

Developing Management Skills

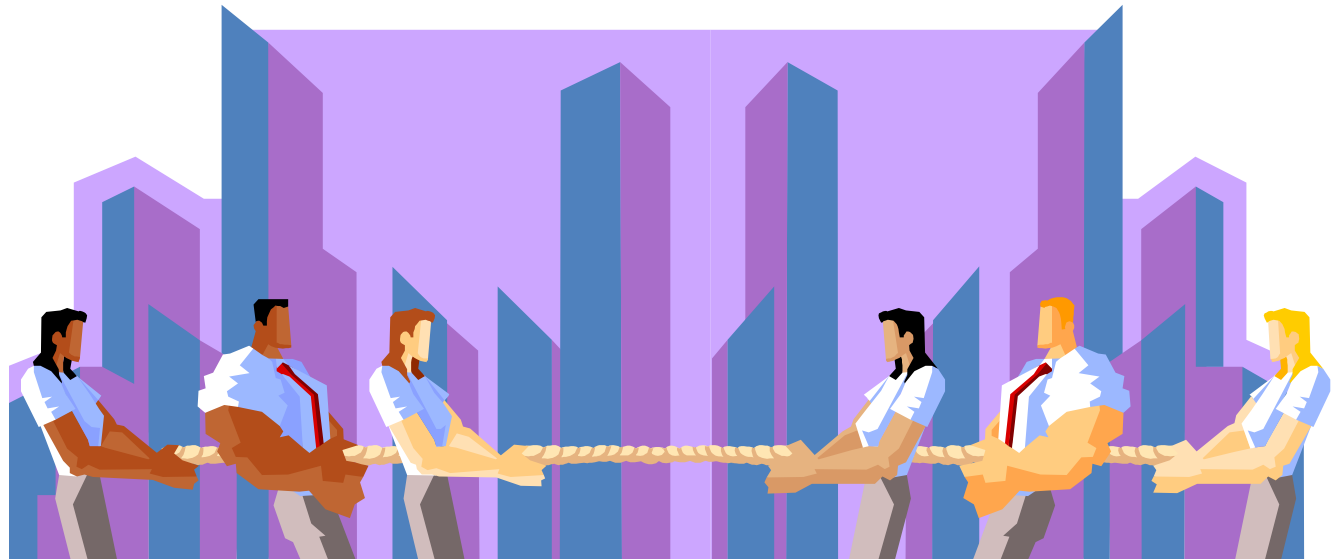
Chapter 8: Empowering and Delegating

Learning Objectives

- Develop and execute plans to empower others
- Proactively adopt principles of personal empowerment
- Utilize principles of effective delegation

