



EMPOWERMENT

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Empowerment Program Objectives



Personal empowerment and self-sufficiency.



New opportunities and challenges for today's managers.



Congruence between personal expectations, company's priorities and societal changes.



Group empowerment, coaching and leadership skills.

A CHALLENGE

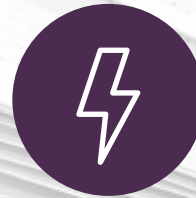


Please write a
One Sentence Definition
of
EMPOWERMENT

Empowerment

Definition

To have the power to advocate for yourself and operate independently.





The word “empower” was used by Milton in the 1650’s.



It combines the beginning “en” with the word “power.”



It became popular in 1986.

EMPOWERMENT

A close-up photograph of several hands of different skin tones joined together in a circle, symbolizing unity, teamwork, and empowerment. The hands are positioned in the center of the frame, with fingers interlaced. The background is blurred, showing more people and a warm, golden light, suggesting an outdoor setting. A semi-transparent dark purple banner is overlaid across the top of the image, containing the word "EMPOWERMENT" in white, bold, uppercase letters.

What Empowerment - Is



Responsibility and Ownership.

Working independently towards common objectives.

Understanding “Why?” so that guidelines can be applied.

What Empowerment - Is



Weighing the impact of decisions on all affected stakeholders.

Making more trade-offs, not less.

An earned privilege. It is not a given right!!

What Empowerment - Is Not

Throwing out the rule book.

Bypassing everyone who will say “No”.


Doing the “Fun Parts” of someone else’s job.

Freedom to unilaterally make decisions that impact others.

Empowerment

Empowering the Marginalized

(1 of 2)

A man and a woman are high-fiving in an office setting. The man is on the left, wearing a dark suit and glasses, and the woman is on the right, wearing a light blue shirt. They are both smiling and looking at each other. The background is a blurred office interior with white columns.

Empowerment is often about giving more power and influence to marginalized people.

There is still a lot of motivation to empower women in the workplace.

Empowering the Marginalized

(2 of 2)




Competition leads to conflict when two people pursuing the same goals and/or rewards see each other as adversaries and see it as their right to deny the other person access to those goals and/or rewards.

Empowerment

Empowering Racial Minorities

(1 of 2)



People of racial minority groups have never been, and still are not as valued in the workplace as much as white men.

People of racial minority groups need to empower themselves and fight for recognition in the workplace.

Empowering Racial Minorities

(2 of 2)

Organizations need to value people of racial minority groups and work to empower them as well.

People of racial minority groups still typically earn less than people of non-minority groups.

Organizations need to work to eliminate this injustice.

Empowering Women

Empowerment
(1 of 2)

The Women's Rights Movement began in 1848.

In 1967, women only earned about 58 cents to the dollar of a man.


In 2010, women only earned 77% of what men earned.

That is a median of \$36,931 for women to a median of \$47,715 for men!

Empowerment

Empowering Women

(2 of 2)




Despite the progress that has been made, women still typically earn less than men.

Women need to fight for their own empowerment, and organizations need to value them.

Empowerment

Give Power Away



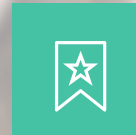
“Power is an ‘expandable pie’... power is not a zero-sum commodity, requiring that for others to have more, the leader must have less.”

“You have to give power to gain power.”

Empowerment

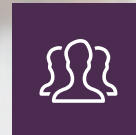
How To Give Power Away

Assign important tasks.



Provide autonomy and discretion.

Give visibility and recognition.



Help build strong relationships.

A woman with long brown hair, wearing a white long-sleeved shirt, is shown from the chest up in profile. She is holding a blue folder with a yellow pen resting on it. A semi-transparent purple banner is overlaid across the upper portion of the image, containing the text 'DECISION TEST QUESTIONS' in white, bold, sans-serif capital letters.

DECISION TEST QUESTIONS

Empowerment

Decision Test Questions

(1 of 2)

Empowerment

Is it right for the customer?

☐

Is it right for our company?

☐

Is it ethical and legal?

☐

Have I assessed the risks against the benefits?

☐

Decision Test Questions

Empowerment

(2 of 2)

Do I have enough information to make an informed decision?

☐

Have I worked with other members of the team?

☒

Would I be willing to be accountable for my decision?

☒

Empowerment

Leaders

(1 of 2)



Transfer ownership for work to those who execute the work.


Create the environment for ownership where each person wants to be responsible.

Coach the development of personal capabilities.

Empowerment

Leaders

(2 of 2)



Learn fast, themselves, and encourage others to also learn quickly.

“People rise to the challenge when it is their challenge.”

Leaders' Moments of Truth

Empowerment

How leaders spend their time.

The questions they ask.

Leaders' reactions to critical incidents.

What leaders reward.

Stories and language.

Symbols, artifacts and ceremonies.

EMPOWERED TEAM



What is an Empowered Team?

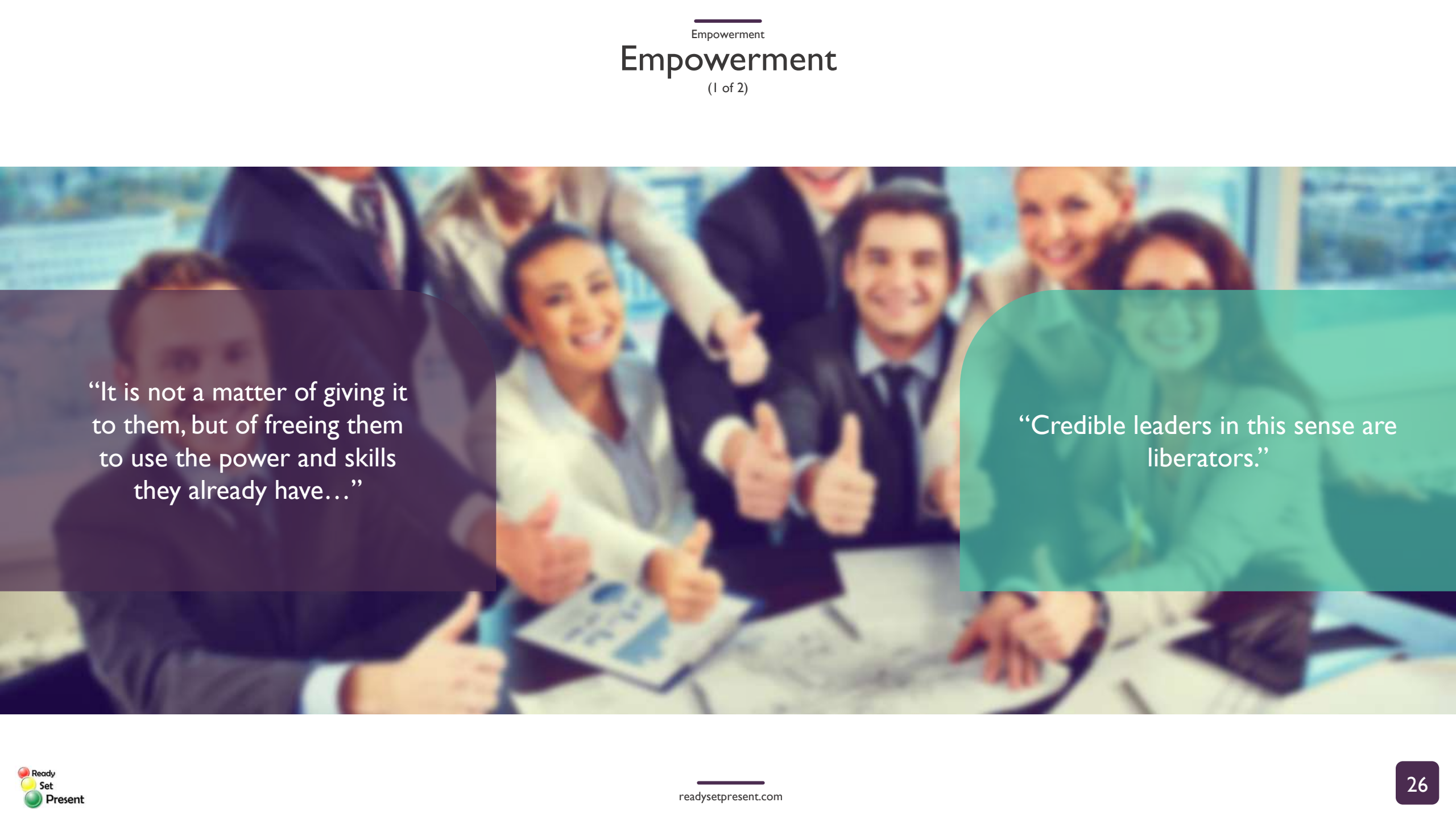


A natural workgroup of employees who are responsible and accountable for a whole work process, product or service.

