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# EMPOWERMENT

## With the Emerging Workforce

DEVELOPED AND PRESENTED BY  
**Barbara Bartlein, RN, MSW, CSP**



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## BARBARA BARTLEIN, RN, MSW, CSP

Barbara is President of Great Lakes Consulting Group, LLC, which helps companies sell more goods and services through employee development. She provides consultation, training and keynotes across the country and is considered an expert in relationships. She is listed in the Yearbook of Experts and Authorities and is Past President of the National Speaker's Association-Wisconsin Chapter.

Holding a bachelor's degree from the University of Wisconsin-Madison in philosophy and psychology, Barbara obtained her nursing degree from Beth-El School of Nursing in Colorado Springs, Colorado. She obtained her Master's Degree in physical and mental health from the University of Wisconsin-Milwaukee.

Barbara previously co-owned and operated CNR Health, Inc., a managed health care company. She was Vice-President of Operations for St. Mary's Hospital in Milwaukee and oversaw five corporations in that role.

Barbara is the author of *The People Pro*, a column which appears in ***The Business Journal***, ***SalesMasterMind***, and ***Nursing Matters*** magazines. She is a frequent contributor for the Chicken Soup for the Soul Series. Her book, ***Why Did I Marry You Anyway? 12.5 Strategies for a Happy Marriage***, was released in Fall 2003 by Cumberland House Press.

Barbara Bartlein  
The People Pro®  
Great Lakes Consulting Group  
2021 E. Estes Street  
Milwaukee, WI 53207  
414-747-1842  
888-747-9953  
barb@ThePeoplePro.com  
www.ThePeoplePro.com

# EMPOWERMENT

## With the Emerging Workforce

### Why The Old Way of Doing Things No Longer Works

#### THE TRADITIONAL HIERARCHICAL ORGANIZATION

This control-and-command style of organization had a pyramid structure with a (presumably) all-knowing person at the top. Information was filtered through multiple layers until a sanitized version was related to the leader. This created a culture of “yes” men and women who quickly learned not to make waves.

There was little support for frontline people, and their jobs were often viewed as menial and unimportant. It was easy for these employees to lose sight of their role with the customer and instead focus on pleasing their supervisor or boss. In turn, the supervisor would try to please the manager, and the manager the VP. Thus a culture of institutional pathology was created.

Have you ever worked in a hierarchical culture? What were some of the pathologies you observed?

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## The Learning Organization

In a learning organization, the person in direct contact with the customer is viewed as most important. They have a great deal of autonomy to meet the needs of the customers as quickly and efficiently as possible. The manager's role is to support the frontline employees and rapidly address any problems or issues that arise. They, in turn, are supported by the VP's and, ultimately, top management.

The entire organization is focused on serving the customer, and a great deal of time and training is devoted to customer service. There is a commitment to employee development to ensure that there is a consistency of purpose and practice.

If your organization was an ocean liner, what would the leader's job be?



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# The Role of the Leader in the New Millennium

<b>TRADITIONAL LEADERS</b>	<b>DESIGNER LEADERS</b>
Charismatic heroes	Stewards, teachers
Made all key decisions	Responsible for learning
Employees not empowered	Empowers employees
Impatient with details	Focused on organizational design
Promotes personal vision	Builds shared vision
Makes decisions and problem solves	Skilled in mentoring, coaching



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# Leadership Skills Inventory

There are four skill sets that leaders need to develop to be effective. These are: **modeling, enabling, inspiring, challenging and encouraging**. Take the following inventory to rate yourself in each area.

To what extent do you engage in the following behaviors? For each statement, circle the number that applies:

**1 = Rarely, 2 = Once in a While, 3 = Sometimes, 4 = Fairly Often, 5 = Very Frequently.**

1. I seek out challenging opportunities that test my skills and abilities.

1 2 3 4 5

2. I describe to others the kind of future I would like for us to create together.

1 2 3 4 5

3. I involve others in planning the actions we will take.

1 2 3 4 5

4. I am clear about my own philosophy of leadership.

1 2 3 4 5

5. I take the time to celebrate accomplishments when project milestones are reached.

1 2 3 4 5

6. I stay up-to-date on the most recent developments affecting our organization.

1 2 3 4 5

7. I appeal to others to share my dream of the future as their own.

1 2 3 4 5

8. I treat others to share my dream of the future as their own.

1 2 3 4 5

9. I make certain that the projects I manage are broken down into manageable chunks.

1 2 3 4 5

10. I make sure that people are recognized for their contributions to the success of our projects.

1 2 3 4 5

11. I challenge the way we do things at work.

1 2 3 4 5

12. I clearly communicate a positive and hopeful outlook for the future of our organization.

1 2 3 4 5

13. I give people a lot of discretion to make their own decisions.

1 2 3 4 5

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14. I spend time and energy on making certain that people adhere to the values that have been agreed on.

