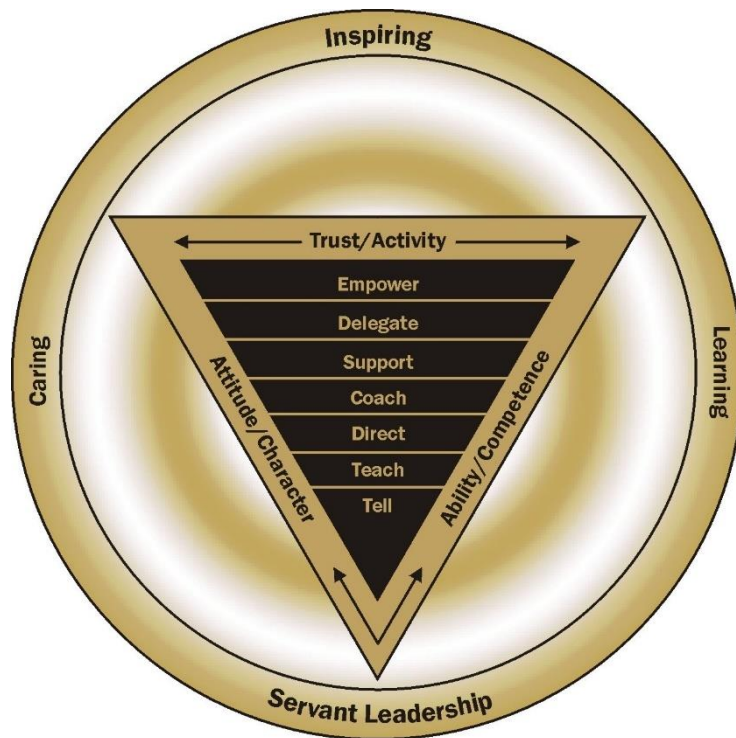


EARNING & DELEGATING EMPOWERMENT

PLAN BOOK



Copyright © 1992 Dr. David Dyson

7 LEVELS OF EMPOWERMENT & TRUST TO EARN AND TO DELEGATE
7 COMPONENTS OF ATTITUDE & OF ABILITY (CHARACTER & COMPETENCE)
ASSESSMENT AND PLAN TO STATE INTENT AND EARN EMPOWERMENT FASTER



Dr. David Dyson

Author, Presidential Priorities, Suggestions for Successful Living, The Career Planner.

Co-author, Professionalism Under Stress and Patriotism In Action (with Col. Stretch Dunn, USA Ret.)

PUBLISHING AND USES

Edition

Earning and Delegating Empowerment Plan Book.

2016, December.

Life Leaders Institute, Alabama, USA.

Author

Dr. David Dyson, co-author, *Professionalism Under Stress* and *Patriotism In Action* with Col. Stretch Dunn (USA Ret); founder, Life Leaders Institute; author, *Suggestions for Successful Living* (sold out); *Presidential Priorities* (doctoral research); *The Career Planner* (out of print); Journal on WordPress at DrDavid.blog. For a list of Plan Books and other books, write to David@LifeLeadersInstitute.org. Web site of Dr. Dyson: www.DrDavidDyson.com.

Ordering and Booking

This workbook is available as a handout in seminars and workshops led by Dr. David Dyson or other Life Leaders faculty as well as for use in other programs for purchase or donation to Life Leaders. Grants and donations support research, development, and service through Life Leaders America, a 501 (c)(3) charitable education and public service organization.

The concepts and templates are provided for use by the individual user, who received this as part of a program or by purchase or donation to Life Leaders Institute. If you wish to share copies with others, please call for options. Special options are available for members and sponsors of Life Leaders.

For college, community, or corporate lectures, training, or events:

David@LifeLeadersInstitute.org

(205)422-6484

Research and Citing Concepts

Authors using statements from this work please cite the source and advise Dr. Dyson of your intended use. This edition will improve so please request the most recent works before citing or using.



www.LifeLeadersInstitute.org

CONTENTS

Title page

Publishing and Uses

Earning Empowerment—Why

Earning Empowerment as one of 7 Best Practices for True Professionals

Dyson Empowerment Model

Best-Self Leaders State Intent on How They Empower

7 Components of Attitude & 7 Components of Ability

7 Levels of Trust Summary

Earned Empowerment Mindset of Professionals and Leaders

Assessment of Attitude and Ability and Needs from Self and Others

7 Areas to Plan, Assess, Reward Professionally

Professional Plan Template to Develop and Use

Weekly Impact Guide for Time Priorities

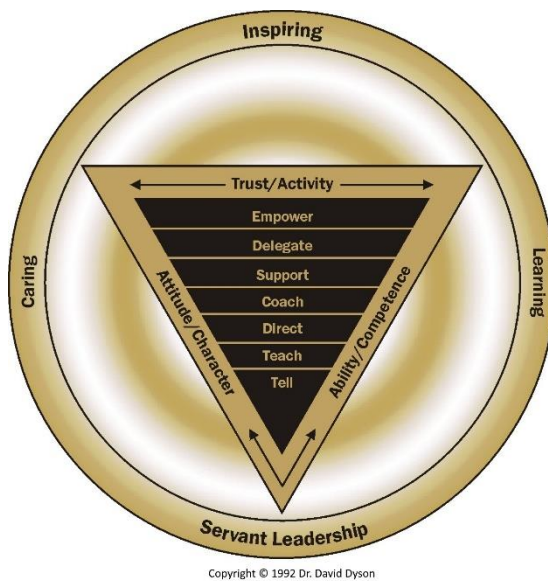
Principles that Drive Practices Leading to Better Empowerment

