

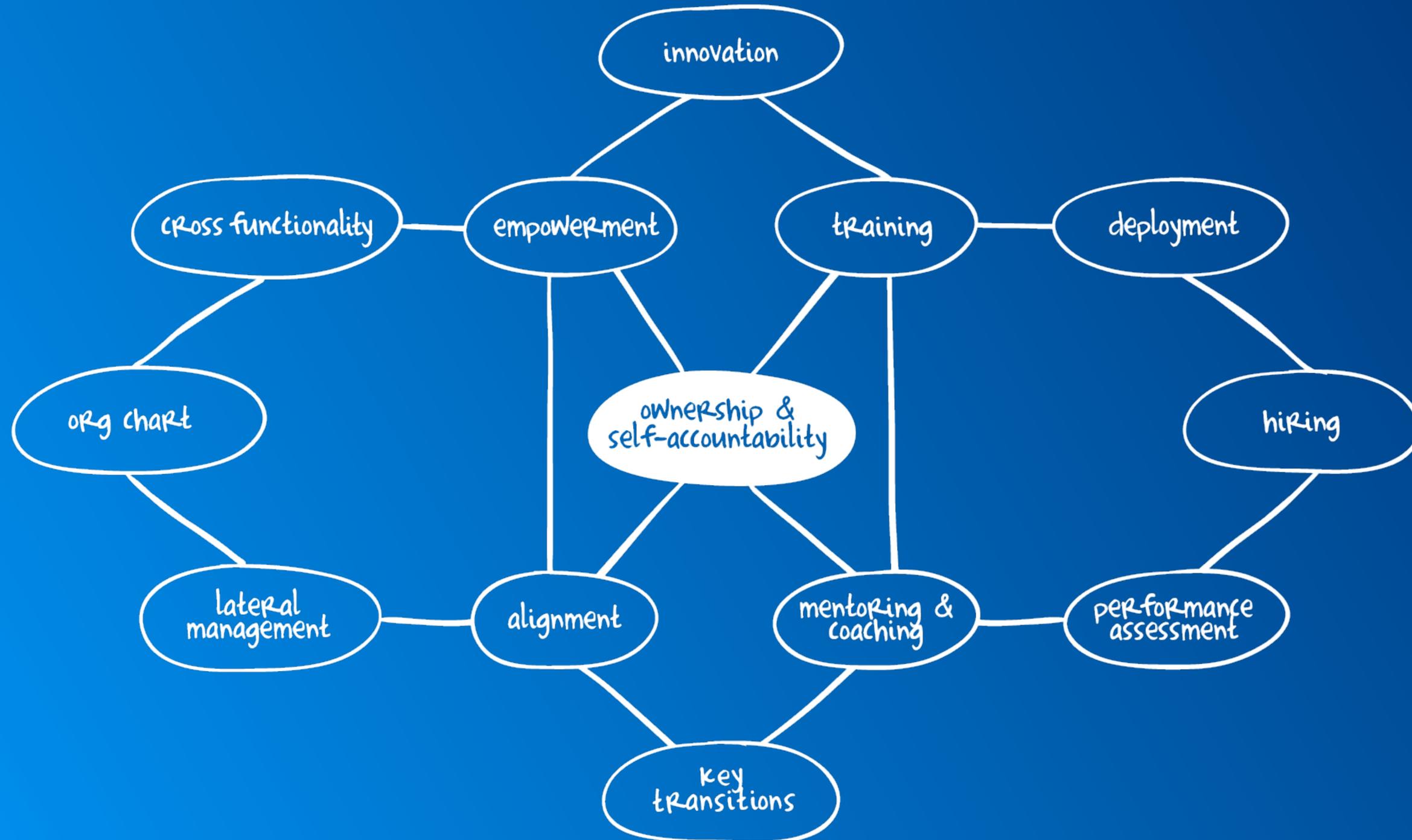
# HOW TO GUARANTEE HIGH-QUALITY DECISION-MAKING AND EXECUTION WITH A CULTURE OF EMPOWERMENT

---

Architecting Scale with Predictable Success



# THE PREDICTABLE SUCCESS SCALABILITY MATRIX





# TODAY'S AGENDA

## PART 1

Understand the special role of the Empowerment as an essential skill to scale any organization

## PART 2

The 5 Key Factors of you need to effectively build a vibrant culture of empowerment

## PART 3

Identify the practical next steps for you to immediately implement what you have learned



# COMMENTS & QUESTIONS

---

Use the Q&A box for any  
comments / observations



# SCOTT RITZHEIMER

## FOUNDER AND CEO SCALE ARCHITECTS



Scott has helped start nearly 20,000 new businesses and nonprofits and, with his business partner, started and led their multimillion-dollar business through an exceptional and extended growth phase (over ten years of double-digit growth) all before he turned 35.

He founded Scale Architects to help businesses across the country identify the right growth strategies and find the right guides to get them on the fast-track to Predictable Success and stay there as long as possible.



# LES MCKEOWN

## FOUNDER AND CEO PREDICTABLE SUCCESS



Les McKeown is the President and CEO of Predictable Success, a leading advisor on leadership and organizational development. He has started over 40 companies in his own right, and was the founding partner of an incubation consulting company that advised on the creation and growth of hundreds more organisations worldwide.

Les advises CEOs and senior leaders of organisations on how to achieve scalable, sustainable growth. His clients range from large family-owned businesses to Fortune 100 companies, and include Harvard University, American Express, T-Mobile (now EE in the UK and Europe), United Technologies, the Pella Corporation and Chevron.

Based in Washington, DC, Les now spends his time consulting, writing, teaching and speaking. Les has appeared on CNN, ABC, the BBC and in Entrepreneur magazine, USA Today and the New York Times. Les is the author of the WSJ and USA Today bestseller, 'Predictable Success', 'The Synergist', 'Do Lead' and 'Do Scale'.

Les can be contacted at: [lesm@predictablesuccess.com](mailto:lesm@predictablesuccess.com)  
or via his website: [PredictableSuccess.com](http://PredictableSuccess.com)



# HOW TO GUARANTEE HIGH-QUALITY DECISION-MAKING AND EXECUTION WITH A CULTURE OF EMPOWERMENT

---

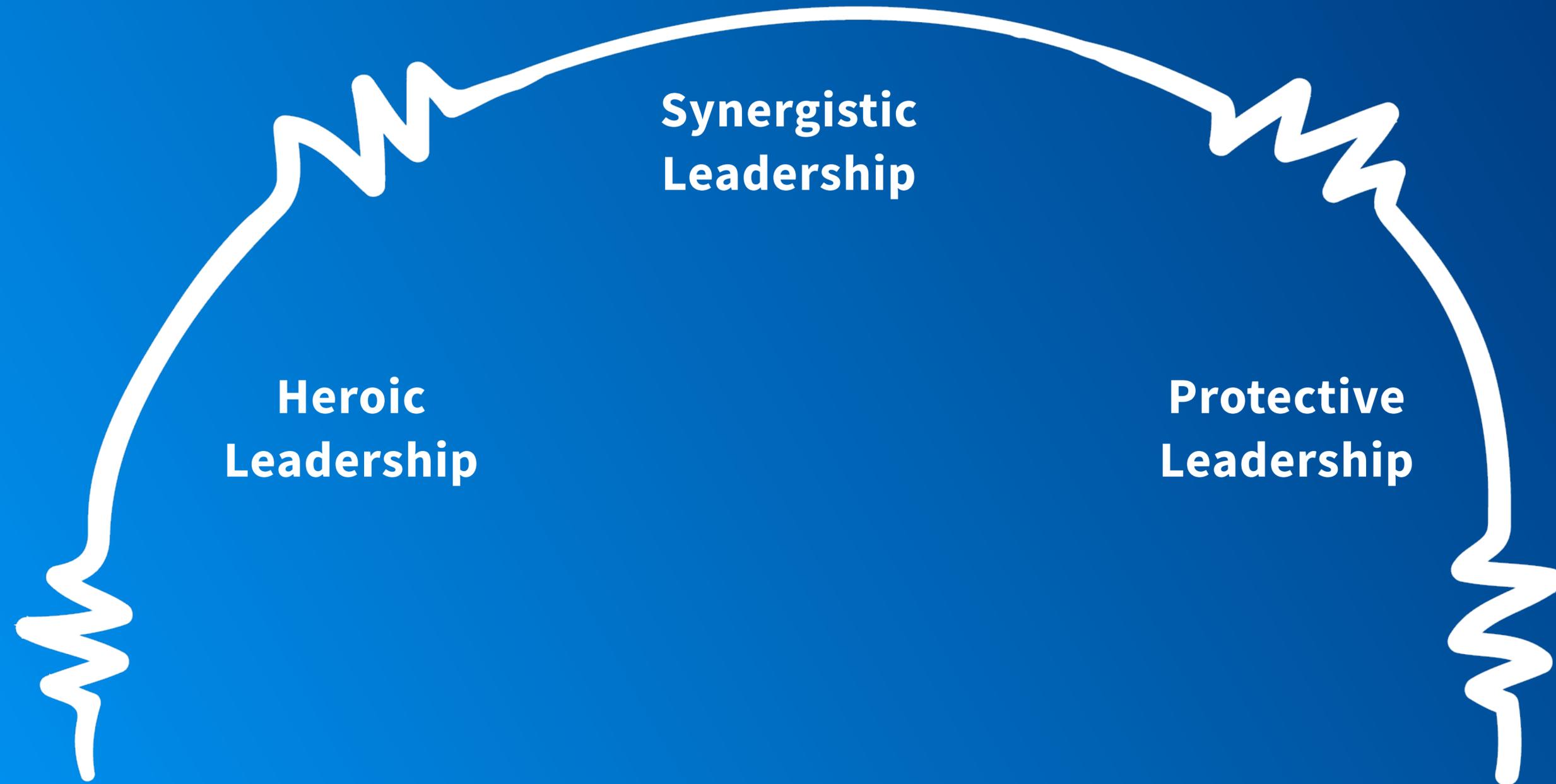
Architecting Scale with Predictable Success



