

An empowered employee has the authority and responsibility to make decisions, rather than needing to get approval or instructions from a manager. In an empowered team, each teammate has a voice in.

Our primary expertise is providing consultative solutions to numerous Fortune companies in Florida. We operate in 19 different countries and have more than offices across the United States. Empower Business Corporation has worked in industries ranging from construction, security, digital TV, telecom, power, charities, commercial supplies, and financial services. After the success we had the last three-quarters working with our leading clients we expanded to Miami to meet our growing client demands. We provide constant communication with our clients and provide to the minute updates measuring data and analyzing our results. This guarantees quality customers and a great presence and brand awareness in each specific market. We only work with clients who are changing the world with the implementation of their products or services. We want to help people, stimulate the economy, and find cost-effective solutions for our customers. We trust that a partnership will inspire future ideas and stimulate growth for both parties. Our systems and processes are unique, effective, and simple. We customize our methods of creating brand awareness and gaining new customers, to create long-lasting loyal customers for our clients. Our Services Market Research Through our extensive relationships with our clients, we are able to work hand in hand in providing accurate market research. We create approaches tailored to the needs of each and every one of our clients that we collaborate with by taking advantage of the expertise of our staff throughout our different departments. As a trusted firm which delivers measurable results, our clients can rest assured that we will represent them in an integral way. Sales Our experts work together with the client to identify key target-markets and develop and execute a client-specific marketing plan. Empower Business Consulting has been able to exceed clients expectations by assigning key Account Managers who have been trained extensively on specific projects in order to generate sales as well as build customer loyalty and retention. Our Clients Say It! They understand my needs as a customer and are always willing to surpass my expectations! They are quick to answer all my questions and provide accurate solutions. Responsiveness With a mix of successful goal setting and planning we are able to respond to each and every one of our clients in a timely and efficient manner, making sure that all of their needs are taken care of. Quality We offer each of our clients a guarantee that they are in the hands of the best professionals, always making sure that their brand is being represented in an ethical manner. Support We serve as a fundamental link between our clients and their customers by providing that warm smile and a firm hand shake on each side. Vision To grow to a total of eight offices with a total of employees in five different states and three countries by At Empower Business Corporation we believe that our greatest asset is the incredible team of individuals that make up the office. Our philosophy as a company revolves around our amazing staff that are a true reflection of our core values. We strive on a daily basis to develop them to grow in the business world. We conduct weekly seminars on the newest business trends and coordinate networking events for our staff to enjoy time with both our national and international partners. After she obtained her major in Psychology in Cindy was attracted to the business world and went on to work as an Event Manager. Once she entered the event managing world she never looked back and has now opened up her company dedicated to providing these services for her clients.

Empowerment impacts the engagement of the team, but it also impacts productivity. Zenger Folkman's study found that only 4% of employees are willing to give extra effort when empowerment is low.

Blog How Successful Leaders Use Empowerment to Build Trust and Excellence The concept of empowering the members of your team is talked about a lot these days, and with good reason. Good leaders are characterized by their ability to empower their teams to achieve maximum success. It is important to think through what empowerment means and how best to employ it so your organization can harness its strength.

