

# Empowering Direct Reports – Sample Module Overview

In this session participants learn how to empower their direct reports by helping them feel comfortable and confident and encouraging them to stretch outside their comfort zone. Participants explore their own empowerment approach based on their DiSC® style and have a chance to learn how other managers approach empowerment through small group discussions. They then learn how to tailor their approach based on a direct report's DiSC style and use a tool to create a custom plan for empowering someone they manage.

## Goals

- Discover how to empower your reports by elevating them and helping them stretch
- Understand your own approach to empowerment
- Learn how to tailor your empowerment approach for someone you manage

## Materials

- Empower Your Direct Reports sample module external website
- Virtual delivery tool of choice (preferably with video, audio, and polling capabilities)

## Activity Prep

This session includes one small group breakout discussion. If possible, prepare small groups of 3 ahead of time in your videoconferencing tool. Each small group should ideally include a mix of DiSC styles.

Page 4 of the Introduction section includes questions that participants respond to in the chat. As an alternative, you can set this question up as a poll ahead of time in your videoconferencing tool. This may be a good option if you have a large group or expect to be pressed for time. See the facilitation script and notes for the question and answer choices and note that you'll need to adjust the lecture slightly if you use a poll.

## Note

You'll need to guide learners through the sample module by advising them when to advance the pages (using the NEXT button that appears in the lower right corner of each screen). Page numbers and section titles are included on each screen to help with navigation. In addition, the lecture in the script below includes instructions for advancing through the module. You should also follow along on your own in the sample module.

You may occasionally want to share your screen to ensure everyone is on the correct page. Just keep in mind that because everyone sees personalized text based on their style, text and images will sometimes vary from one learner to the next, though page titles are generally consistent.

## Outline

This facilitation takes approximately 55 minutes to complete. If you have a large group or want to include icebreakers or additional content, plan on extending the length of your session.

Content	Estimated time
Introduction	12 minutes
Your empowerment go-to	13 minutes
Elevate and stretch	16 minutes
Make a plan	15 minutes


# Facilitation script


## Introduction

### **12 minutes: Large-group activity**

Participants learn about the DiSC® model of empowerment and talk about the benefits of empowering their direct reports.

Key	Script/Notes
	<p>Begin the session by introducing yourself and addressing session logistics such as how to participate via video, audio, chat, or any other features the videoconferencing tool includes. If you have an assistant helping you conduct the session, let participants know this person can help them should they run into technical issues.</p> <p>Also let people know that they'll need to manually advance the screen in the sample module throughout the session based on your instructions. Point out that the page numbers appear at the bottom of each screen and that they can advance by clicking the NEXT button in the lower right-hand corner of their screen.</p> <p>After you advance past the welcome page and have entered your information, a URL will be generated which you can share in the chat of your virtual delivery tool. Remember, a new URL is generated every time you enter the sample module, so be sure to share the URL that is generated during your session.</p> <p>Learners will follow the link to the sample website where they will manually enter their names and DiSC styles.</p> <p>Everyone should start on the first screen, page 1: Empowering Direct Reports.</p>

Key	Script/Notes
<p><b>Page 1</b> <b>Empowering direct reports</b></p>  <p><b>Large group</b></p>	<p>Today we're going to talk about what you as managers can do to empower your direct reports. When you give your people the autonomy to make decisions and act independently, what can you do to support them—to help them be confident and effective?</p> <p>And to be clear, we're not talking today about knowing when someone is ready to be empowered or how to find opportunities for people. It's more about once you're ready to hand over responsibility, what are the things you can do to help your reports succeed?</p> <p>Please advance to the next screen, page 2.</p>
<p><b>Note</b></p>	<p>Page 2 is a refresher on basic DiSC® principles. If learners are familiar with the model or have recently done a DiSC training, you can skip the lecture below, but you may want to ask people to take note of their DiSC style.</p>
<p><b>Page 2</b> <b>DiSC overview</b></p>	<p>Before we dive in, let's get a quick overview of the DiSC model</p> <p>The DiSC model consists of four main styles: D, i, S, and C.</p> <p>People with the D style tend to be direct and firm.</p> <p>People with the i style are usually outgoing and enthusiastic.</p> <p>People with the S style tend to be even-tempered and accommodating.</p> <p>And people with the C style tend to be analytical and reserved.</p> <p>You can also have a blend of two styles, maybe CD, for example, or iS.</p> <p>Let's see what styles we have in this group. Go ahead and type your style into the chat.</p>
<p><b>Note</b></p>	<p>Briefly comment on the results.</p>

