

Leadership and Team Effectiveness
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Module No # 08
Lecture No # 38
Delegation and Empowerment

In this particular session, we will talk about delegation and empowerment, like whenever you want to create an effective team with our efficient leadership style. So, then it becomes very, very important for those who are the team members right. They should also feel that they are empowered, they are having certain power, and they should have job satisfaction in the sense. They should have an inner motivation intrinsic motivation.

So that, they can give their best work and naturally, not only for the purpose of getting the work done but also for the happiness is concerned of the overall team happiness. So, we can also create the team happiness index and for this purpose, this delegation and empowerment are the instruments and mechanisms which can be used.

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Image Source: <https://www.123rf.com/photo/13764661-empowerment-and-delegation-concept-in-word-tag-cloud-on-white-background.html>

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So here we will talk about the delegation, importance of delegation, principles of effective delegation, empowerment, dimensions of empowerment, developing Empowerment, relation in

empowerment and empowered delegation and as usual, we will be discussing the research paper, case study, book recommendation, references are there.

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Delegation

- Delegation is a relatively simple way for leaders:
 - To free themselves of time-consuming chores
 - To give followers developmental opportunities
 - To increase the number of tasks accomplished by the work group, team, or committee
- Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision.
- Delegation is more concerned with autonomy, responsibility, and follower development than with participation.

Image Source: <https://www.123rf.com/photo/63947675-delegating-chart-erh-keywords-and-concepts.html?from=2796276edqtaue658-1-d>

So, delegation is a relatively simple way for leaders when we understand the delegation to free themselves of time-consuming chores, to give followers development opportunities to increase the number of tasks accomplished by the work group, team or committee is there. So, whenever we are talking about the delegation right, so it is about what a leader gains out of this delegation.

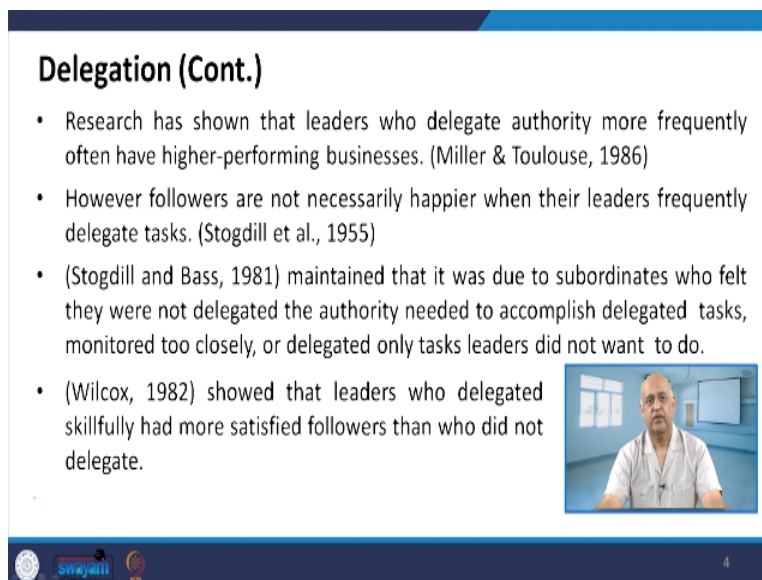
The leader gains are a time-consuming course that he is getting the time because the certain task which can be performed by the subordinates then if he delegates them, then he is free for doing the next level jobs. To give the follower developmental opportunities and as that; particular job has been given to the other employee, colleagues, or the team members basically here. Then in that case they also get the developmental opportunities and that will be a sort of on-the-job training right.

And that is also beneficial for the team members, followers and leader also getting the time benefits from doing this particular job. To increase the number of tasks accomplished by the work group, team or the committee is concerned. So therefore, in that case this is becoming the task which has been accomplished that will be done fast because all are contributing the work. So therefore, it is not a single hand contribution rather than it is the collective hands contribution.

And therefore, the number of tasks accomplished will be more and the group team and the committee all will be getting benefited. Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision is there. So, another benefit of delegation is to give the decisions to those individuals right and most likely this is to be affected by or to implement the decision is there.


