

Skillbook

Empowerment and Delegation

Team Management
Skills



Mindtools

Empowerment and Delegation

Skillbook

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1. Introduction

For an organization to compete successfully, it needs to be able to rely on the knowledge, skills and creativity of its people. So, it's vital that businesses encourage their people to take responsibility for themselves and for their own workloads.

But, how can you give people the freedom to do this, while also making sure that they deliver what you want?

The answer is empowerment.

When you empower people, you trust them to make their own decisions, and you encourage them to become more accountable and to use their initiative. This allows you to take a step back, so that you can focus on high-level priorities.

In this **Skillbook**, we'll discuss what empowerment is, and how you can use delegation to empower your people. We'll also look at two scenarios, and ask you to apply what you know about empowerment and delegation to each one.

In this session, you'll learn:

- What empowerment is, and how it can benefit your people and your organization.
- How empowered or disempowered you are.
- How to develop an empowered team.
- How to use "empowered delegation" to improve workplace performance.

2. Understanding Empowerment

Empowerment is about giving people the freedom and responsibility to accomplish their goals and objectives, without telling them exactly what to do, when to do it, or how to do it.

The Benefits of Empowerment

Empowerment has a number of benefits which can improve your and your team's performance, productivity and job satisfaction. These are:

- **It builds trust.** When you hand over responsibility to others, you demonstrate to them that you trust their ability to carry out tasks effectively and efficiently.
- **It boosts confidence.** By “letting go” of some control over your team members, you give them space to make their own decisions, and to take responsibility for their own successes and mistakes. This will make them more self-reliant, and more capable when it comes to tackling problems or challenges, or taking on new responsibilities.
- **It enhances creativity.** When you empower someone, you allow them to explore the different ways of working that best suit them. This encourages them to use initiative when encountering problems, and to solve them creatively.
- **People feel more valued and engaged.** Empowered employees can recognize that their decisions will impact the main goals of their team, and those of the wider organization. This gives them a “voice” in the company, and a vested interest in its ultimate success.
- **Problems are solved more quickly.** When employees aren't empowered, they'll likely need to seek authorization from people higher up the chain of command in order to get things done. Empowerment reduces the need for this kind of deferment. Instead, people can get on with the job in the quickest and best way that they know how.
- **It increases motivation.** When you empower others, you encourage them to take ownership of their own workload. This autonomy, and the trust that you put in them to do this, will likely increase their motivation to do a good job.
- **It frees up time.** Time that you spend organizing workloads and micromanaging your people is saved when you choose empowerment. This gives you more space to focus on other priorities, and on higher-level tasks.

Why Managers Don't Empower

Despite this long list of benefits, it's not always easy for managers to give up full control, especially if they're used to taking the lead and micromanaging workloads. Trusting others to make decisions and to set goals can be difficult and requires a "leap of faith."

There are four main reasons why managers are reluctant to relinquish control:

1. Personal Insecurity

Many people associate being "in charge" with reaping the rewards. They think that they can hold onto their status and power by doing the most high-profile tasks, and – consciously or unconsciously – they withhold their expertise and knowledge to protect their position.

2. Need for Control

Some managers derive a lot of satisfaction from the feeling of power that comes from being in charge. They tend to equate giving orders with getting things done, and they set strict performance goals so that team members achieve objectives that meet their high standards.

3. Managerial Presumptions

Some managers may believe they are simply more competent than the people they lead. As a result, they may prefer to get things done their way. That way, they know it will be done right.

However, if they refuse to delegate work regularly, it can result in feelings of stress and overload. At the same time, by preventing people from taking on new responsibilities, these managers are also stopping them from learning new skills and progressing in their careers. This can leave the whole team weak due to a lack of skill, particularly if the manager decides to leave or is absent.

4. Lack of Trust

Some managers find it hard to trust their people. These managers likely subscribe to "Theory X" – an authoritarian management style where the manager assumes that people tend to shirk responsibility, and that they slack off when they're not closely supervised.