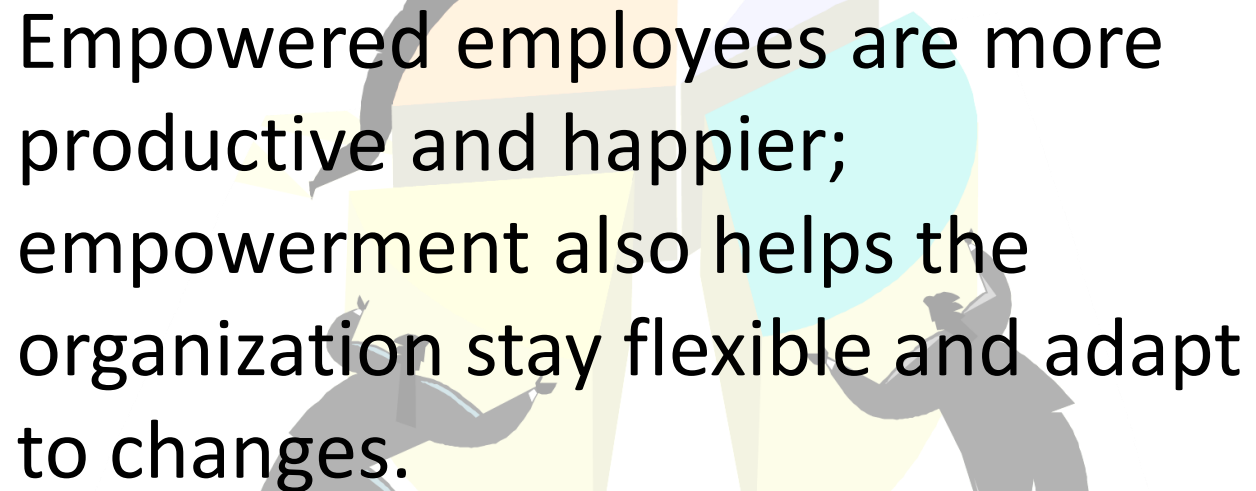
Empowerment

Providing freedom for people to do what they want to do (pull), rather than getting them to do what you want them to do (push).



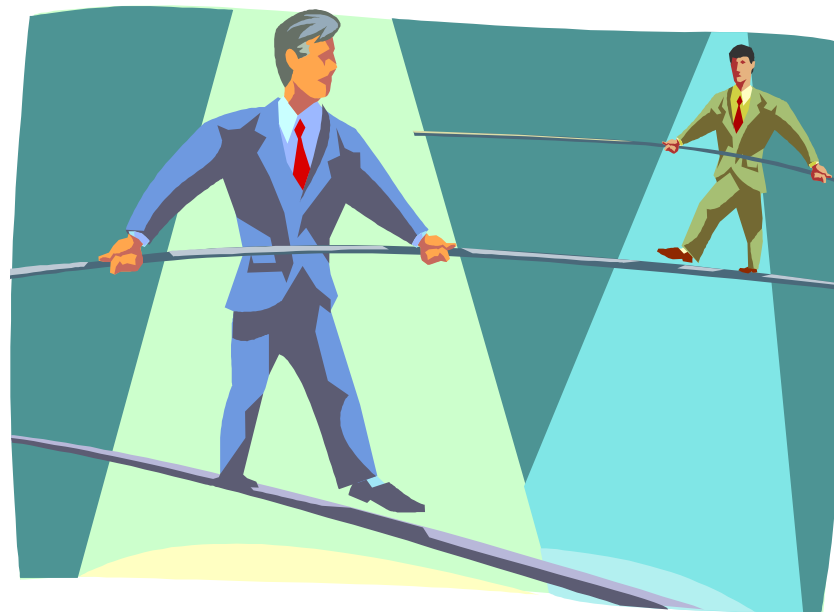
Results of Empowerment

Empowered employees are more productive and happier; empowerment also helps the organization stay flexible and adapt to changes.



A Dilemma

While empowerment is a positive for organizations, managers often feel threatened by it and perceive it as a loss of their own power.



The Dirty Dozen of Stress

- Centralization
- Threat-rigidity response
- Loss of innovation
- Decreasing morale
- Politicized environment
- Loss of trust
- Increased conflict
- Restricted communication
- Lack of teamwork
- Loss of loyalty
- Scapegoat leaders
- Short-term perspective

Empowerment

- Helps develop self-confidence
- Helps overcome feelings of powerlessness
- Energizes people to take action
- Creates intrinsic motivation

Lack of Empowerment

- Negative Consequences
 - Powerlessness
 - Helplessness
 - Alienation



The Differences Between Power and Empowerment

Power

- External Source
- Few have it
- The capacity to have others do what you want
- To get more implies taking it away from someone else
- Leads to competition

Empowerment

- Internal Source
- Ultimately, everyone can have it
- The capacity to have others do what they want
- To get more does not affect how much others have
- Leads to cooperation

5 Dimensions of Empowerment

- Self-efficacy
- Self-determination
- Personal consequences
- Meaningfulness
- Trust



Self-Efficacy

- A sense of personal competence
 - Belief that I have the ability to perform the task
 - No outside obstacles will prevent me from accomplishing the task