Defining Leadership Empowerment Empowerment is a means to include the team in decision making, to give them a participatory role which capitalizes on their own expertise and judgment, and that increases their sense of both individual worth and commitment to the organization. Empowerment also demonstrates that you have good listening skills, and that you care about the input of everyone on your team. Empowering builds confidence in their capacity to execute your collective mission and goals, establishes essential trust in an organization, and creates the secondary level of leadership necessary when you are not present for key decisions so that the organization continues. Empowerment sounds great, but leadership is principally about the human dimension so nothing is always simple. Embracing empowerment may run counter to the personality of some leaders. Once you are in charge of a team or an organization you may believe that your presence and your decisions alone are responsible for its success. You have worked hard and long to get to the top. You may think that your decisions to this point have made the principal difference in the success of your company. You can imagine that your individual efforts over a long time, from making comprehensive and hard hitting presentations, to writing a master plan about the future of your organization, to significantly increasing profit have been your benchmarks of personal accomplishment. Why do you need to empower your subordinates? Empowering Team Members The answers are clear. No one leads an organization to success on their own. It is the collective excellence of many that builds success. All of us lead based on the considerable work of everyone on the team who has labored, contributed, and committed to the same commonly stated goals. We also succeed as leaders because of the coaching, mentoring and empowerment of those whom we serve. All of us have been empowered at some point in our leadership development by enlightened senior leaders who saw our potential to lead at their level. They gave us the opportunity to take on major responsibility, underwrote our mistakes and continued to develop us to take their place in time. So the reasons for empowering our teams begin with the understanding of the pool of collective excellence in every organization that in time empowers the mission. And we remember the trust and confidence almost all of us were given early in our own careers from leaders who saw our potential and gave us the power to fulfill that promise.

The Idea of Leadership Empowerment Leaders who do not believe in the idea of empowerment can become isolated from their teams, and that can diminish the long term success of the organization. They can also become micro managers who insist that only their ideas are valid, examine too critically the work of others, and make their decisions in a vacuum. They may not allow for the power of consensus and they can be averse to new ideas. The positive power of innovation and critical thinking which is often a bottom-up driven can be swept aside. This is especially true the more senior you get as a leader when your leadership skills and competence will be employed indirectly vice directly. Because of this you must rely increasingly on empowerment. Empowerment then is not a nice to have concept, it is essential to a high performing team.

Successful Organizations Empower Their Leadership Empowerment creates a healthy, positive and ultimately successful organization – one in which there is ownership of the vision and trust in the leadership. If you are listening to your subordinates, and then acting with consideration of their thoughtful inputs, you are empowering them and your organization. If you delegate to those who work for you the authority to act on your behalf in key and well defined situations, confident that they know your vision and your intent, then you are going to stay on azimuth. And when you empower your team you are building the future leaders of your company – that bench essential to long term continuous success. He also makes the point that empowerment creates trust – essential to any successful organization. Empowering People Empowering people is not a

casual act for a leader, it must be a comprehensive and continuous process with a means to review effectiveness. How do you know that the team is doing what you need to be accomplished? How do you know they understand your intent? What if they are moving in a different direction? Good leaders “ and managers “ empower, but also check to make sure that empowerment is working. Listen to them, incorporate the sound ideas, and decide on the path. When you empower your subordinates you do not give up your accountability and legal authority “ that always remains with you. If one of your team members is trusted with responsibility and makes a major error, you are still the one ultimately who is held accountable. This is one of the fundamental tenets of commanding an organization in the US Army. We are taught before we are commissioned as officers that we are responsible for everything that happens or fails to happen in our command. The same is true in concept for leaders of companies small or large. You must keep checking to see that your team is following your intent, understands the mission, and is moving the company forward. Empowerment must be earned and demonstrated “ and checked “ continuously. The means to that end can be a combination of measures of effectiveness, timelines, and listening well “ never micro-managing. It strengthens everyone in the organization, it keeps the company on the path to success, and it builds one of the most important elements on any team “ trust. Trust from leader to led, and trust between everyone on the team. Empowerment invests in people, and there is no greater ROI in any profession!

Chapter 3 : Empowered Employee Teams

Trust and business acumen are some of the cornerstones in building this type of work culture. We can use this wisdom to train informed and decisive teams that we can trust.