EARNING EMPOWERMENT

Why and How

Reasons for Earning Empowerment with a Plan and Stating Intent for Shared Vision

1. "Be, know, and do" as a *true professional* who earns empowerment instead of wait for it.
2. Increase capacity, confidence, and commitment in alignment with your callings.
3. Fulfill *Best-Self Leadership* principles and practices.
4. Become as a *true patriot* who takes action in preparation and service in war and peace.
and
5. Work more effectively by understanding and acting on priorities of the team aligned with you.
6. Develop and deserve the *7 Levels of Trust*.
7. Decrease need for supervision and increase cooperation. with less conflict.
8. Increase your chances of success plus advancement better and faster.
9. Help leaders lead and mentor more effectively and meaningfully, in less time.
10. "Boost your brand" as a *true professional*.



Earning Empowerment

- ◆ is not expecting "blind faith" trust and rewards.
- ◆ is a process of planning, assessing, communicating, and taking action to earn trust in self and, usually, from others to prepare for expanding responsibility and impact in roles and/or expanded roles.
- ◆ is an act of proving yourself ready through stating intent and implementing development of character and competence in alignment with others.
- ◆ works best when an act of best-self leadership, true professionalism, and patriotism fueled by desire for stewardship to do your best and to honor those who sacrificed to provide your freedoms and opportunities, in addition to fulfilling a calling of your own.

Earning Empowerment is a Best Practice of True Professionals

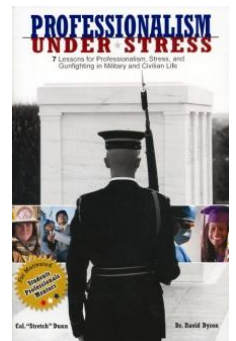
Earning empowerment is a mindset and a mark of a *true professional* because this mental approach leads to better preparation, communication, and performance. While the masses seem to wait for leaders to tell them what to do, the *true professional* listens to the leader, expectations of the organization and other stakeholders, then plans and states intent for what he or she believes is best, then listens for feedback and suggestions to gain better shared vision faster.

After the “911” attacks on America in 2001, Colonel Dunn and I asked each other what we could do to help. One answer: we wrote two books, one of them Professionalism Under Stress: 7 Lessons for Professionalism, Stress, and Gunfighting in Military and Civilian Life. The core message: *best practices for doing our best using share lessons learned in education and experience synthesizing college, corporate, and combat training*. We learned from each other, challenged each other, and synthesized best practices readers can learn as lessons and adopt or adapt as strategy to follow. We identified, summarized, and then explained with brevity seven best practices each for *Professionalism, Stress, Gunfighting, and Gunfighting Leadership*. We hope this work helps aspiring professionals and their families to understand better the roles and requirements of *true professionalism* wherever one serves.

7 Best Practices for True Professionals

Summary from Professionalism Under Stress
by Col. Stretch Dunn (USA Ret) and Dr. David Dyson

1. Prepare character and competence to develop disciplined habits and instincts so they can do the right things well, automatically, even under stress.
2. *Earn empowerment rather than wait for it.*
3. Practice “no excuses” accountability.
4. Develop ethical fitness and decision-making from the start.
5. Decide to think with positive expectancy and make the best of situations.
6. Fulfill your callings and live a legacy to find meaning.
7. Be a “champion” for your calling, your profession, people you serve, and your organization.

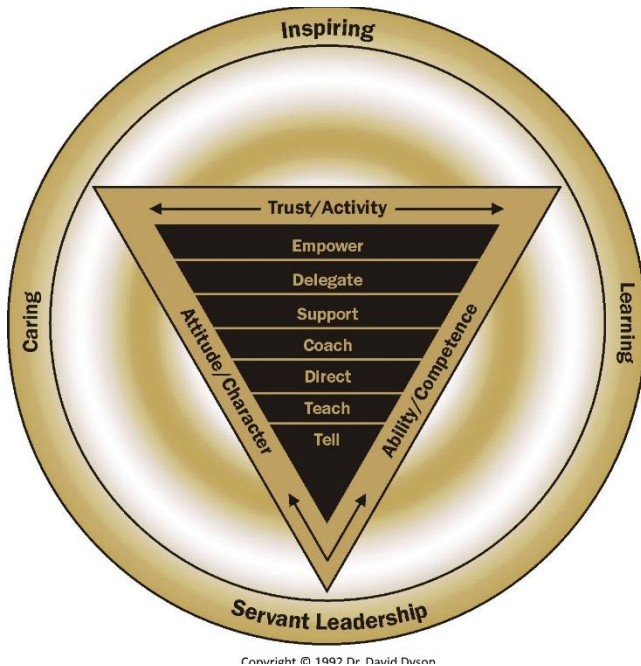


Lesson 2 for True Professionals Summary

Earn empowerment rather than wait for it. Admit that you are more responsible for your performance and career growth than is your supervisor. Identify your desired results and actions in your professional plan. Anticipate what your supervisory leader needs to trust you have earned empowerment. Help your manager serve as a mentor by stating your intent through your plan and seeking coaching. Proactively seek to develop higher levels of trust in your competence and character for the seven levels of empowerment: (1)Tell (2)Teach (3)Direct (4)Coach (5)Support (6)Delegate (7)Empower.

