

Empowerment

A WAY OF LIFE

LEADER'S GUIDE

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INTRODUCTION

Congratulations! You're an **Empowerment: A Way of Life** Group Leader. You've been selected to help yourself and those around you succeed at work and life, and to help your organization as well.

If you've never done this before, the amount of material may seem overwhelming at first, but it is well organized and will aid you in facilitating this session. The participants will do much of the work themselves. Your job is to guide them and ask questions as needed. When you properly prepare for your role as Group Leader, you'll find people praising how well you've performed.

So relax-- this is fun and easy, and will be well worth it to you, the organization as a whole, and especially to your customers.

Empowerment: A Way of Life is a structured approach to dramatically improve the ability of employees to make necessary, on-the-spot decisions that will lead to elated customers. By improving decision making and customer service skills, as well as reinforcing the policies that support **Empowerment**, you will consistently see higher quality results. You will improve customer relations, improve business performance, and reduce customer conflicts. In turn, you will improve both employee and customer satisfaction.

Empowerment: A Way of Life will have a powerful impact on workforce performance. Support and committed participation from you and your co-workers are essential. This Leader's Guide is designed to provide the tools you need to generate that support.

Objectives of **Empowerment: A Way of Life**

The **Empowerment: A Way of Life** program will teach you how to be proactive and take initiative. You will understand the importance of analyzing yourself, your actions, and your job performance. You will evaluate how you interact with irate customers. We want you to examine your experiences on the job and as a customer. How do you feel when an organization solves your problem without any issues? Conversely, how do you feel when they cannot fix your problem at all?

In this program you will learn what it means to be Empowered, how to create an Empowered workplace, how to overcome barriers that inhibit **Empowerment**, the benefits of **Empowerment**, what **Empowerment** should look like, the rules of **Empowerment**, how to ensure the success of **Empowerment**, and why **Empowerment** takes time to implement at your organization.

To achieve these objectives on and off the job, **Empowerment: A Way of Life** training should be conducted in a systematic, organized manner. At the same time, **Empowerment** sessions should be relaxed and informal, for you and for the participants. The program is designed for training between 8 and 15 participants and each session should be roughly 2 or 3 hours long (3 or 4 hours in developing countries).

If possible, someone passionate about customer service (an executive, manager or supervisor) should lead the **Empowerment: A Way of Life** training sessions. Peer respect for a facilitator is important, but so is authority. Employees find that their relations with the Group Leader will be improved by the frank, open approach of the **Empowerment** program. Participants will appreciate the interest and enthusiasm you bring to the discussions, and they'll translate your interest and enthusiasm into very personal terms. By giving tangible evidence of your personal interest in helping co-workers improve themselves, you are showing that you really care about them as people and that you value their superior skills.

Because **Empowerment: A Way of Life** training will help all employees, we recommend that everyone be invited to participate—including new and experienced personnel. Plan to take at least 2 or 3 hours (3 or 4 hours in developing countries) for each group session to give participants the discussion time they'll want and need to explore **Empowerment**. There's enough material in each group session to give you and your co-workers plenty of stimulation for constructive group discussion. The more everyone participates in the discussions, the better everyone will understand, remember, and apply **Empowerment: A Way of Life**.

Program Components

The **Empowerment: A Way of Life** program has three components:

1. Two DVDs (totaling approximately 45 minutes for the entire program)
2. Empowerment: A Way of Life Leader's Guide
3. Empowerment: A Way of Life Participant Package (Participant Book, Technique Card, Certificate of Completion, Performance Standard).

Video

The video corresponds to the program by chapter: For instance, Chapter 1 on the video corresponds to Chapter 1, "Introduction" in both the Leader's Guide and the Participant Book. Every chapter of the program has at least one video segment. The tables on pages 23 illustrate the relationship of video segments, Leader's Guide material, and Participant Book material and exercises.

At the end of each video segment, the facilitator is directed to stop the video and turn to the next exercise or activity.

The video modules, shot on location at various businesses, feature realistic, everyday scenes of employee situations and interactions.