Empowerment

Empowerment

(1 of 2)



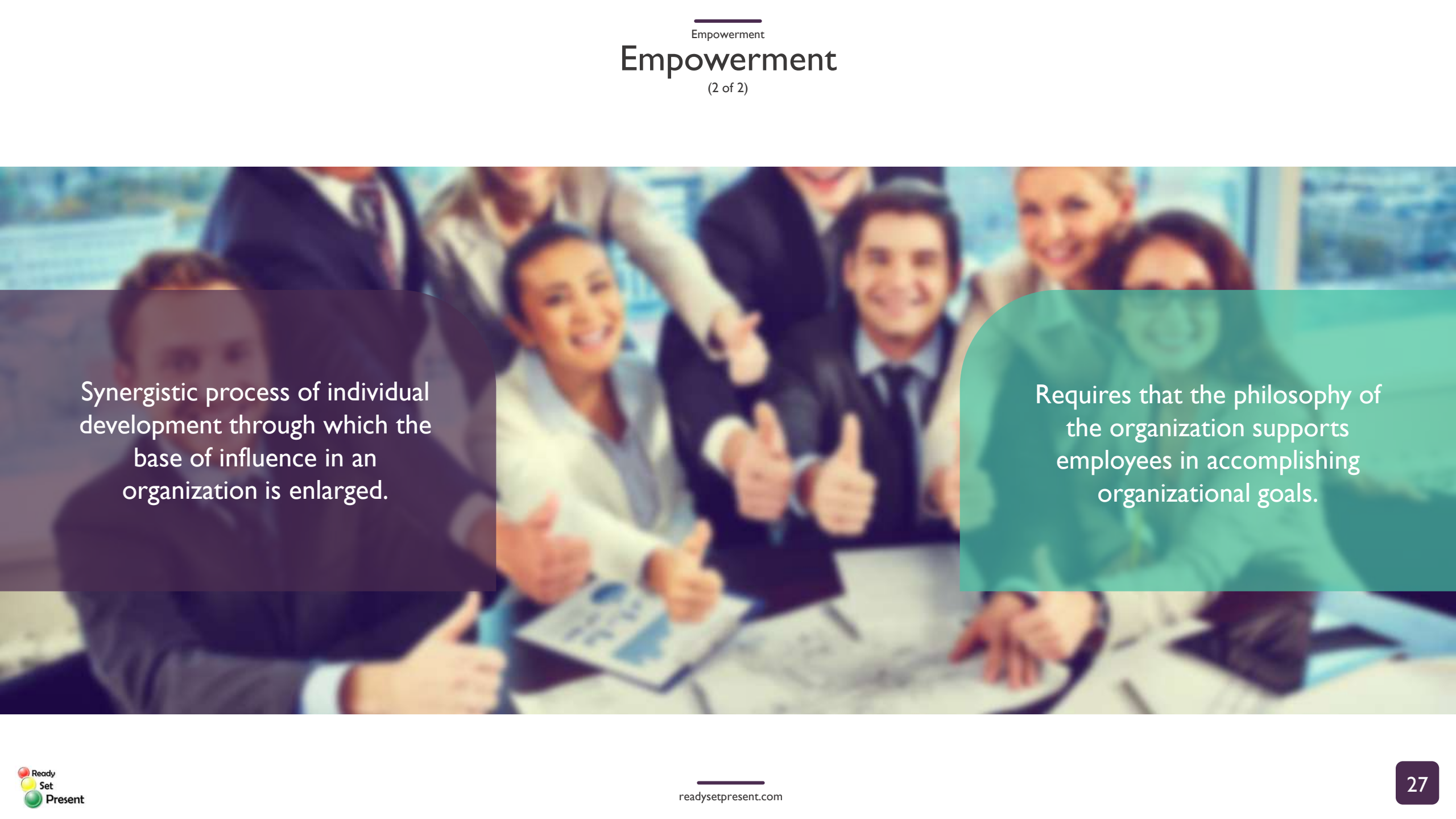
“It is not a matter of giving it to them, but of freeing them to use the power and skills they already have...”

“Credible leaders in this sense are liberators.”

Empowerment

Empowerment

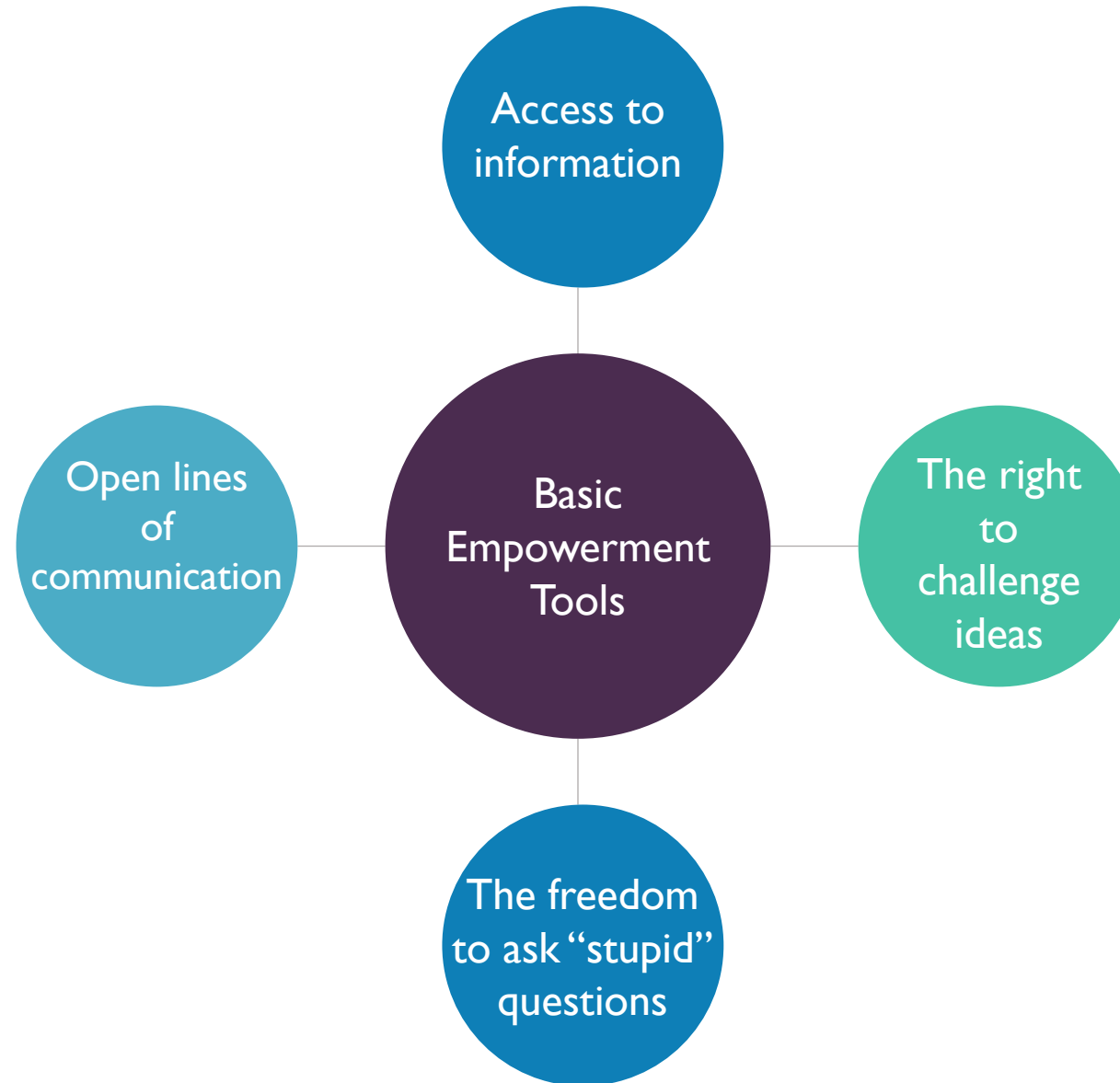
(2 of 2)



Synergistic process of individual development through which the base of influence in an organization is enlarged.

Requires that the philosophy of the organization supports employees in accomplishing organizational goals.

Basic Empowerment Tools



Empowerment Empowered Teams

Share leadership.



Collaborate to improve their work processes.




Plan and make decisions relative to methods of work, priorities and assignments.



Resolve problematic issues.



Empowered Individuals




Individuals also need to be empowered because it gives them greater control over their work.

Individuals must also work towards their own empowerment.

Once power is given, it is the person who has received the power who must learn to use it.

Empowerment

Remember



Empowered teams are not the solution for every organization's current and future needs.

They will not resolve every problem nor address every performance challenge.

Yet they do represent one of the best ways to support changes that are necessary for a high performing enterprise.

DOES EMPOWERMENT WORK?



Does Empowerment Work?



All leaders are seeking solutions to make the job of achieving results with fewer resources easier.

At the same time, team members are searching for job security, ownership, and a sense of pride in their work.

We believe that empowerment is a significant part of the solution to these issues.

Does Empowerment Work?

