



Do you feel like your input is needed for others to make the right decision?

People grow when they are empowered to do so. But if you don't empower others to make decisions, then you run the risk of creating a team of helpless individuals who simply do what you tell them but don't have the confidence or ability to think and act independently. In our research and testing of nearly 800 executives for Martin Lanik's bestselling book *THE LEADER HABIT*, we discovered the behaviors that effective leaders practice when they empower others. To turn these behaviors into habits requires deliberate practice —on average, 66 days.

Empowering Others

means giving them decision-making authority and providing support without removing responsibility.

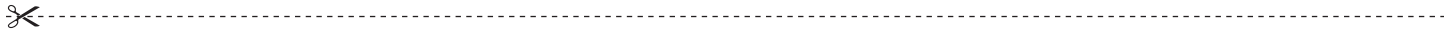
5-MINUTE LEADER HABIT EXERCISES

1. Discuss decision-making authority: After assigning a project or task to a team member, start a brief conversation on decision-making authority by saying, "What decisions related to this assignment are you comfortable making?"

2. Provide support without removing responsibility: After someone expresses a concern or frustration, acknowledge it and ask how you can help by saying, "I understand that you feel concerned about . . . How can I help?"

3. Agree on the next check-in point: After discussing the details of someone's assignment, agree on the next check-in point by asking, "When should we check in on your progress and what deliverables should we expect to review at that point?"

4. Coach through roadblocks: After someone comes to you with a problem or issue, ask questions instead of offering solutions and advice by saying, "What makes this a problem and what have you already tried?"



YOUR LEADER HABIT EXERCISE

Cue (After an event or task finishes...)	Behavior (... you do the micro-behavior)

PRACTICE YOUR LEADER HABIT EXERCISE ONCE A DAY FOR 66 DAYS AND MARK THE DAYS YOU PRACTICED.

				X		1	2	3	4	5	6
7	8	9	10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40	41	42
43	44	45	46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63	64	65	66