The opposite to Theory X is "Theory Y." This management style is more participative. Managers trust their people to do a good job and to use their own initiative. As a result, team members are motivated to give their best and are more satisfied with their jobs.

When managers are unable to relinquish control, it can leave the rest of the team feeling disempowered, and this can have serious negative consequences.

When people are disempowered, it can cause them to lose confidence. After all, if you don't trust them to carry out their tasks effectively, how can they trust their **own** judgment?

What's more, if team members aren't given the opportunity to learn new skills, they'll be less able to take on new responsibilities or tackle problems. This can hinder their personal and professional development, and make them less viable candidates for promotion.

They may also find it harder to cope with sudden change or a crisis. This means that they'll likely find it hard to progress any further in their careers.

All of this can reduce job satisfaction and motivation, and it may even lead to higher staff turnover or absenteeism.



3. How Empowered Are You?

Before we begin to explore some of the strategies that you can use to empower your team, it can be useful to assess how empowered **you** feel.

You can also ask your team members to fill out the exercises in this chapter, to get a better impression of how they feel about their team dynamics. This will help you to identify areas where empowerment is succeeding, or where it can be improved.

The first exercise is a quiz, which will help to determine how empowered you feel in your current role. We will then ask you to explore past situations that have made you feel empowered and disempowered.

Exercise 1: How Empowered Are You?



Action:

Work through the quiz on the next page. For each statement, check the number in the column that most applies to you.

Be as objective as possible, and don't worry if statements seem to score in the "wrong" direction.

| Statement | How strongly do you agree or disagree with this statement? | | | | |
|--|--|-------------------|----------------------------|----------------|----------------|
| | Strongly Disagree | Somewhat Disagree | Neither Agree Nor Disagree | Somewhat Agree | Strongly Agree |
| 1. My boss has complete trust in my ability to get things done effectively and on time. | 1 | 2 | 3 | 4 | 5 |
| 2. My work makes a difference to the success of my organization's key goals and objectives. | 1 | 2 | 3 | 4 | 5 |
| 3. I have to ask permission from my boss before making a decision. | 5 | 4 | 3 | 2 | 1 |
| 4. When faced with a problem, my boss asks me to use my own "best judgment" to solve it. | 1 | 2 | 3 | 4 | 5 |
| 5. I am often asked for feedback and encouraged to suggest ways to improve ways of working in my organization. | 1 | 2 | 3 | 4 | 5 |
| 6. I don't get a say in the decisions that my organization makes. | 5 | 4 | 3 | 2 | 1 |
| 7. I have all of the materials, equipment and resources that I need to do my job right. | 1 | 2 | 3 | 4 | 5 |
| 8. I feel unable to take risks in my role. | 5 | 4 | 3 | 2 | 1 |
| 9. I prioritize my own tasks and manage my own workload on a daily basis. | 1 | 2 | 3 | 4 | 5 |
| 10. I feel valued by my boss and my organization. | 1 | 2 | 3 | 4 | 5 |

Now add up all of the numbers that you've checked to calculate your score.

Then, write it below:

Score: _____

| Score | Comment |
|-------|---|
| 10-23 | <p>You'd likely benefit from being more empowered. Decisions are often made for you without your input. You also have very little control over your work or career, as your manager tends to micromanage you.</p> <p>You have a lot to give, but there just isn't the opportunity for you to do what you want. You feel that you're being held back, and that your skills are going to waste. This is likely causing you to become demotivated and disengaged with your work.</p> |
| 24-37 | <p>You feel empowered in certain situations, but there are still elements of your job where you feel you have a lack of control. This can sometimes leave you feeling confused about how much power you have over certain tasks. And you're unsure about when and when not to ask for permission from your manager.</p> <p>You should ask for further clarification from your manager about where the power lines lie in your organization. And, if feedback is welcomed, ask whether there is any "wiggle room" for ceding further control to you and your colleagues.</p> |
| 38-50 | <p>You feel very empowered. You know that your boss trusts in your ability to do a good job. You are fully in control of your own workload, and you are happy to contribute feedback openly and honestly. Most importantly, your organization listens to the feedback that you give, and acts on it. This makes you feel valued and satisfied in your role.</p> |

Exercise 2: Your Experience of Empowerment and Disempowerment

To improve empowerment in your organization, it can help to explore and analyze past situations that have made you feel empowered.

