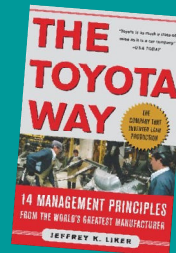
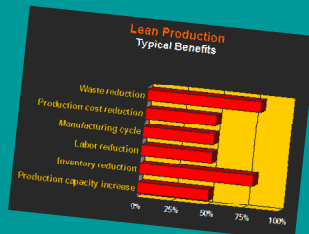
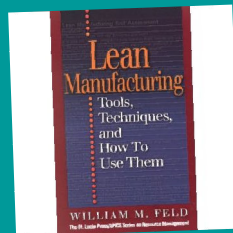
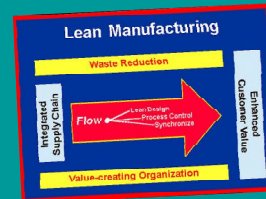
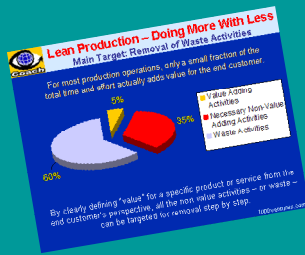


# Empowerment

Derek Barichiev

September 29, 2010

## Our Lean World



# Waste is.....

"Anything that adds Cost to the product without adding Value"



## 8 Wastes of Fat Manufacturing

1. Overproduction
2. Unnecessary transportation
3. Unnecessary motion
4. Waiting
5. Unnecessary processing
6. Excess inventory
7. Defects
8. Not using the knowledge and intellectual ability of staff (ignoring talent)

## How much from wasted talent?

One of the most striking examples is the Proctor and Gamble study that ran several similar factories differentiated only by worker empowerment.....

..the empowered plants were up to 50% more productive!

John Bicheno - The Lean Toolbox



## Where has my company achieved all possible gains?

1. Overproduction
2. Unnecessary transportation
3. Unnecessary motion
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## So, what is Empowerment?

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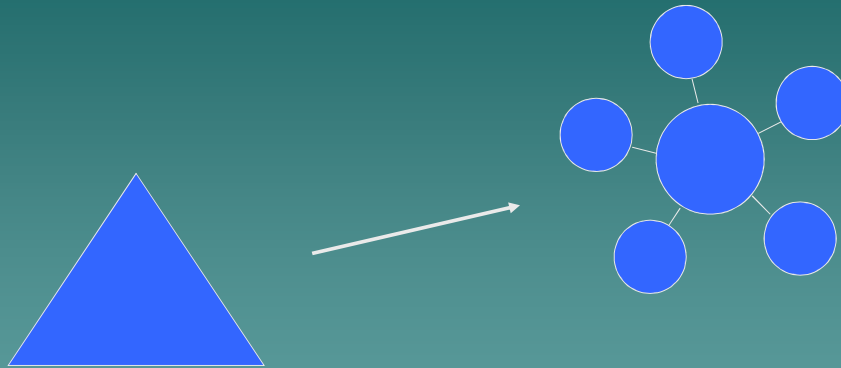
## So, what is Empowerment?

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- ✓ **Teams** work together to improve their performance continually, achieving higher levels of productivity.
- ✓ **Organizations** are structured in such a way that people feel that they are able to achieve the results they want. That they can do what needs to be done, not just what is required of them and be rewarded for doing so.

## The empowered workplace is characterized by:

- Enhancing the content of the work
- Expanding the skills and tasks that make up the job
- Liberating creativity and innovation
- Greater control over decisions about work
- Completing a whole task rather than just portions of it
- Customer satisfaction
- Marketplace orientation

## From the Pyramid to the Circle



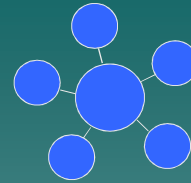
## The Pyramid

- Decisions are made at the top
- Each person is clearly responsible only for their job
- Change is slow and rare and comes only from the top
- Feedback and communication are from the top down
- Movement and communication between divisions is minimal
- If you do your job you can expect job security and promotions as the organization expands
- People focus attention upward, and the person above you is responsible for your results
- Managers say how things are done, and what is expected
- Employees are not expected to be highly motivated, so it is necessary to keep tight control over their behaviour