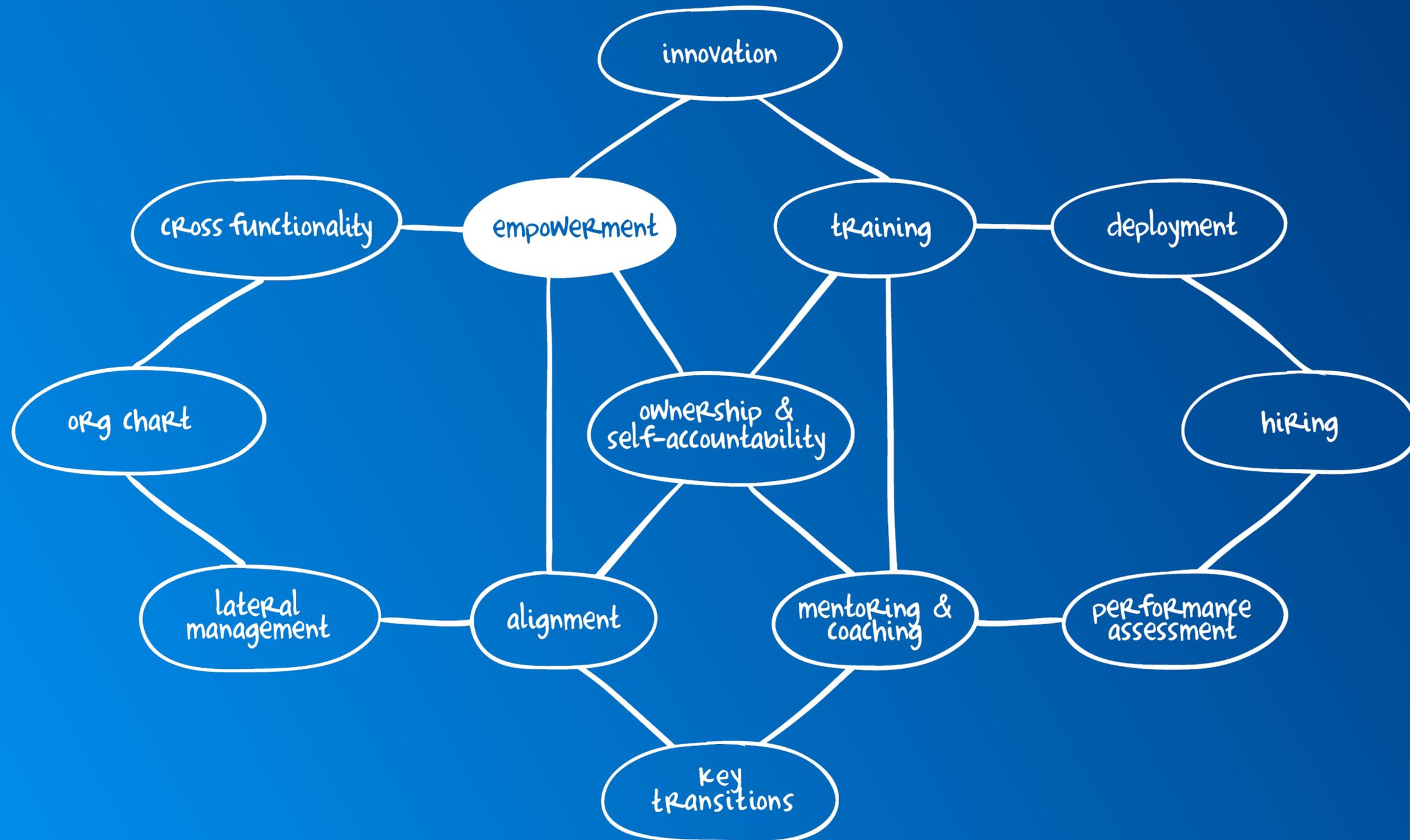
# THE PREDICTABLE SUCCESS MODEL



# HIGH-QUALITY TEAM-BASED DECISION MAKING



# THE PREDICTABLE SUCCESS SCALABILITY MATRIX



“

---

The ability of an organization to make, implement, monitor and adjust high-quality decision-making at the appropriate level throughout the enterprise.