An empowered situation might include:

- Taking the lead on a project.
- A senior member of staff asking you for your input or help.
- Being asked to take on more responsibility.
- Getting your work done well and on time.
- Your organization acting positively on feedback that you have provided.

It's also important to assess the impact that empowerment can have. For instance, being given more responsibility might make you feel overwhelmed, but it can also make you feel proud and confident.



Action:

Think of a time when you felt empowered. Then, answer the questions in the boxes, below.

| |
|--|
| Describe a situation when you were empowered at work. |
| |
| How did it make you feel? |
| |
| How did you deal with the situation? |
| |
| What was the final outcome for you, your team, and your organization? |
| |

It's also important to consider areas of your job that make you feel disempowered. Doing this can help you to identify areas where your manager could relinquish further control.

A situation where you felt disempowered might include:

- Being passed over for input when decisions are made.
- Not being invited to important meetings.
- Not being given full control over your workload.
- Having to defer to higher management for routine decisions.
- Being reprimanded for taking a risk, or for working on a different task than the one you've been given by your manager.



Action:

Think of a time when you felt disempowered. Then, answer the questions in the boxes, below.

| |
|--|
| Describe a situation when you were disempowered at work. |
| |
| How did it make you feel? |
| |
| How did you deal with the situation? |
| |
| What was the final outcome for you, your team, and your organization? |
| |

These exercises can help you to pinpoint the areas of your team or your business which empower people, and the areas that don't.

In the next chapter, we'll look at specific techniques that you can use to encourage empowerment throughout your organization.

4. How to Empower Your People

No matter how much you believe that you empower and trust your people, the previous chapters may have made you “think twice” about certain approaches that you take to manage them. For example, if a situation is risky or uncertain, you may find it hard to avoid micromanaging your team.

In this chapter, we’ll look at a four-step strategy that you can use to build trust in your team, and to make your people feel more empowered:

1. Encouraging personal mastery.
2. Setting out a compelling vision.
3. Providing sufficient information, resources and support.
4. Developing trustworthiness.

We’ll also look at “empowered delegation,” and how you can use it to improve empowerment in your team.

Four Steps to Creating an Empowered Team

There are four key elements to creating the right environment for empowerment:

1. Encouraging Personal Mastery

People become more confident as they accomplish more. If you create opportunities for them to do this, they will often go on to accomplish great things. You can achieve this by:

- Allowing people to achieve regular, measurable wins (for instance, by setting specific, measurable goals).
- Recognizing and rewarding people’s accomplishments.
- Increasing responsibility slowly and regularly.
- Providing your team members with the opportunity to manage and lead.

2. Setting Out a Compelling Vision

When people are unable to see the purpose behind their work, they can become disengaged and demotivated.

In contrast, people who understand the “bigger picture” can see how their work contributes to it, and what they can do to achieve it. This will give purpose to their work and increase job satisfaction.

You can set out a compelling vision to your team members by:

- Frequently highlighting the value of the work that each individual team member does.
- Discussing your workplace values, and what your company and the team does or can do to uphold them.
- Clarifying what will be considered a success, and what will be a failure. If possible, point to measurable goals or key performance indicators (KPIs).
- Communicating your team's and your organization's results regularly.
- Having a positive, "can do" attitude and keeping your team motivated. For instance, by trying fun team-building activities or by using motivational language.

3. Providing Sufficient Information, Resources and Support

The more information that you make available to others, the easier it will be for them to understand what they need to do and how they need to do it.

When you also provide them with the resources and support that they need to complete their tasks to the best of their ability, you create a really empowering environment. And you're sending the message that you trust them, that you're in their corner, and that you're rooting for their success.

