

Empowerment resource, prepared by Andrew Gibbons

Much more at www.andrewgibbons.co.uk

Managers and empowered people...

Attraction of employees as empowered learners
vs Expectation of being in control...Manager's security

Wish to avoid hostility and blame
vs Attraction of becoming empowered...Employee's security

Three management roles for empowerment:

Fully utilise current capabilities
Coach to develop potential
Become a visionary enabler of future talent

John Nicholls

Benefits of empowerment

Less risk aversion
More flexibility, creativity, innovation
Better rapport with colleagues and customers
Managers freed up to do other things

Four components of empowerment

Choice
Competence
Meaningfulness
Impact

Thomas and Velthouse

Four empowerment levers

Clear vision and challenge
Openness and teamwork
Discipline and control
Support and a sense of security

Applebaum, Hebert and Leroux

Four factors that ensure empowered people's behaviour is self-determined

Choice

The opportunity to feel you select task activities that make sense to you and to perform them in that seem appropriate.

Competence

The accomplishment you feel in skilfully performing task activities you have chosen.

Meaningfulness

The opportunity you feel to pursue a task that is worth your time and energy.

Progress

The accomplishment you feel in achieving the task purpose.

Applebaum and Honeggar

The pros and cons of empowerment:

Pros:

Quicker responses to customer needs during service delivery

Quicker responses to dissatisfied customers during service recovery

Empowered employees can be a great source of service ideas, and word-of-mouth advertising and customer retention

Employees feel better about their jobs and themselves

Clutterbuck and Kernaghan

The pros and cons of empowerment:

Cons:

Empowered staff generally need more development than those who follow strict procedures

Empowered staff cost more to employ

Empowered staff may provide slower, or more inconsistent service delivery

Empowered staff may violate customers' perceptions of fair play

Clutterbuck and Kernaghan

Four types of organisations that go for empowerment

Dissociated

Fraudulent

Enlightened

Miser

Yehuda Baruch

Four types of empowerment through:

Participation
Involvement
Commitment
Delaying

Ashness and Lashley

Four things an empowered person has...

Control over how the job is done
Awareness of their work context
Accountability for quality of work output
Shared responsibility for unit performance

Four myths that hinder empowerment

We shouldn't trust the customer
We can't trust front-line employees
Empowerment diminishes the role of line management
Make a mistake or wrong decision and you're in big trouble, so best to play safe

John Tschol

Four things empowered need

Find meaning in daily tasks
Feel a sense of security
Have a sense of corporate spirit
Possess a feeling that work is fun

Erstad

Four signs of empowered people

A share in success
Accountability for results
A sense of organisational belonging
Confidence in their management & leadership
A sense of excitement in the job

John Nicholls

Four facets of empowerment:

Service product complexity
Customer needs complexity
Importance of speed of service
Customisation
Importance of service quality

Rafiq and Ahmed

Five things we look for in empowering leaders

Urgency
Agreeableness
Conscientiousness
Emotional stability
Intellect

Hogan and Horner

Five barriers to empowerment

Values
Attitudes
Behaviours
Actions
Feelings

Max Hand

Five things empowered people seek

A chance to be tested, to make it on their own
A chance to take part in a social experiment
A chance to change the way things are
A chance to do something well
A chance to do something worthwhile

David Berklow

Six things empowered people want

Doing something that makes them feel good
Accomplishing something worthwhile
Learning new skills
Opportunity to use and develop the new skills
Freedom to do their job to their own high standards
A chance to do the things they do best

Lawler and Renwick

Six signs of an empowered person

Accepts and welcomes responsibility
Wants more responsibility and accountability
Sees responsibility as a challenge
Does not see responsibility as something imposed as a painful duty
Sees responsibility as a free choice
Sees responsibility as an opportunity for further personal development

Claus Moller

Six roles for the empowering manager

Articulator of vision
Goal definer
Creator of challenge
Developer of talent
Resource obtainer
Leader

Clutterbuck and Kernaghan

The MORALE model of empowerment

M entoring
O wnership
R esponsibility
A sssessment
L earning
E mpowerment

Newton and Wilkinson

Six things that get in the way of empowerment

The threat to values
The threat to managers
Fear of repercussions
Organisational structures
Management distrust and cold feet
Lack of time and resources

Max Hand

Empowerment: the old ways and the new

Traditional approach	vs	Empowered approach
Control	vs	Freedom to act
Hierarchy	vs	Democracy
Paternalistic	vs	Entrepreneurial
Rigidity	vs	Flexibility
Internal focus	vs	Customer focus

Sarah Cook

Six things empowered people achieve

Doing something that makes them feel good about themselves
A chance to accomplish something worthwhile
The opportunity to learn new skills
The chance to gain knowledge
The freedom you need to do your job well
The chance to focus on the things you do best

Lawler and Renwick

Six organisational encouragers of empowerment

Agreed two way communication
A willingness to take risks
Acceptance of creative mistakes without penalty
Reason rather than rules
Will and courage
A long term commitment to success
Real investment in competence development

Seven elements of empowerment

Free flow of information on organisational goals and direction
Continuous training and development
Management and leadership by all employees
Managers as coaches, who empower gradually
Employee control of needed resources
Clear structures for performance management
Continuous positive feedback and reinforcement of personal performance