Self-determination

- A sense of personal choice
 - about the methods I use
 - about the effort I will expend
 - about the pace of the work
 - about the time frame

Personal consequences

- Sense of having impact
 - Active control – I can bring the environment into alignment with my wishes (instead of vice-versa)
 - Accountability – I am responsible for my own outcomes

Meaningfulness

- Sense of value in the activity
 - I value the purpose/goals of the activity
 - Methods align with my value system
 - Gives me a personal sense of purpose, passion, or mission

Trust

- Sense of security
 - I will be treated fairly and equitably
 - I feel comfortable developing relationships
 - I can act in a confident and straightforward manner

Developing Empowerment

- Articulate a clear vision
- Provide opportunities to foster personal mastery
- Model the correct behavior
- Provide support
- Create emotional arousal
- Provide necessary information
- Provide necessary resources
- Connect to outcomes
- Create confidence



“SMART” Goals

- Specific
- Measurable
- Aligned
- Realistic
- Time-bound



Five Factors to Create Confidence

1. Reliability
2. Fairness
3. Caring
4. Openness
5. Competence



Articulate a Clear Vision and Goals

- Create a picture of a desired future
- Use word pictures and emotional pictures to describe vision
- Identify actions that will lead to a vision
- Establish SMART goals
- Associate the vision with personal values

Foster Personal Mastery Experiences

- Break apart large tasks and assign one at a time
- Assign simple tasks before difficult ones
- Highlight and celebrate small wins
- Incrementally expand job responsibilities
- Give increasingly more responsibilities to solve problems

Model Successful Behaviors

- Demonstrate successful task accomplishment
- Point out other people who have succeeded
- Facilitate interaction with other role models
- Find a coach
- Establish a mentor relationship

Provide Support

- Praise, encourage, express approval for and reassure
- Send letters or notes of praise to family members or coworkers
- Foster informal social activities to build cohesion
- Supervise less closely and provide time-slack
- Hold recognition ceremonies

Arouse Positive Emotions

- Foster activities to encourage friendship formation
- Periodically send light-hearted messages
- Use superlatives in giving feedback
- Highlight compatibility between important personal values and organizational goals
- Clarify impact on the ultimate customer
- Foster attributes of recreation in work

Provide Information

- Provide all task relevant information
- Continuously provide technical information
- Pass along relevant cross-functional information
- Provide access to people with senior responsibility
- Provide access to information from its source
- Clarify effects of actions on customers

Provide Resources

- Provide training and development experiences
- Provide technical support
- Provide needed time, space, or equipment
- Ensure access to relevant information networks
- Provide more discretion to commit resources

Connect to Outcomes

- Provide a chance to interact directly with those receiving the service
- Provide authority to resolve problems on the spot
- Provide immediate, unfiltered, direct feedback
- Create task identity
- Clarify and measure effects

Create Confidence

- Exhibit reliability and consistency
- Exhibit fairness and equity
- Exhibit caring and personal concern
- Exhibit openness and honesty
- Exhibit competence and expertise

Inhibitors to Empowerment

- Attitudes about subordinates
- Personal insecurities
- Need for control



Advantages of Delegation

- Increase discretionary time for manager
- Develops employee knowledge
- Demonstrates trust
- Enhances commitment

Advantages of Delegation

- Improves decision making
- Enhances efficiency of decisions
- Fosters work integration by manager coordination

Delegating

Things to consider when delegating:

- Qualifications of subordinate
- Necessity of employee commitment
- Expansion of employee capabilities
- Evidence of shared values and perspectives
- Sufficient time for delegation