You can do this by:

- Putting their work into context by giving them background information, such as your organization's mission statement, task briefs and process documents.
- Providing regular updates on their progress.
- Checking that they have sufficient time, space, training, equipment, and so on to achieve their objectives.
- Taking the time to listen to their concerns.
- Communicating openly with them and the rest of your people about current organizational or industry developments. This can help everyone to cope with uncertainty and change.

4. Developing Trustworthiness

An empowered team should be free to experiment and to contribute ideas freely, without feeling judged or intimidated. Team members have to believe that you're on their side, and that you will back them up if necessary.

The best way to achieve this is by building trust. Do this by:

- Being reliable, consistent and dependable.
- Following through on the promises that you make.
- Being fair and applying the same standards to everyone.
- Showing that you care about each person's success.
- Promoting openness and honesty.
- Demonstrating your own competence and skill, so that team members are confident that you deserve their trust and loyalty.

Empowered Delegation

A big part of empowerment is creating a team dynamic where everyone feels responsible for, and capable of, achieving success.

This is where “empowered delegation” is useful. It means delegating work to your team members that will help to build each person’s individual capabilities and skills, and to encourage personal success.

Empowered delegation has a range of benefits, such as:

- Building trust.
- Allowing people to take on more responsibility.
- Improving workload coordination.
- Strengthening the team’s capabilities and enabling cross-skilling.
- Improving team resilience and flexibility.

You won’t get commitment from people if you don’t empower them when you delegate work. If you tell them to do something, but don’t give them enough information, you’re setting them up to fail. This can damage trust, and leave them feeling confused and resentful toward you.

Actions that can undermine effective empowered delegation include:

- Second-guessing decisions (using hindsight critically).
- Always delegating work to the same person because you presume that they are more capable than other members of the team.
- Giving and then taking away responsibility.
- Failing to hand over all relevant information.
- Focusing on how your team member carried out a task, rather than on the end result.

If you look at delegation as a way to free up your time to concentrate on other work priorities, and to develop your team’s skills and competencies, then you’ll be on the right track to achieving empowered delegation.

Along with the four-step approach discussed earlier in the chapter, this can help you to create the perfect foundation for a high-performing workplace: one where team members are confident in their ability to do their jobs well, and where they feel that they’re making a meaningful contribution.



Action:

Think about how you could use the four-step approach and empowered delegation to improve empowerment in your organization (whether you're the one giving or accepting delegation).

Then, in the Empowerment Action Plan table, below, list four or five things that you could do to apply this knowledge to your team or organization.

| Empowerment Action Plan |
|-------------------------|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |

In the next chapter, we'll ask you to take what you've learned about empowerment and delegation and apply it to two different scenarios involving people who have made empowerment mistakes.

5. Scenario Exercises

Now, let's apply your knowledge of delegation and empowerment to two different scenarios.

While you read through each one, ask yourself whether you'd feel empowered by the situation or not. And, if not, why not? Also, think about whether the leaders in each scenario are applying the basic elements of empowerment, and what they could do to make their team members feel more empowered.

Scenario One: Layla and Assif

Layla has just been promoted to manager of a branch of the national bank that she works for. Her boss at head office, Assif, is a real "go-getter," and has high hopes for Layla. He wants her to make the branch one of the bank's top performers.

Layla has worked her way through the ranks, so she understands the challenges that frontline staff face. So, one of her first decisions is to increase her five most experienced clerks' pay, to bring them in line with other administrative personnel in the bank.

But, when Assif hears about this, he gets angry. He calls her up to tell her that it's a risky move, and that she should have run it by him first. He's worried that it will set a precedent for other branches in his region, and that her decision will make him look like he doesn't have control over his people.

In response, Layla stands her ground. She tells him that she is prepared to back up her decision with performance measurements, which she will update him on regularly.

A few weeks later, a regional "Women In Business" magazine approaches Layla to write an article about her job and career progression. She's very excited and sees it as a great chance to inspire other women about the finance industry, and to promote her branch and her approach to customer service.

However, the day after the magazine is published, Assif calls Layla to express his disappointment that she didn't consult him before agreeing to the interview. He points out that the bank has communication and public relations specialists who are trained to handle media inquiries, and that she should have informed them too.