Managers need to start by sharing whatever information they have with their people.

When leaders are willing to share, they begin to gain trust the of their people, who then feel included and trusted by leadership.

People without information cannot possibly act responsibly or make good business decisions.

Autonomy Through Boundaries

Empowerment



Structures that are created are designed to inform team member about the ranges within which they can act with autonomy.

Empowerment Replacing Hierarchy

Gradually replace the old hierarchy's purpose and functions with self-directed teams.

Bottom line – teams are more effective than individuals in complex situations.

A group of business professionals in an office setting, huddled together with their hands clasped in the center, symbolizing teamwork and empowerment. The image is slightly blurred, focusing on the hands and the central text. A semi-transparent dark purple banner is overlaid across the middle of the image, containing the text "EMPOWERMENT IN PRACTICE" in white, bold, sans-serif capital letters.

EMPOWERMENT IN PRACTICE

Empowerment in Practice

(1 of 4)

Define the concept in a strategic plan.

Understand who you are empowering, why, and what results you hope to achieve.

Involve all levels of the organization.

Clearly explain the goals and vision, allowing your employees to apply them to the real world.

Empowerment in Practice

(2 of 4)

Re-engineer; be tactical with empowerment.

Launch implementation plans via projects or processes that turn your vision into reality.

Communicate.

Let everyone know what you're doing and how you plan to do it.

Empowerment in Practice

(3 of 4)

Close any skill gaps.

Transfer skills and knowledge, then put them to use immediately.

Coach and counsel.

Congratulate employees for making decisions, and coach them on how to make a better decision next time.

Empowerment in Practice

(4 of 4)



Always remember to measure.

You can't manage what you don't measure;
measure process outputs quantitatively and
qualitatively.

RULES OF EMPOWERMENT



Rules of Empowerment

(1 of 4)

No policies must be imposed without the involvement of the employees affected.

Employees must be involved in all decisions.

Rules of Empowerment

(2 of 4)

Incentives must apply to all levels.

Profit and loss statements must be shared with all employees.

Employees must be involved in monitoring competition.

Rules of Empowerment

(3 of 4)

Find reasons to implement self-directed work teams.

Employers must provide skill training where it applies to the organization.

Empowerment

Rules of Empowerment

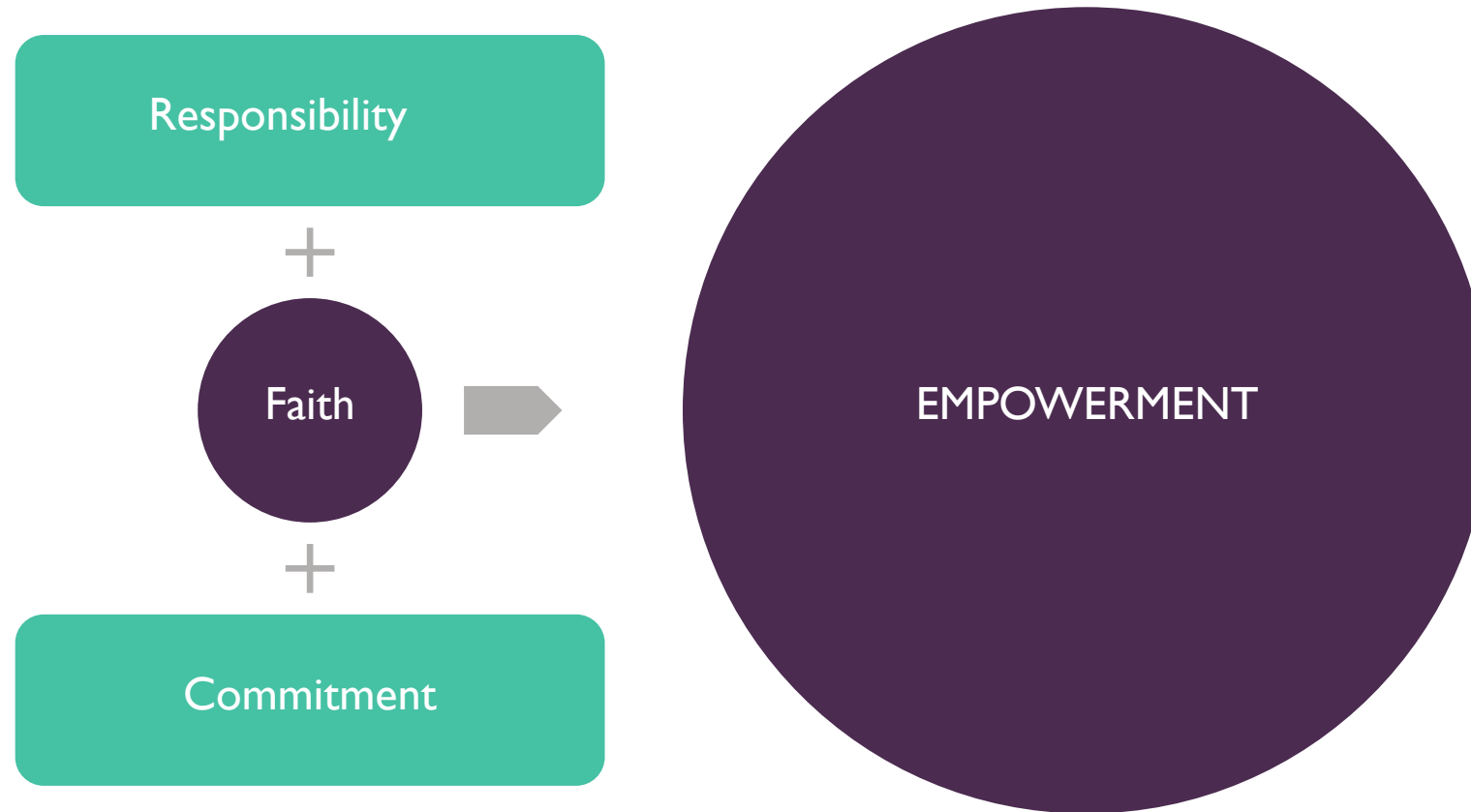
(4 of 4)

Communicate, communicate,
communicate.

Place an employee representative
on the board of directors or
management committee.

Formula for Empowerment

To make positive changes in our lives or in our organizations,
we must follow the formula:



Empowerment

Components

(1 of 3)



Freedom to act: provides for the successful accomplishment of mutually understood expectations through co-responsibility.

Empowerment

Components

(2 of 3)



Commitment: the acceptance by individual members of their responsibility for the consequences of their own behavior.

Empowerment

Components

(3 of 3)



Collaboration: simultaneous involvement of individual members in the process of their own success and the success of others.

KEY POINTS



Empowerment

Key Points

(1 of 2)

The goal of empowerment is to assume success for individuals and organizations.

Empowerment is possible only through strong (yet not domineering) leadership.