Summary Empowering Your Team [edit] An empowered team performs in a completely different way to how a traditional team operates. Empowering your team is replacing traditional forms of corporate hierarchy, where team members report back to whoever is boss. An empowered team has increased levels of responsibility and authority over their workload, with self-motivated individuals independently planning and managing work, taking full ownership of their actions and decisions. Leadership and Empowerment The role of leadership is evolving into a broad and more open approach in the workplace. Additionally, employees will correspondingly look for encouragement, praise, support and guidance from you as their support mechanism and supervisor. A team, of course, is made up of individuals. So, the main aim of empowering your team is for team members to then empower themselves independently. In other words, an empowered team will only be successful if team members are prepared and willing to take on the extra responsibilities that empowerment brings. This licence encourages individuals to abandon self-interest and actively serve their organisation instead of themselves. Nevertheless, a newly empowered team will require more guidance to begin with, however adopting this flat structure will be beneficial in the long-run. Act with integrity and share basic information such as finance, expenditure, sale figures, key projects, economic values and organisational objectives, as well as the organisations limitations and constraints. Progress meetings are great opportunities to share this information. Remember " a leader is the link between your team and organisation, so enlighten your team members with a deeper understanding of where they stand and how they can align their goals with those of the entire organisation. Clear and definite communication is key for setting tasks and boundaries. Nurture an environment that encourages self-expression, honesty and trust. When assigning projects and tasks within an empowered team, make your expectation of the end product clear so they can work independent of real-time direction from management. Setting explicit boundaries is extremely important so employees can work in a manner that they see fit within the parameters they have been set. Supply your team with an assortment of answers they can be authorized to choose from, rather than one single solution. Results come at an expense " so trust your team and let them own projects and see them through to completion. It is your role as a supervisor to help team members reach an empowered state, so frequently support your team and provide regular feedback. In terms of support, team members are bound to make mistakes. Approach them with a positive mind-set and take this as an opportunity to effectively coach and train them to make better decisions next time. Actively exercise your leadership and coaching skills. As a leader it is important to know how you are doing too. So try to rework your system of performance appraisal. Give them responsibility on evaluating their own performance Self-Appraisal and additionally evaluate their direct supervisor YOU. Empowering your team involves promoting innovation, collaboration and treating mistakes as learning opportunities. Create a working environment for flexible dialogue within your team where individuals accept challenges in the spirit of continual wisdom. Praise and encouragement from you as a leader is extremely important, especially if team members have recently taken on new responsibilities. This boosts their confidence as you are essentially acknowledging their good work and trust them to be working on team tasks.

Chapter 4 : Empower Business Corporation – Just another WordPress site

Key Drivers Empowering Business Teams to Deliver Apps at Scale Every industry is undergoing unprecedented change as digitization takes hold. Every company will essentially become an organization powered by software that is driving highly customized yet flexible business processes.