A month or so later, a customer comes into the branch with a \$10,000 check in foreign currency. He's a longstanding customer who has had an account with the branch for over 35 years.

However, the bank's policy is that any foreign-currency check deposit over \$2,500 must be held for five days until the money clears from the originating bank. Layla explains this to the customer and tells him that, unfortunately, she isn't authorized to clear the funds immediately.

About an hour later, she receives a call from Assif. He is livid. The customer rang head office, asking if anything could be done to clear his funds more quickly. Assif reminds Layla that this is a longstanding customer, and that, as well as his current account, he also has a mortgage and significant investments with the bank.

Assif says she should have used more common sense, and that he is very upset that he now has to run damage control for her.

When Layla gets off the phone, she's ready to quit.



Action:

Apply what you've learned about empowerment and delegation to Scenario One by answering the four questions in the boxes on the following page.



| Questions | Answers |
|---|---------|
| <p>1. Do you think that Layla is empowered in her job? Why? Why not? Explain in terms of the fundamental elements of empowerment and delegation.</p> | |
| <p>2. Do you think Assif empowers or disempowers Layla? Why?</p> | |
| <p>3. What can Assif do differently to make sure that Layla doesn't quit?</p> | |
| <p>4. What advice would you give to Layla for dealing with Assif?</p> | |

Scenario Two: Dermot and Roisin

It's Dermot's fourth day as a creative director at an advertising agency. He's been assigned his first campaign, and he has a team he can allocate work to.

There are two other creative directors who manage portfolios similar to Dermot's. They all report to the department manager, Roisin. She has a strong belief in the capabilities of her people, and thinks that they have the necessary skills and experience to do their jobs well without much interference – that's what she hired them for, after all!

She tasks Dermot with creating an ad campaign, which she wants him to present to her for approval in four weeks' time.

Dermot dives right in. He masterminds a provocative ad, describes his basic concept to his team members, and sends them off to do their work.

Dermot is confident that his relaxed management style will be a hit. After all, Roisin has given the other creative directors plenty of freedom to work in the way that best suits them, and they seem to be doing great. So, giving his own people the same level of freedom must surely be the right approach. He believes that everyone needs space to think creatively, so he doesn't interfere.

At the beginning of the third week, Dermot calls a team meeting to discuss and consolidate everyone's efforts before his big presentation to Roisin.

But, he's horrified by the result. The advertising copy is feeble, the artwork amateur, and someone has even changed the tagline – which he agreed with his team at the very start – to something entirely unrecognizable.

Roisin trusted him to manage the project, and Dermot thought his team members would deliver the goods, but they've let him down badly. The organization's management philosophy is built on trust and empowerment, so he can't understand how these people, whom he now believes to be incompetent, have managed to keep their jobs for so long. Surely he has the worst team in the business!

When he's done lecturing everyone on the poor execution of his vision, he sends each person away with specific instructions about what he wants done, and when. Then, he calls Roisin to request a meeting – he wants to discuss replacing his team.

Action:



Apply what you've learned about empowerment and delegation to Scenario Two by answering the four questions in the boxes on the following page.

| Questions | Answers |
|---|---------|
| <p>1. What went wrong here? After all, Dermot gave his team members full responsibility for carrying out his vision and bringing it to life. Why did they not deliver?</p> | |
| <p>2. What is Dermot's idea of empowerment? What does he do to create an empowered workplace? What doesn't he do?</p> | |
| <p>3. What is Roisin's responsibility in all this? What could she have done to help Dermot to both empower his staff and get them to do what he wanted?</p> | |
| <p>4. What could Dermot have done to empower his people, but also to get them to deliver his vision?</p> | |

We'll consider the answers to the questions for Scenarios One and Two in the next chapter.

6. Scenario Exercises: Suggested Answers

In this chapter, we'll look through each scenario in more detail and provide some suggested answers to the questions that we asked you in Chapter 5.