Source: Professionalism Under Stress (Dunn & Dyson), www.ProfessionalismUnderStress.com

Dyson Empowerment Model



The model illustrates 7 levels to earn trust in self and from others through attitude and ability (character and competence). I use the term *Attitude* because *Character* is one of the components of Attitude even though you can almost use them interchangeably.

Trust is determined for each key activity. In one role you may need to be told how to start; in another, you may deserve delegation.

As trust in your attitude and ability increases, your need for supervision decreases.

Stating intent using your plan and gaining shared vision with your leader can create more understanding of desired results as well as the process to get there and foster cooperation with less chance for conflict over expectations.

*As trust increases
(in self and from others)*

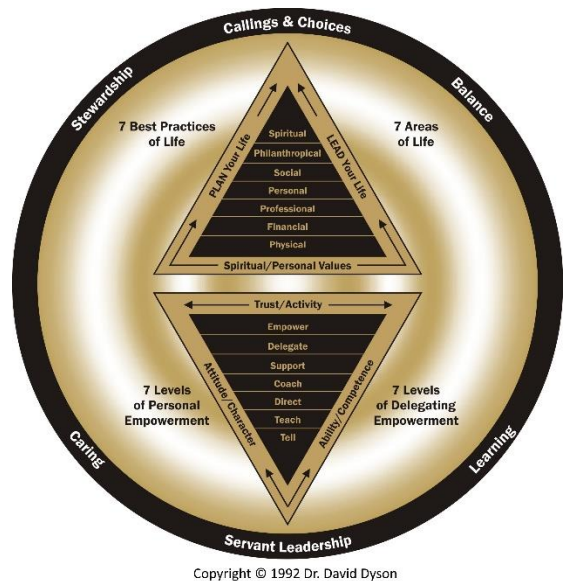
earned empowerment increases and supervision decreases

(if you state intent, agree on shared vision, and add trust on action to be taken)

The trust assessed as correct for the level of character and competence can be simplified to three: **Tell**, **Coach**, and **Empower**. Once these three are internalized, all seven levels can be used for greater depth.

Earning higher levels of empowerment is advanced by developing higher levels of personal leadership. *The Dyson Leadership Diamond* shows the connection of personal leadership and empowerment. The lower half of the diamond shows the 7 Levels of Empowerment—the upper half shows the 7 Areas of Life and introduces the 7 Best Practices outlined in the *Personal Leadership Model*.

You can use the models to support understanding and developing self and trust. As a team member, you can state intent with leaders and colleagues. As a leader, you can use the models and best practices in interviews, hiring decisions, staff meetings, and coaching to state intent and agree on shared vision with people, teams, and divisions.



It is not necessary to earn empowerment in all things, just the important.

Seek to master your callings, gifts, and talents and master your Goliaths that threaten.

Earn trust in self and from others for vital Plans, Actions, and Results.

Best-Self Leaders State Intent on How They Empower Others

Best-Self Leaders can use this page to state intent with team members for how to decide on delegation. We share what we seek in attitude and ability before trusting our decisions for level of delegation. We state expectations for *plans, actions, and results* to fulfill mission, vision, and goals. We connect those to reward systems like performance reviews, pay, promotion, and praise to motivate good people to do the right things automatically. We help others know what it takes to succeed, get shared vision on their goals and ours, give feedback and suggestions, and adapt our efforts to serve as well as mentoring we provide. Those we supervise should understand at the beginning “what gets rewarded” instead of at the performance review. They should know what is “required” and “rewarded” as well as “reprimanded.” We require everyone to develop a plan to state roles and goals, time priorities, and scope of action. They earn empowerment faster. We can lead better, often in less time with fewer conflicts over expectations because we can adapt before the end period. *Would you rather know expectations and what gets rewarded at annual review or at the start?*

Core Concepts

Trust: Belief in Attitude (character) + Ability (competence) for an activity.

Activity: Each important role, project, task, or position (leader may direct in one and delegate in another).

Empowerment Level: As trust increases, supervision decreases.

Personal Characteristics

Attitude: Callings/Choices + Commitment + Character + Courage + Confidence + Connection + Charisma.

Ability: Knowledge (knowing what to do) + Skills (able to do what is needed well).

Leadership Characteristics

Inspiring: Leaders attract others with charisma enhanced by commitment, character, courage, confidence.