Determining a need There must first be a reason for teams to form. Teams must be built around a task with a purpose and a goal that requires employees to work together. Without a joint project, there will be no joint involvement. Objectives like better quality and greater customer satisfaction provide good starting points for teams. From there, organizations must implement more data-oriented programs to provide more concrete goals, as well as provide a gauge for progress. In order to achieve these objectives, GE implemented a Six Sigma methodology, giving GE and its suppliers a quality goal to work toward. The Six Sigma goal means that a product or service will have no more than 3. Results of the teams using the Six Sigma methodologies in these areas are already showing signs of quality improvement and defect reduction, notes Sakurai. As a result, we are already seeing some improvement in the quality of products coming to us from the focus areas of this first phase of the initiative. To ensure that groups can maximize their abilities while working together, all levels of the organization are taught basic leadership and team skills. However, some employees may require more specialized project management skills training. Above all, individuals must learn to work together as one. Therefore, required skills courses should include assertiveness training, basic people skills, group dynamics and leadership. Instilling such skills in a work force is one of the biggest challenges faced by organizations implementing teams. This is why GEAE has been teaching basic leadership and team skills to all employees and managers internally for some time. Time, change and management support Inevitably, the comprehensive training and program implementation involved in upgrading an organization takes time. It also calls for change. Therefore, the organization must make a major commitment in order for team formation and program implementation to be successful. That strategy should include upper-management support and all those who have the power to implement organizationwide changes. However, many organizations discover during team formation that acquiring organizationwide support is often the toughest obstacle to overcome. This obstacle is created because, inherently, empowered teams are just that--empowered. A fundamental shift in control must occur. Middle managers also must believe that they, too, are empowered in their positions. That allows empowerment to spread through the organization. In some cases, the solution may be to eliminate middle managers altogether or change their role into that of team aide or coach. As corporate cultures change, so will job descriptions. Outside team trainers can facilitate a smoother transition in the corporate culture. They have no ties to anyone in the organization nor to the department receiving team training. This detachment gives trainers an unencumbered perspective that makes it easier for them to recommend changes and courses of action. Since they had more direct familiarity with the processes, they could control production between themselves better and quicker. Teams have nearly doubled the number of textbooks produced each year, notes Mazza. Accountability, career paths, compensation, performance evaluations and the like are all geared toward individual performance rather than team performance. With empowered teams in the work force, a new order must be created in organizations because teams cannot survive in this type of culture. Attempting to change this corporate culture is no easy matter, especially in upper-management levels where these ideologies remain heavily ingrained. Such policy changes usually involve the human relations department. Some examples of recognition and reward changes include: Empowerment obstacles The real strength within teams is the empowerment aspect itself. While this element alone makes the team so successful, it can become an obstacle as well. But empowerment more often cultivates higher job satisfaction for the same reasons. With added power, many employees feel more valuable to their organization, especially when they see dramatic results stemming from their actions. Other obstacles to overcome include cynicism and fear. The fear of dramatic changes and losing a job coupled with cynicism about the successes and benefits of any new program are not uncommon. Teams and empowerment will not work without trust. The same philosophy held true for McGraw-Hill. The most valuable communication tools are e-mail, voice mail

and meeting rooms. So virtual teams are established, which lack the face-to-face meeting aspect. Cross-functional team formation Cross-functional teams link all areas of a business together. Linkage develops from the front to the back end of an organization, providing co-workers not only the chance to learn about other departments, but about each other as well. This cross-functional element also creates more educated and knowledgeable employees with enhanced skill sets because of the broader exposure to all processes. Working in cross-functional teams also makes problem solving quicker and easier, allowing employees to see things from new angles and perspectives. By eliminating the middle man and combining resources and ideas, cross-functional teams can better focus on a particular product to make it better. Projects are now being assigned to cross-functional teams and evaluated by GEAE and supplier management to determine success. Many findings from organizations implementing the empowered team concept continually show that dramatic results occur with committed and creative teamwork. The team-building process produces more confident and motivated employees, resulting in a better and stronger organization. For more information on empowered teams and other quality programs, contact Motorola University Consulting and Training Services at telephone or ; e-mail a email. P C Douglas is a research publicist who works for Motivators Inc.

Chapter 5 : How Successful Leaders Use Empowerment to Build Trust and Excellence

Team Building Do you want to empower employees to make decisions and work as a team? Learn how to involve employees in decisions, increase loyalty, promote engagement, and build a team for success.

