

Leading with Autonomy®

Skills for New Workplace Priorities

The Program

It is time to consider a new coaching and leadership development approach for frontline people managers and team leaders—one that focuses on learning how to lead with autonomy.

[Leading with Autonomy®](#) is based on best practice strategies of high-performance organizations. The program equips leaders to address current challenges - --from improving efficiency, productivity, innovation, product quality as well as strengthening employee engagement, commitment, and accountability -while reducing burnout.

[Leading with Autonomy®](#) is applicable for any organizational work structure, whether office based, hybrid, or virtual.

The Research

Our research with hundreds of first-line people managers and team leaders across 900 diverse organizations found that employees who say they are “committed to a very great extent” also say that their managers are “very or extremely effective” at “granting autonomy and not micromanaging.”

Autonomy helps employees manage their job demands, workload, and work environment. It gives them an element of control over their workday as well as the opportunity to take responsibility for a measure of their own success. For frontline people managers, it is a leadership practice that, done well, can significantly reduce employee burnout.

Nearly [60% of millennials](#) and Gen Z, 54% of Gen X, and 31% of Baby Boomers—managers as well as employees—say they are burned out. A study by [the Great Place to Work \(GPTW\)](#) organization gathered more than 1.7 million survey responses from 1,570 companies and found that employees who experienced burnout were three times more likely to have been micromanaged by their direct manager.

Course Outline

The program consists of four virtual or classroom sessions ranging from one to two hours each that can be implemented individually or as a curriculum. The content and experiential learning exercises are situated and practiced within remote, hybrid, or office-based settings.

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Unit Outline

Unit 1: Increasing Autonomy and Accountability

Participants will learn how they can:

- use autonomy to maximize employee performance and commitment
- use autonomy to reduce burnout
- recognize and avoid practices that fuel employee burnout
- determine the right level of autonomy for each of their employees and for their workplace setting
- balance autonomy and accountability to achieve team and organizational objectives

Unit 2: Overcoming Micromanagement

Participants will learn how they can:

- eliminate micromanagement and the lack of mutual trust that contributes to burnout for both the manager and the employee
- avoid accidental micromanagement that is practiced by even the best managers
- address micromanagement that is more prevalent in remote and hybrid workplaces
- avoid becoming an accidental micromanager
- balance autonomy and accountability to achieve team and organizational objectives

Unit 3: Setting Expectations That Create Autonomy and Accountability

Participants will learn how they can

- use expectation setting, to set the stage for autonomy and accountability
- avoid ineffective expectation setting that virtually guarantees micromanagement and burnout
- build a foundation of trust with effective expectation setting
- leverage employee qualities and capabilities to help prevent burnout
- set expectations that reflect, and leverage employees' needs and motivations, differing abilities, attitudes, and levels of experience while aligning these expectations to broader organizational goals and priorities

Unit 4: Leadership Behaviors That Drive Autonomy

Participants will learn how they can:

- calibrate the use of recognition, information sharing, coaching, and career development with the specific levels of autonomy, task complexity, and employee readiness that drive autonomy and reduce burnout
- make employee recognition abundant, timely, specific, and motivating
- coach employees by helping them “look at the big picture,” “get outside the box” and “get below the surface” when they need to make decisions, solve problems, or build skills
- use the 10 key career development questions that best help employees become clearer about their long-term aspirations
- develop strategies for sharing information that is more frequent, clear, and pertinent

Leading with Autonomy® was designed and developed using industry best practices by Kathleen Hurson, former head of design for Zenger Miller and AchieveGlobal, along with consultation from Thiagi, one of the world's foremost experiential learning experts. The program was based on and dictated by unbiased research gathered by Zenger Miller's former head of research, Darlene Russ-Eft, PhD.

BE GREAT LLC

We focus solely on the training and development needs of frontline people managers and their teams. We offer evidence-based solutions that work.

Contact us!

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