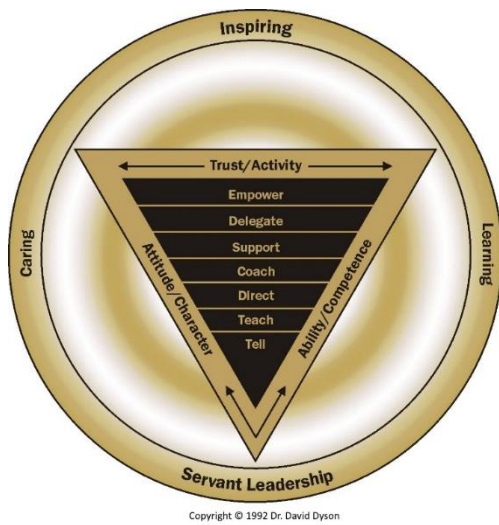
Caring: Show you care and value purpose, people, and projects.

Learning: Set an example and encourage openness to state intent, take action, and improve.

Servant Leadership: Serve the stakeholders and the greater good as your best-self.

7 Levels of Empowerment from Leaders

Leaders use this page to state intent and expectations for action, preferably giving time frame estimates for preparation (such as “earn delegation by year-end”). Professionals use this to clarify expectations, state intent, and, if necessary, “negotiate” a different level of leadership or time frame.



Level	What I'll do (leadership)	What I Expect of You (personal empowerment)
Tell	Tell what to do, when	Wait until told to act
Teach	Tell, plus explain why, how, follow up	Learn, ask, act on what I say for important actions
Direct	Teach and coordinate	Recommend actions, follow directions
Coach	Direct and advise	Plan goals and actions, seek coaching, act
Support	Coach and reinforce decisions/actions, assist/serve	Plan, seek support for goals and actions, act, report results
Delegate	Give responsibility, support you, monitor results	Plan, gain support for goals/strategy, act, report; accept responsibility
Empower	Delegate and give you authority	Plan; communicate goals, strategy, results; cooperate; own accountability.

7 Components of Attitude

Use these seven components of attitude and questions to assess trust in your preparation and perceived trust from a leader (a best-self leader considers trust for your capacities for these):

1. **Choice**—Have I decided to seek my *callings*, with written *choices* for how I will *plan and lead my life* and develop capacities needed to succeed in this role?
2. **Commitment**—Do I have a strong desire to serve and succeed? Am I dependable in my behavior? Have I shown I will persist to see the job through even amidst difficulties?
3. **Character**—Do I have good intent? Good impact? Do I keep promises? Am I trustworthy to do the “harder right” for the organization and people involved, serving above self? Will my integrity help me persevere after the emotion in which I make promises has passed?
4. **Courage**—Am I committed enough, tough enough, to act facing fear? Is my motivation/my reason for succeeding big enough to sustain me if times get disappointing?
5. **Confidence**—Do I believe in myself, my attitude and ability, and my chances for success in this role or task? Can I earn trust in self and from others in my potential through assessment, plan, action?
6. **Connection**—Do I feel connected to our purpose, people, and projects? Am I inspired about the organization and its impact? Do I see the cause and group as bigger than my wants?
7. **Charisma**—Am I sought as a teammate? Am I a worthy example and encourager? Do I have the *right kind* of charisma, which comes from character-based values and actions to inspire action—not just personality? Can I attract people by communicating a vision, doing my part, encouraging others to serve, and helping them?

Assess yourself and what you need to be prepared instead of wait for the leader to assess you. State your assessment and intent for developing in your plan, what you need, and how the leader can help you.

7 Components of Ability

Use these components of ability including knowledge (knowing what to do) and skills (competence to do a role or task well) in your professional development plan. A savvy leader will assess level of trust he has for the attitude and ability you have to fulfill a task, role, project, or mission—whether he says so or not. Stating your plan helps. Acting on these components develop *knowledge, skills, and instincts*:

Key ways to develop your *knowledge*:

1. **Education**—academic preparation in general studies, major, and professional preparation.
2. **Training**—instruction and coaching in principles and practices for doing your job well technically and in *life leadership skills* planning, time and energy management, motivation, decision-making...
3. **Self-study**—continuous improvement of knowledge.
4. **Observation**—watching others you want to emulate, especially those who have succeeded.

Key ways to develop your *skills*:

5. **Experience**—doing something, performing...
6. **Practice**—preparing in advance for doing, performing the process designed.
7. **Habits and Rituals**—combining traditions and time priorities to invest in practice and experience to develop ability to do the right things well, instinctively.

A true professional includes in his plan ways to develop in priority areas to earn trust in self and from a supervising leader, client, or mentoring stakeholder. You and a leader can each identify how to develop trust in your competence and commitment to maximize delegation and minimize over-supervising and conflict. State your intent for development and achievement to help your leader understand your plans and motives, plus find ways to help you succeed reaching your goals for giving, growing, and gaining.