Contact Us The Importance of Empowering Employees The importance of empowering employees is highlighted by reference to five big benefits that an empowerment strategy provides all organizations. The importance of empowering employees in the workplace should not be underestimated: When people are confident within their work and with their employer, they are more willing to identify problems and suggest ways to improve quantity and quality of output. This culture will jumpstart change , increasing agility in the market and providing the impetus to grow revenues. Realize the importance of empowering employees with these five benefits The importance of empowering employees is clear when the benefits of doing so are understood. While there are many areas in which empowerment provides a positive impact, the following five are perhaps the most recognizable. Quality of work produced When given the autonomy that allows them to make a difference to product or service outcomes, employees will produce higher-quality work. The finished product becomes a matter of personal pride, and the benefits for both the customer and the employee will become self-evident. The real benefit to the organization of increasing quality is a respective upturn in customer loyalty, which directly leads to increased revenues. Satisfied employees Various studies have shown that empowered employees are more satisfied in their work, and less likely to seek employment elsewhere. This decreases employment costs and the need for training of new staff. Toyota hands over responsibilities of identifying and solving production problems to its shop-floor employees. They are encouraged to solve cause rather than fireproof symptoms, and management know that workers are best positioned to do so. This responsibility runs so deep that any worker can halt the production line. Toyota conducts an anonymous employee satisfaction survey every two years, and its latest results show that employee satisfaction in all areas is the highest it has ever been at between Collaboration grows With increased confidence, employees are more willing to share information and best practices with others. Honesty and openness increase, and this directly impacts the ability of people to work as part of a team. Participation becomes more active and proactive, and this greater collaboration will, in itself, feed through to organizational capability to achieve strategic goals. Productivity increases As confidence and self-esteem grows, and a more quality-focused and collaborative approach takes hold, productivity will increase. People who are accountable for their work become owners of process and product, and energy to do the job better follows. Organizations that have discovered the importance of empowering employees find that waste is eliminated, bureaucracy is reduced, and time is spent more efficiently. Employee empowerment reduces costs Costs will be reduced across the organization: An empowered workforce is more satisfied with their job and career path, and staff turnover falls accordingly. Retention rates rise, training costs fall, and experience remains in-house. Operations become more efficient and productivity rises. Solutions to customer complaints are found proactively, and customer loyalty increases. This reduces the costs of marketing and finding new customers. Five tactics for leaders to empower their employees With so many potential benefits available, effective leaders should onboard tactics to encourage their people to be more empowered. Here is a summary of five such tactics, which, when combined, create a powerful, overarching strategy to better empower employees. They want to know that their role within your organization adds value and helps to achieve its goals and objectives. Use one-to-ones and team meetings to emphasize individual and team contributions, and to improve understanding of how work fits in with the big picture. Support learning and development Most people are no longer content with working for a pay packet. They wish to develop professionally, with learning helping them to meet their personal goals. Empower a learning environment by enabling people to decide in which direction their learning takes them, to help them develop at the pace that most suits them. Develop a collaborative, decision-making team Create a collaborative team spirit by encouraging employees to make decisions. Be more democratic by consulting your people on decisions that affect them, and relinquish responsibility to the team “ while continuing to guide them to better solutions. Increase confidence by making it OK to make mistakes Eliminate fear of

failure and improve innovation and creativity by ensuring that employees are not fearful of making mistakes. By empowering people to make decisions, it follows that you should also accept that mistakes will be made. The important thing is to ensure that mistakes do not become elements for blame, but rather that they become learning experiences from which individuals and the team should benefit. Employee empowerment should help to innovate more rapidly and productively. If people are afraid to make mistakes, willingness to try new things and innovate will deplete. Flatten the organisational hierarchy By flattening the organisational hierarchy, you transfer accountability to the team. However, employees generally require a lot of support for this process to bed in. Office politics will need to be dealt with, and rules of engagement kept simple to encourage the move from dependency on a manager to autonomous decision-making.

Chapter 6 : Empowering Your Team

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When employees can work independently, your time is freed up to do other necessary business tasks. Doing the job independently and being empowered, are similar but slightly different. When you empower employees, you give them the ability to make certain decisions, rather than employees who only follow the standard procedures when working independently. This has huge benefits for the employee, your team and the company bottom line. An employee becomes more accountable, knowing that the boss has confidence in his ability to perform. That confidence means he will get the job done and that he will do the job to the best of his ability.

Faster Problem Resolution Nothing is more frustrating when dealing with business issues than to constantly have to refer to another person on the chain of command. If a person is given the resources and authority to get the job done without running around for 10 authorizations, things get done faster. For example, if you are out of the office at a lunch meeting and the phones go down, having an employee who is authorized to work with the phone technicians to resolve the problem could have the problem solved before you return from lunch. If this employee had not been empowered to do this, the entire office would have remained down until you returned either early from lunch or after.

Higher Quality Customer Service Think about how many times that car salesman has to go to the manager to get approval for the next line item negotiated. People like dealing with the person who can get the job done for them. Giving employees the power to make certain deals, give certain discounts at their discretion or provide other customer service solutions builds a happier customer base.