1 2 3 4 5

15. I praise people for a job well done.

1 2 3 4 5

16. I look for ways to innovate and change the organization.

1 2 3 4 5

17. I enlist a common vision to inspire and motivate others.

1 2 3 4 5

18. I seek to develop cooperation and collaboration among group members.

1 2 3 4 5

19. I let others clearly know the beliefs and values of the organization through my actions.

1 2 3 4 5

20. I provide team support and encourage a "one for all and all for one" attitude.

1 2 3 4 5

21. I challenge group members to try new things and consistently ask, "What can we learn?"

1 2 3 4 5

22. I encourage scenario planning and seek to forecast the future in order to better create it.

1 2 3 4 5

23. I try to create a "safe," trusting environment where group members feel comfortable.

1 2 3 4 5

24. I try to practice what I preach.

1 2 3 4 5

25. I actively look for ways to celebrate our accomplishments.

1 2 3 4 5

26. I am willing to experiment and take risks.

1 2 3 4 5

27. I seek to excite others about new opportunities and the future.

1 2 3 4 5

28. I try to get group members to buy into the project at hand, sharing in the ownership.

1 2 3 4 5

29. I set clear goals and seek to clearly articulate them for group members.

1 2 3 4 5

30. I readily tell others about the group's work and their achievements.

1 2 3 4 5

**Scoring:** Place your responses in the appropriate blanks on the score sheet and add the totals to see how well you rate in each of the five dimensions of effective leadership.

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Modeling the Way    Enabling Others to Act    Inspiring a Shared Vision

- |           |           |           |
|-----------|-----------|-----------|
| 4. _____  | 3. _____  | 2. _____  |
| 9. _____  | 8. _____  | 7. _____  |
| 14. _____ | 13. _____ | 12. _____ |
| 19. _____ | 18. _____ | 17. _____ |
| 24. _____ | 23. _____ | 22. _____ |
| 29. _____ | 28. _____ | 27. _____ |

Challenging the Process    Encouraging the Heart

- |           |           |
|-----------|-----------|
| 1. _____  | 5. _____  |
| 6. _____  | 10. _____ |
| 11. _____ | 15. _____ |
| 16. _____ | 20. _____ |
| 21. _____ | 25. _____ |
| 26. _____ | 30. _____ |

### Scoring Your Responses

Behavior:	Rating:		
	25-30	22-24	16-21
Modeling	H	M	L
Enabling	H	M	L
Inspiring	H	M	L
Challenging	H	M	L
Encouraging	H	M	L

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## The Emerging Workforce

The Baby Boomers will be retiring in the next decade. It is predicted that up to 20% of the workforce will be leaving their present positions to pursue other interests.

The new employee in the workplace is part of the emerging workforce. They currently represent 31 % of workers today. This workforce has characteristics very different from previous generations. These include:

- ✓ More confidence, self-reliant
- ✓ A different set of workplace values
- ✓ Expectations about work/balance

*"Traditional workers will become extinct."*

Factors important to the emerging workforce:

- ✓ Family
- ✓ Stress management
- ✓ Making a difference
- ✓ Monetary rewards
- ✓ Appreciation

What are some of the human resource issues unique to Wyoming?

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## Recruiting Quality Staff

- ✓ Offer higher wages
- ✓ Give bonuses/perks to current staff who refer their friends
- ✓ Provide additional benefits
- ✓ Emphasize flexibility
- ✓ Offer on-site day care
- ✓ Advertise online
- ✓ Create a brochure specifically for staff
- ✓ Distribute at conferences and trade shows
- ✓ Offer training for their resume
- ✓ Develop a leadership training program
- ✓ Put an application on the website
- ✓ Have a mentoring program for new hires
- ✓ Respond immediately to inquiries
- ✓ Offer special opportunities for retired workers
- ✓ Conduct exit interviews on any employee leaving
- ✓ Partner with a local high school for "work-based learning"
- ✓ Speak to groups/clubs on college campuses
- ✓ Contact college placement offices
- ✓ Contact staff who have left for another job
- ✓ Provide unique/valuable benefits
- ✓ Create an in-house newsletter

Other recruitment strategies:

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***"Coming together is a beginning, staying together is progress, and working together is success."***

—Henry Ford

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## The Three Types of Employees



### **Engaged**

- Work with passion.
- Feel a connection to their company.
- Drive innovation.
- Move the organization forward.