---

Empowerment: Defined



# EMPOWERMENT IN PREDICTABLE SUCCESS

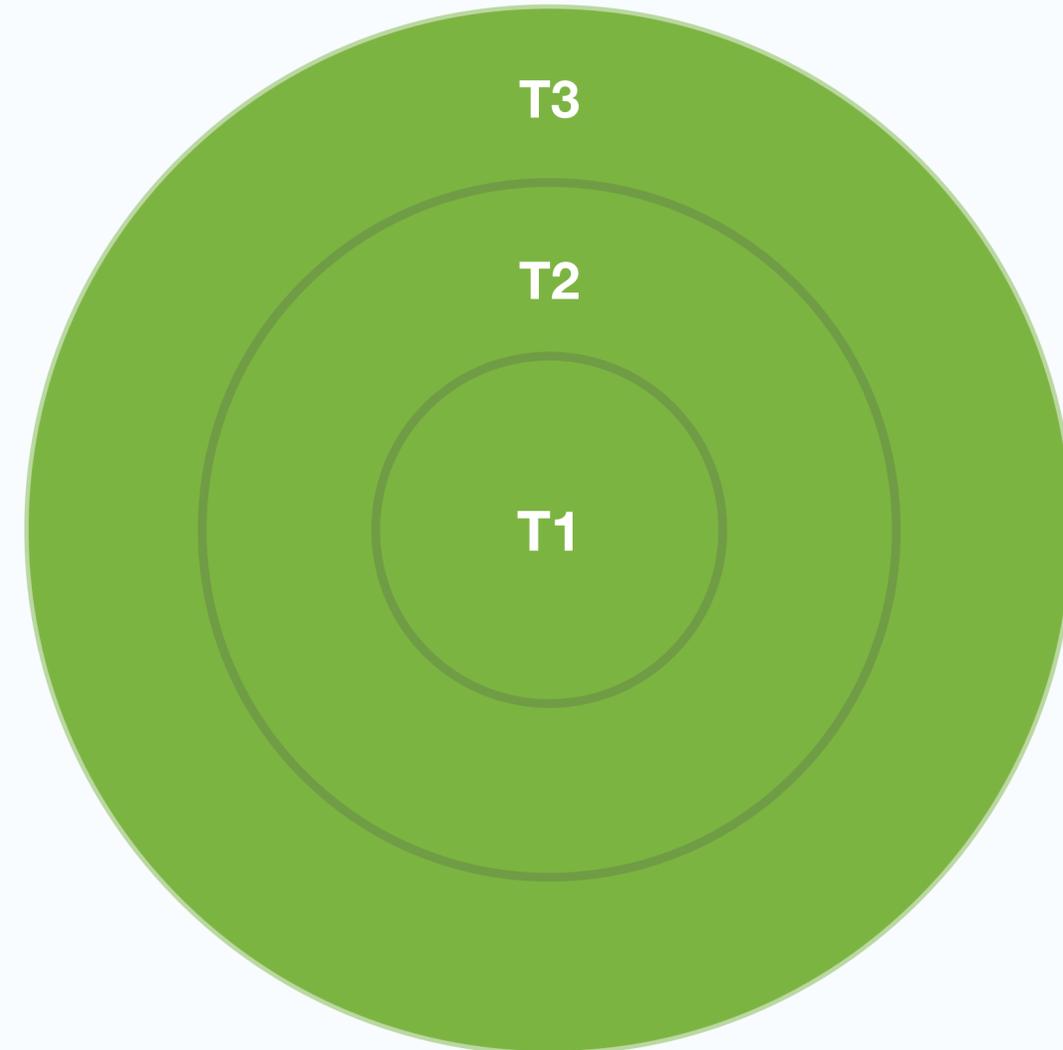
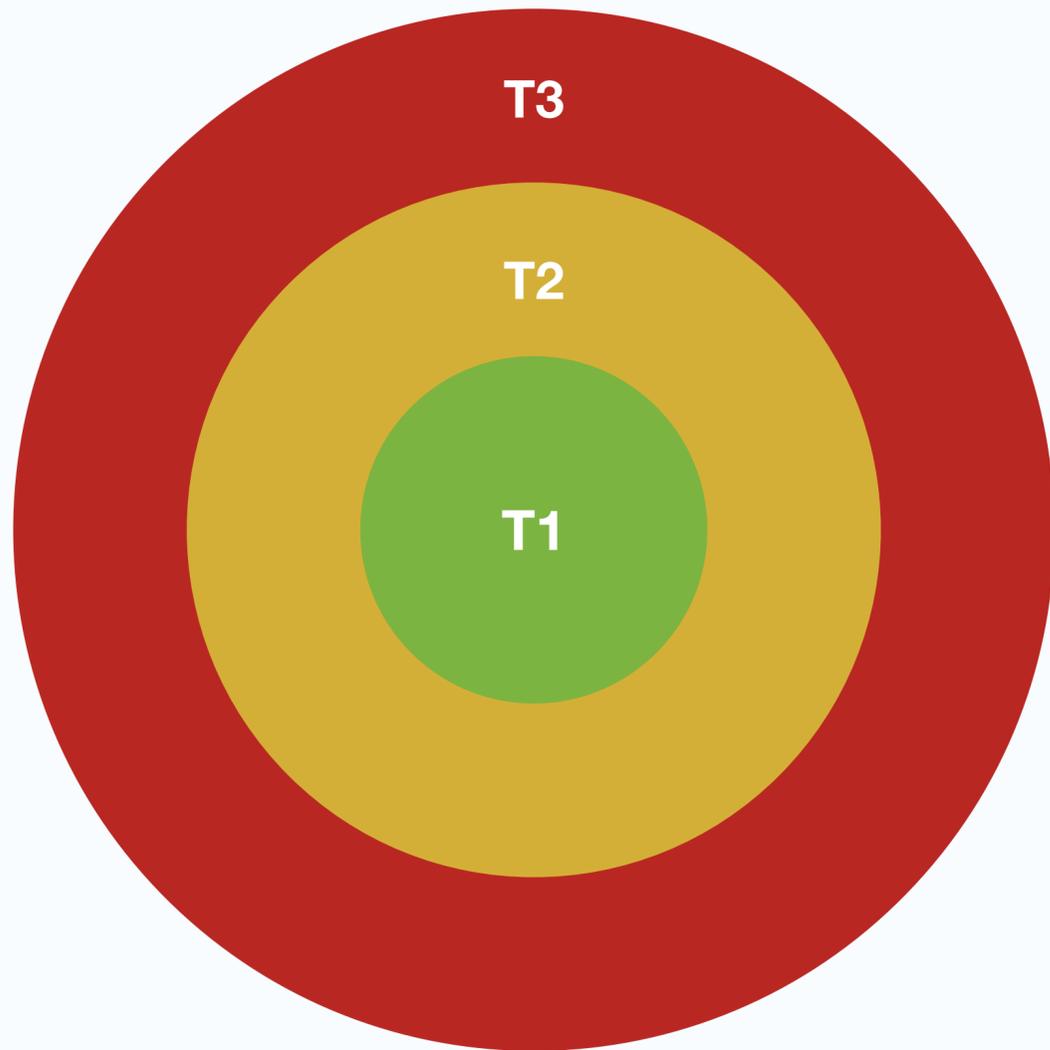
Systemically planned  
delegation with in-built  
situational flexibility.

On-the-fly empowerment,  
dictated top-down by  
immediate circumstances.

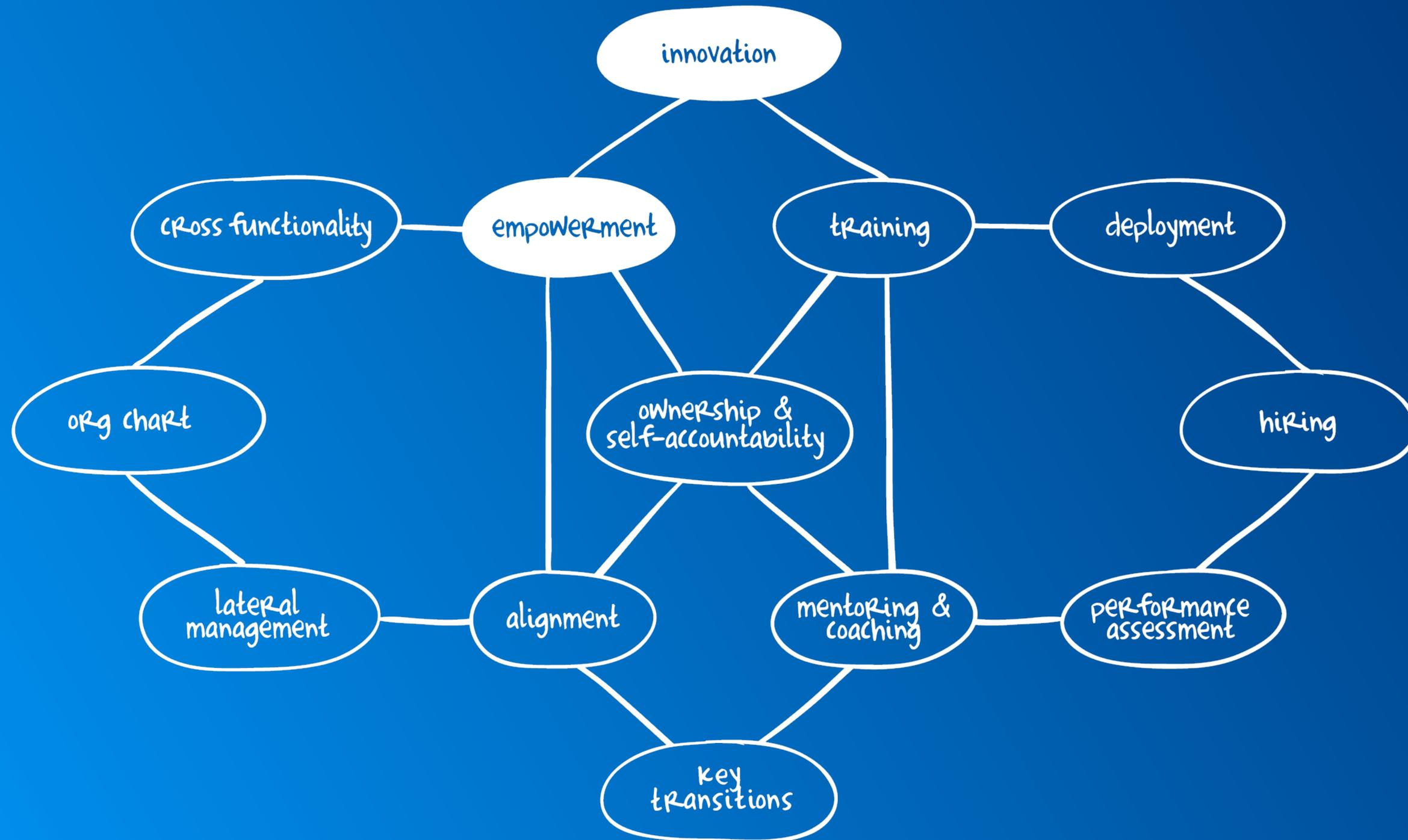
Rigidly delegated  
responsibilities with little  
room for improvisation.