Empowerment

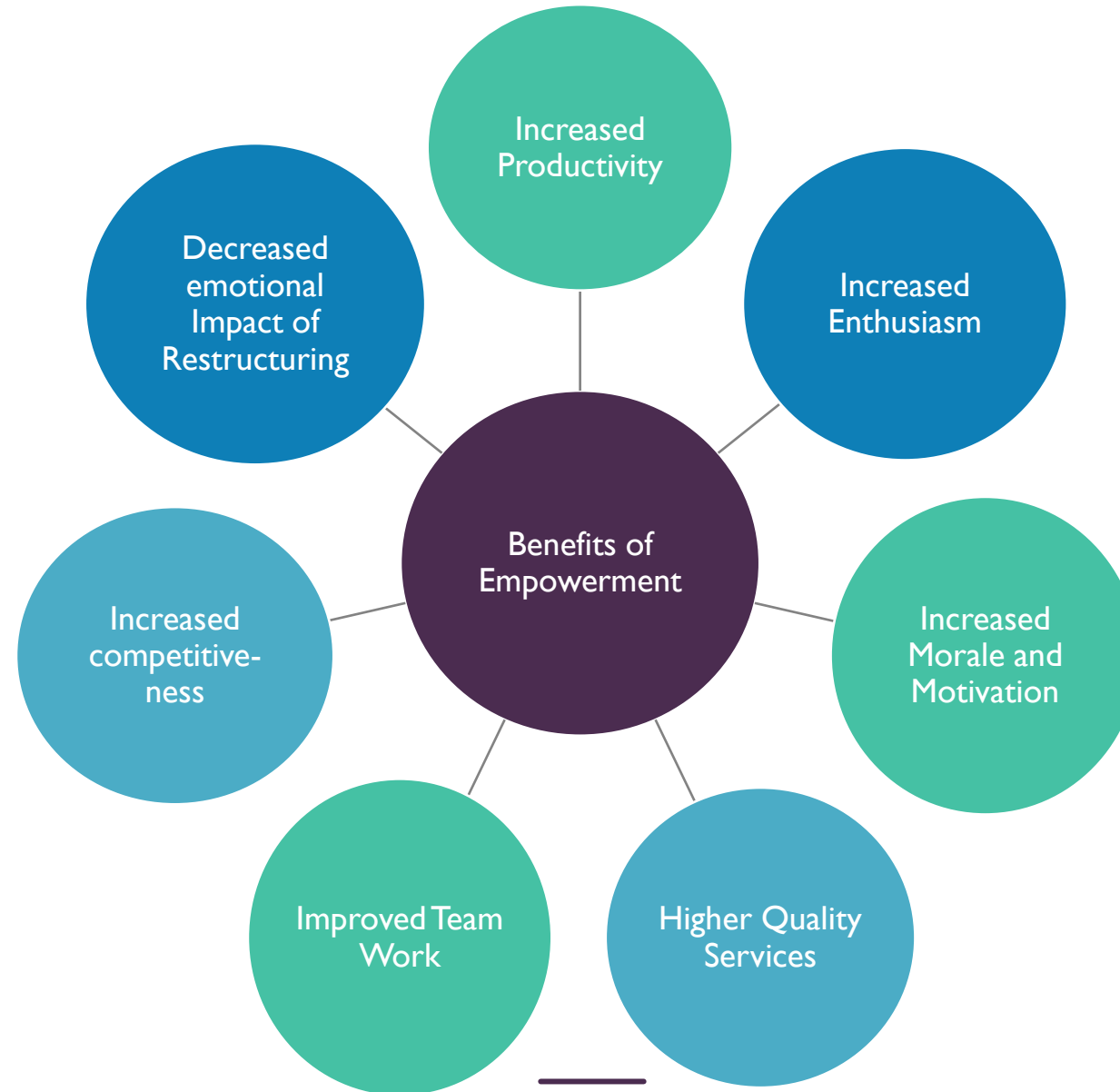
Key Points

(2 of 2)

Empowerment thrives on the identification of and adherence to boundaries.

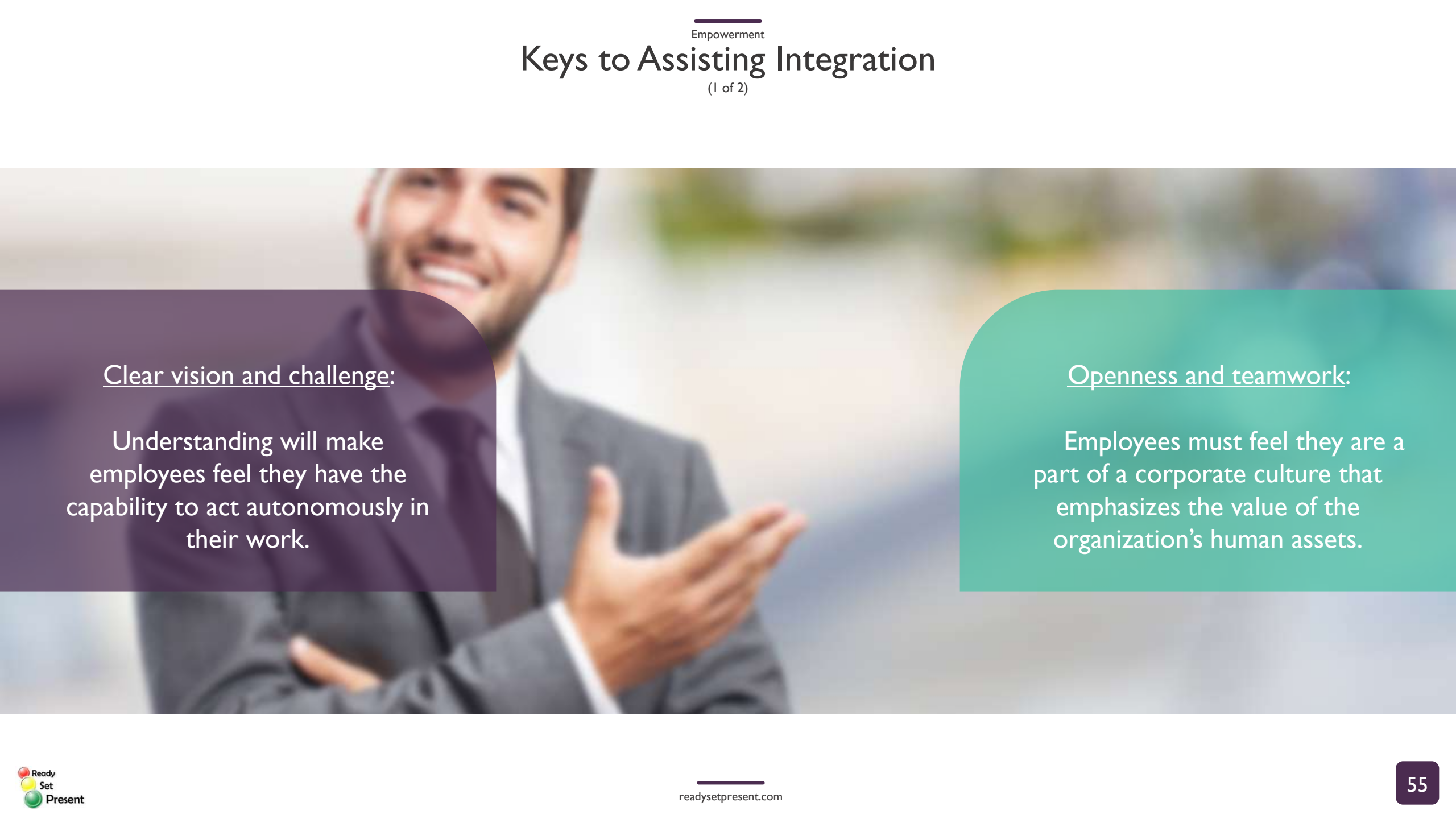
Empowerment emerged as a key means of mobilizing and maintaining worker commitment.

Benefits of Empowerment



A man with a beard and short brown hair, wearing a grey suit, white shirt, and dark tie, is smiling and gesturing with his hands. He has his arms crossed, and his right hand is open and facing forward. The background is a blurred outdoor scene with greenery and a blue sky. A semi-transparent dark purple banner is overlaid across the top of the image.

KEY POINTS



Empowerment

Keys to Assisting Integration

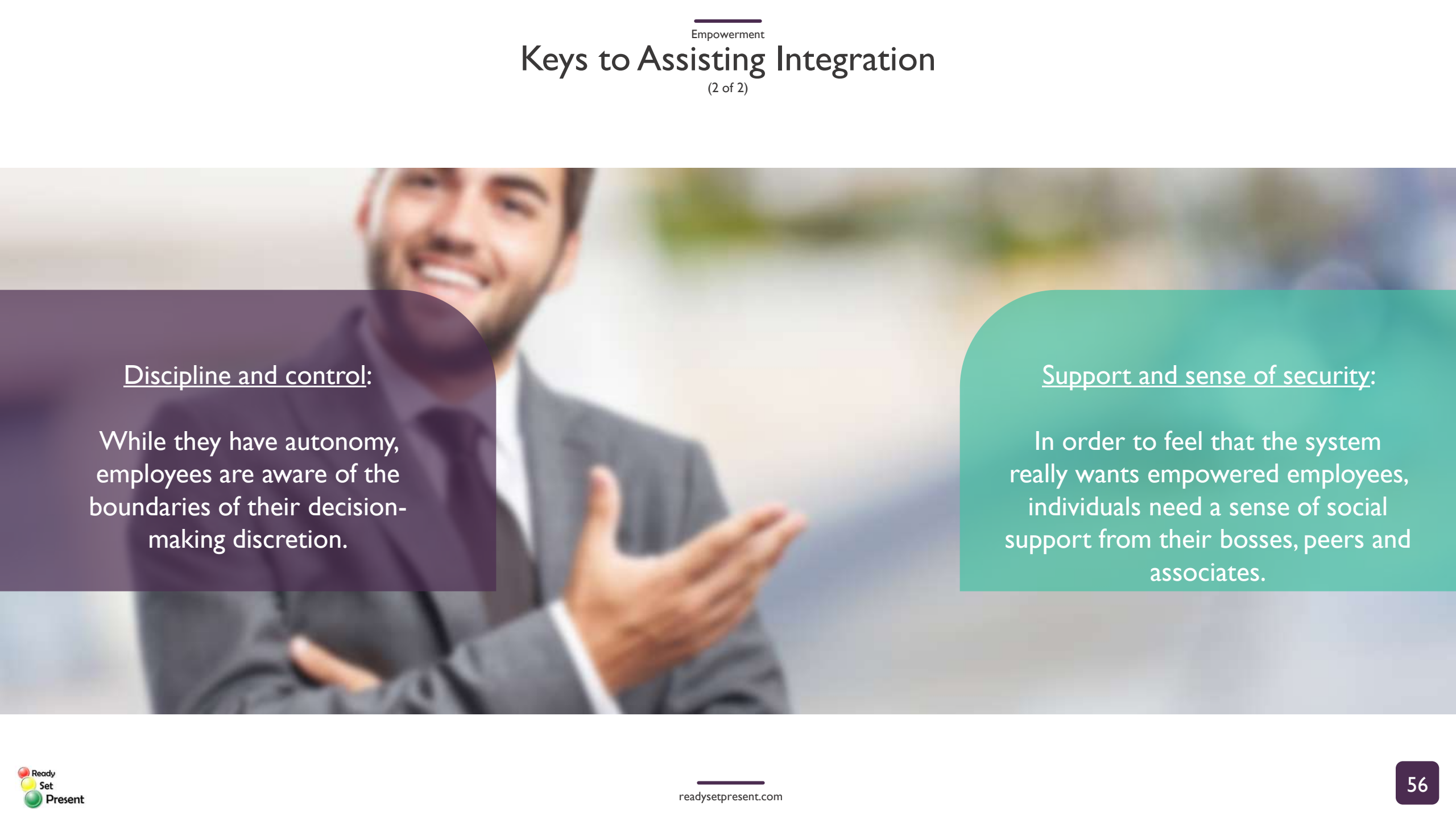
(1 of 2)

Clear vision and challenge:

Understanding will make employees feel they have the capability to act autonomously in their work.