Scenario One: Layla and Assif – Suggested Answers

| Question | Suggested Answers |
|--|--|
| 1. Do you think that Layla is empowered in her job? Why? Why not? Explain in terms of the fundamental elements of empowerment and delegation. | <p>Layla is not very empowered. Yes, she's been given responsibility, but she has very little authority. Every time she makes a decision, she gets told off by Assif. This treatment is unfair, because he has not made it clear to her what she is and isn't responsible for, causing her to make mistakes.</p> <p>Layla starts by defending herself, but when she is reprimanded twice by Assif for taking the initiative, she decides to play it safe. But, this blows up in her face, too, because Assif expects her to use her own "common sense" and to break away from policy.</p> <p>Layla is in a "no win" situation. Assif's use of empowerment is inconsistent, which results in a lack of trust. Instead of offering Layla support to make the "right" decisions, Assif lets her sink with no guidance.</p> <p>Communication between them is also poor. Assif hasn't given Layla a core vision or a set of values that she can use to inform her decisions. Instead, he expects her to "just know" what is right and what is wrong.</p> <p>The end result is a boss who is unable to let go of control, and an experienced team member who is willing to walk away from a job before she starts to seriously doubt her judgment and competence.</p> <p>However, Layla isn't completely blameless. She should have taken the initiative to check with Assif about the magazine interview. She also didn't even think to ask him about making an exception for the client who wanted to deposit a high-value foreign currency check, which is something that a manager with more initiative might have considered.</p> |

Scenario One: Suggested Answers (cont.)

| Questions | Suggested Answers |
|---|---|
| 2. Do you think Assif empowers or disempowers Layla? Why? | <p>Assif doesn't empower Layla. His biggest problem is that he hasn't given Layla clear guidance on what she can and can't do. He also feels unable to release control of the responsibilities that Layla should be taking care of as bank manager – that is, the day-to-day running of the bank.</p> <p>As a result, he gets angry when she doesn't defer to him on key decisions. This ends up damaging the relationship that he has with her. It also knocks her confidence and makes her feel unable to take any risks, or “fight her corner.” So much so that she starts to consider leaving her job.</p> |
| 3. What can Assif do differently to make sure that Layla doesn't quit? | <p>Assif should take a long, hard look at his management style. If he did, he'd realize that he has a problem with micromanagement. He also shows some classic signs of being a poor empowerer: he likes to be in control, he finds it hard to trust Layla, and he wants things done his own way.</p> <p>He should familiarize himself with the benefits of effective empowerment and delegation, and the disadvantages of not using them. For instance, by micromanaging everything, he likely has less time to spend on other priorities. He has also demotivated an experienced member of staff, and is at risk of losing her.</p> <p>Assif should also give Layla clearer direction by setting out a strong vision and purpose for her. At the moment, consistency is a big issue, and this causes Layla to keep making “mistakes.”</p> <p>He needs to decide how much authority he will give her, and to make his expectations clear. This will make her feel more supported and enable her to make more informed decisions. It will also help Assif to feel more confident in giving Layla the freedom to make decisions without him.</p> <p>He also needs to communicate with her more openly and in a more positive way. He could achieve this by balancing constructive feedback with praise. This would help to build a sense of accomplishment, and boost her confidence and motivation.</p> |
| 4. What advice would you give Layla for dealing with Assif? | <p>Layla should ask Assif for further clarification on the scope of her role and her purpose. She also needs to ask him to clarify the degree of authority she has to make decisions on her own. This will make it easier for her to know when to ask for support, and when to trust her own judgment.</p> <p>She should also be more assertive with Assif when she believes she's “in the right.” And she should ask him for regular feedback to ensure that she's on the right track. However, she also needs to be more proactive in checking with him when it comes to unusual requests.</p> |

