchy.

MANAGING MINDSET



When you check in, do it as a thinking partnership.

No red pens!! Use C.L.R. to drive accountability, learning and progress.

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 **WHAT**Questions

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?



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, get aligned and set up for success, with great stakeholder mgt
- Cross functional aligned ways of working
- Partnering with suppliers and agencies

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...