Caudron

Seven disempowering leadership behaviours

How I see things is correct
Keep separate from those you lead
Never admit to mistakes or show weakness
Be consistent to the point of rigidity
Overwork and sacrifice - and expect the same
Criticise, manipulate and coerce
As leader, pursue power over purpose

Adapted from Nixon

Seven influences on empowerment

Non/routine nature of work
Task variety/uncertainty
Opportunity for creativity
Degree of value added at point of contact
Contact time with customer or other party
Importance of service recovery
Complexity of customer relationship

Rafiq and Ahmed

Seven building blocks of empowerment:

Information
Authority
Alignment
Leadership
Accountability
Ability
Support

Margaret Elstad

Seven signs of empowerment:

The ability of employees to provide information and make decisions
The speed of problem resolution
An increase in creative new ideas and Improvements
Standards are set and maintained by self-discipline not centralised enforcement
Staff listen actively to customers showing willingness to see their point of view
Greeting with enthusiasm and a positive attitude
Evidence of teamwork and a genuine enjoyment in meeting or exceeding customer needs

Cook and Macaulay

Seven steps to empowerment

- Create a vision of empowerment that excites people
- Develop managers in empowering behaviours
- Create customer-focused roles and job descriptions
- Monitor the effectiveness of empowerment
- Keep empowerment alive at every opportunity
- Recognise contributions to empowerment and reward
- Celebrate the positive results of empowerment

Adapted from Fenman

Seven customer judgements of empowerment

- Employees providing information and making decisions
- Speed of problem resolution
- Increase in creative ideas and improvements
- Self-setting high standards not managerial enforcement
- Staff that show willing and enjoy customer contact
- Enthusiasm and attentiveness
- Teamworking and evidence of colleague support

Adapted from Cook and Macaulay

Eight principles of empowerment

- Protect the dignity of all employees
- Manage perceptions, not just the 'facts'
- Use organisational authority to release rather than inhibit human potential
- Use consensus decision making
- Clarify vision, mission, objectives, goals, and job descriptions
- Unshackle the human desire to be of service to others
- Come from values
- Provide the feedback requested by employees

William B Harley

Eight ways to empower:

- Motivate
- Provide direct and positive feedback
- Spend more time with people
- Relinquish control
- Encourage decision making
- Stress innovation
- Encourage risk taking
- Support

Nine factors that inhibit empowerment

- Poor managerial credibility
- Mistrust of managerial motives to empower
- Middle managers fearful of losing power
- Historical working patterns that aren't helpful
- Traditional bureaucratic hierarchical structure
- Harsh penalties for innocent or developmental errors
- Unwillingness to change - preference for the status quo
- Managers and employee's goals differ significantly
- Emphasis on short term results

Adapted from: Smith and Mouly

Nine conditions for empowerment

- Clear understanding of organisational mission
- Focus energy on the mission and purpose
- Develop and use employee competency
- Managers as coaches - using real work for learning
- Value and support all employees
- Managers who seek opinion and create ownership
- Building self-esteem via praise and reward
- Asking more questions, seeking better solutions
- No miracles expected overnight - on for the long haul

Adapted from: Potter 1994

Ten facilitators of empowerment

- Real, demonstrable commitment by management
- Few hierarchical layers
- Adequate training in teamwork and communication skills
- Clear communication of the empowerment message
- Sufficient meaningful personal feedback
- A culture of openness, encouragement and trust
- Awareness and interest in the 'big picture'
- Appropriate, fair rewards, built on individual contribution
- Mistakes are acknowledged and learned from positively
- Taking the long term perspective

Adapted from: Smith and Mouly

What is the case for empowerment?

What are the barriers to empowerment?

What can be done to overcome the barriers to empowerment?

“Empowerment then, is not specific management practices, but rather characteristics reflecting personal experiences or beliefs about a role in the organisation”

Steven Applebaum et al

“Empowerment means releasing self-motivation of employees such that they have the will to perform and contribute more“

Henry Coleman

Empowerment means “finding new ways to concentrate power in the hands of the people who need it most to get the job done - putting authority, responsibility, resources and rights at the most appropriate level for each task“

Clutterbuck and Kernaghan

“An empowered organisation is one where employees are given the authority and responsibility for serving the customer speedily and efficiency“

Cook and Macaulay

“Many organisations promote ideas that ‘our people are our most important asset’ and so on and then consistently fail to live by such values on a daily basis“

“Demotivated people do not feel any ownership of their jobs. They simply see themselves as having to do as they are told. They feel that there is little point in doing more than the minimum to get by”

John Potter

“Empowerment is the release of the full potential of every individual”

Max Hand

“If managers make all the decisions, employees are not to blame when things go wrong; in addition, more active participation can mean bigger workloads”

Pamela Johnson

“Experience shows that employees need guidance and training to help them take on new levels of responsibility”

Sarah Cook

“Empowerment is a slow process by which both parties develop their way of thinking and behaving so that the balance and relationship between the powerful and the powerless shifts, to their mutual benefit“

John Nicholls

“Empowerment is the delegation of power which enables people at lower organisational layers to make decisions”

“Empowerment is concerned with trust, motivation, decision making and basically, breaking the inner barriers between management and employees as ‘them versus us’ “

Yehuda Baruch