So, delegation is more concerned with the autonomy responsibility and follower development then with the participation is concerned.

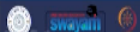
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Delegation (Cont.)

- Research has shown that leaders who delegate authority more frequently often have higher-performing businesses. (Miller & Toulouse, 1986)
- However followers are not necessarily happier when their leaders frequently delegate tasks. (Stogdill et al., 1955)
- (Stogdill and Bass, 1981) maintained that it was due to subordinates who felt they were not delegated the authority needed to accomplish delegated tasks, monitored too closely, or delegated only tasks leaders did not want to do.
- (Wilcox, 1982) showed that leaders who delegated skillfully had more satisfied followers than who did not delegate.



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Research has shown that leaders who delegate authority more frequently often have higher performing businesses right. And therefore, in that case it is becoming the most important thing that how these higher performance businesses have been done. The however followers are not necessarily happier when their leaders frequently delegate the task right. So here, it is also been seen many times though there are these advantages but the followers are not happy.

Because there are 2 reasons one is getting additional job which they do not want to do, and the second one is that there is no developmental motivation that I should learn these different jobs are there. So therefore, in that case here the followers are not becoming the happiest but the studies are concerned. Always better for the leaders those who are having this type of the delegation they are getting the higher performing businesses right and they get the opportunities.

Because of as I mentioned in the previous slide that is they are able to accomplish those particular goals. Maintain that it was due to subordinates who felt they were not delegated the authority needed to accomplish the delegated task monitor too closely or delegated only task leaders did not want to do. So therefore, many times the follower's right they felt that, they have not delegated the authority whatever is needed to accomplish that particular task is concerned and they are monitored to closely and therefore they are delegated.

So, what happens is the job is given? But naturally in delegation one thing we have to keep in mind the responsibility remains with the leaders. And therefore, leader monitors too closely, ultimately in the delegated task if something goes wrong who will be responsible? It is the leader will responsible and not the team member who has been that task. So, this particular worry makes the leader to be conscious and active.

And therefore, in that case that leader he will be monitoring and having a close watch on the subordinate or follower. So therefore, in that case also the task is delegated but there is an additional monitoring is there. Or delegated only task which leaders did not want to do, such tasks will be there which are complex in nature or may not be the liking of the leader and therefore in that case the leaders did not want to do.

Wilcox, 1982 study showed that leaders who delegated skillfully had more satisfied followers than who did not delegate right. So therefore, in that case here those who delegated skillfully right. So then in that case the followers are more happy and satisfied as compared to those who did not delegate. So, from this slide what we understand is that a balance is required.

The nature of task followers' willingness, followers capability to do the leaders monitoring abilities right, because otherwise that will be an additional supervision right, therefore the followers may not like that right. But leaders will of course by delegation they are accomplishing more task so they are getting the more opportunities for the higher performance businesses are concerned.

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Importance of Delegation

Following are ideas given by (H. L. Taylor, 1989) about why delegating is important.

Delegation Frees Time for Other Activities

- Leaders typically have so many different responsibilities that they invariably must delegate some of them to others.
- Because leaders determine what responsibilities will be delegated, the process is one by which leaders can ensure that their time is allocated most judiciously to meet group needs.
- The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group.



Following are the ideas given by the H. L. Taylor, 1989 about why delegating is important. So, delegation frees time for other activities, so leaders typically have so many different responsibilities that, they invariably must delegate some of them to others right. So therefore, in that case different responsibilities will be there right, where; they have to give the responsibilities right. So, they can perform that some of them to making this is easier to get the other work done, because leaders determine what responsibilities will be delegated?

Now here is the catch is that what will be delegated it is not any rules or regulations in the organization. It is totally the wishful thinking of the leader is there, the process is one by which leaders can ensure that their time is allocated most judiciously to meet the group needs are there. Now, so therefore in that case this is also important once you delegated now, they are doing the job. So, one extreme will be that is close monitoring other extreme will be that you are not controlling.