Openness and teamwork:

Employees must feel they are a part of a corporate culture that emphasizes the value of the organization's human assets.



Empowerment

Keys to Assisting Integration

(2 of 2)

Discipline and control:

While they have autonomy, employees are aware of the boundaries of their decision-making discretion.


Support and sense of security:

In order to feel that the system really wants empowered employees, individuals need a sense of social support from their bosses, peers and associates.

Empowerment

Empowered People

(1 of 2)




Have a sense of determination,
and are free to choose how to do
their work and are not
micromanaged.

Have a sense of meaning (work is
important to them), and they care
about what they are doing.

Empowerment

Empowered People

(2 of 2)



Have a sense of competence and are confident about their ability to do work well.

Have a sense of impact and believe they can have influence on their work unit.



Employee Development

Empowerment

Learning is critical:

in growing core employee competencies, skills and behaviors required by the company.


in its value as a process for ensuring employees' attitudinal flexibility.

Empowerment

Employment Contracts

(1 of 2)

Old Contracts:



Formal, inflexible and inefficient.

“Do as you’re told and we will give you security and wages.”

Organization controls the employee.

Empowerment

Employment Contracts

(2 of 2)

New Contracts:

Have greater flexibility and
are ever-changing.

Opportunity for contract holders
to parallel their own personal
development with that of the
organization.



Empowerment Building New Contracts

(1 of 3)

Clear vision from management – core values must be defined, along with vision and mission.

A development plan for each employee – employees need to know how the organization will treat them before they can commit themselves to belief and action.



Empowerment

Building New Contracts

(2 of 3)


Well-defined products and services – teams need to agree on what their products and services are and how they are produced.

Team-based organizations – teams don't happen by chance, and their existence is the responsibility of the management team.

Empowerment

Building New Contracts

(3 of 3)



Management people who show they care –
motivating people needs to be a “pull” activity,
not a “push” activity.

EMPOWERMENT



Empowerment



“Command and control” need play a little part in the management team philosophy.

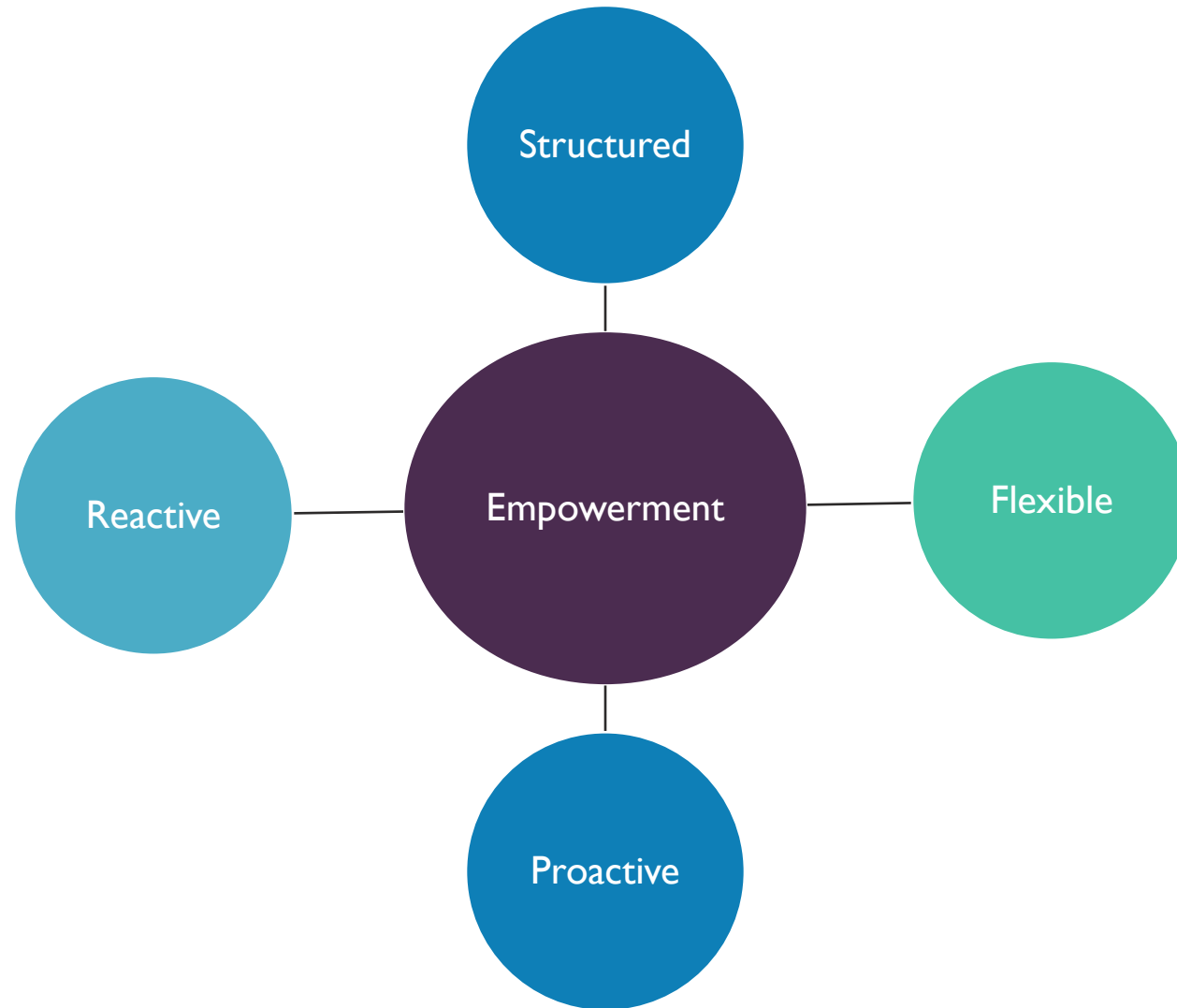
Nurture employees’ initiatives, and support their ideas.

Provide no-nonsense channels of communication straight from the front line to the board room.

Empowerment

Types of Empowerment

(1 of 5)



Types of Empowerment

(2 of 5)



Structured Empowerment:

Decisions are made with specified and detailed limits.

Types of Empowerment

(3 of 5)



Flexible Empowerment:

Latitude is given to the employee within broad guidelines.

Types of Empowerment

(4 of 5)



Reactive Empowerment:

Employee has permission to act beyond a script in order to deal with situations.