Job Satisfaction Empowered employees often have higher job satisfaction because they know that the boss values and trusts them. Imagine an employee who helped an unhappy customer get the resolution that customer had desired, and then even sold them a second product by thinking outside of the normal company protocol. This employee will feel great about the accomplishment. Many times, situations like this build employee confidence helping to mold junior talent into senior management over time.

Improved Processes and Procedures Empowered employees are allowed to question things and look at every aspect of the job from their perspective. He never questions the process. An empowered employee sees a better way, makes the adjustments to change the pegs and makes the entire system better. Empowered employees know that managers respect new ideas that make things better.

Chapter 7 : 5 Ways to Empower Your Ecommerce Team to Deliver Smarter CX

There are many benefits of employee empowerment that help managers build stronger teams and more productive work forces. Trust is the foundation of empowering employees and recognizing their.

Motivation 8 Tips for Empowering Employees If it were easy to empower employees, everyone would do it. These 8 tips will help your people step up and happily help grow your company. KevinJDaum Having empowered employees is the dream of every leader. All managers want people who show initiative by taking on and completing tasks with little guidance. Of course, the expectation is that these people will perform only in ways consistent with company objectives and values. And there lies the leadership challenge. Often the leadership has not done their part to empower the employees or, worse, has gotten in the way through micro-management. Below are eight tips to help make your company a place where people feel good about stepping up and taking it on.

Foster Open Communication So many companies are built on top-down communication from management. Give employees structured ways to make their thoughts, feelings and observations known easily and regularly. Help them understand that their input is valued even if you decide to go a different way. Make sure you acknowledge them for sharing and reward valuable input that helps the company.

Reward Self-Improvement Many leaders complain that employees are stagnant but do little to help them grow. In such cases, somehow management has the idea that promotion and money are sufficient to get people to advance. Many entrepreneurs are so accustomed to self-improvement that they assume everyone thinks the same way. Budget dollars and time toward management and personal development training. Help employees set a plan for growth and reward them as they advance.

Encourage Safe Failure Many employees, by their very nature, are risk-adverse. If they work in an environment where the boss is always correcting them before they have a chance to execute, they will constantly look for approval before taking action or, worse, simply avoid any new or dynamic action. Then your employees will gain understanding and feel comfortable innovating.

Provide Plenty of Context Most leaders carry lots of information in their brains. Great leaders figure out how to extract the important information from their minds and share it in a structured and consistent manner. An employee who clearly understands the core values, purpose and direction of the company can easily make consistent decisions and take appropriate action at any junction. Establish specific roles and responsibilities with employees so all are clear and can work together cooperatively.

Require Accountability People need to know when they are meeting expectations and, more importantly, when they are not. And if they see others not being held accountable, they will see little need to make the extra effort for success. Be consistent and diligent in your measurement and rewards so employees are motivated to do their best.

Support Their Independence A leader who is constantly looking over the shoulder of employees is little more than a babysitter. Give your employees reasons and opportunity to stretch out on their own and even lead others. Empowered people need a greater level of satisfaction than simply financial stability. They need to feel that leadership appreciates their contribution and values their participation. If they have to ask how they are doing, you are doing your job poorly as a leader.

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At Empower Business Corporation we believe that our greatest asset is the incredible team of individuals that make up the office. Our philosophy as a company revolves around our amazing staff that are a true reflection of our core values.