Key	Script/Notes
 <b>Ask</b>	<p>Of course, not everyone with the C style is the same just like not everyone with the i style is the same. The DiSC® model just gives us a framework to understand some important patterns across our personalities.</p> <p>Does anyone have any questions before we continue?</p>
<b>Note</b>	Address any questions.
<b>Page 3</b> <b>Let's start with a definition</b>	<p>Please advance to the next screen, page 3.</p> <p>Let's start with a quick definition. What do we mean by empowering?</p> <p>For the purpose of this session, we're going to define it as setting people up to act independently, use their judgment, and take ownership of decisions.</p> <p>Empowering requires you as a manager to do two things:</p> <ul style="list-style-type: none"> <li>• You have to <i>elevate</i> people so they <i>feel</i> empowered—so they can be comfortable, confident, and secure taking ownership.</li> <li>• And you have to help people <i>stretch</i> outside their comfort zone so they can be effective when they take ownership.</li> </ul> <p>And this session is going to teach you how to do these two things—how to be intentional about empowering people so you get better results and feel more confident handing things off.</p> <p>Please advance to the next screen, page 4.</p>

Key	Script/Notes
<b>Note</b>	<p>If timing is an issue (e.g., for a large group or if you have additional material you wish to include), you might consider setting the next activity up as a poll ahead of time in your videoconferencing tool. The choices are provided here for you to copy and paste into your poll:</p> <p>Why empower your team?</p> <ul style="list-style-type: none"> <li>• Give people an opportunity to grow in their roles</li> <li>• Take stuff off your plate so you can focus on big-picture concerns</li> <li>• Encourage more creativity in solving problems</li> <li>• Get people to act independently without running everything by you</li> <li>• Help people feel more engaged in their work</li> <li>• Relieve the pressure of feeling like you need to oversee every detail</li> <li>• Foster a culture of ownership and accountability</li> <li>• Make the most of people's different strengths and perspectives</li> </ul>
<b>Page 4</b> <b>Why empower your direct reports?</b>	<p><b>So, why do we want to empower people? What are some benefits? Think about your own situation. What benefit would it bring you and your team if more of your reports could act independently and make decisions using their own judgment?</b></p> <p><b>There are some possibilities here on the screen. Take a moment to read them and then share in the chat which would benefit you the most. Or if there's a reason that's not on this list, please share it in the chat, we'd love to hear it.</b></p>
<b>Note</b>	Comment on the responses and any recurring themes.
	<p><b>Can I get one or two volunteers to elaborate on their response? Why did you answer the way you did?</b></p>
<b>Note</b>	Take a couple of volunteers.

Key	Script/Notes
	<p><b>It takes effort to empower people, to prepare them and guide them to act on their own. But that effort pays off in the long run by bringing the benefits we've been discussing.</b></p> <p><b>For the rest of this session, we're going to look at how you actually do it.</b></p> <p><b>Let's move on to the next screen, page 5.</b></p>

**Page 5**  
**Elements of**  
**empowerment**

For people to be comfortable and effective taking ownership, there are four elements that need to be in place: authority, connections, guidance, and clarity. These elements are shown around the DiSC® map because they reflect things that are especially important to the different DiSC styles, but everyone needs all four of them.

And as a manager, you want to be thinking about, how can I provide these things?

So, let's go through them, starting with authority in the D quadrant. People need the freedom to make decisions on their own, to determine priorities, maybe even have a say in some big picture decisions. And for managers, this means stepping back and trusting people to make those decisions without needing your approval every time. And it might involve more practical steps like letting others in the organization know you've given this person authority.

Being empowered also means having the right connections: being included in the right meetings, introduced to the right people, having the power to reach out to people. And as a manager, you need to help your people make those connections—make introductions, facilitate networking opportunities, let your reports be the ones to connect with customers or key stakeholders.

People also need guidance. They need the reassurance of knowing you're behind them, encouraging them, advocating for them, providing a bit of a safety net in case they stumble. You need to help them understand the boundaries they're operating within and let them know they can come to you for feedback or with questions or concerns.

And then, finally, there's clarity around expectations and goals, as well as relevant systems and processes. And as a manager, you need to think through, what information do they really need to do this job I'm asking of them?

At times, some of these elements may be more important than others, depending on the situation, the person, and their experience level. But for the most part, you should be thinking





Key	Script/Notes
	<p>about how you can provide all four of these elements when you're handing over responsibility.</p> <p>And as managers, when we empower people, we may naturally focus on providing the element in our quadrant, without even really thinking about it. That's our go-to, the thing that's instinctive for us, what we care about and take for granted as essential.</p> <p>So, let's focus on how you might empower people based on your DiSC® style. Please advance to page 6.</p>


## Your empowerment go-to

**13 minutes: Individual, large-group, and small-group activities**

Participants read about their empowerment go-to and discuss how it influences their management approach in small groups.