Types of Empowerment

(5 of 5)

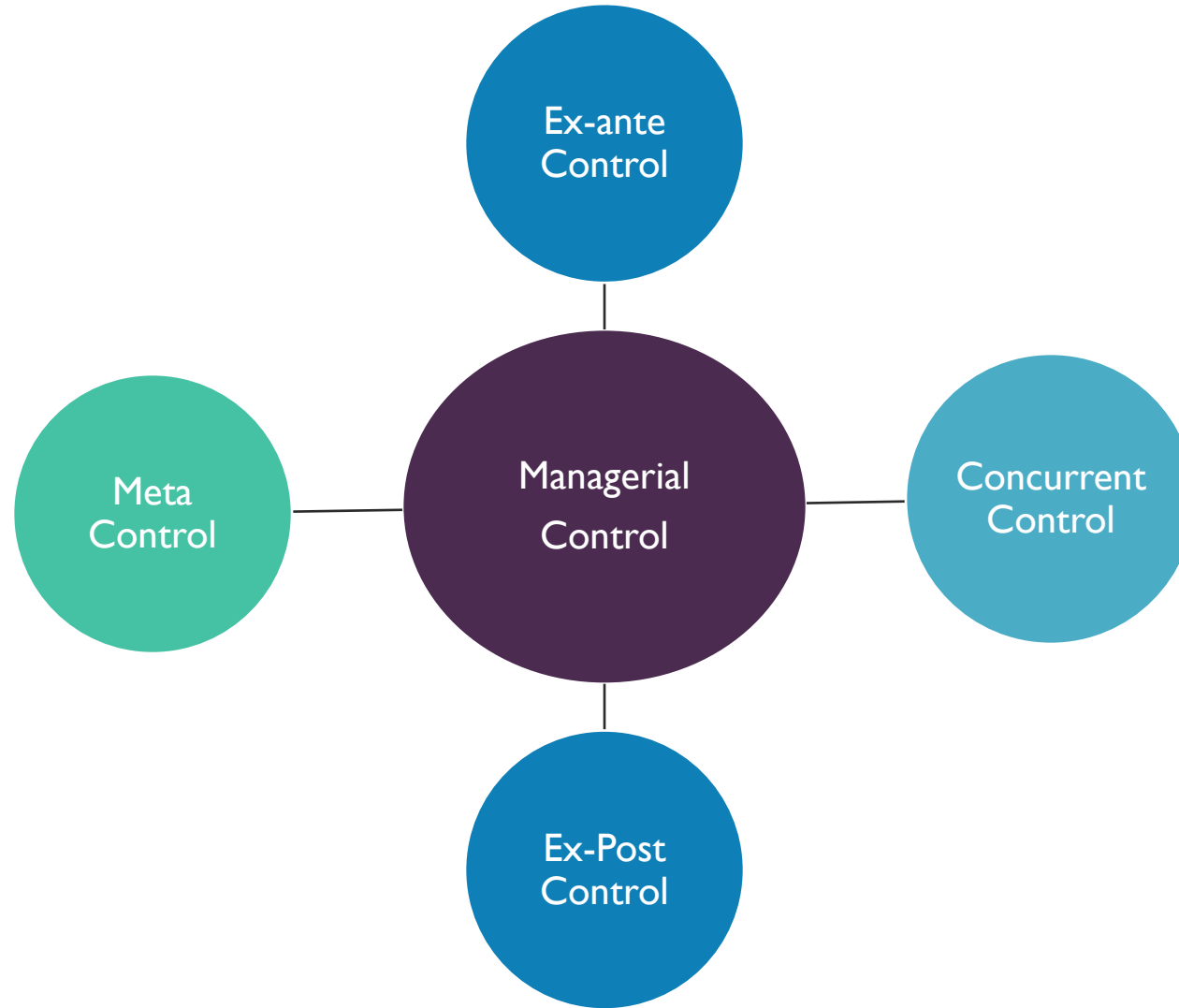


Proactive Empowerment:

employee makes an actual creative input.

Types of Managerial Control

(1 of 5)



Types of Managerial Control

(2 of 5)



Ex-ante Control – operates before the event and focuses on inputs in the form of knowledge and skills of those carrying out the work.

Types of Managerial Control

Empowerment
(3 of 5)



Concurrent Control – operates during the event and focuses on processes in the form of methods used for carrying out work.

Types of Managerial Control

Empowerment
(4 of 5)



Ex-post Control – operates after the event and focuses on outputs in the form of material, financial or informational results of the work process.

Empowerment

Types of Managerial Control

(5 of 5)



Meta Control – operates “above” the event and focuses on values in the form of notions of what is important and desirable, held by those carrying out the work.

A man with a beard and short brown hair, wearing a grey suit, white shirt, and dark tie, is smiling and gesturing with his hands. He has his arms crossed, and his right hand is open and facing forward. The background is a blurred outdoor scene with greenery and a blue sky. A semi-transparent dark purple banner is overlaid across the top of the image.

KEY POINTS



Empowerment

Key Points

(1 of 3)

Empowerment must be accompanied by:

Careful employee recruitment and training to select “empowerable” employees.


Promoting a service-oriented organizational culture and shaping employee attitudes.

Empowerment

Key Points

(2 of 3)

Empowerment must be accompanied by:



Performance-related pay and symbolic rewards/recognition to encourage exercising responsibility and initiative.



Empowerment

Key Points

(3 of 3)

Managers must commit to empowerment if they want it to work.

Workers must also understand management's commitment to empowerment so that the workers, in turn, might be able to commit to what their empowerment will require of them.

Empowerment Elements of Empowerment

Improved communication.

Leadership training.

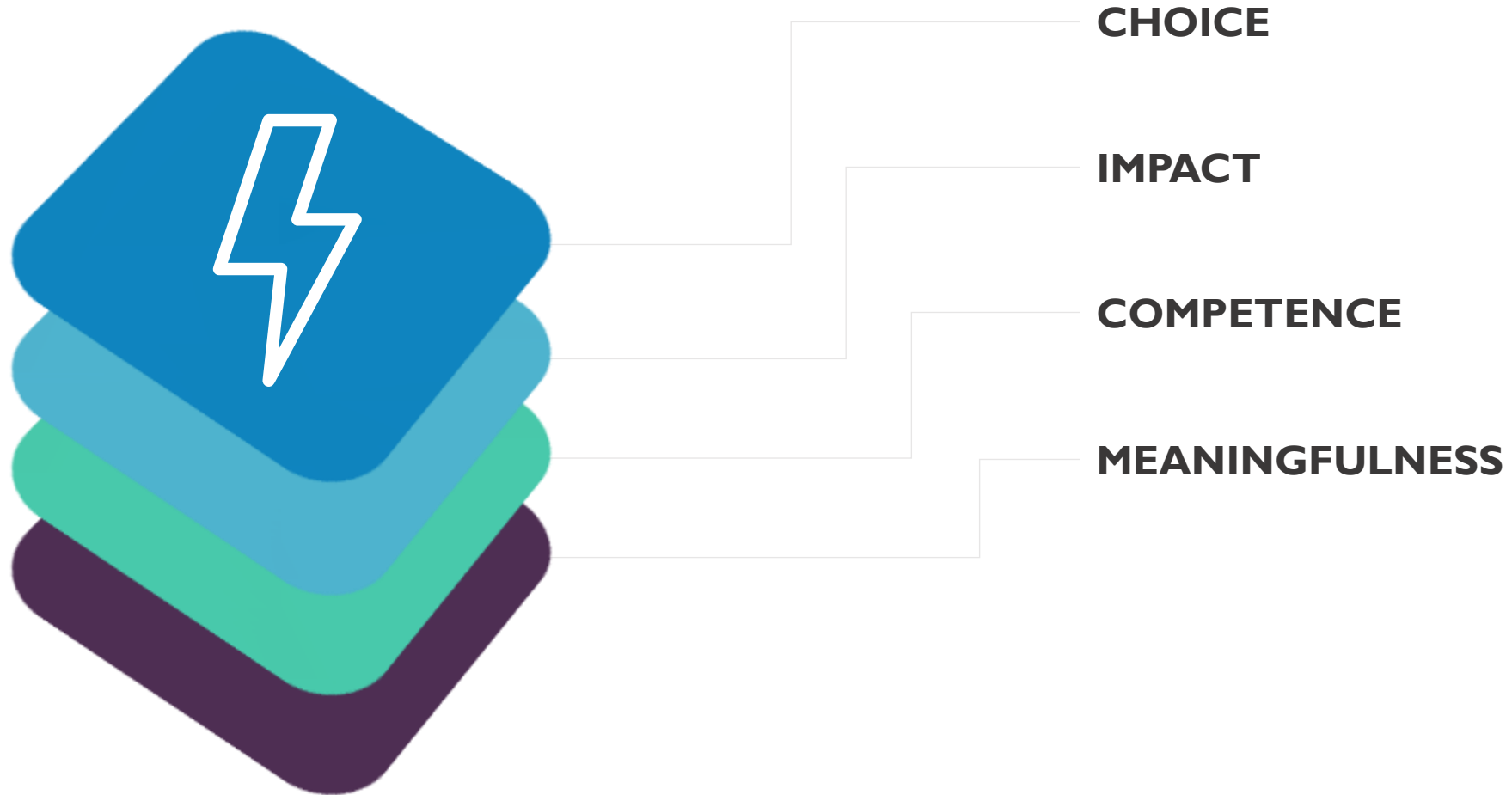
Technical and general training.

Performance evaluation.

Changes in reward systems.

Changes in the system of representation.

Elements of Empowerment



Empowerment

Empowerment Dimensions

(2 of 5)



Choice:
Giving employees the skills and right to
choose a different course of
action in performing their work.

Empowerment

Empowerment Dimensions

(3 of 5)



Impact:

When the employee experiences making a difference in accomplishing a task, and the job is seen to improve the lives of others.

Empowerment

Empowerment Dimensions

(4 of 5)



Competence:
If a person can perform the task activities skillfully, then the task affects competence.

Empowerment

Empowerment Dimensions

(5 of 5)



Meaningfulness:

If a person views the task as worthwhile; if it provides a sense of purpose.