Leader's Guide

The Leader's Guide is divided into 11 parts: The Leader's Introduction and 10 training chapters.

Introduction (Leader's Guide Only)

Chapter 1: WHY ARE WE HERE?

Chapter 2: SO, WHAT THE HECK IS **EMPOWERMENT** ANYWAY?

Chapter 3: CREATING A CULTURE OF **EMPOWERMENT**

Chapter 4: IF IT'S SO GREAT, WHY ISN'T **EMPOWERMENT** EVERYWHERE?

Chapter 5: GET READY FOR THE BIG PAYOFF!

Chapter 6: SMILE: A SNAPSHOT OF **EMPOWERMENT**

Chapter 7: THE RULES OF **EMPOWERMENT**

Chapter 8: **EMPOWERMENT**: A SUCCESS STORY

Chapter 9: **EMPOWERMENT** TAKES TIME TO TAKE OFF

Chapter 10: SO, WHAT DID WE LEARN?

The introduction provides you with the information you need to get the program up and running effectively.

The Leader's Guide includes:

- *A complete transcript of each video segment*
- *All assignments, exercises, and in-class activities*
- *Suggested leader text or key points for the leader to cover*
- *Sample or likely participant responses to questions and activities*
- *Implementation suggestions and training hints*

For each exercise, the leader is provided with suggested text or key points, the actual text of the exercise questions as printed in the Participant Book, additional follow-up questions, a place for recording sample participant responses to questions, and implementation suggestions.

Order of Material in the Leader's Guide

Within each chapter, the material appears in the following order:

- 1. Participant Book material (taken directly from Participant Book)**
- 2. Video script with approximate running time**
- 3. Numbered exercises (occasionally an exercise or activity also precedes a video segment)**

Types of Exercises and Activities

- 1. Numbered exercises follow each video segment.** Through discussions and activities, these exercises reinforce and instill the main content of the program and relate directly to the accompanying video segments.
- 2. Small group activities – may be the best way for participants to learn the material and to have fun at the same time.**

Types of Questions and Assignments

Throughout **Empowerment: A Way of Life**, the following method is used to distinguish the kinds of questions the leader will ask participants.

- *Questions in the form Participant Book Question # correspond to questions that are written out within numbered exercises in the Participant Book.*
- *Questions in the form Discussion Question refer to questions that are not written out within numbered exercises in the Participant Book and may include follow-up questions and introductory questions. Participants will not have these questions in their books.*
- *The Participant Book contains Assignments at the end of several of the reading chapters. Participants are asked to complete these assignments as part of the work between sessions.*

When going over numbered exercises, the Group Leader is encouraged to refer participants to specific Participant Book questions by question number.

Empowerment: A Way of Life Participant Package

Several pages of text, labeled “Participant Book Material”, begin each chapter in the Leader’s Guide. This material is reprinted and included throughout for your convenience so you don’t need to flip back and forth between the Leader’s Guide and the Participant Book during training sessions.

TAKE ADVANTAGE OF THE PARTICIPANT BOOK

THE PARTICIPANT BOOK MATERIAL IS RICH IN EXAMPLES, ILLUSTRATIONS, AND STRATEGIES THAT SUPPORT AND EXPAND UPON THE VIDEO SEGMENTS AND EXERCISES.

The Participant Book material is rich in examples, illustrations, and strategies that support and expand upon the video segments and exercises in each chapter. As a Group Leader, you can take advantage of this material when introducing new topics or when providing answers to participant questions.

Participant Book

The Participant Book is the activity guide and resource for each participant in the program. It includes more than 90 pages of techniques, strategies, exercises, activities, and assessments. Like the Leader’s Guide, the Participant Book is divided into chapters. Each chapter includes introductory and resource information to supplement and expand on material presented in the video segments. Also included are all program exercises and suggested assignments, optional exercises, skill practice, etc.

The Participant Book is often referred to throughout the program but, because of time, participants may not be able to completely read it. Make notes throughout the Leader’s Guide that reference the Participant Book – then refer participants to the Participant Book when you think important ideas can support their learning. The participants will be asked to complete all of the exercises and assignments throughout the Participant Book. The necessary page numbers for each activity are included in the Leader’s Guide for easy navigation.