In an empowered team, each teammate has a voice in group decisions. The team self-organizes around a leader instead of reporting to a manager, and may make changes to their project or product at will. An organization structured around empowered teams will have a relatively flat hierarchy and a high proportion of well-educated, highly trusted employees. Characteristics Team empowerment incorporates four elements: A potent team believes in its own power and effectiveness. Meaningfulness is a measure of how much the employees care about the results of their work or find it rewarding. A team is autonomous to the extent that it is free to make decisions and impact measures how much the team contributes to the company. It is possible to have team empowerment even without much individual empowerment. Similarly, individual employees in a functional division such as marketing or accounting may be empowered, but this does not necessarily constitute an empowered team. Significance Empowered teams are usually project-based and cross-discipline; they may be developing a new product, establishing a company policy or conducting an audit. Rules are not imposed upon them from above, but they are far more effective when they establish strict rules within the team regarding how decisions are made and communicated, and who is responsible for implementing them. Advantages Empowered teams often have high morale, and may cost the company less due to not requiring a dedicated manager. Highly qualified knowledge workers can produce more effective and efficient results, since each individual can contribute his expertise without funneling information through a manager. Disadvantages Because everyone can make decisions in an empowered team, it is susceptible to conflict and disorganization. Without a clear line of authority, there is no tie-breaker in a disagreement, and there may not be anyone to challenge a poor idea. An untested or unskilled team has the power to damage the company through poor decisions. This can start a blame cycle as each team member attempts to save his reputation and job. References 2 Agile Process. Team Empowerment; Don Wells; About the Author Evangeline Marzec is a management consultant to small high-tech companies, and has been in the video games industry since As a published writer since , she has contributed articles and short stories to web and print media, including eHow and Timewinder. Photo Credits jet team breitling image by chouchashoot from Fotolia.

Chapter 9 : 7 Fundamental Components to Employee Empowerment | Bambu by Sprout

Employee empowerment is an extremely impactful (yet often underutilized) motivation tactic. When used properly, your empowerment strategy can increase business profitability, revive company culture and improve satisfaction - both internally and externally. Fundamentally, employee empowerment works.

Although powerful roadblocks to change still exist, successful inner leaders act on the belief that broad participation by all stakeholders is the most compelling strategy for designing and implementing lasting change in organizations. It is increasingly clear that participation improves organizations. It empowers people in all parts of work life. Research shows workplace participation results in greater political participation. The techniques may be as simple as providing as much information as possible to as many stakeholders as possible about what they and others are doing and need to do. When leaders enable their followers, they allow them room to take risks without mindless controls. This helps workers find a place in the work community where they can make full use of their strengths for the benefit of themselves and the work community. Empowerment is intellectually connected with leadership theory ideas like teaming and community building. Use of team, or other participative action structures, implies empowerment, although few theorists identify it explicitly. Empowerment is also part of transformational leadership theory. The underlying idea behind this concept of leadership is to choose purposes and visions based on follower strengths and interests and create a structure supporting them. Transformational leadership implies changing the individual, as well as the work community. Transformational leadership enables both leaders and followers to reach higher levels of accomplishment and motivation. It releases human potential for the collective pursuit of the common goals. Consequently, it is empowering. People who fundamentally believe that others are good, want to work, and accept responsibility will give those others the opportunity to use these capacities. That behavior is empowering. Empowerment engages the inner leader in the kinds of actions described in the following sections. Goal Setting Empowerment begins with goals. Inner leaders clearly relate work-community and individual follower goals. The fundamental mechanism is the vision statement, a concise amalgam of the basic purpose for which the work community exists. An effective vision relates directly to both individual and work-community ideas of purpose and articulates the value of joint effort. They must see in adherence to its challenge a way to exercise their various talents. It must challenge them to want to become involved in planning, policy, and process decisions and in other ways they can individually contribute in recognizable ways. Empowerment requires the inner leader to set the vision, communicate it broadly, and inform coworkers about the work community, its purposes, processes, accomplishments, and shortcomings. Thus, leaders become facilitators of the work of others. In effect, they go to work for the follower. They provide necessary authority and the physical, operational, and psychological resources and services the follower needs to be effective. Inner leaders must also be prepared to have the work done in ways different from the ways they would use. It is possible that the work will be done better. It is conceivable, at least in the beginning, that it will be done worse. It will almost always be done differently. Acceptance of the need for flexibility in method and even in results is part of the preparation of the leader for empowerment of his or her followers. Challenging Followers Empowerment works when followers see that adhering to its challenge is a way to mature their various talents. Empowerment challenges followers to want to become involved. It is accomplished via participative efforts between leader and worker. It asks leaders to use innate values of independence, self-reliance, and individualism to challenge workers to sacrifice for the leader and for the work community as a way to self-actualize on the job. Delegating to Followers Key in empowering others is delegation of job assignments and decisions to the lowest possible level and allowing room for coworkers to take risks without undue controls or tight accountability. This kind of delegation by inner leaders helps workers find their niche—the place in the work community where their strengths can be best used to the benefit of workers, the inner leader, the work community, and the larger corporation itself. Empowering inner leaders create job situations where workers can be self-motivated, not intimidated. They provide as much information as possible to as many people as possible about what they and others are doing and their degree of