7 Levels of Trust Summary

Core foundations of what people want from us

1. **Good intent**
 - ◆ Seek to do good versus planned deceit (intent matters to most people, even when results are the same).
 - ◆ Be honest; tell the truth without excessive exaggeration.
2. **Good action**
 - ◆ Plan and act toward noble desired results, fair to them.
 - ◆ Do what you intend, keeping promises to yourself.
 - ◆ Keep promises to do what you said you would do.
 - ◆ Understand before you make judgments/take actions.
3. **Good impact**
 - ◆ Be honest with good intent and perceived as honest.
 - ◆ Produce positive actions and results.
4. **Protect privacies**
 - ◆ Keep confidences entrusted to you—or do not promise.
 - ◆ Honor the absent as if they are with you. If you betray a friend who is absent with another; the other should assume you may betray her when in conflict and apart.
 - ◆ Protect the honor of those with good intent. Speak the good you know and the bad only if doing so will help. Too many people speak too much about others without opportunity to add value.
5. **Care beyond ability to help you**
 - ◆ Professionally, care first about his career, his ability to make a living and contribute—that’s why he is here. Manager often miss the mark by trying to fix a motivation or team problem with something like a company picnic to boost morale instead of solving the root need. A common "managerial mistake" results when trying to solve a motivation problem with a solution that focuses on “satisfiers” instead of “motivators.” Deep motivation comes from opportunities to serve and grow as well as feeling that dreams, goals, and needs can be earned there, along with sense of trust and loyalty to the organization’s purpose and integrity. “Satisfiers” such as personality issues and benefit packages are important, though secondary to motivators.
6. **Show more care for them when they are under stress.**
 - ◆ The level of trust and expression of care needed shifts during emotional times such as fear, loss of health or loved one, and crises. Do more to empathize with understanding, time, and/or assistance in tough times. Then, it’s personal instead of professional.
7. **Match on who and what they want.**
 - ◆ Some logically trust us and simultaneously emotionally distrust us. Even if they trust our character, they may feel distrust because of disappointment when we do things differently than they prefer or we do not feel the same as they do. Our principles may align though not on preferences. Professionally, a boss may be slow to promote you because you get results in a different way. Socially, you may think you are doing well at the “Golden Rule” giving though the recipient may prefer different expressions of care. If not aware, negative instincts can develop out of differing preferences. If seeking to earn or re-earn trust, you may understand and do better if you state intent to the person on what you plan to do and confirm this action will be valued as you seek.

***We tend to judge ourselves by our intent
while others tend to judge us by our impact on them. —David***

Earned Empowerment Mindset of Professionals and Leaders

Definitions

Earn: to deserve as a result of action.

Empower: to give power or authority; to give ability; to enable.

Professionalism: professional status, character, or standards.

The general public seems to add the label “professional” to someone who has chosen a profession and has experience. We advocate a higher-level expectation for the *true professional* to include mindset and preparation in any profession, includes trades, farming, and the like.

True Professional: seeks mastery and *earned empowerment* through *trust in character and competence*, preparing and persisting to develop fitness and habits to do the “*harder right*” well—even under stress.

True professionals are members of a family, group, unit, or organization where others count on them. Independence merges into interdependence. Accountability expands beyond personal integrity to also earn trust from others.

Master Professional: professional who knows and does the right things instinctively, with excellence.

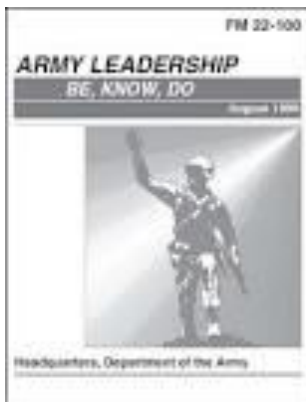
Like an Olympic athlete, the master professional develops fitness, capabilities, and instincts through preparation and practice over time until excellence comes naturally.

Character: keeping promises; doing what you say you will; displaying an attitude of commitment, courage, confidence; developing and demonstrating ethical fitness, moral strength, integrity...even after initial inspiration has waned.

Competence: adequate fitness or ability; suitable; capable; fit for the purpose.

Trust: firm reliance on the integrity, ability, or character of a person or thing. Something committed into the care of another; the condition and resulting obligation of having confidence placed in one; reliance on something; belief in integrity.

The U.S. Army’s Field Manual (FM) on Leadership



FM 22-100, teaches, *empowerment is expected:*

...When you train them to do a job, give them the necessary resources and authority and get out of the way...inculcate the principle... training for bottom-up action.... This is a tremendous statement of trust...and one of the best ways to develop leaders.

Understanding that leaders are taught to think and act toward empowerment of troops and team members, the *true professional* will do more than his part to prepare to *earn empowerment*. He will state intent for what he wants to “be, know, and do” —with respect for instruction of the leader—so together the soldier, the leader, and the unit will succeed better and faster than if the soldier waited for instruction and relied only on verbal communications.

Some of the best professionals and leaders are *ordinary people who do extraordinary things* because of callings and choices that foster desire and commitment to earn empowerment to be, know, and do at the highest possible levels. Adopt the mindset that gaining responsibility, even preparing for promotion, should mainly be a function of earning empowerment instead of waiting for a leader to direct you. The Dyson Empowerment Model has been designed to illustrate this principle and how to act on it.