The Participant Book serves as an ongoing reference and resource long after the training is over. By referring participants to specific pages in the book, you create awareness of the wealth of information it contains. Participants are urged to take advantage of the interactive benefits of the program by writing in their books and using them fully. Participants are likely to refer back to the step-by-step tips and techniques when needed.

All of the print and video materials in **Empowerment: A Way of Life** are copyrighted and may not be reproduced in any form. The Participant’s Book represents a license for one employee to experience the **Empowerment: A Way of Life** Training Program.

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Leader's Guide at a Glance

The following chapter provides sample formats of the main components of the Leader's Guide.

ADJACENT EXAMPLE BOX 1

EACH CHAPTER BEGINS WITH PARTICIPANT BOOK MATERIAL. EVERYTHING FROM THE PARTICIPANT BOOK IS INCLUDED IN THE LEADER'S GUIDE. PROSE CHAPTERS ARE INTRODUCED WITH THE HEADING: "PARTICIPANT BOOK MATERIAL."

Chapter 3:

CREATING A CULTURE OF EMPOWERMENT

LEADER NOTE: The Participant Book material below is reprinted from Chapter 3 of the Participant Book. It is included in the Leader's Guide for you as a convenient source of illustrations, examples, and background material. To begin the actual training for Chapter 3, go directly to the video introduction on page 62 of the Leader's Guide.

Do I Matter?

It's natural. Everyone wants to feel important. We want to make a difference in the way we live and in the work we do. A good company will make you feel important. They will make you feel like a member of the team and most importantly, an integral part of the company's success. An employee who feels appreciated is far more likely to embrace the company's philosophy. On the other hand, if a company demonstrates little appreciation for its employees, then those employees will soon be asking why they should care about the company. In most cases, they will then reject **Empowerment**.

ADJACENT EXAMPLE BOX 2

THE FULL TRANSCRIPTS OF THE VIDEOS ARE INCLUDED IN THE LEADER'S GUIDE.

"IT'S ALL ABOUT TRUST"

NARRATOR: Now let's watch the same scene again, only this time, watch what changes when the employee and manager trust each other.

FOREMAN: How many more do we need?

WORKER: 50.

FOREMAN: All right. I will get them ordered.

ADJACENT EXAMPLE BOX 3

SUGGESTIONS FOR LEADER'S TEXT ARE PRINTED INSIDE SHADED BOXES.

LEADER TEXT: Now it's time to use what you have learned. We are going to divide into small groups of three and take turns going through a role-play exercise. One of you will play the part of an irate customer. One of you will play the part of an employee who has to deal with that customer. The third person will observe the encounter and provide feedback.

(BREAK UP EVERYONE INTO GROUPS OF THREE. IF EVERYONE CANNOT BE BROKEN UP INTO GROUPS OF THREE, YOU CAN CREATE GROUPS OF FOUR WITH TWO OBSERVERS.)

Exercise 10:

Format: | *Equipment needed:*
Large Group | NONE

Exercise 10 is found on page 44 in the Participant Book.

Purpose of Exercise 10: This exercise demonstrates the benefits of Empowerment, specifically as it applies to individual employees.

LEADER NOTE: REFER TO THE PREVIOUS VIDEO WHEN ASKING THESE QUESTIONS. DISCUSSIONS SHOULD FOCUS ON HOW **EMPOWERMENT** BENEFITS EMPLOYEES.

Participant Book Question 1: How is Empowerment present in this vignette?

(Answers will vary but should include the following: Craig makes an on-the-spot decision to solve the customer's problem without consulting his supervisor. Not only does he solve her problem, but he goes above and beyond to provide quality service at a minimum of cost to the organization. What would have happened if he had not stepped in and been empowered to solve her problem? How did his actions help to retain a customer?)

Participant Book Question 2: How does the employee benefit from using Empowerment and how will he continue to benefit in the future?

(Encourage participants to think about long-term as well as short-term benefits. The obvious short-term benefits are a likely promotion and increased job satisfaction. Long-term benefits include increased responsibilities, a higher wage, and the possibility of other promotions in the future.)