success. They do not suppress data about the work. Effective inner leaders take the time and effort to recognize individual differences and use them constructively Truskie, through delegation that focuses on individual member strengths. Focusing on Workers Empowerment focuses primarily on the members of the work community Plas, Effective inner leaders actively encourage their coworkers to acknowledge their true feelings and values and their personal goals and aspirations to help them learn who they are and then use that knowledge in joint work activity. This expression of their authentic selves can occur only in an environment where workers feel secureâ€”a community accepting of divergent views and opinions, one in which the inner leader really cares about them. Encouraging Participation To enable individual workers and ask for real participation, inner leaders must first take advantage of the power of the individual by transforming it to create an environment where individuals can work togetherâ€”exploiting their differences to the benefit of the work community and themselves Plas, This can be done only in a work community where mutual cooperation and interdependence are built into the structure of work assignments. The psychological foundations of this kind of participatory leadership are rooted in the counseling philosophies of psychologists such as Carl Rogers and Abraham Maslow To empower followers to full participation is to give them meaningful work to do and to recognize their accomplishments as often as possible. Perhaps the most beneficial contribution of participatory inner leadership is its fundamental role in making workers into an effective community. Specifying Follower Roles Plas argues that values like individualism that undergird contemporary diversity ideas can subvert attempts to implement successful community strategies. She recommends that work communities be structuredâ€”like a sports teamâ€”with a specific role for each member. This role specialization enables each member to make unique contributions and permits the personal recognition needed to satisfy the individualist spirit that typifies most Americans. When each work community member has a unique role to play, the emphasis shifts from the group to the individual. Encouraging Self-Reliance The essence of cooperative action is member empowerment. Work communities led by inner leaders have to rely on the willingness and capacity for members to manage themselves for their professional and work goals to be met because a large part of work-community life involves members making decisions on their own Kulwiecec, Self-reliant work communities represent a major paradigm shift from classical hierarchal organizational structures. A key part of empowerment is building and implementing self-reliance in the workers. Such self-reliant work structures include the overarching culture that provides grounding for all that is done and all relationships systems used. These cultures honor independence in thought and action. Inner leaders create these structures and ensure that that kind of development and growth happens. These leaders also ensure that they change as the needs of coworkers and the purposes of the larger community change. Centered in a vitalizing vision, self-reliant cultural systems allow workers maximum independence of action within the context of an interdependent system of values, rules of behavior, and standards for measuring success. Kulwiecec says such work units set target performance goals and track progress toward those goals. The areas tracked for improvement might include such activities as safety, quality, cooperation, productivity, and scheduling, as well as continuous improvement. Although independent work performance is an important criterion, each individual is also responsible for his or her own performance to the inner leader and to colleagues. Other Empowerment Techniques A review of the literature reveals other ways to empower members of work communities to help the inner leader attain his or her goals for the community. They include the following: Letting members talk to anybody in the firm to resolve problems and get the job done. Ask members for their contributions and ideas. Give work-community members full control of their own operations. Involve members in selecting all new recruits. Get members to train their colleagues. Adopt individual member-set objectives at every level.