Key	Script/Notes
<p><b>Page 6</b></p> <p><b>Your empowerment go-to</b></p> <p><i>On-screen text and image in will vary depending on each learner's style</i></p>  <p><b>Individual</b></p>	<p>Take a couple of minutes to read about your go-to element, and make notes on anything that resonates for you.</p> <p>Afterwards, you'll have a chance to discuss what you read in small groups</p>
<b>Notes</b>	<p>Give participants 3 minutes to read and take notes.</p> <p>While they do this, set up breakout rooms for the upcoming small group discussion. Ideally, groups will have three people and include people in different quadrants.</p>

Key	Script/Notes
<p><b>Page 7: Discussion:</b> Your empowerment go- to</p>  <p><b>Small group</b></p>	<p>Please advance to page 7.</p> <p>I'm going to put you into small groups so you can discuss your empowerment approach with a few of your classmates.</p> <p>In your groups I want each of you to answer a few of the questions on this page (you don't have to answer all of them):</p> <ul style="list-style-type: none"> <li>• What resonated with you?</li> <li>• What are some concrete ways you help empower the people you manage?</li> <li>• How does this approach benefit you and your team?</li> <li>• What do you struggle with when it comes to empowering people?</li> </ul> <p>Make sure each person in your group has a chance to discuss how they approach empowerment, and feel free to ask each other questions.</p> <p>You'll have about 8 minutes for your discussion. Does anyone have any questions before we begin?</p>
<p><b>Note</b></p>	<p>Answer any questions and then divide participants into breakout rooms in small groups of 3, preferably with a mix of style quadrants. Copy the discussion questions into the breakout rooms. (If you are not using breakout rooms, conduct the discussion as a large group.)</p> <p>Give participants about 8 minutes to discuss in their groups. You may want to provide a time check midway through and a reminder to make sure everyone has a chance to share.</p> <p>Move periodically between breakout rooms to help facilitate conversation.</p> <p>At the end of the discussion time, bring participants out of their breakout rooms.</p>


Key	Script/Notes
 Large group	<p>I hope you got some insight about what you naturally tend to do to empower people as well as what other managers do to empower their reports.</p> <p>Let's dig a little deeper into this topic. Please advance to page 8.</p>


## Elevate and stretch

### 16 minutes: Individual and large-group activities

Participants identify the DiSC® style of one of their direct reports. They then learn how to elevate that person based on their style to help them feel empowered.

Key	Script/Notes
Page 8: Elevate your direct reports	<p>We've considered how you approach empowering people. Now let's think about empowerment from the perspective of the people you manage and what you can do to elevate them to help them <i>feel</i> empowered.</p> <p>Just as you might instinctively provide the element in your quadrant, your reports may naturally reach for the element in their quadrant, too. That's their go-to, the thing that's going to help them feel more comfortable and confident taking ownership.</p> <p>Sometimes they'll find this element on their own. Other times, they'll need you, as their manager, to help provide it.</p> <p>And if you need different things to feel empowered, it may not even occur to you how important this element is to them.</p> <p>Let's say we have a manager over here in the D quadrant and empowering in their mind is about setting high-level goals and then handing over the reins. But you've got this report over in the S quadrant who wants to check in regularly to see if they're on the right track. These two are going to run into problems because of misaligned expectations.</p> <p>Please advance to page 9.</p>


Key	Script/Notes
<p><b>Page 9: Think of a direct report. What's their DiSC® style?</b></p>	<p>I'd like you to think of someone you manage. I'm going to have you guess their style so you can consider how you'd elevate them. If you know their style, great. If not, try to guess it by answering two questions:</p> <p>First, Are they more fast-paced or cautious?</p> <p>People who are fast-paced and outspoken are usually at the top half of the DiSC circle, while those who are cautious and reflective are in the bottom half.</p> <p>Next, are they more questioning or accepting?</p> <p>People who are more questioning and skeptical tend to be on the left side of the DiSC circle, while those who are more accepting and warm are on the right half.</p> <p>When you combine the answer to those two questions, it can tell you what style the person is likely to have.</p> <p>If the person is fast-paced and questioning, they likely have a D style.</p> <p>If the person is fast-paced and accepting, they likely have an I style.</p> <p>If the person is cautious and accepting, they likely have an S style.</p> <p>If the person is cautious and questioning, they likely have a C style.</p> <p>Once you know your report's style, please advance to the next page.</p>
<p><b>Note</b></p>	
<p><b>Page 10: How can you elevate your direct reports?</b></p> <div data-bbox="261 1703 380 1818">  </div> <p><b>Individual</b></p>	<p>Select the tab of the style you just chose to learn more about elevating your direct report. As you read, make notes on anything that resonates for you or that you want to remember going forward.</p>