Participant Book Question 3: When was the last time you were praised or rewarded for doing something at your job? Describe in detail.

(How does on the job praise or rewards make the participants feel? Does it motivate you to keep working hard. Discuss how utilizing **Empowerment** will give them a chance to shine more frequently and lead to more praise and rewards than ever before.)

END OF EXERCISE 10

ADJACENT EXAMPLE BOX 4

ALL EXERCISES FROM THE PARTICIPANT BOOK ARE INCLUDED IN THE LEADER'S GUIDE.

ADJACENT EXAMPLE BOX 4

HINTS AND NOTES FOR FACILITATORS ACCOMPANY THE EXERCISES.

ADJACENT EXAMPLE BOX 4

DIRECTIONS AND SPECIFIC QUESTIONS FOR EACH EXERCISE ARE ENCLOSED IN SHADED BOXES. QUESTIONS LABELED "PARTICIPANT BOOK," AS IN "PARTICIPANT BOOK QUESTION 1)," CORRESPOND DIRECTLY WITH THE SAME NUMBERED QUESTION IN THE PARTICIPANT BOOK..

ADJACENT EXAMPLE BOX 4

QUESTIONS ARE FOLLOWED BY SAMPLE PARTICIPANT RESPONSES IN PARENTHESES, AND BY ONE OR MORE BLANK LINES FOR THE FACILITATOR TO ADD ADDITIONAL SAMPLE RESPONSES OR NOTES.

Empowerment: A Way of Life

Session One

Objectives:

The objectives of Session One are to:

- *Introduce the concept of **Empowerment***
- *Define **Empowerment***
- *Identify how to create a culture of **Empowerment** at your workplace*
- *Identify barriers to **Empowerment***
- *Explain the benefits of **Empowerment***

Time of the Program:

The training program is designed to last 2 to 3 hours (3 to 4 hours in developing countries), and may be extended by the Group Leader.

What You'll Need:

Video equipment, monitor, and **Empowerment: A Way of Life** Video (DVD)

- *Flipchart and markers*
- ***Empowerment: A Way of Life** Participant Books*
- *Pens and highlighters for participants*
- *Blank paper*
- *Tape*
- *Identifiers (name tags, seating chart with first names) for each participant*
- *Group Discussion **Empowerment: A Way of Life** Leader's Guide*

As Leader, You Need to:

- Read both Sessions – the entire **Empowerment: A Way of Life** Participant Book.
- Preview the **Empowerment: A Way of Life** Video.
- Review the Leader's Guide material.

LEADER NOTE: REGARDING THE ORDER OF MATERIAL IN THE LEADER'S GUIDE, EACH SESSION IS DIVIDED INTO CHAPTERS. WITHIN EACH CHAPTER, THE MATERIAL APPEARS IN THE FOLLOWING ORDER:

- 1. Participant Book material (taken directly from Participant Book)**
- 2. Video script**
- 3. Leader text explaining how to conduct the chapter containing**
 - a. Numbered exercises (occasionally an exercise or activity precedes a video segment)*
 - b. Optional exercises and activities, if any*
- 4. It is expected that participants will have read Chapters 1-5 of the Participant's Book prior to Session 1**

Notes and Ideas

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page or a sheet of stationery.

LEADER TEXT: Watch the following video and pay attention to how fear affects the employee's decision making process.

VIDEO SCRIPT OF SEGMENT 4.1

"HEY, I NEED THIS JOB!"

NARRATOR: Fear is one of the most powerful and dangerous emotions in the business world. Fear is often why we have not readily embraced **Empowerment**. Watch the following video and notice how fear interferes with this employee's ability to make an empowered decision.

EMPLOYEE 1: Can I help you, sir?

JOE: I'll take a spicy chicken sandwich.

EMPLOYEE 1: Oh, I'm sorry, you know what sir, we just ran out of that. Can I get you something else?

JOE (annoyed): I guess I'll take the grilled chicken.

EMPLOYEE 1: I'm really sorry—we're out of all chicken. Because we ran out, we'll give you some free fries.