# END GOAL OF EMPOWERMENT

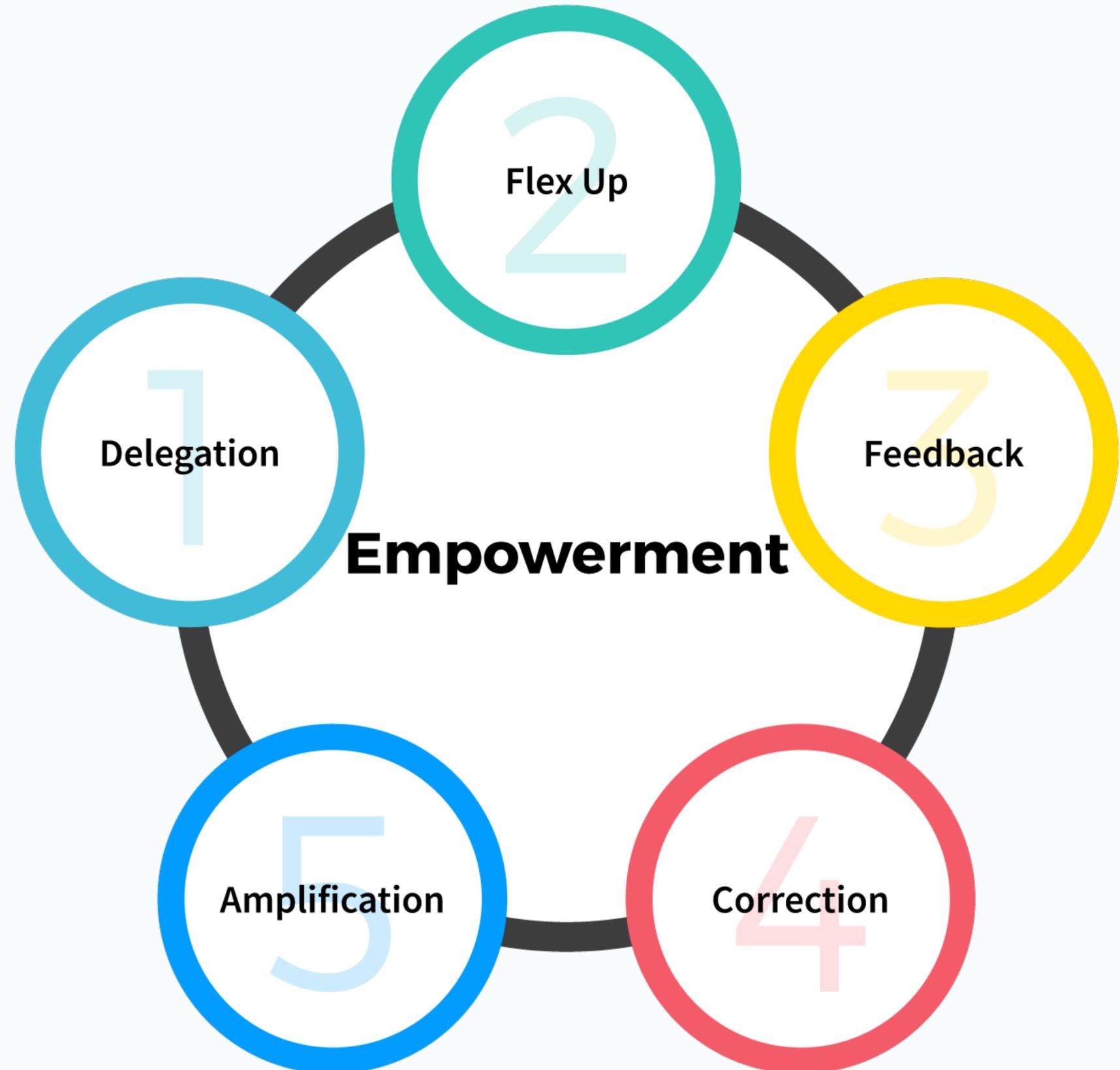


# VITAL CONNECTION BETWEEN EMPOWERMENT AND INNOVATION



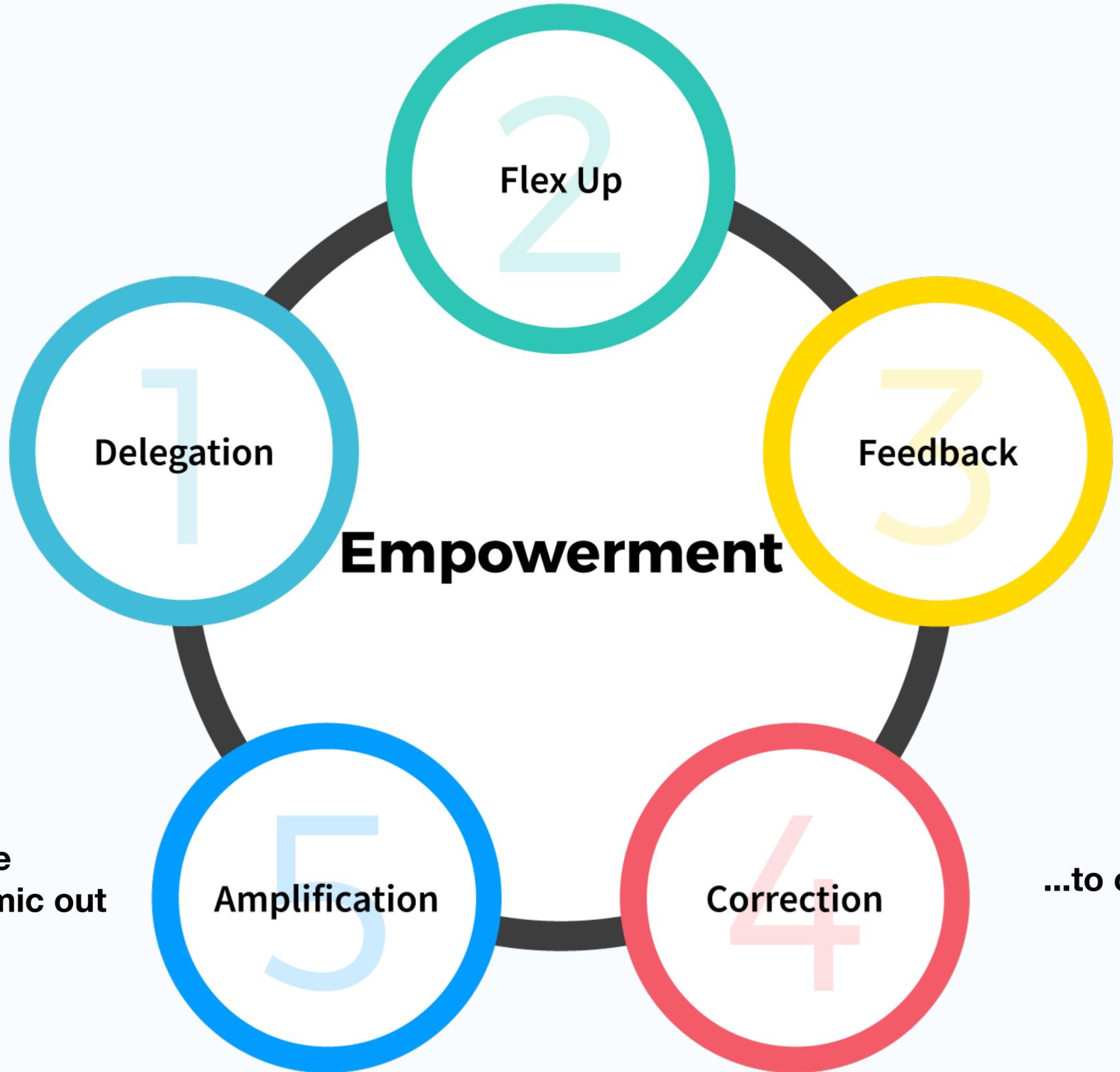
# THE FIVE KEY FACTORS

LIGHTING THE MATCH ON ORGANIZATIONAL GROWTH



# THE FIVE KEY FACTORS

...with autonomous boundaries that grow over time.