## The Circle

- The customer is the centre
- People work cooperatively to do what is needed
- Responsibility, skills, authority, and control are shared
- Control and coordination come through continual communication and many decisions
- Change is sometimes very quick, as new challenges come up
- The key skill for an employee, and a manager, is the ability to work with others
- There are relatively few levels of organization
- Power comes from the ability to influence and inspire others, not from your position
- Individuals are expected to manage themselves and are accountable to the whole - the focus is on the customer
- Managers are the energizers, the connectors, and the empowerers of their teams

## Where are you?



Your Team?

Your Organization?

Your Organization, one year ago?

Your Organization, one year from now?

# Empowerment is total

It is not a single **change**, but a total shift of everything about the way we do business and work together

**There are no shortcuts!**

## First and Second Order Change

Situation	First Order	Second Order
Driving a car	Use gas pedal	Shift gears
Watching TV	Change Channel	Turn it off
Government	From one dictator to another	From dictator to democracy
Meeting	Shift agenda	Use meeting facilitator
Assessing results	Increase target numbers	Focus on quality of products
Team	New procedures	New way of making decisions
Business	Reshuffle jobs	Go from pyramid to circle

## Now to move the mindsets.....

From	→	→	To
• Powerless		✓	Empowered
• Waiting for orders		✓	Taking action
• Doing things right		✓	Doing the right thing
• Reactive		✓	Creative and proactive
• The content		✓	Process and content
• Quantity		✓	Quality and quantity
• Boss responsible		✓	All responsible
• Blame placing		✓	Problem solving

## The Three Major Mindset Shifts

1. Towards Process
2. Towards Responsibility
3. Towards Learning



## Second-Order Change is a must for....

Mindsets

Relationships

Organization  
Structure

## What Motivates your employees?



What do we know about people?

## Here is what we know about people: 1<sup>st</sup> Basic Assumption.....

- People want recognition
- People like to be praised
- People want to be handled as people
- People like to receive credit
- People like to feel important
- People like a pat on the back
- People look for support and empathy

**People want to be handled positively**

## Here is what we know about people: 2<sup>nd</sup> Basic Assumption.....

- People want to be understood
- People want to have the right to know about the things that concern them
- People need someone to listen to them
- People need to be involved
- People like to say how they feel
- People want to belong
- People want to have their way

**People want to contribute**

## Here is what we know about people: 3<sup>rd</sup> Basic Assumption.....

- People like to know where they stand
- People want objectives
- People like to know against what norms their performance is measured
- People want to know what is expected of them
- People want clarity regarding things which concern them
- People want standards
- People want to know when a task needs to be completed
- People are prepared to give information if it can help clarify a position

**People want direction**

## 1. People want to be handled positively

**Therefore,**

### **BE SUPPORTIVE**

- ✓ **Give Recognition**
- ✓ **Offer Help**



## 2. People want to Contribute

Therefore,

### BE ACCOMODATING

- ✓ Ask for suggestions
- ✓ Ask for opinions
- ✓ Show understanding
- ✓ Create opportunities for discussion
- ✓ Show interest



## 3. People want direction

Therefore,

### BE DIRECTIONAL

- ✓ Give suggestions
- ✓ Give Opinions
- ✓ Ask for clarification
- ✓ Ask for summary
- ✓ Set follow up



So, to have motivated employees....



All we have to do is apply the correct balance to the  
**THREE BEHAVIORAL SKILLS**



And that is called

**Managing Interpersonal effectiveness**

## The New Work Contract: Mutuality

1. Shared Assessment

2. Problem Solving Orientation

3. Growth and Learning



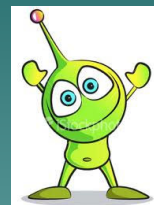
## Developing Collaborative Relationships

### History of collaboration

1. In the 1950's managers learned to be friendly
2. In the 1960's managers became sensitive to needs and motivation
3. In the 1970's managers asked employees for help
4. In the 1980's managers initiated a lot of meetings
5. In the 1990's managers started sharing ownership of tasks and rewards for results
6. In the last decade managers are collaborating with employees, who have a 50% responsibility to make it work for the organization