JOE: Then I'll have a fish sandwich instead.

EMPLOYEE 1: OK, that will be \$4.50.

JOE (perking up): Thank you. I appreciate the fries.

EMPLOYEE 1: No problem. We will have your order right up.

JOE: Thank you.

MANAGER: Just what do you think you're doing?

EMPLOYEE 1 (surprised): We were out of spicy chicken and he looked annoyed so I gave him some fries with his sandwich.

MANAGER (raising voice): I'm not paying you to give away free stuff!

EMPLOYEE 1 (stammering): But I wasn't... he was...

MANAGER: Did you just give him something that he didn't pay for?

EMPLOYEE 1 (defeated): Yes.

MANAGER: You're fired.

EMPLOYEE: Are you kidding?

MANAGER: No, I'm not kidding.

EMPLOYEE 2: Hi, can I help you?

LOUISE: Yes, I ordered a chicken quesadilla. You gave me a cheese one.

EMPLOYEE 2: I'm sorry about that. I can grab you the right one.

LOUISE: Great thanks.

EMPLOYEE 2: Ok the price difference on that is \$.99.

LOUISE: You're actually going to charge me more even though you're the ones that messed up?

EMPLOYEE 2: Yes, ma'am. Sorry. We are required to charge you the difference.

LOUISE: Seriously?

EMPLOYEE 2: Sorry, ma'am. I don't want to. If I don't charge you the actual price, then my manager will make me pay the difference.

LOUISE: This is silly. I would think you'd do everything you could to make your customer happy. And I'm not happy.

EMPLOYEE 2: Listen. I don't want to get fired - I really need this job.

LOUISE: This is ridiculous. Keep the quesadilla. I lost my appetite ... I'm out of here. Don't expect to see me again.

NARRATOR: STOP THE VIDEO NOW AND TURN TO EXERCISE 8 IN THE PARTICIPANT BOOK.

END OF VIDEO SCRIPT SEGMENT 4.1

Exercise 8:

Format: | *Equipment needed:*
Large Group | NONE

EXERCISE 8 IS FOUND ON PAGE 34 IN THE PARTICIPANT BOOK.

Purpose of Exercise 8: This exercise demonstrates how fear keeps employees from embracing **Empowerment**.

LEADER NOTE: REFER TO THE PREVIOUS VIDEO WHEN ASKING THESE QUESTIONS. DISCUSSIONS SHOULD FOCUS ON HOW FEAR INHIBITS **EMPOWERMENT**.

Participant Book Question 1: Why does the first employee make an empowered decision to give the customer free fries?

(Allow participants to expand on the initial idea of customer happiness. The employee solved a problem, read the situation, and prevented the customer from leaving. Focus on the employee turning a potentially negative experience into a positive one, practically ensuring the customer's continued loyalty.)

Participant Book Question 2: What message does it send to Employee 2 when Employee 1 is fired by the manager for giving away the free fries in order to make an unhappy customer over-happy?

(As a result of the firing, employees see that management doesn't want them making empowered decisions. As a result they are unlikely to take the chance on making the empowered decisions necessary for customer satisfaction in the future. Reinforce that the participants' organization supports empowered decision-making. Discuss the importance of overcoming fear and embracing **Empowerment** in the workplace.)

Participant Book Question 3: What message is this fast food restaurant sending to its customers and employees by not empowering its employees? What effect will this have on the restaurant?

(Answers will vary, but these are some likely responses:

- *Employees don't care about their customers*
- *The organization will lose customers*
- *Employees don't feel like they are important*
- *Employees will fear and avoid situations where they are required to make decisions.)*

Are you ever afraid that management would make you pay for what you give away?

Participant Book Question 4: Describe a time at your job when you didn't make a decision because you were afraid you would be disciplined or fired if you made the wrong choice.

(Discuss outcomes that occurred because the lack of decision-making. Draw participants' attention to the negative outcomes. What decision would you have made if you weren't afraid of making a mistake or getting reprimanded. How would the outcome have changed if you were empowered to make a decision?)

END OF EXERCISE 8