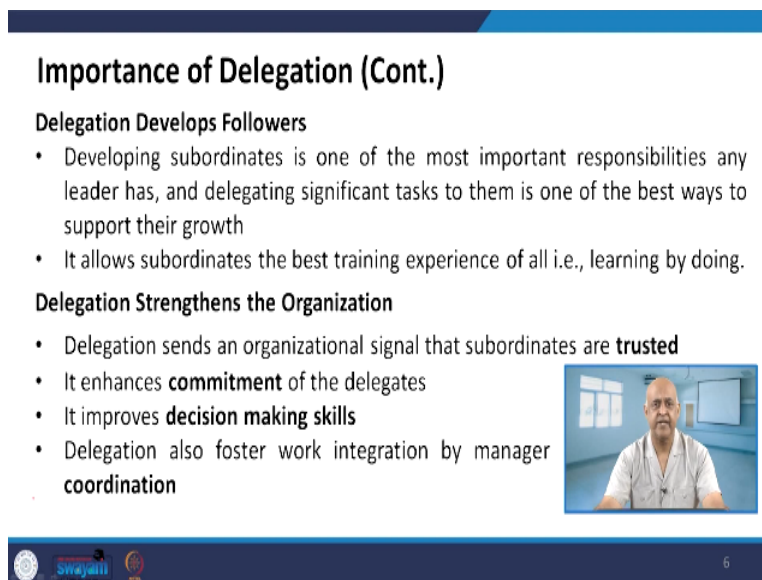
So therefore, judiciously the time should be given by the leader when he is delegating to meet the group needs. The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group is there. So, it is always it has been seen that is all these delegations which has been done by the leader and that whatever the time investment he is doing right that is uniquely suited.

So, when in the group when it is comfortable that the delegation is proper and it is timely supported, I will not set monitor rather than supported then definitely in that case the leader will

be having the better efficiency and that will create benefits to the group. Here I would like to give one example.

Like there is a project team is there and in the project team one project is given and there the leader and the team members and they do fantastic job what will be the reward other than the monetary rewards, so reward will be another higher-level project. Because once they have tested and they have done a good job so naturally people will be looking for them and they will be given other higher-level jobs.

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Importance of Delegation (Cont.)

Delegation Develops Followers

- Developing subordinates is one of the most important responsibilities any leader has, and delegating significant tasks to them is one of the best ways to support their growth
- It allows subordinates the best training experience of all i.e., learning by doing.

Delegation Strengthens the Organization

- Delegation sends an organizational signal that subordinates are **trusted**
- It enhances **commitment** of the delegates
- It improves **decision making skills**
- Delegation also foster work integration by manager **coordination**



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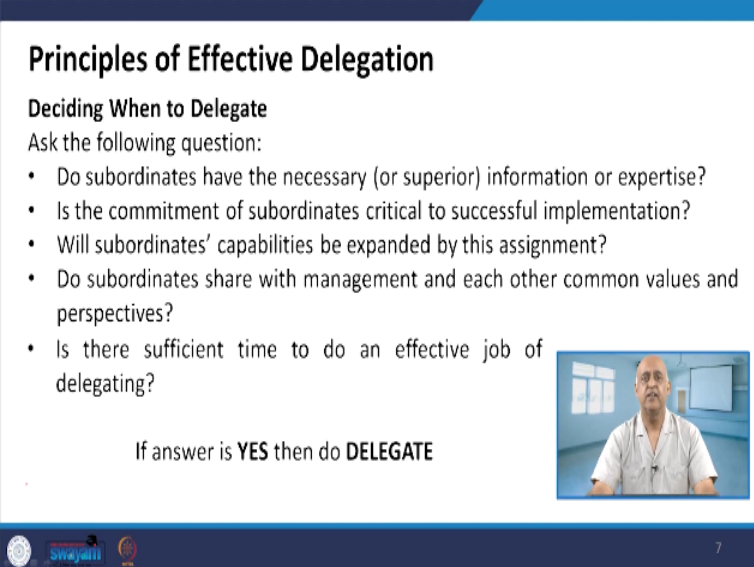
Delegation importance of in delegation the delegation developers' followers, so therefore whenever you are delegating as a leader to your followers, they are getting opportunities, responsibilities and significant task. So best ways to support their growth so, it is the learning by doing, correct? So, it allows subordinates the best training experience of all that is by learning doing is there.