Give away appropriate authority and responsibility

Get the information you need...

...then push the Empowerment dynamic out and down

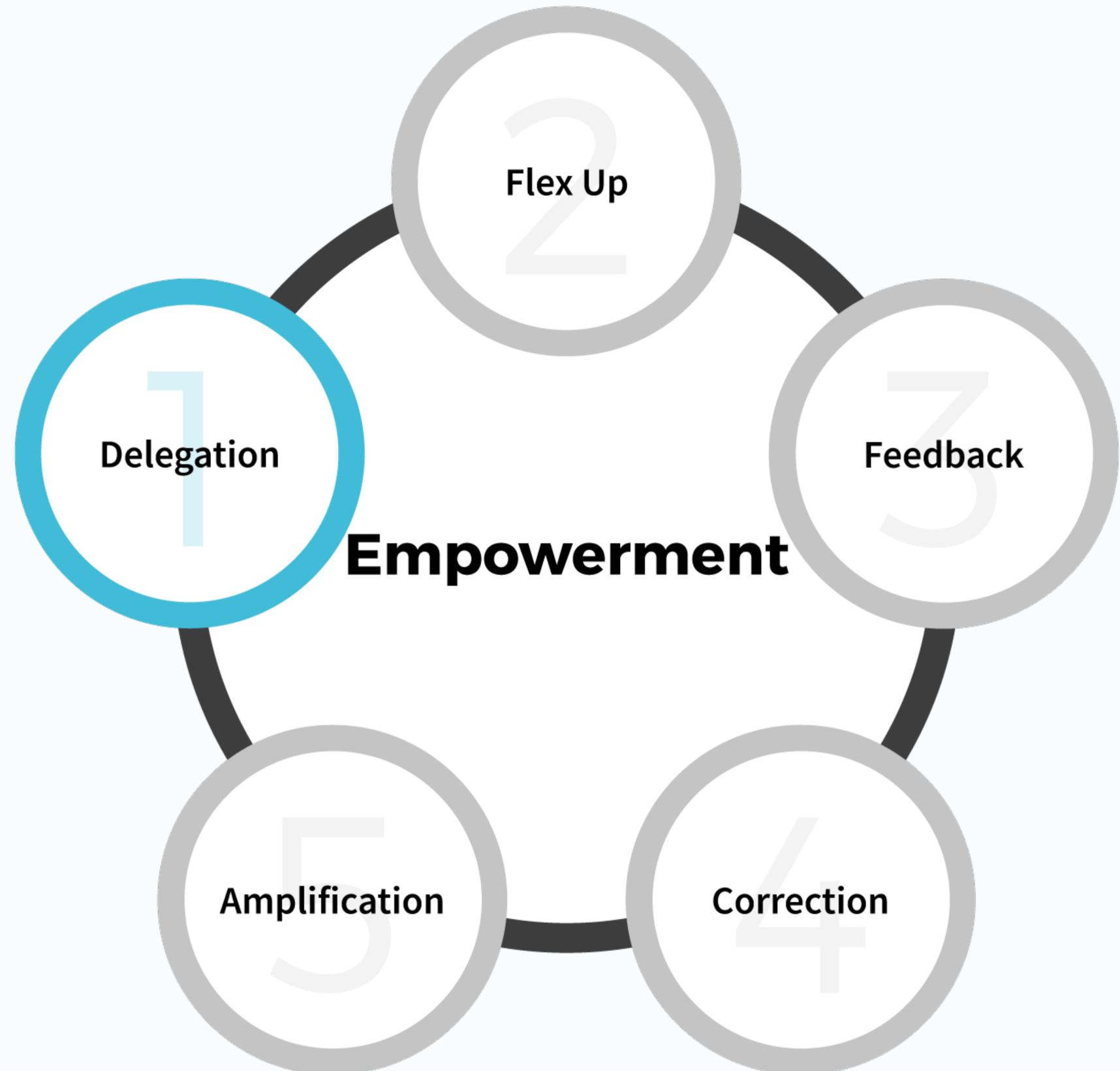
...to correct material missteps,



# KEY FACTOR #1

## DELEGATION

GIVE AWAY  
APPROPRIATE  
AUTHORITY AND  
RESPONSIBILITY



# DELEGATION

## FOUR MAIN ELEMENTS:

1. Distinguish between *Empowerment* and *Buy-In*
2. Beware the **curse of knowledge**
3. Eliminate the **curse of experience** by declaring **amnesty**
4. Don't delegate **too much too soon**.

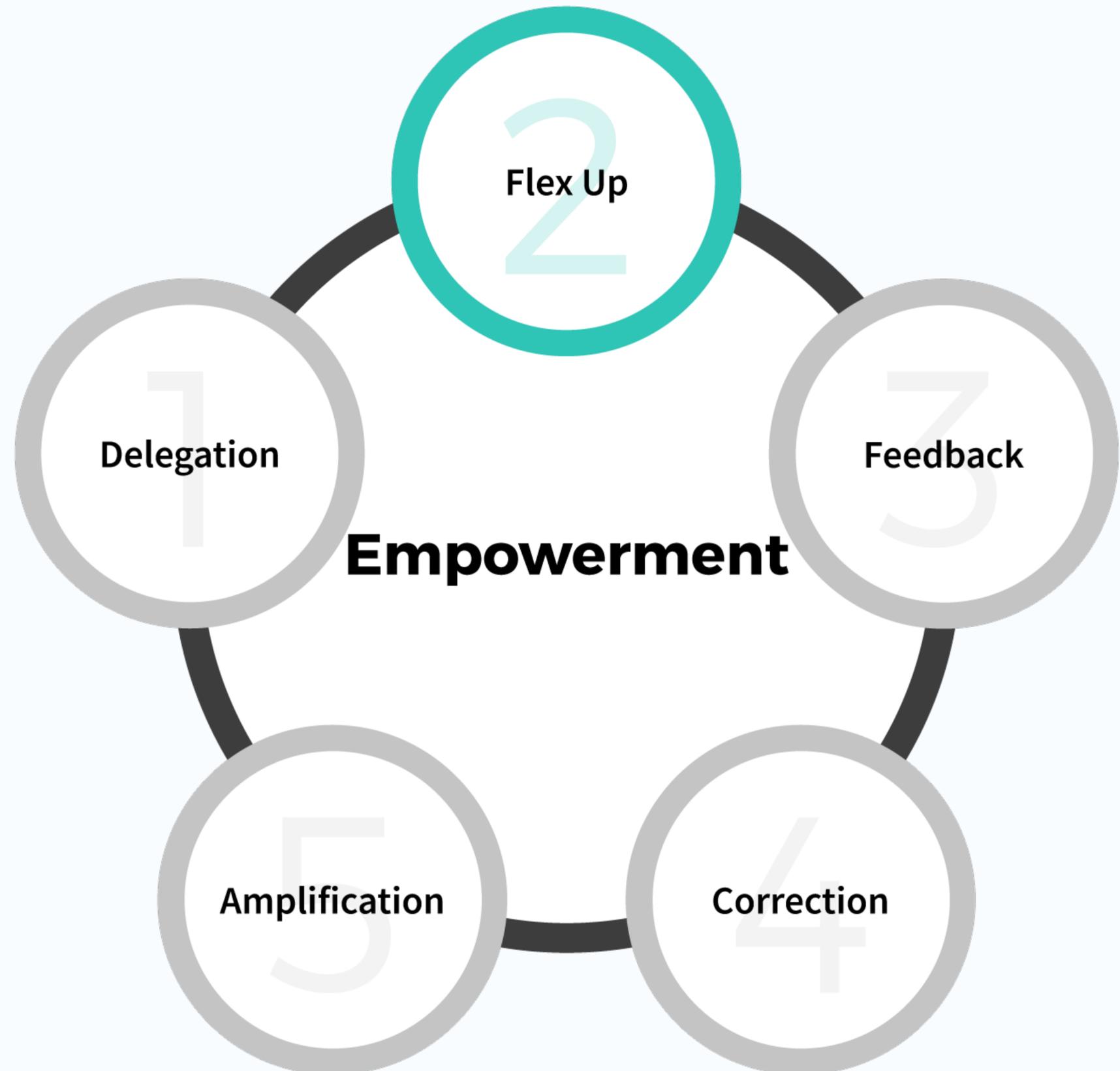


# KEY FACTOR #2

## FLEX UP

GIVE AWAY APPROPRIATE  
AUTHORITY AND  
RESPONSIBILITY

...WITH AUTONOMOUS  
BOUNDARIES THAT GROW OVER  
TIME.