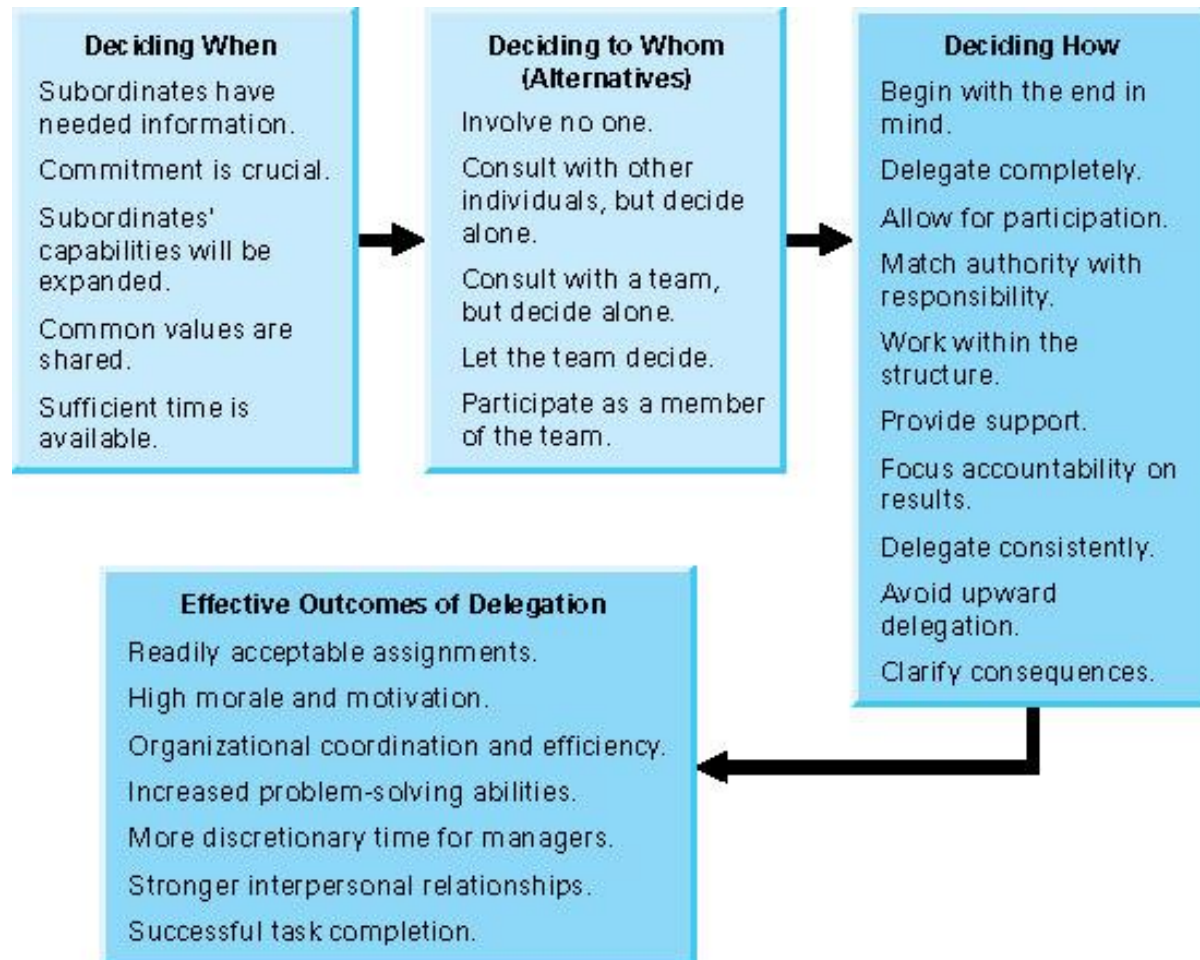
Guidelines for Effective Delegation

1. Begin with the end in mind
2. Delegate completely
3. Allow participation
4. Establish parity between authority and responsibility
5. Work with the organizational structure