### **Not-Engaged**

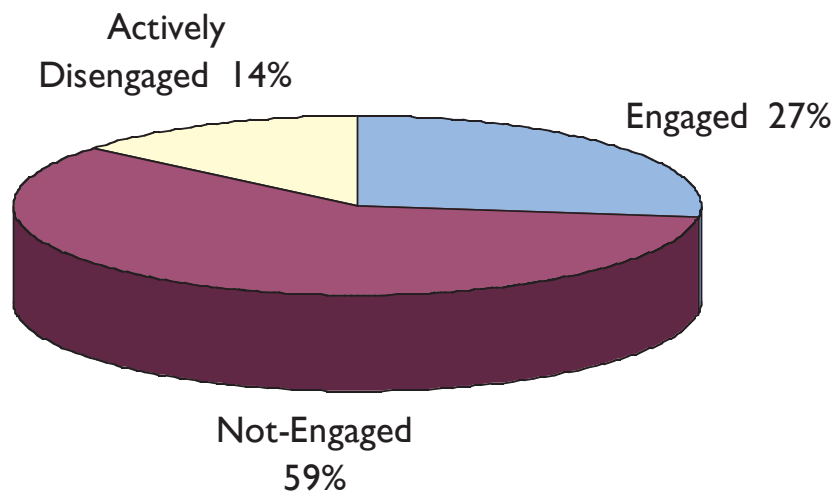
- Employees have "checked out."
- Sleepwalking through their workday.
- Putting time but not energy or passion into the work.



### **Actively Disengaged**

- They act out their unhappiness.
- These workers undermine what others attempt to accomplish.
- They become energy suckers in the workplace.

## The Three Types of Employees



*(Gallup Management Journal survey of 1,003 employees nationwide.)*

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# How Engaged Are Your Employees?

Please rate your response on a five-point scale:

1 = strongly agree      5 = strongly disagree.

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

*(Adopted from the Gallup Employee Engagement Index Survey)*

**[ "Individuals play the game, but teams win the championships." ]**

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## Improve Engagement

### Workplace friendships



**82% of engaged employees  
have close friendships at work**

### Develop trusting relationships



**Engaged employees see their supervisors  
interested in their success.**

### Hire for Attitude, Train for Skill



- \_\_\_ Are they an optimist or pessimist?
- \_\_\_ Do they have a personal development plan?
- \_\_\_ Are they coachable?
- \_\_\_ How are their listening skills?
- \_\_\_ Do they complain about their last job?

**"We have always found that people are most productive in small teams with tight budgets, time lines and the freedom to solve their own problems."**

—John Rollwagen

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# NAILS:

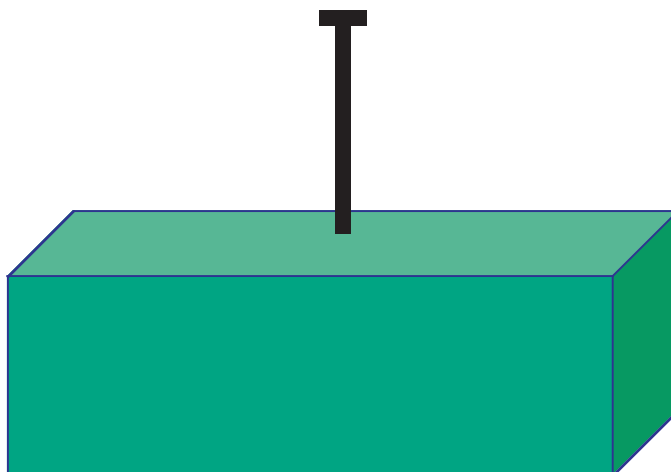
## An Exercise in the Process of Creating

***"While one person hesitates because he feels inferior,  
the other is busy making mistakes and becoming superior."***

—Henry C. Link

### Your Task ...

- Balance all the nails at your table on the head of the one nail sticking out of the block of wood.
- All nails must stay balanced simultaneously and should be freestanding: that is, not propped up or bound by any other material or object (including the block of wood).
- The block of wood must remain at rest squarely on the table, like this:



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## Lessons From The Nails Exercise

***"Tell a man there are 300 billion stars in the universe and he'll believe you. Tell him a bench has wet paint and he'll have to touch it to be sure."***

### **Systems and structures:**

- Structure determines performance.
- When you know what you want but aren't getting it, the structure you're in is likely to be the problem.
- A well-designed structure naturally gives you the results you want.
- A breakthrough by one group can spread quickly. Change is not top-down.
- Some of the most powerful elements of the structure are invisible.
- Consciousness is itself a powerful structure; it determines the way in which we design our systems and thus the results we are getting.
- Some systems are more complex than others. Differing structures are needed, but common design principles may still apply.