# FLEX UP

## FOUR MAIN ELEMENTS:

1. Keep a 2-week **activities diary**
2. Start with the **low hanging fruit**
3. Then choose your next lowest **challenge to your comfort zone**
4. Move toward **ODWOYCD**

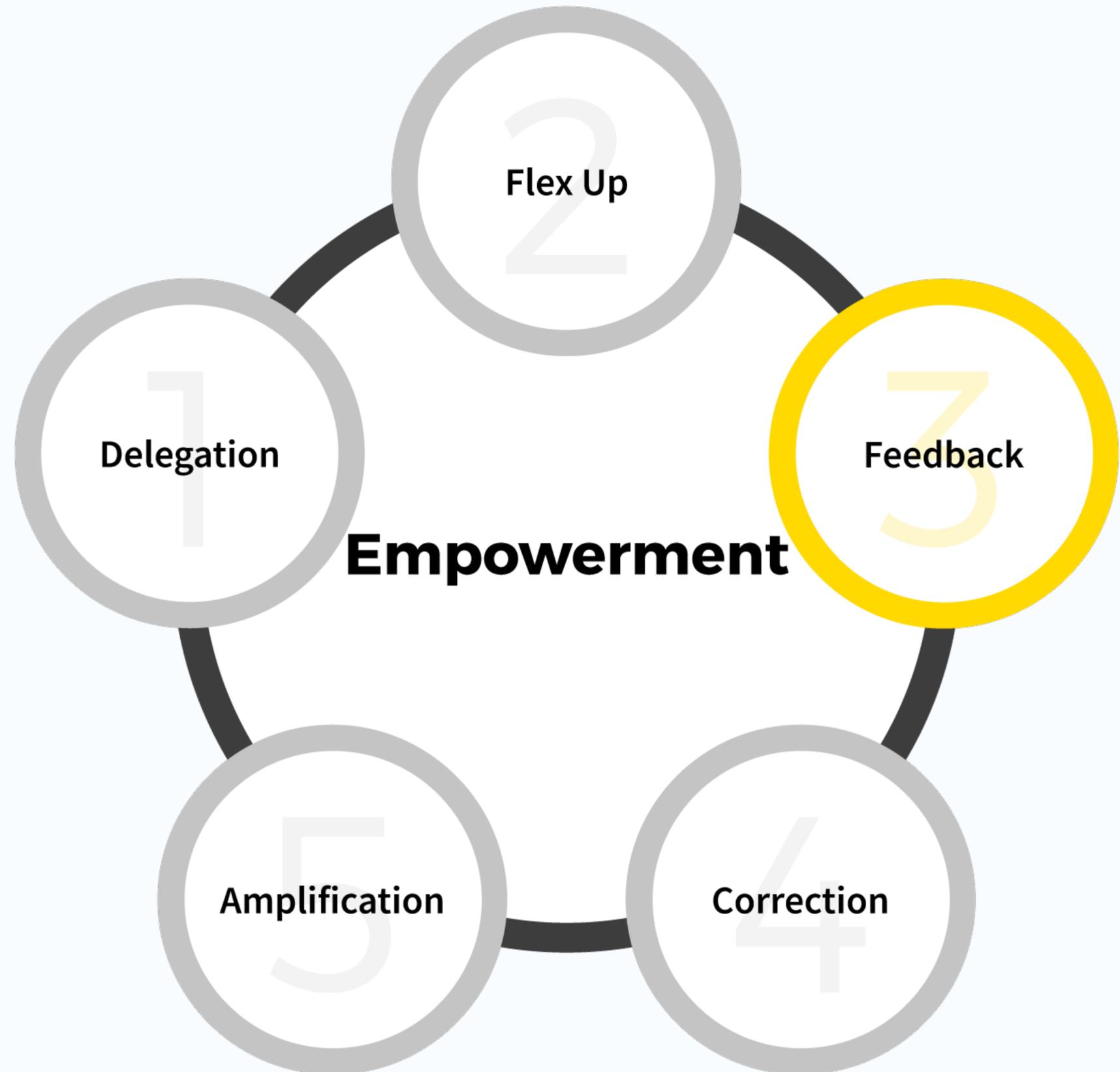
**KEY CONCEPT: “ONLY DO WHAT ONLY YOU CAN DO”**



# KEY FACTOR #3

## FEEDBACK

GET THE  
INFORMATION YOU  
NEED...



# FEEDBACK

## FOUR MAIN ELEMENTS:

1. Identify the **information you will need** to feel appropriately informed
2. Decide on the **format** and **cadence** in which you will receive it
3. Set **reporting expectations** with the delegatee from the outset
4. As your comfort level eases, **relax the cadence.**