Delegation strengthens the organization and senses the organization signal that the subordinates are trusted, otherwise what happens? The leader says no I will do my job only he is not allowing the team members to do the next level job right. Because delegation is given by the leader of his own task and so naturally it is the next level tasks. So, when you are delivering or delegating these tasks to the follower it shows the trust and it also shows the commitment of the leader

towards the follower's commitment of the delegates and it improves decision making skills right?

Because in that case he is able to get more experience in decision making, delegation also faster work integration by manager coordination, so that the managers coordination will be also improve. But we have to learn as how this delegation is to be done judiciously; ineffectively otherwise as we have seen, there is importance of delegation but it is to be done judiciously.

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Principles of Effective Delegation

Deciding When to Delegate

Ask the following question:

- Do subordinates have the necessary (or superior) information or expertise?
- Is the commitment of subordinates critical to successful implementation?
- Will subordinates' capabilities be expanded by this assignment?
- Do subordinates share with management and each other common values and perspectives?
- Is there sufficient time to do an effective job of delegating?

If answer is **YES** then do **DELEGATE**

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So, what we mean by the judiciously delegation and deciding when to delegate, ask the following question do subordinates have the necessary superior information or expertise? So that the competency, competency of the supervisor is depending upon that he is able to judge whether the subordinate will be able to do that to particular task. So is the commitment of the subordinate critical to successful implementation.

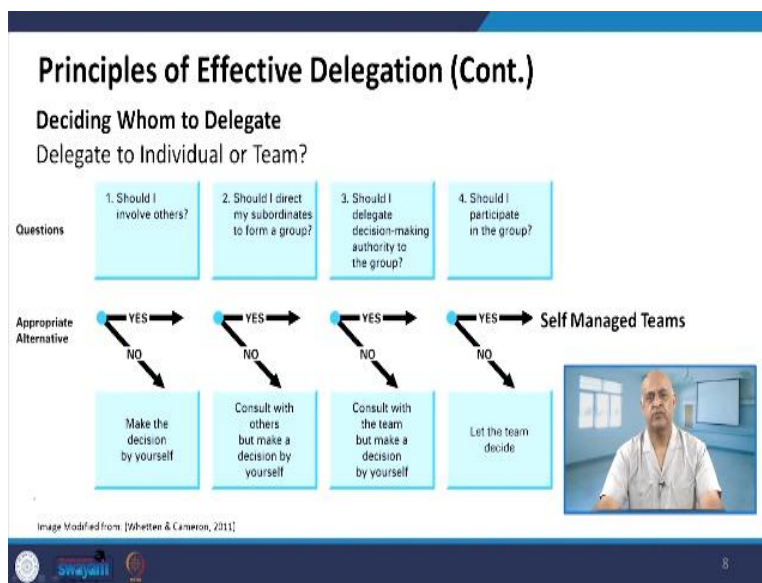
So, he is not doing this job because the boss is given, he is taking this particular task job delegated task to develop himself that is I am getting this opportunity to do this new task. So, he develops the expertise in that and create the better future, will subordinates capabilities be expanded by this assignment and there are 2 terms here I would like to share. One is job enlargement and the other one is job enrichment; job enlargement means it is not increasing the capabilities but it is increasing the practice that is all.

But whenever we talk about the job enrichment and then in job enrichment it is the subordinates' capabilities are there and therefore in that case whenever the subordinate is able to making these capabilities expanding these capabilities so definitely he will be happy. Do subordinates share with management each other's common values and perspectives are there, this is also very important. We have talked about personality and leadership, so in the follower team members they are also having their own personalities.

So, like some will be having the personality like horses so they are powerful and they have given the direction, they follow the direction and they do it right. Whenever we use the horse, we put the flip to its eyes right and therefore he gets the direction, so in addition to the eye site he gets vision. So therefore, does this one share and get value system personality is same, because there should be common values and perspectives between the leader, members, team and organization.

Is there sufficient time to do an effective job of delegating? So therefore, whether the subordinate is having the sufficient time, if the answer is yes then do the delegate.

