



LESSON 4-4: Healthy Leadership

Empowerment: A Leader-Leader Structure

"My job as a leader is to make sure that everybody in the company has great opportunities and they feel they are having meaningful impact to the good of society." -
Larry Page, Google

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it."--Theodore Roosevelt

"When we give our people more authority, we actually create more effective leaders." --
David Marquet, Retired Navy Commander and Author

This is likely to be one of the most challenging lessons within 210Leaders for everyone. While leaders can talk about empowerment, rarely does that leader know the full meaning and the ramifications. Most leaders have a natural tendency to follow a Leader-Follower model instead of a Leader-Leader model. Everyone needs to keep an open mind to explore a new way of thinking. If empowerment is something you want to explore in more depth, we highly recommend you purchase *Turn Your Ship Around!* by David Marquet and its accompanying workbook.

WELCOME & PRAYER

PREVIOUS LESSON FOLLOW UP

For individuals who had an issue "processed" in the last lesson, share with the group your action items and results.

KICK OFF QUESTION

- Identify a time growing up or in your career when you were totally empowered by a leader to let you accomplish a goal in any manner you desired. Were you successful? How did you feel?

PRIMARY SCRIPTURES

Matthew 25:14-30 - Parable of the Talents (For a detailed commentary of this Scripture, please see Lesson 1-6.)

Discussion Questions:

- What goal or direction did the master give to the three servants? How were they empowered? What was the result?
- What happened to the third servant? Which servant do you most closely identify?





BIG PICTURE

- The most effective Servant Leaders move towards empowerment of people.
- Empowerment is releasing power and authority to others in the organization to accomplish its purpose.
- People desire to be fully empowered to achieve their potential.

EXERCISE 1

Review the table “Traditional Leadership versus Empowered Leadership” at the end of this lesson. Place a check mark for the descriptor that best depicts you.

EXERCISE 2

Identify an area in your business or organization in which you struggle to empower others. Or conversely, identify an area in which you desire empowerment. State specifically what decision-making process is to be empowered, to whom it is empowered and the benefits to the organization. Next, describe how accountability is achieved.

DISCUSSION QUESTIONS

- In Exercise 1, did you identify yourself as a Traditional Leader or an Empowered Leader? How does this encourage or challenge you? What type of leader do you believe the team you work with prefers?
- If you were on a staff that fully practiced empowerment, what words would be used? What words would not be used?
- What would it take for you to adopt an attitude of empowerment? What would be your first step? What should you not do?
- How do you feel about making someone else successful rather than yourself? Why? What does this say about you?
- Do you always have to be right and get the last word? Why? What might need to change?

Note: We encourage you to continue your discovery of empowerment by reflecting on the Additional Discussion Questions.





WEEKLY APPLICATION

- Ask someone on your team how they would like to be empowered to make their job more effective and fulfilling? (Consider asking the same person you identified in the Weekly Application in Lesson 4-2.)
- Pick one description from Exercise 1 that you are going to focus on changing over the next two weeks. What concrete change are you going to make? Be prepared to discuss at the next meeting.

CLOSING PRAYER

ADDITIONAL RESOURCES

- *Turn the Ship Around - A True Story of Turning Followers into Leaders* by David Marquet. A story about taking the worst performing nuclear submarine to the best performing submarine. Also, there is an accompanying workbook.
- [Empowering your Employees to Empower Themselves](#) by Marshall Goldsmith, Harvard Business Review, April 23, 2010.
- [6 Ways to Empower Your Employees with Transformational Leadership](#) by Drew Hendrix for Forbes.com.
- *The \$6,000 Egg* by Deb and Tom Duncan. You can see their brief story at [\\$6000 Egg](#).

Additional Discussion Questions

- If you have children, how do you empower them beyond their current abilities? Or are you more the type that tends to be critical and challenge them to accomplish your goals rather than their goals?
- How might a person practice empowerment even if they have not been officially empowered by their manager? How might the manager view this?
- What does a motivated staff look like? What does an unmotivated staff look like? Contrast the difference.
- Are you a leader that takes control or gives control? Why are you this way? What would it take to truly give up control in your current position?
- What do you do to gain trust in others? What do they see in you to build trust in you? What might you be doing that destroys trust?
- How might customer satisfaction change if you had fully empowered staff? (Read a brief story about the [\\$6000 Egg](#).)





Traditional Leadership versus Empowered Leadership
(p205, Turn the Ship Around by David Marquet)

Place a check mark beside the description that best fits you.	
Take control	Give control
Give orders	Avoid giving orders
When you give orders, be confident, unambiguous and resolute	When you do give orders, leave room for questioning
Brief people on what to do	People certify to you what has been done
Have meetings	Have conversations
Have a mentor-mentee program	Have a mentor-mentor program
Focus on technology	Focus on people
Think short-term	Think long-term
Want to be missed after you depart	Want not to be missed after you depart
Have high-repetition, low-quality training	Have low-repetition, high quality training
Limit communications to terse, succinct, formal orders	Augment orders with rich, contextual, informal conversations
Be questioning	Be curious
Make inefficient process efficient	Eliminate entire steps and processes that don't add value
Increase monitoring and inspection points	Reduce monitoring and inspection points
Protect information	Pass information
Traditional Leadership Don't Do This!	Empowered Leadership Do This!