### **The process of creating:**

- We never know whether what we want to do is possible.
- We don't "know how" until we're finished.
- Having a vision means seeing the result clearly enough to know whether we have created it. It does not mean seeing the final solution, structure, processes, procedures, etc.
- Experimenting is central to the creative process-so we need a tolerance for failure.
- Breakthroughs often come through intuitive insight-perhaps more than through hard work.

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## Employee Empowerment

For employees to be empowered the management leadership must want and believe that employee empowerment makes good business sense and employees must act.

Various researches and studies have found that employee empowerment leads to a truly nurturing environment where the employees can learn, grow, improve and enhance their functioning or performance abilities.

Employee empowerment does not mean that management no longer has the responsibility to lead the organization and is not responsible for performance. If anything, the opposite is true. Stronger leadership and accountability is demanded in an organization that seeks to empower employees. This starts with executive leadership, through all management levels and includes front line supervisors. It is only when the entire organization is willing to work as a team that the real benefits of employee empowerment are realized.

[ **em•pow•er•ment** \im-'pau(-ə)r-mənt\  
To give somebody power or authority.  
To give somebody a sense of confidence or self-esteem. ]



For an organization to practice and foster employee empowerment the management must trust and communicate with employees. Employee communication is one of the strongest signs of employee empowerment. Honest and repeated communication from elements of the strategic plan key performance indicators, financial performance, down to daily decision making.

***"A good rule of thumb for communications to employees is to enumerate what management considers adequate and then multiple by a factor of ten."***

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# Keys to Successful Empowerment

## **Create the environment.**

- Communicate the strategic framework
- Define the success measurements
- Provide information, training and learning opportunities for staff to make good decisions

## **Communicate.**

- Share the strategic plan, goals, etc.
- Communicate key performance indicators
- Discuss financial performance
- Daily decision making

## **Build teamwork.**

- Promote friendships
- Activities outside of work
- Initiate cross-team assignments
- Encourage fun

## **Promote training and staff development.**

- Internal training
- Opportunities for external training
- Brown bag lunches
- Morning meetings
- Mentoring programs
- MBWA

## **Opportunities for personal growth.**

- Challenging assignments
- Involvement in other areas
- Teaching others

## **Solicitation and implementation of ideas.**

- Beyond the suggestion box
- Implement pilot programs
- Initiate "best practices" program

## **Establish recognition and reward systems.**

- KUDO program
- Annual luncheon/dinner
- Special appreciation events
- Thank you notes



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## **Promotion and advancement criteria.**

- Internal opportunities
- External opportunities
- Identifying areas of interest

## **Leadership Development.**

- Leadership academy
- Mentoring program
- Board positions
- Represent the organization in the community

## **TOP TEN WAYS TO MAKE**

# **Employee Empowerment Fail**

- 1** Managers fail to provide information, training, and learning opportunities.
- 2** Managers abdicate all responsibility and accountability for decision making.
- 3** Employees are shot for making a mistake.
- 4** Allow barriers to impede the ability of staff members to practice empowered behavior.
- 5** Employees feel under-compensated, under-noticed, under-praised and under-appreciated.
- 6** Managers pay lip service to empowerment, but do not really believe in its power.
- 7** Managers don't really understand what empowerment means.
- 8** Managers fail to establish boundaries for empowerment.
- 9** Managers micromanage the work of employees.
- 10** Managers don't trust the staff.

***"Just because nobody complains  
doesn't mean all the parachutes are perfect."***

—Benny Hill

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# Organizational Plan for Employee Empowerment

## Create the environment.

THE PLAN: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Communication.

THE PLAN: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Build teamwork.

THE PLAN: \_\_\_\_\_

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## Training and staff development.

THE PLAN: \_\_\_\_\_

\_\_\_\_\_

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\_\_\_\_\_

## Opportunities for personal growth.

THE PLAN: \_\_\_\_\_

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\_\_\_\_\_

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**Solicitation and implementation of ideas.**

THE PLAN: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Recognition and reward systems.**

THE PLAN: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Promotion and advancement criteria**

THE PLAN: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Leadership Development**

THE PLAN: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

***"Employers often ask me, 'What if I train them and they leave?'  
To which I respond, 'What if you don't, and they stay?'"***