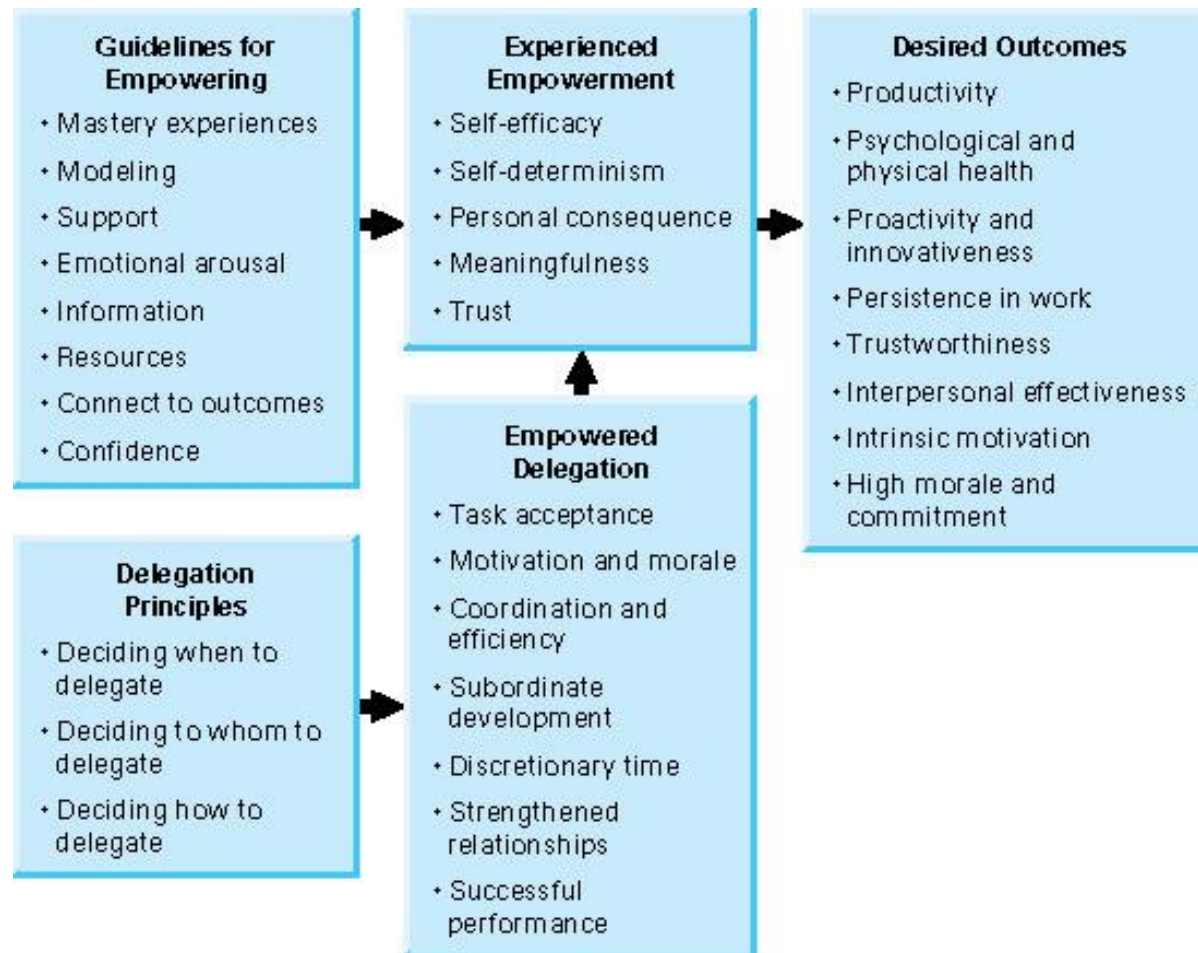
Guidelines for Effective Delegation

6. Provide adequate support
7. Focus accountability on results
8. Delegate consistently
9. Avoid upward delegation
10. Clarify consequences

Principles of Effective Delegation



Relationships Among Empowerment and Empowered Delegation




Behavioral Guidelines

- Foster self-efficacy through personal mastery experiences
- Foster self-determination by providing alternatives
- Foster personal consequences by helping people see the outcomes of their work
- Foster meaningfulness by clarifying vision

Behavioral Guidelines

- Foster trust by being consistent, honest, open, and fair
- Delegate work effectively



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