

# **THE EMPOWERMENT POCKETBOOK**

By Mike Applegarth & Keith Posner

*Drawings by Phil Hailstone*

“Empowerment allows an organisation to unlock the hidden potential in its workforce. This pocketbook will assist anyone who wants to learn about empowerment, what differentiates it from delegation, and how it can be implemented in the work place.”

**Adrian Guttridge, Managing Director, Mortgages and Banking, Marlborough Stirling**

“I particularly liked the way the authors have used everyday comparisons, such as driving a car, to explain their approach to the subject. Individual pages could be used as presentation material or workshop handouts.”

**Bob Owen, Branch Manager, Allianz Cornhill Insurance**

# CONTENTS



## INTRODUCTION

1

Who the book is for, a verse reaction



## WHAT IS EMPOWERMENT?

3

The driver's licence analogy, 3 states of empowerment, questions to consider, empowerment v delegation, outcomes not inputs



## EXPLORING THE NEED

17

Symptoms to look for, where empowerment may not apply, how it fits in, changing the language



## ENABLING THE INDIVIDUAL

33

Leadership styles, the toolkit, communication, mentoring, changing perceptions, 4 stages of learning



## IMPLEMENTING IN THE ORGANISATION

53

9 steps to get empowerment in place, the custodian of empowerment, organisational levels, empowered leadership, taking action



## MONITORING & FEEDBACK

91

Spur not spurn, 4 key measures, encouraging the right infrastructure, the acid test

## IMPLEMENTING IN THE ORGANISATION

### GETTING EMPOWERMENT IN PLACE



1. Identify and agree the current situation.
2. Show how empowerment can improve your organisation.
3. Define the empowerment vision internally.
4. Conduct workshops to share the vision.
5. Listen to the responses and act upon them!
6. Provide mentors and encourage managers to give time to their team.
7. Provide the skills required.
8. Review appraisal system so organisations and individuals can focus on measurable achievements.
9. Review behaviour and process outcomes to keep empowerment alive.

Each of these stages is explained in detail on the following pages.

## IMPLEMENTING IN THE ORGANISATION

# GETTING EMPOWERMENT IN PLACE



### 1. Identify and agree the current situation

- Define the reason for change
- Analyse where the organisation is currently
- Determine the future aim/goal/vision
- Plan the change, asking the following questions:
  - What will drive the change?
  - Who will be the custodian of the empowerment vision to ensure it becomes part of the culture?
  - How will the empowerment message be communicated?
  - What personal and organisational changes are required?
  - What is the ultimate goal of empowerment?

## IMPLEMENTING IN THE ORGANISATION

# GETTING EMPOWERMENT IN PLACE



### 2. Show how empowerment can improve your organisation

- Explore the benefits in terms of increased sales, productivity and profitability from:
  - Increased commitment from staff
  - More creativity and innovation
  - Less sickness and absenteeism
  - More self-motivation
  - Better customer relations
- Use internal (staff satisfaction) surveys and customer questionnaires to identify the changes needed
- Establish benchmarks with other companies by making visits and trading information



## IMPLEMENTING IN THE ORGANISATION

# GETTING EMPOWERMENT IN PLACE

## STAFF SATISFACTION SURVEYS



Staff satisfaction surveys should be viewed like a 'snapshot' of how the company is feeling. Perception matters ... because perception is reality for the individual being empowered. Survey questions should include:

- How well does your team leader communicate with you?
- Do you have a team briefing once a month?
- When did you last receive an appraisal of your work?
- How long did your appraisal last?
- When you attended your last development/technical training programme were your learning objectives discussed before and after attendance?
- Who is accountable for the part of the company in which you work?
- How do you interpret the company mission statement?
- Do you feel there is the opportunity for regular achievement at work?

Surveys should be repeated every six months.

## IMPLEMENTING IN THE ORGANISATION

# GETTING EMPOWERMENT IN PLACE



### 3. Define the empowerment vision internally

#### Empowering your staff is ...

- When you work together to define more broadly the scope and conditions selectively and individually!
- When you give a licence to people directly or indirectly
- When the licence can be re-negotiated with the licensee, expanded or extended depending upon the situation
- Questioning assumptions you have made about the team
- When everyone knows what others are working towards and communicating this so that they are not in each other's way!

Therefore, give the right licence to the right person so that they can grow!

## IMPLEMENTING IN THE ORGANISATION

# GETTING EMPOWERMENT IN PLACE



### 4. Conduct workshops to share the vision

- Participants define empowerment
- Provide the definition from page 5 - licence, enabler of results through others
- Ask delegates how empowered they feel: are they empowered to question, chase, listen, take action without referral or aim for practical solutions?
- Encourage clear communication, with guidelines on planning what to tell and what to ask
- Review by describing behaviour required - only what we see, hear and feel, not our opinions!
- Clarify the objectives we set - SMART (see page 85)
- Summarise corporate definition of Empowerment & Action plans
- Ensure all the company attends, particularly the implementers of the new culture



## IMPLEMENTING IN THE ORGANISATION

### GETTING EMPOWERMENT IN PLACE



#### 5. Listen to the responses and act upon them!

- Negotiate with people concerning what they will do, what they will not do and ask them what they require you to do
- Follow up action plans within a specified period
- Give credit where it is due, to the innovator or those who take action; do this at appraisal, in team briefings and in day-to-day discussions



## About the Authors

**Mike Applegarth** has been a training professional for over twenty years, with fifteen of those spent as a consultant. His assignments have involved him in a range of industries from insurance to petrochemicals, and his clients are within the private and public sectors and amongst charitable institutions.

He specialises in aspects of communications and team-building, whether it be for office staff, management or sales personnel, and he has been actively involved in the development and application of competence-based performance standards within the National Vocational Qualification (NVQ) framework.

He co-founded an institute for the Enterprise Transformation Market, and is the author of 'How To Take A Training Audit', first printed in July 1991 as a leader in the Kogan Page Practical Trainer Series. With Keith Posner he has written two other Pocketbooks, on project management and e-customer care.

Mike can be contacted at:

Applegarth Professional Training, Collins Gardens, Ash, Surrey GU12 6EP.  
Telephone & Fax +44 1252 398517 E-mail [mapple@globalnet.co.uk](mailto:mapple@globalnet.co.uk)



## About the Authors

**Keith Posner LLB MCIPD** began his professional training career over 15 years ago at Nationwide Building Society. He then joined Cornhill Insurance and managed the specialist training function on their business process re-engineering project team.

Keith and his wife Sian formed Positive Perspective eight years ago. Their team of consultants specialise in one-to-one executive coaching, and designing and delivering a wide range of individually tailored training programmes, including: Business Planning and Project Management, Stress Management, Life Balance, Leadership & Motivation, Selling & Negotiation Skills, Management of Change, Team Building, Career Development Centres and Communication & Empowerment.

Positive Perspective's client base includes managing directors, partners and senior managers from prominent global and national companies, notably within the utilities, financial and service sectors. With Mike Applegarth he has written two other Pocketbooks, on project management and e-customer care.

Keith can be contacted at:

Positive Perspective, The Coach House, Henfold Lane, South Holmwood, Dorking, Surrey RH5 4NX Tel: +44 1306 8889 90 E-mail: [keithp@pospers.co.uk](mailto:keithp@pospers.co.uk)