Assess Attitude & Ability and Develop a Plan of Action

To improve to the A-B level, your next level, or your goal
to earn trust in self and from others needed to earn empowerment

A private look in the mirror

Read the rest of this page before starting your assessment to understand purpose and strategy.

Mindset of Improvement:

Stating our intent, looking in the mirror and honestly assessing who we are and what we need, getting feedback, and requesting help can guide us to improved insight and renewed focus. This process can help us understand what to start, stop, or change to get desired results and rewards better. Look forward to this assessment because next time we can be better.

Strategy for development, dealing with disappointment, and decision-making:

1. **Admit** the truth about the person you feel called to be – where you are, where you desire to be, the barriers as well as the solutions.
2. **Accept** the impact of your action or inaction – envision results if you stay the same and if you take action – that should boost motivation.
3. **Act** to identify how you can do your best, what you need from others, and what you will do.

Core Beliefs and Actions:

1. The direction in which we are moving proves more important than where we have been.
2. Life leaders, professionals, and servant leaders seek to improve – to earn empowerment.
3. Assessing and developing to be my *best-self* is part of the *purpose of life*.
4. Identifying and fulfilling callings and strengths is part of good stewardship.
5. Assess where you should improve and create a plan with action you can take.
6. Admit what you need from others, state intent for action and requests, and seek feedback.
7. Take action on callings with belief and persistence, improving and adjusting over time.

Assessment of My Attitude and Ability

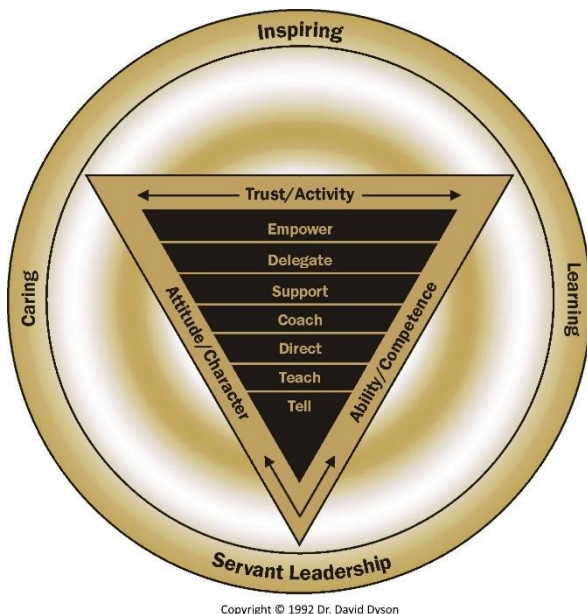
Purpose: To assess yourself for the 7 *Components of Attitude and Ability* needed for earning trust for empowerment.

Instructions: Read each statement and honestly assess where you are **Now** and the level you **Desire**.

Scale: Use the system common to most—school: Circle A-F (A=excellent, B=good / C=satisfactory, D=poor, F=failure)

Trust in Myself for the <i>7 Components of Attitude</i>	Now	Desire
1. Choices —I identify my callings and write plans that inspire and guide me.	ABCDF	ABCDF
2. Commitment —I am dedicated to my callings, profession, and other priorities—and pursue them with passion.	ABCDF	ABCDF
3. Character —I do what I say I will, with good intent, keeping promises to self and others—even when no one else is watching.	ABCDF	ABCDF
4. Courage —I act on what is important even before feeling confident; I face fear.	ABCDF	ABCDF
5. Confidence —I believe in my character and competence (attitude, skills, knowledge).	ABCDF	ABCDF
6. Connection —I feel connected to the people I serve/work with and work we fulfill.	ABCDF	ABCDF
7. Charisma —I attract people who match on goals and values to work with me and inspire them to develop, serve, and succeed.	ABCDF	ABCDF

Trust in Myself for the <i>7 Components of Ability</i>	Now	Desire
1. Experience —I have done what I need to do enough to do it well.	ABCDF	ABCDF
2. Practice —I prepare in advance for performing important actions.	ABCDF	ABCDF
3. Habits/Instincts —I follow habits that help me develop instincts to do the right things well, automatically, even under stress.	ABCDF	ABCDF
4. Education —I have the academic preparation needed for my profession and other important areas of life.	ABCDF	ABCDF
5. Training —I get instruction and coaching related to my job priorities and to life leadership skills (like planning, motivation, time management) that help me work/live effectively.	ABCDF	ABCDF
6. Self-study —I learn and improve attitude, skills, and knowledge about areas related to my callings and capacities and learn from people successful at what I want to do.	ABCDF	ABCDF
7. Observation —I watch masters so I can emulate their plans, actions, and results.	ABCDF	ABCDF



*Develop
Higher levels of Attitude and Ability
to earn higher levels of empowerment.*

*Develop
Attitude, Skills, and Knowledge (ASK)
to give and gain more.
“Ask and you shall receive....”*

The trust we believe for our capacities, plus the trust believed by a leader for our attitude and ability determines the levels of leadership and empowerment we earn for each major role or task. This applies at home, work, volunteerism...in all 7 *Areas of Life*.