Key	Script/Notes
<b>Note</b>	Give people about 3 minutes to read the text.
<p><b>Page 11: Discussion:</b>  <b>How can you elevate your direct reports?</b></p>  <p><b>Large group</b></p>	<p><b>Keeping what you just read in mind, please advance to page 11.</b></p> <p><b>Can I get a couple of volunteers to share your response to what you read? Maybe something that surprised you? Or made you think differently about a past experience? Or gave you new ideas for empowering a direct report?</b></p>
<b>Note</b>	Take a couple of volunteers.


Key	Script/Notes
<p><b>Page 12: Help your direct reports stretch</b></p>	<p>Please advance to the next screen, page 12.</p> <p>When you elevate your reports, you give them that sense of confidence and security that helps them feel ready to take ownership. That's one critical part of empowerment.</p> <p>The other is making sure your people stretch outside their comfort zone, so they'll also be <i>effective</i> when they act independently.</p> <p>That means they need <i>all</i> of these elements, whether they know it or not. And sometimes they do know it and want them. But at other times they may be dismissive or wary of some of these things or simply not thinking of them.</p> <p>As a manager, you need to help them stretch and make sure they're getting all four elements.</p> <p>Consider, for example, a direct report in the D quadrant, who may really crave that authority and freedom and probably has a lot of confidence in their judgment. They may place less value on something like guidance, but, especially when they're starting out or are new to a project, they need your guiding hand to make sure they're not headed in the wrong direction.</p> <p>And on the flip side, maybe that person in the S quadrant is looking for that sense of security of knowing you have their back. And you should provide it, but you also want to coach them to get more comfortable assuming authority. To take on some leadership responsibilities, assert their ideas, make some calls.</p> <p>And this is true for all the styles around the circle—they all need help stretching to different elements.</p> <p>So you need to provide not just the thing people crave to feel empowered, but all the elements so they can be effective.</p> <p>And we have a tool in this sample module that can help you do that by tailoring your approach to each individual you manage.</p> <p>Let's take a look at it on the next screen, page 13.</p>

**15 minutes: Individual and large-group activities**

Participants get insights and tips for empowering an individual, which they use to make an action plan.

Key	Script/Notes
<b>Pages 13–17 : Make an empowerment plan</b>  <b>Individual</b>	<p>On your own, you're going to use this tool to get some insights and tips for empowering a specific report based on their DiSC® style, and then you'll make a plan to follow through.</p> <p>You can focus on the report you identified earlier. Or, if you'd like to think about a different report, that's fine too.</p> <p>You again will need to answer a few questions to guess your report's style.</p> <p>You will then be taken through several screens where you get insights and tactics for giving feedback to the person you chose.</p> <p>So, before we get started, does anyone have any questions?</p>
<b>Note</b>	Address any questions.
	<b>You'll have about 8 minutes to read and work on your plan. Go ahead and get started.</b>
<b>Note</b>	Give participants 8 minutes to work on their plans and then bring them back together. You may want to give them a warning at the 7-minute mark, so they know to wrap up their work.
<b>Page 18</b> <b>Step 5: Put your plan into action</b>	<p>I hope you got some good insights for working with someone you manage. Make sure you download a copy of your plan for future reference.</p> <p>Please advance to the next screen, Page 19.</p>



Key	Script/Notes
<b>Page 19: One last question</b>  <b>Large group</b>	<p>Before we wrap up, what's one new thing you're going to try to help empower your reports? Can I get a couple of volunteers to share?</p>
<b>Note</b>	<p>Take a couple of volunteers.</p> <p>Remember, to truly empower your reports, you've got to:</p> <ul style="list-style-type: none"> <li>• Elevate them by providing the thing that makes them feel empowered—comfortable and confident taking ownership</li> <li>• And help them stretch beyond their comfort zone, to make sure they'll be effective when they act independently</li> </ul> <p>Please advance to the final page.</p>
<b>Page 20: Feedback</b>	<p>If you have a moment, please click the link to take a short, optional survey and share your insights with the development team.</p>
<b>Note</b>	<p>Thank people and conclude the session.</p> <p>As a facilitator, we ask that you too take the survey.</p>