THE VALUE OF EMPOWERMENT



The Value of Empowerment

Empowerment

Empowering employees can make good, profitable sense.

Highly empowered companies are more than twice as likely to show improvements on critical financial indicators.

Influences on Empowerment



Relationships – focused on task needs, expertise and knowledge and founded on partnership and trust.

Style – involves coaching and devolved decision-making, providing scope for empowerment within agreed boundaries.

Desire to be Empowered


A majority of employees want to become actively involved in their work.

Most employees desire greater responsibility in the workplace.

Employees seek to fulfill many of their psychological needs through their work.

Empowerment

Empowered Workers



...are less likely to be deterred by obstacles.

...are more likely to work hard to overcome any obstacles that are encountered.

Value of Employee Input

(1 of 2)



Employees often have a better feel for how procedures and processes can be improved.

Employees have a more diverse background than their managers.

Employees can experiment without creating concern.



Empowerment

Value of Employee Input

(2 of 2)

Proposals from peers often get a better reception than management-mandated manifestos.

Employee suggestion programs strengthen organizational dynamics.

Employees are Reluctant?

(1 of 4)

Employees often sense their managers' reluctance to share power.

Limits to empowerment are always contentions, and the issue is often downplayed by managers.

Employees are Reluctant?

(2 of 4)

When managers are present, employees tend to hold back.

People vary in their capacity to experiment, to be assertive and to engage with higher authority figures.

Employees are Reluctant?

(3 of 4)

The expectation that employees are proactive and oriented towards learning puts considerable pressure on their skills.

There are limits to empowerment and learning that are beyond the scope of either employees or managers to modify.

Employees are Reluctant?

(4 of 4)

Employees can feel that if they suggest new and better ideas, their managers will likely get the credit.

Movement in the direction of a learning organization can have very different impacts on employees' security and power.

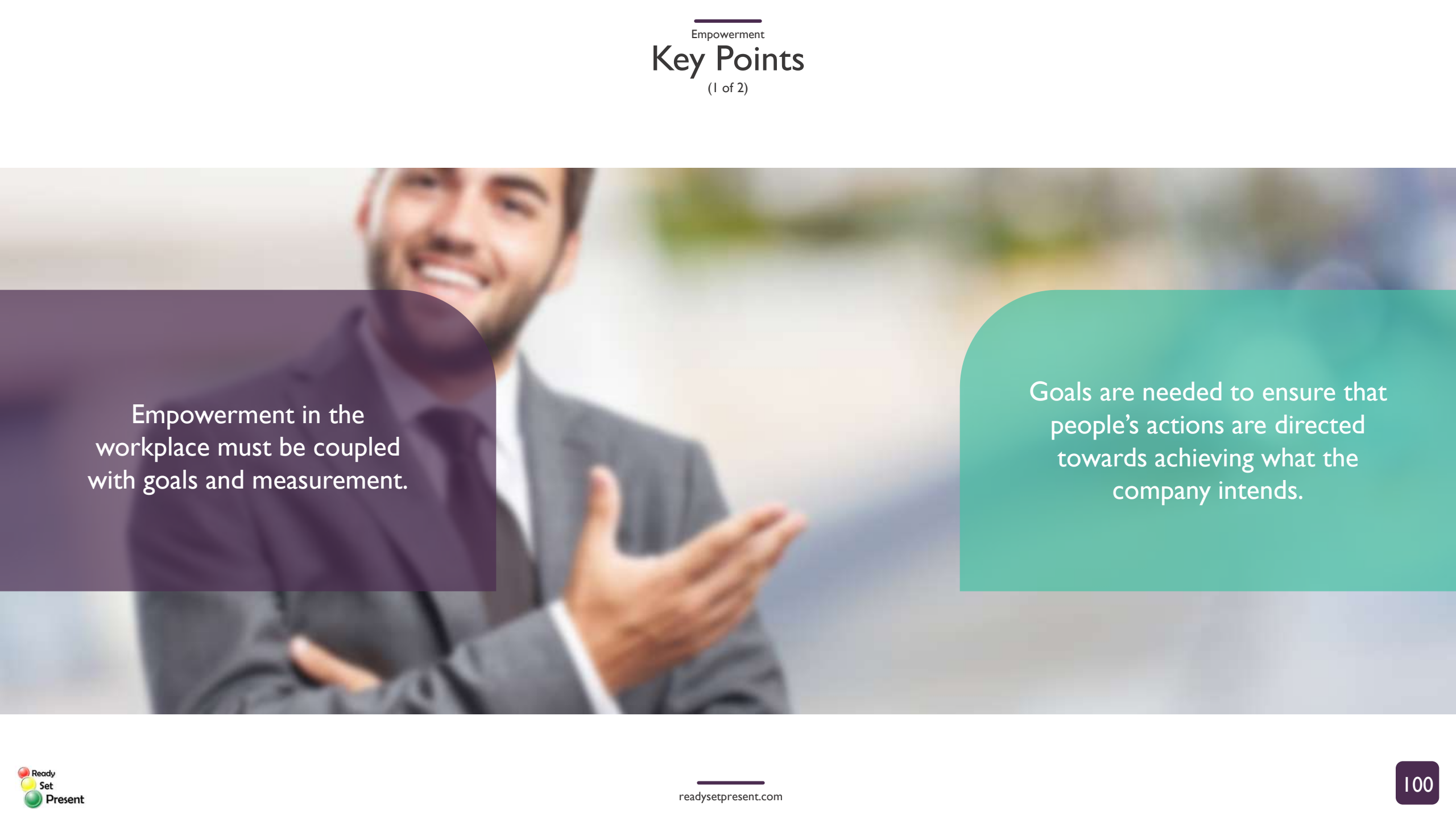
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KEY POINTS

Empowerment

Key Points

(1 of 2)




Empowerment in the workplace must be coupled with goals and measurement.

Goals are needed to ensure that people's actions are directed towards achieving what the company intends.

Empowerment

Key Points

(2 of 2)

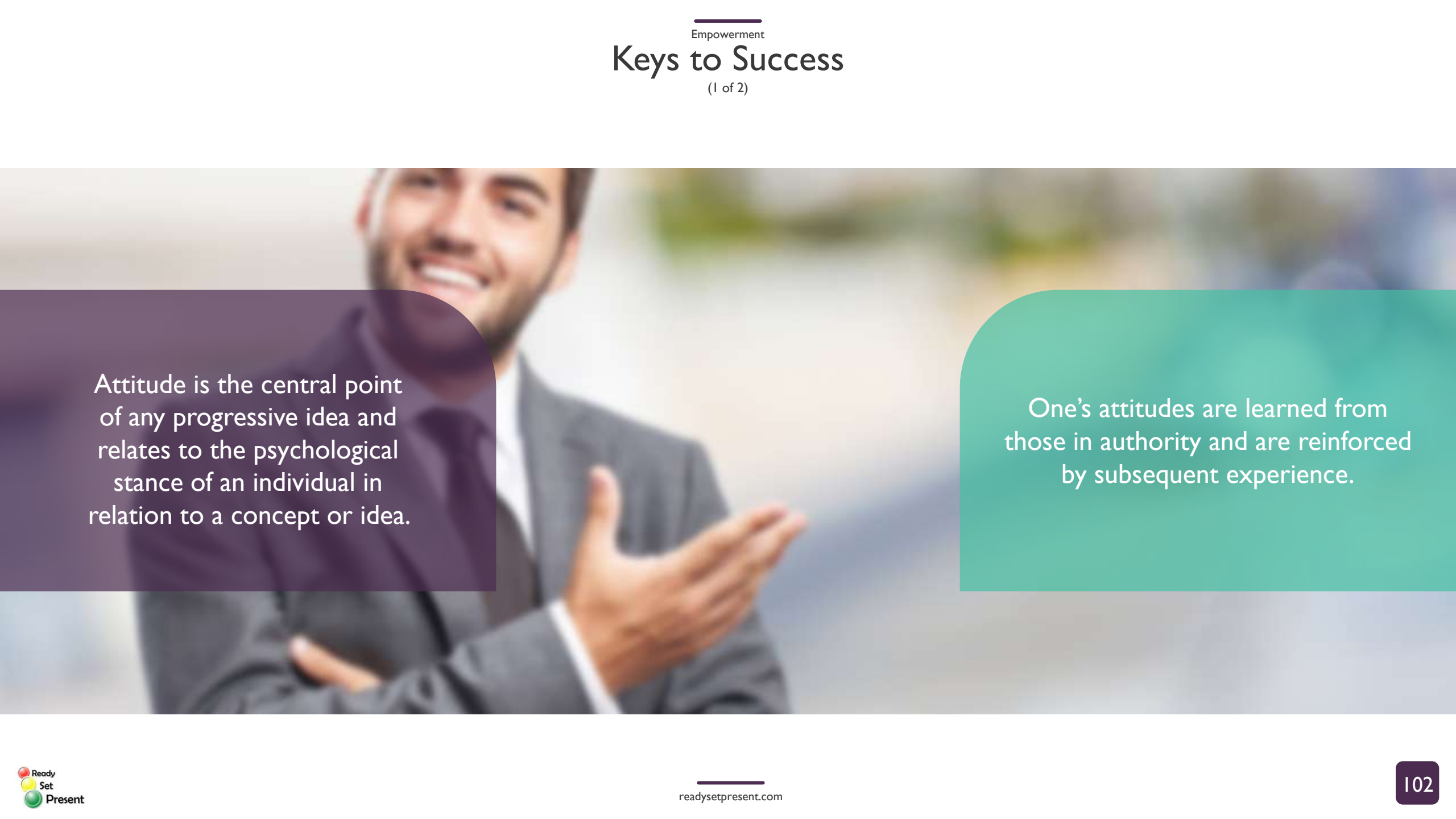


Measurement is needed so the executive can determine who has been successfully empowered and reward them appropriately.