Plan for Action

This tool can help you identify areas needing priority attention, barriers, and solutions to achieve higher levels of attitude and ability for Trust in Self and with Others for Earned Empowerment.

Personal Leadership Needs

(Actions Needed by Me to earn the Next Level/Succeed)

List priority areas that merit development to earn A-B/next level attitude and ability to build your capacity. Consider your *best-self*, current self, strengths to develop that could help you improve, develop distinctive abilities. Summarize **results** you seek and **actions** that could help you succeed.

Areas to develop

Actions and Habits Needed by Me

List key barriers/weaknesses that keep you from succeeding and/or threaten your ability. List **actions and habits** you could start, stop, or improve to help you develop yourself and overcome these barriers. For enhanced motivation, admit what *good* results are possible if you act and what *bad* could happen if you do not act.

Barriers/Weaknesses

Actions and Habits Needed by Me

Interpersonal and Organizational Leadership Needs

(Needed from Others to help me Earn the Next Level/Succeed)

After you have identified what you can do, **identify/admit** what you need/want from your **supervisory leader** or **team** or anyone else to succeed at a higher level or overcome a barrier. Be honest with yourself, then you can decide how much of this to share and request with others.

Needed from my **Leader**

Needed from my **Peers and other Team members**

Needed from my **Organization**

Needed from my **Family/Friends/Others**

*You should have priority results and actions listed that, once followed, help you achieve higher levels of attitude and ability. Therefore, take optimistic action, believing you will succeed if you persist long enough.
Update your plan. Share all or parts with people needed to help you succeed.*

7 Areas Professionals Plan, Assess, Reward

What gets rewarded gets repeated more often. Consider what students focus on first—what is recommended or what is rewarded on the syllabus? What we put on our scopes as targets has a better chance of getting aimed at and hit. Improving the design of what we *plan, assess, and reward* improves results seeking to *inspire and guide good people to do the right things automatically.* I summarize into seven areas what is important for organizations and professionals to *Plan, Assess, and Reward (PAR).*

Short-term thinkers only focus on first three areas—calling them something like “sales, service, and revenue.” Advanced thinkers also focus on the “Big 3 Results” because without money there may not be a mission. However, they also focus on higher-level “Big 4 Strategies” that develop *capacity* in themselves, others, and the organization instead of just working for money. In the end, those who focus on “capacity and cash” have the best chance of success, growth, and sustainability.

We should invest in meaningful missions, visions for success, and key performance indicators (KPI) in our professional plans, performance assessments, and training aimed at goals for results and rewards for doing so. These tools help motivate us to align and focus on priorities.

-----The Big 3 Results-----

1. **Opportunity**—whether called business development, marketing, sales, resource development, advancement, enrollment management, membership recruitment, or any other name, organizations for-profit and not, public and private, all must be invited or given permission to provide services, products, or other forms of value.
2. **Service**—often called client service or product delivery, the core of this area is keeping promises that earned the opportunity. We should add quality and provide positive experience to promised service.
3. **Rewards**—many people and organizations focus on financial return, which almost always is necessary because *without money, there may be no mission.* We also should consider desired rewards for security and success, job satisfaction and fulfillment, plus career and financial opportunity because these affect motivation and retention of good people—as well as boost synergy and focus on priority goals.

-----The Big 4 Strategies-----

4. **Professional Development**—develop plans to learn, assess, improve at serving and succeeding. Align your plan with leaders, team members, and the organization by stating intent, listening, adjusting.
5. **People Development**—attract talent who match your values and needs; train and coach to help them succeed at desired results and to develop capacities, individually and in teams; know their intent, help.
6. **Organizational Development**—plan and problem-solve focused on mission, vision, goals, including opportunities and challenges. Develop best practices, key processes, tools and training. Improve systems for hiring, assessing, rewarding. Design structure for communications, career development.
7. **Societal Development**—learn and serve through professional association and community—membership, service, leadership—give back, build relationships, and develop strengths synergistically connected to your mission in communities where you work and seek to work.

Put these areas in your plan—or consider them and pick the ones you need—even if your organization does not have a requirement for planning or processes to support focus on desired results and rewards. Your leader may not know this concept though can if you suggest it respectfully seeking to boost your performance and understanding his leadership intent better. Eventually, your leader and organization may include the specifics or at least the spirit of these areas, especially if they see you improve your plan, performance, and people development. They may advocate your example and this may become a strength.

Professional Plan

[]calendar year (Jan-Dec) []fiscal year _____ []_____

Name _____ Position _____ Organization _____

Mission of my Position

(purpose/main reason for this role/my work)

To...

My Vision for Impact

(legacy/results from my service on...)

I...