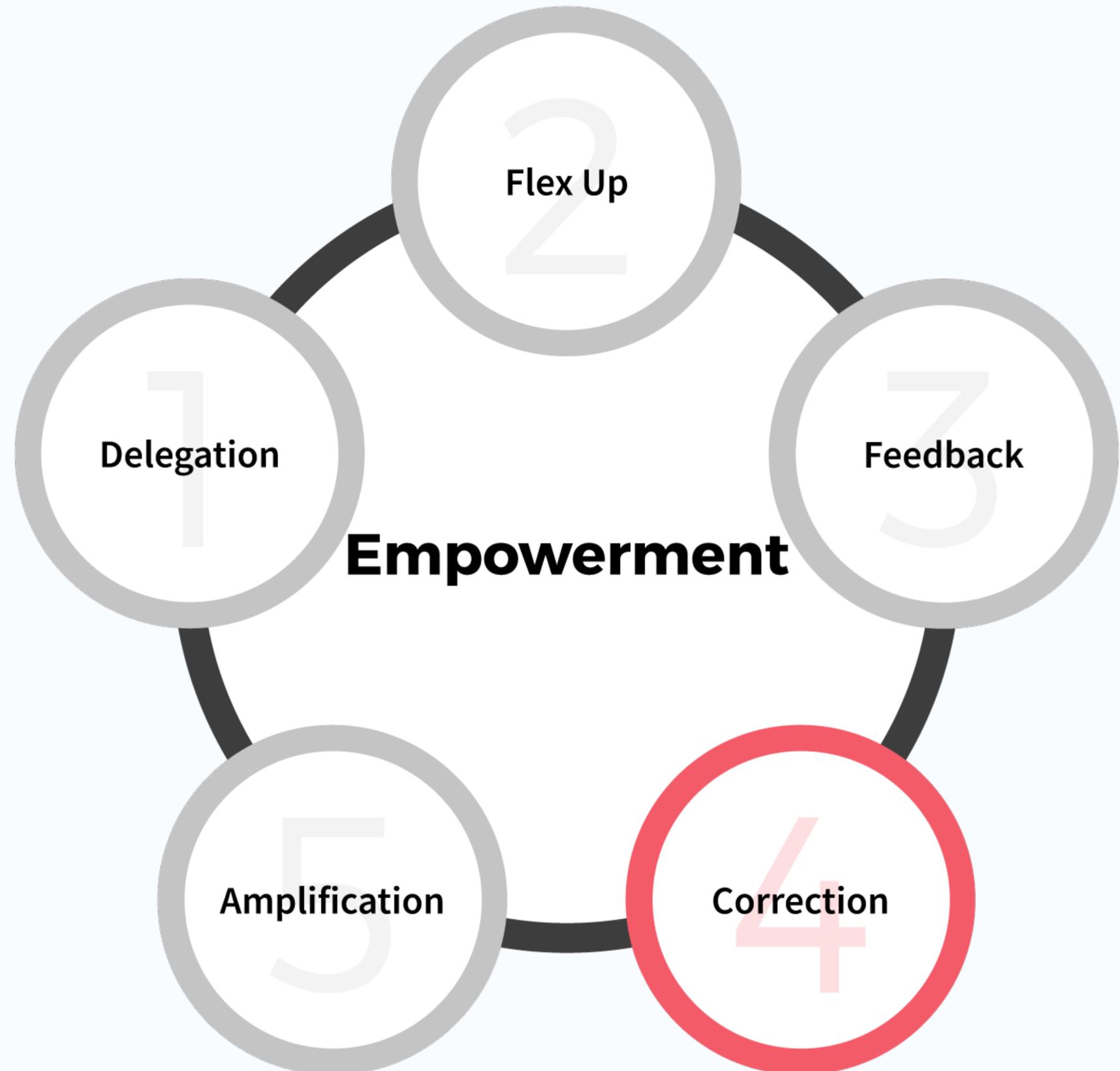


# KEY FACTOR #4

## CORRECTION

GET THE INFORMATION  
YOU NEED...

...TO CORRECT MATERIAL  
MISSTEPS



# CORRECTION

GOAL: To avoid the destructive **empower** ▶ **fail** ▶ **retract** syndrome

## FOUR MAIN ELEMENTS:

1. Identify the **likely main de-railers** in advance
2. Anticipate your likely **knee-jerk response** (KJR) to each
3. Plan an **optimal response** (OR) for each
4. **Communicate these in advance** to the delegatee and commit to using the OR.



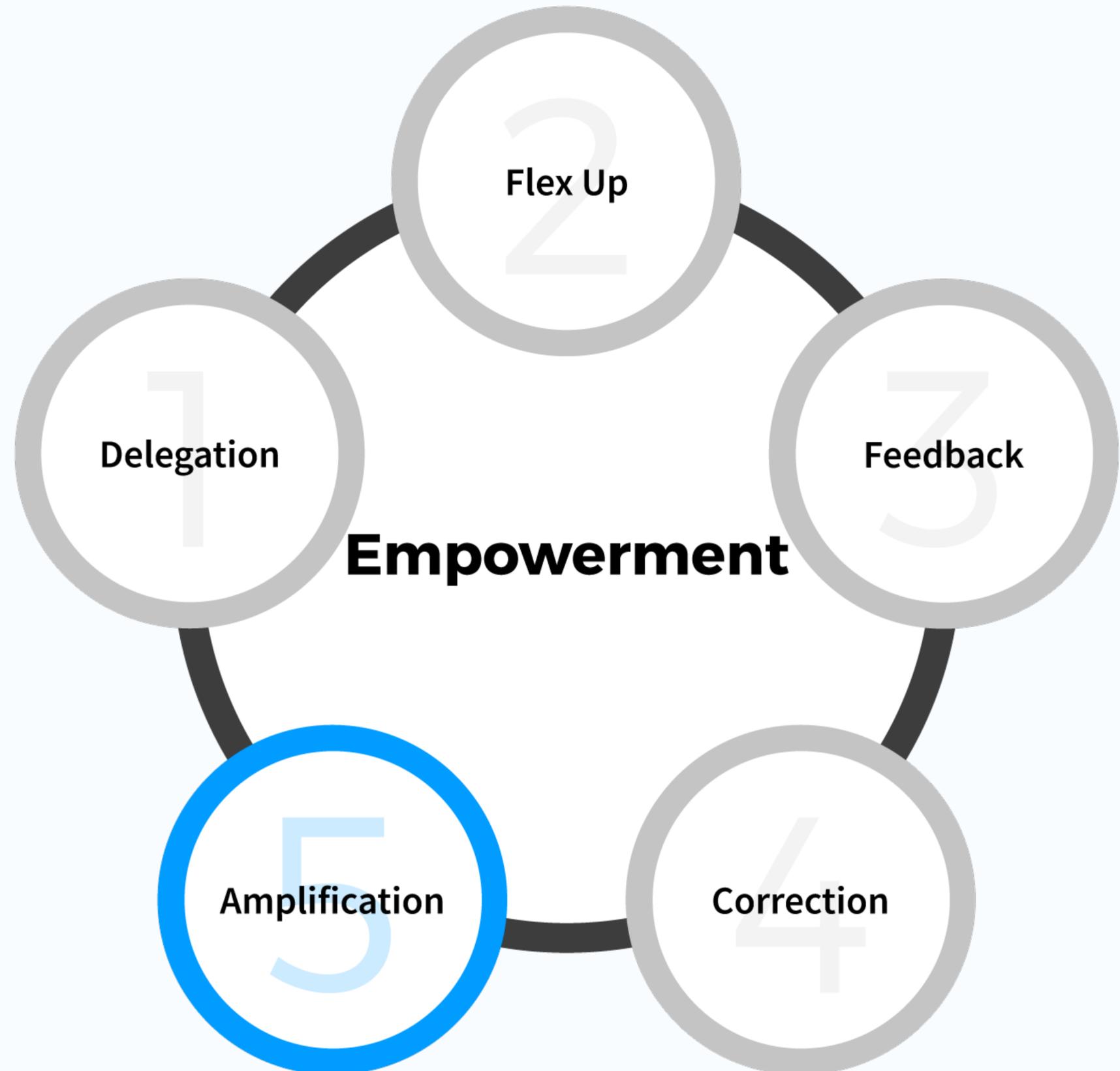
Goals



# KEY FACTOR #5

## AMPLIFICATION

...AND PUSH THE  
EMPOWERMENT  
DYNAMIC OUT AND  
DOWN



# AMPLIFICATION

## FOUR MAIN ELEMENTS:

1. Identify **direct reports** who could be empowering others more
2. Identify **key T2 / T3 leaders** who could be empowering others more
3. Teach the **5 Key Factors**
4. Over time, introduce Empowerment as a **core, mandatory leadership skill.**