## Steps to Collaboration

1. Paternalism
2. Communication
3. Participation
4. Collaboration



**The Death of Paternalism**

The new leader is responsible for the process, not the outcomes

### Directive

- You alone are responsible
- High-intensity persuasion
- Prescribes what to do
- You assume you know the way
- Minimal feedback
- Midcourse correction is difficult
- Used when there is little prior commitment
- No time for pilot tests or questions
- Top-down communication

### Collaborative

- Shared responsibility
- Low-key encouragement
- Facilitates group discovery
- You ask others for help
- Communication and controversy
- Flexible, easy to shift direction
- Used when everyone shares goals and goal-setting
- Makes use of pilot projects and continual evaluation of results
- Two-way communication

## The new Facilitative Leader

- Leads with vision, not tradition
- Learner, not teacher
- Focus on process, not content
- Enabler, not controller
- Coach, not expert
- Linker, not hoarder
- Emotional literacy, not technical skill

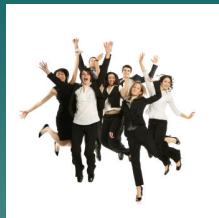


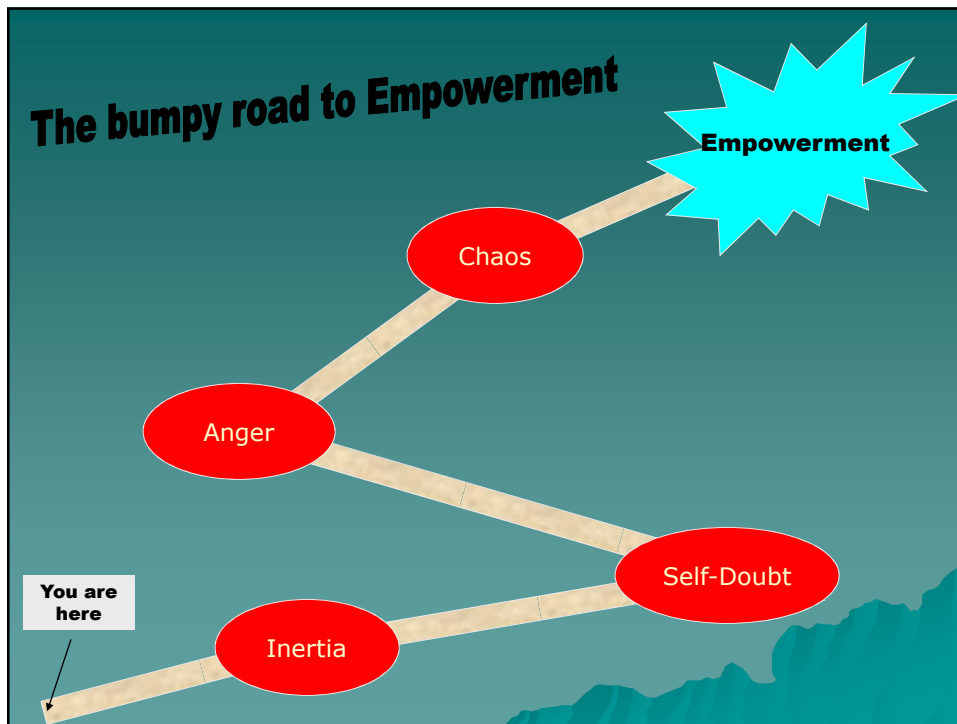
## Shifting to Facilitative Leadership

	Managers Need	Employees need
Support	Structure, incentives	Feedback, encouragement
Resources	Models, coaching	Tools, practice
Direction	Vision, inspiration	Goals, measurements
Knowledge	Training, examples	Training, role models
Support		
Resources		
Direction		
Knowledge		

YOU?

## Building Empowered Teams





## To Recap: what is Empowerment?

- ✓ **Employees** feel responsible not for just doing a job, but also for making the whole organization work better. The new employee is an active problem solver who helps plan how to get things done and then does them.
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You are about  
to enter an



**EMPOWERMENT  
ZONE**