Clients	
Colleagues	
Company	
Community	
Career	

Core Contributions/Roles

(the main roles that can impact these areas—considering my written goals, leader expectations, job description)

7 Areas to Plan, Assess, Reward	Roles/Services/Benefits
1. Opportunity/Business Development	
2. Client Service/Satisfaction	
3. Rewards/Financial Results	
4. Professional Development	
5. People Development	
6. Organizational Development	
7. Society/Prof. Association, Community	

Goals and Important Activities

(priority goals or results I/we seek to fulfill by the end of the year/period)

7 Areas to Plan, Assess, Reward	Goals/Results Desired
1. Opportunity/Business Dev	
2. Client Service/Satisfaction	
3. Rewards/Financial Results	
4. Personal/Professional Dev	
5. People Development	
6. Organizational Dev	
7. Society/Prof. Association, Community	

Time Priorities and Strategy

(hours most weeks for the 7 areas to aim at priorities and balance)

7 Areas to Plan, Assess, Reward	Now	Desired	Future	T.I.M.E. Action Strategy (add/delete actions/time use)
1. Opportunity/Business Dev				
2. Client Service/Satisfaction				
3. Rewards/Financial				
4. Personal/Professional Dev				
5. People Development				
6. Organizational Dev				
7. Society/Prof. Association, Community				
Total Hours Weekly				

Scope of Professional Promises and Priorities Summary

Actions planned this []week []month []short-term in your scope when aiming at priority goals.

Review and update daily/weekly. Show to leader/team to state your intent, cooperation needed, and plans for follow up. Adjust with feedback.

1. Opportunity



2. Service

3. Rewards

4. Personal/Professional Development



5. People Development

6. Organizational Development



7. Society



Additional Agenda Items/Questions/Needs with Leader/Team



WEEKLY IMPACT GUIDE

____ / ____ through ____ / ____, 20__

- ◆ To have IMPACT, plan for the # of hours to invest for IMPortant ACTions.
- ◆ Target “prime times” to invest the hours—appointments with self and others.
- ◆ State intent to match with others and increase probability of cooperation.

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY

7:00							
7:30							
8:00							
8:30							
9:00							
9:30							
10:00							
10:30							
11:00							
11:30							
12:00							
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00							
5:30							
6:00							
6:30							
7:00							

To support success for your resolutions and priority goals, identify how many hours you should invest and the best times for you and others. Target times for Goliaths and other big goals first, then fill in other priorities to support balance. Use those times to set appointments with self and others to form habits and accountability. Assess daily the quantity and quality of time invested and adjust until successful.

Principles that Drive Practices Leading to Better Empowerment

1. *True professionals* proactively and respectfully *earn empowerment rather than wait for it*— planning, stating intent, getting feedback, improving, and working with cooperation....
2. *Best-Self Servant Leaders* state intent, expectations, and parameters to boost initiative and trust, decrease confusion and conflict, and improve preparation and promotion aimed at mission, desired results, and great teamwork.
3. Leaders who leave lasting legacies puts processes in place to motivate good people to do the right things automatically (even when they are not present), such as plans, assessments, and rewards that align hiring, training, working, and leading.
4. Assessing employee satisfaction is good, though helping people assess and develop attitude and ability proves more powerful and will influence satisfaction in themselves as well as the organization.
5. Level of empowerment provided by a leadership may vary between persons. Choosing one level such as delegate to everyone or direct all the same does not work as well as using a more thoughtful approach. One person may deserve and need direction and another empowerment.
6. Level of empowerment also can vary for the same person for different roles or activities. Dr. Ken Blanchard taught in Situational Leadership that leaders should choose a level of supervision based on the “maturity” of the person for a particular role. A person of high maturity and experience may be empowered but then take on a new role that merits starting over at teach, tell, direct onward until empowerment is achieved. To empower on a new role or project of significance can lead to losses of not only finance but also people and their development. Best-self leaders consider the attitude and ability needed, the current and potential levels of empowerment, and how both can work together to create shared vision plus plans and habits to succeed.
7. People Development Professionals (HR, training, coaching...) have plans and best practices in use to inspire and guide them as well as coach others (if the people do not have plans that align them to the organization's plan, where else would you start if you want to improve inspiration to focus on desired results?)*

*Leaders need to make sure Human Resources (HR) and training staff are dedicated professionals who put systems in place that support principles because great HR professionals can influence the leaders and all others in the organization. Do you want HR to be championship team recruiters of “5 Star and 4 Star” professionals who match the mission or people filling positions?

They should make sure people have at least a basic plan aligned with the organization plan, a positive performance evaluation and development process, plus clear rewards for compensation and promotion that should align with what leaders say they value. With good systems, leaders and professional team members focus on desired processes more often. It's one of the requirements of a *Best-Self Leadership Organization*. Your HR team must have a recruiting mindset instead one that allows them to post position announcements and screen applicants to “fill positions.” HR can be a strategic resource to help the organization attract, develop, and retain people who match the mission and vision or it also can be “a land mine” the executive often does not see as a threat.

Recruiting of your people development professionals should be a priority.



Key questions affecting you:

1. What main strength could you develop to make your service distinctive?
2. What weakness holding you back could you improve?
3. What is needed to increase trust in self or from others to earn more empowerment?

This plan book:

- ◆ Provides concepts and tools you can use to state intent and gain shared vision for when to direct and when to delegate better and faster.
- ◆ You can assess privately your levels of trust in attitude and ability and what is needed by you and others to earn the next level.
- ◆ And, you can outline your plan to use for greater performance and state intent for greater cooperation with less conflict.