Empowerment

Keys to Success

(1 of 2)




Attitude is the central point of any progressive idea and relates to the psychological stance of an individual in relation to a concept or idea.

One's attitudes are learned from those in authority and are reinforced by subsequent experience.

Empowerment

Keys to Success

(2 of 2)



Commitment implies a sense of duty and obligation to the company.

It means that everyone, from the managing director downwards, accepts responsibility for the success of the organization.

Involvement is the keystone of corporate success.



Empowerment

Key Points

(1 of 2)

A state of empowerment can only come from within an individual.

No one can create intrinsic motivation for another, and no one can cause another to be in an empowered state.

Empowerment

Key Points

(2 of 2)



Those in management can create extrinsic conditions which help lead employees in the direction of attaining empowerment.

What is Value Management?

Empowerment

Value Management is a step-by-step creative process that revolves around function.

It helps employees identify better ways to provide necessary critical change.

Steps to Value Management



Empowerment vs. Endullment

Empowerment:



People are involved in making decisions.

People have boundaries that are appropriate.

People track their own performance.

Empowerment vs. Endullment

Endullment:



People are told what to do.

Boundaries are too confining.

Feedback only comes from an authority figure.

The Path to Empowerment

Create champions.



Involve people in the planning process.



Create team leaders.



Educate the workforce.



Practice consensus decision- making.



Involve people in strategic and tactical planning.



Empowerment

Empowering Skills

(1 of 2)

The ability to lead participative meetings.

Listening skills.

The ability to handle conflict.

The knowledge for establishing measures.

Empowerment

Empowering Skills

(2 of 2)

Group-centered
decision-making skills.

Teaching skills.

Team building skills.

LEARNING TO LISTEN



Empowerment

Learning to Listen



The goal of listening is to be able to respond to the speaker's needs, not our own.


Empowering leaders need to practice active listening by working in small groups.

They need to practice responding to people's feelings about issues.

Empowerment

Managing Conflict

(1 of 2)




Define everyone's objective
in a conflict situation.

Insist on dialogue and
agreement on how to weigh
the merits of the objectives
people want to achieve.

Empowerment

Managing Conflict

(2 of 2)



Encourage brainstorming
of options.

Make sure that everyone in the
team participates in discussions.

Empowerment

Empowerment Planning Team

(1 of 3)

Involves a diagonal cross section of the people and perspectives in the organization.

Designed to hear people's perspectives about what is going on, not just the view of the managers.

Empowerment

Empowerment Planning Team

(2 of 3)



The team must have members from middle management, front-line supervision, and all various work groups.

Empowerment

Empowerment Planning Team

(3 of 3)

Roles:

Assess the organization's readiness.

Identify training needs.

Support implementation of training.

Plan communication to the workforce.


Evaluate the progress of empowerment.

Empowerment

Leadership That Empowers

(1 of 4)

Make A Decision...




The team must have members from middle management, front-line supervision, and all various work groups.

Empowerment

Leadership That Empowers

(2 of 4)

Make A Decision...




Leaders must be willing to confront their own resistances to empowerment, e.g., their desire to maintain control, to manage all the details, impatience, the need to shift from a "psychological contract" of dependency to one of "autonomy in relationship", or interdependence.

Empowerment

Leadership That Empowers

(3 of 4)

Create A Vision...



Provide clear direction with the purpose or “why” to empower and inspire.

Leadership That Empowers

(4 of 4)

Provide training, coaching and links to the various forms of teams so they are able to accept an increased level of responsibility and leadership.

Consider existing departments, cross-function teams, and special task teams, which can all become more self-managing.

EMPOWERED DECISION MAKING



Empowered Decision-Making

(1 of 7)



Provide a clear understanding of what YOU mean by empowerment and the responsibilities, limits and expectations you have regarding participation.

Empowered Decision-Making

(2 of 7)

Empowerment



Provide a clear understanding of your goals, values and priorities.

Decision-making cannot occur in a vacuum.

When employees are not clear about goals, values and priorities, they become hesitant to jump in for fear of looking foolish.

Empowered Decision-Making

(3 of 7)

Provide well-thought-out and effective ways of moving information around the organization.

As with goals, values, and priorities, employees must have all of the relevant information needed to make informed, in-context decisions, or even suggestions.

Empowered Decision-Making

(4 of 7)

Provide a clear process for input into the decision-making process.

One reason many organizations use self-directed work teams is that once they are up and running, they provide the process, or forum for input, suggestions and decision-making – a process which formalizes the employees' participation process.

Empowered Decision-Making

(5 of 7)

Provide management consistency.

When employees are clear about organizational goals, values, and priorities, and have access to all information related to the decision at hand, they are less likely to make decisions that will be ineffective, or that will require overruling.

Empowered Decision-Making

(6 of 7)

Provide the opportunity for skill development.

People vary in terms of their ability to work productively with others, communicate their ideas, and do effective problem-solving.

If we expect full participation, we must be willing to provide the tools for people to participate effectively.

Empowered Decision-Making

(7 of 7)

Provide a stable and respectful workplace – in organizations that have a history of unmanaged or mismanaged conflict, people will have learned that it's dangerous to participate in anything except a superficial way.

People who have been often criticized in harsh ways, by management or by peers, will be very careful about how they become involved.

Empowerment

Empowerment



Empowerment means managers will have LESS direct decision-making.

WHY EMPOWERMENT FAILS



Why Empowerment Fails

(1 of 3)

Empowerment has failed
because employees remain the
only focus.

Organizational values and culture have
prevented managers from “letting go.”

Why Empowerment Fails

(2 of 3)

Managers have not received clarity in roles which have changed.

Managers have remained insecure and have hung on to their “rights.”

Risk-taking is encouraged, yet mistakes are still punished.

Why Empowerment Fails

(3 of 3)



Empowerment has not been “bought into” from top to bottom; organization’s culture has not changed.

Role models and success stories are not celebrated.

Initiative that has caused reasonable mistakes is not rewarded.

Empowerment Empowering



Empowering means giving power – not just getting people to DO things.

It means getting people to participate in major decisions.

It means being listened to with respect.

When to Empower

(1 of 3)

If employees have close customer contact.

If innovation is a critical factor.

If technology is, and remains, complex.

If processes are continuously changing.

Empowerment

When to Empower

(2 of 3)

If the work environment remains uncertain.

If employees desire growth, responsibility and development.

If initiative has a high payoff value.

If employees need additional motivation.

Empowerment

When to Empower

(3 of 3)

If the specific employees are truly ready. ☐

If close supervision is impossible. ☐

If the boss is able to let go. ☐

If the boss is supportive and is an effective coach. ☐

When not to Empower

(1 of 3)



Consistency and uniformity for all employees are most essential.

Operational costs must be minimized and controlled tightly.

Operations are too routine and must be standardized.

When not to Empower

(2 of 3)

Errors are too costly to risk change.

Employees remain untrained and simply are not ready.

Employees remain dependent and lack confidence.

Individual initiative is often too costly.

Empowerment

When not to Empower

(3 of 3)

Motivation is already strong. ☐

Close supervision is still essential. ☐

The organization's culture is not yet supportive. ☒

Managers are not ready to let go. ☐

Empowerment

The Bottom Line

All employees need to feel valued.

Empowerment allows employees to feel that they have some impact on the organization.

Empowerment is necessary for equality in both organizations, and in the world.

WHAT IS YOUR NEXT STEP



A blurred background image showing a group of people in a meeting or collaborative work environment. They are gathered around a table, looking at documents or devices. The image is slightly out of focus, emphasizing the text overlays.

Empowerment Action Plan

What are you going to
take action on?

Start with the three
easiest items.

Empowerment

Action Steps

(1 of 4)

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

Empowerment

Action Steps

(2 of 4)

Begin with the least difficult behavior.



Advance to a more difficult behavior.



Break difficult behavior down into several smaller behaviors.



Attach time limits to each behavior.



Empowerment

Action Steps

(3 of 4)

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).

Empowerment

Action Steps

(4 of 4)

Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"

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