Scenario Two: Dermot and Roisin – Suggested Answers

| Questions | Suggested Answers |
|--|--|
| 1. What went wrong here? After all, Dermot gave his team members full responsibility for carrying out his vision and bringing it to life. Why did they not deliver? | <p>Dermot gave his team too much freedom and not enough guidance. This caused people to become aimless and go “off on tangents.” He needs to realize that allowing people to work in a way that suits them is very different from letting them do whatever they want!</p> <p>In addition, a compelling vision shouldn’t be communicated only once. You need to reinforce it over and over again with your actions and your words. Dermot told people his vision, but he failed to actually communicate it properly to them. This, along with a lack of regular correspondence and feedback, meant that his people were unable to accurately meet his brief.</p> |
| 2. What is Dermot’s idea of empowerment? What does he do to create an empowered workplace? What doesn’t he do? | <p>Dermot sees empowerment as total trust in his team to carry out his vision, exactly as he sees it. Essentially, for him, empowerment means being completely “hands off” when it comes to managing people’s performance. Unfortunately, managers aren’t free of this responsibility.</p> <p>He does believe in helping others to develop their own sense of personal mastery. He wants them to go out and learn. But he wants them to do this in a way that excludes him taking any responsibility for them, or giving them any guidance.</p> <p>If he wants them to truly achieve personal mastery, he needs to spell out exactly what they need to achieve mastery over. He also needs to provide the right support and resources that will enable them to do this.</p> <p>Dermot’s also a poor communicator. He doesn’t check up on their progress until very late on in the project and he provides very little feedback throughout. This means he misses opportunities to guide his people to achieve small wins that could boost their self-esteem.</p> <p>He gives his team members only one chance to impress. And when they fail to do so, he gets angry and dismisses them entirely. This damages their confidence and their relationships with him. He is also left with an unworkable product.</p> |
| 3. What is Roisin’s responsibility in all this? What could she have done to help Dermot to both empower his staff and get them to do what he wanted? | <p>Roisin contributed to Dermot’s own idea of empowerment through her own management style, which saw her hand over complete control to him. She sent Dermot off to do his own thing, and so he did the same with his team.</p> <p>Roisin needs to provide Dermot with more guidance on how to empower others, in line with the organization’s mission, values and vision. She also needs to remember that she has handpicked her creative directors, which is why she’s so quick to trust them. Dermot, on the other hand, has been given a brand new team, so he needs to get to know more about them and their abilities before delegating responsibility.</p> <p>Roisin should have explained to Dermot that he needs to take things slowly and build up a strong foundation before giving his team members the freedom to work off of their own initiative.</p> |

Scenario Two: Suggested Answers (cont.)

| Questions | Suggested Answers |
|--|---|
| 4. What could Dermot have done to empower his people, but also to get them to deliver his vision? | <p>Dermot should have reiterated his initial vision regularly. He should also have scheduled regular one-on-ones to check up on each person's progress, and to give them guidance on how they are doing. This would enable him to keep the project on track, and give him an opportunity to provide feedback and praise.</p> <p>Dermot should also have practiced better communication. He could have an "open door" policy that allows people to come to him when they need feedback or encounter a problem. This may also have helped him to pinpoint areas where the team required further support and resources.</p> <p>He could also have asked Roisin for further guidance on the type of management style that the organization likes to use. Or, he could have asked the other creative directors what style of management best suits them and their teams.</p> |

7. Key Points

Empowerment involves redistributing power from the upper levels of management to the people below, giving them more control and autonomy over their own workloads.

It has a number of benefits. It can help you to build trust within your team, to boost confidence, and to increase job satisfaction. It can also enable you to solve problems faster, and free up time for you to concentrate on other high-priority tasks.

However, it can be hard to give up control. You might think that delegating power to your team members will damage your position, or you may find it hard to stop micromanaging your people. You might also find it difficult to trust them because you assume that they aren't self-motivated enough to get the work done.

There's a four-step approach that can help you to improve empowerment in your team and your organization. It involves:

1. Encouraging personal mastery.
2. Setting out a compelling vision.
3. Providing sufficient information, resources and support.
4. Developing trustworthiness.

Empowered delegation can also help you to hand over more authority to your team. It involves delegating tasks that will help your people to build up their skills. This can encourage personal mastery, improve workload coordination, strengthen your team's capabilities, and improve its resilience and flexibility.