# IMPLEMENTATION QUICK-START

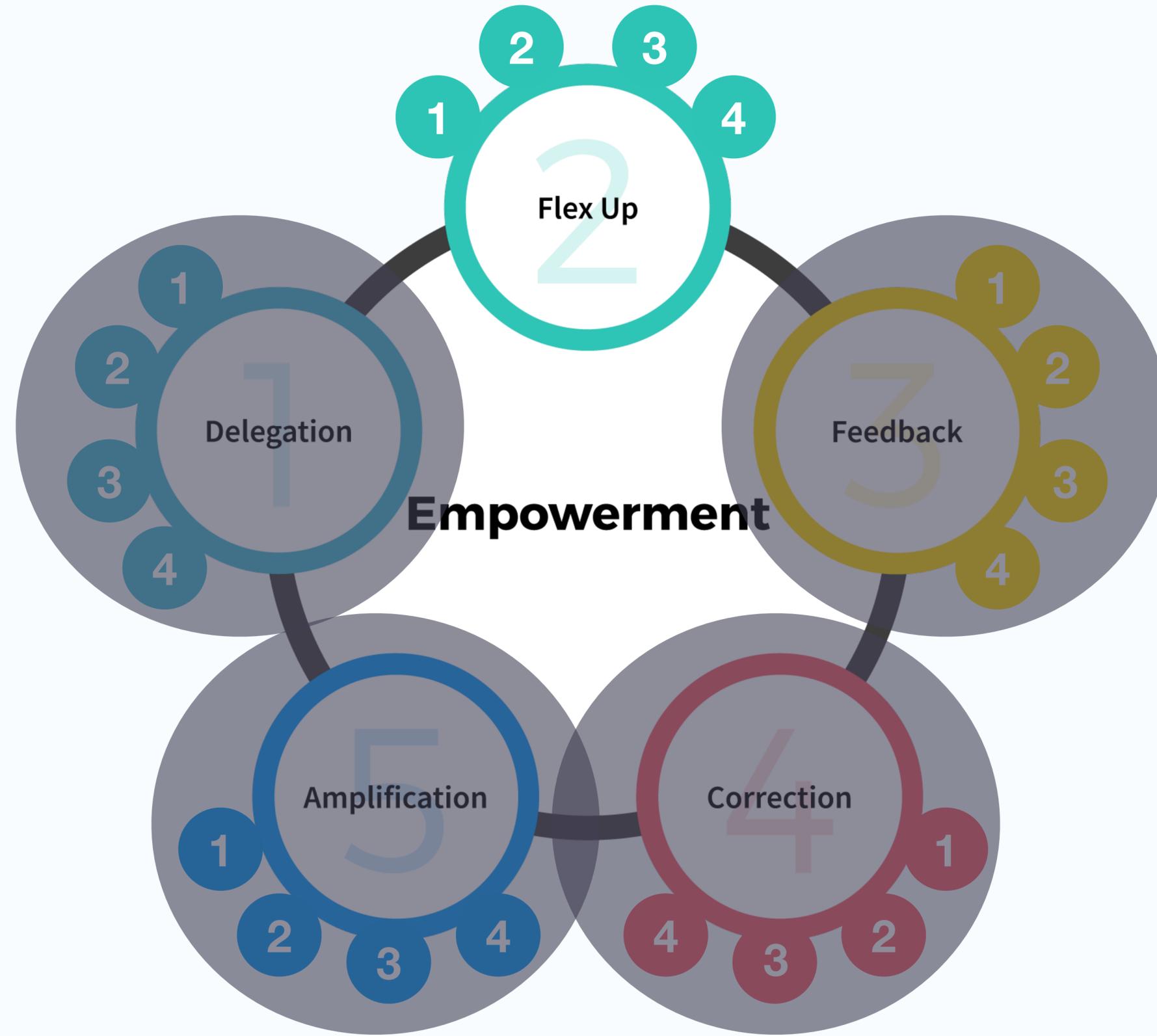
---

**How to Guarantee High-Quality Decision-Making and  
Execution with a Culture of Empowerment**

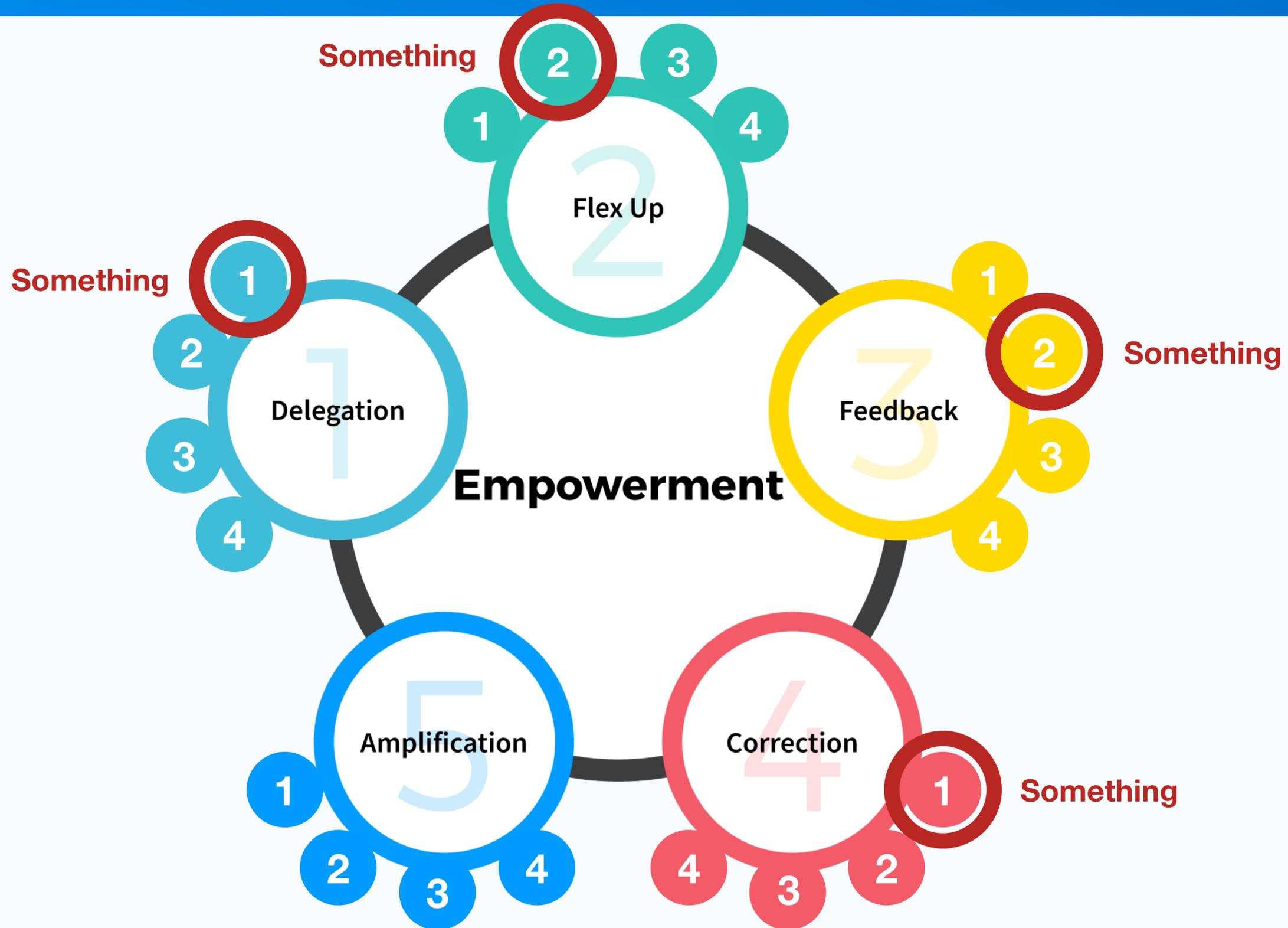
Architecting Scale with Predictable Success



# NO / LITTLE EXISTING EMPOWERMENT



# NO / LITTLE EXISTING EMPOWERMENT



# ESTABLISHED EXISTING EMPOWERMENT

## GROUP EXERCISE

### QUESTIONS FOR YOU AND YOUR TEAM

- Why / when does your organization feel most Empowering?
- Why / when does your organization feel least Empowering?
- What 3 things could you start doing, that would make your Empowerment better?
- What 3 things should you stop doing, that would make your Empowerment better?
- What's the major barrier / constraint on consistently and effectively achieving Empowerment?



# NEXT STEPS?

---

**How to Guarantee High-Quality Decision-Making and Execution with a Culture of Empowerment**

Architecting Scale with Predictable Success



# HOW WE CAN HELP

You can architect scale yourself using our expansive suite of **training courses and live events** that are designed to help you reach Predictable Success!

**Do-It-Yourself**

You can bring in a knowledgeable Scale Architect we've personally trained to **help coach you and your team** into Predictable Success!

**Coaching & Consulting**

We can personally **train and certify one of your team members** as an expert in the Predictable Success methodology!

**Certification**



**LET US HELP YOU**

**FAST TRACK YOUR PROGRESS  
TOWARD PREDICTABLE SUCCESS  
WITH SCALE ARCHITECTS**

[www.scalearchitects.com/contact](http://www.scalearchitects.com/contact)

**SCAN ME**



LiveStream on June 14 at 2:00 pm eastern

# HOW TO BUILD A VISIONARY ORGANIZATION WITH **INNOVATION** AT EVERY LEVEL

Architecting Scale with Predictable Success Series



**Scott Ritzheimer**  
CEO of Scale Architects



**Les McKeown**  
CEO of Predictable Success



# A SMALL TOKEN OF OUR APPRECIATION

3 FREE OFFERS  
FROM US TO YOU!

## EMPOWERMENT ACCELERATOR

Use this exercise with your entire leadership team to create and empowerment acceleration plan!

## THE COMMITMENT CURVE

Help your team rise to the challenge of greater responsibility and authority with this great resource

## FREE CONSULTATION

We'd love to help you identify the next steps for your journey into leading in Predicable Success



# Q & A

---

We're here to answer any questions you may have!