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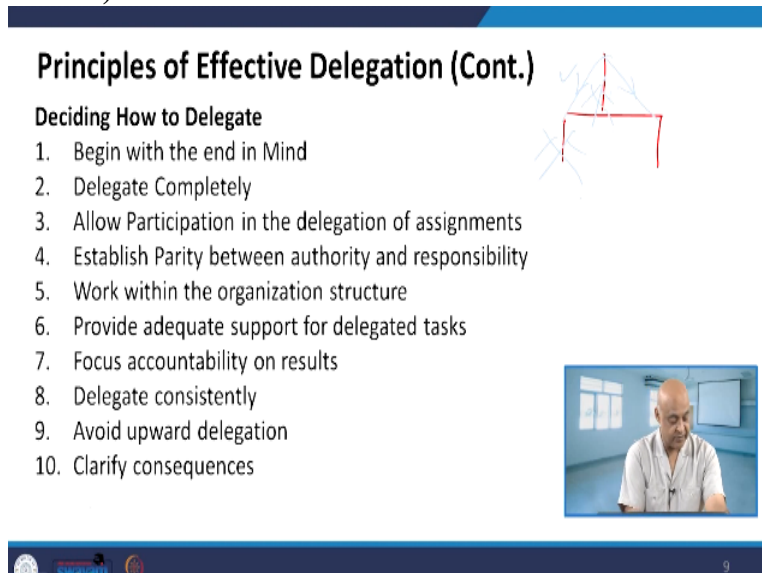


Now it is a very important slide and interesting also that is should I involve others, right? So, the appropriate alternative is the yes make the decision by you no, should I direct my subordinates to form a group? And therefore, in that case, if the answer is no then we will go for the self-management teams. So, therefore, consult with others by making the decision by you or should I delegate decision-making authority to the group right.

So, if you say yes, it means there is a self-management is there, if answer is no consult with the team but makes the decision by yourself. So therefore, this step is to be taken, should I participate in the group that is the yes it will be a self-management team if answer is no let the team decide. So therefore, in that case in these particular questions 1 to 4 if the answer is yes, so then it will be self-managed teams.

And if the answer is no then in that case it the collective decision is to be taken and let the team decide means everybody is involved. In self-management team it is the more delegation is there but whenever we are saying no then in that case it will be the whole team will be deciding every member will be consulted.

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Principles of Effective Delegation (Cont.)

Deciding How to Delegate

1. Begin with the end in Mind
2. Delegate Completely
3. Allow Participation in the delegation of assignments
4. Establish Parity between authority and responsibility
5. Work within the organization structure
6. Provide adequate support for delegated tasks
7. Focus accountability on results
8. Delegate consistently
9. Avoid upward delegation
10. Clarify consequences

The slide includes a diagram of a hierarchical structure with a red box highlighting a specific level, and a small video inset showing a man in a white shirt speaking.

How to delegate? Begin with the end in mind and what will be the result? Delegate completely let them take the decisions there is no issue. Allow participation in the dedication of assignments, establish parity between authority and responsibility, work within the organization structure, provide adequate support for delegated tasks. Focus accountability on results delegate consistently, avoid upward delegation.

Now you see there is nothing like an upward delegation, so therefore whenever we are talking about the delegation. So, the delegation will be given always from the top to bottom, so here it will go from top to bottom. While in the case whenever we go for this particular delegation right,

it will be always the boss will delegate to the subordinates right, and in this case, it will go like this right so the delegation direction will be like this, it will be never like this.

So therefore, in that case whenever we talk about the delegate consistently right and avoid the upward delegation so always it will go this is right and this is wrong it will not be the upward direction it will be the downward direction. And whenever; you are going for the downward direction right. So, it means that the responsibility remains with the boss authority is given to the subordinates.

So that clarity will be there with the downward delegation and here you can also decide, you mean the Leader can decide how to make the delegation and to whom to make the delegation.

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Now question arises when we have to give the delegation? Subordinates have the needed information so he is having that competency, commitment is crucial so that the job will be given then he will be able to do and deliver timely right. Subordinates' capabilities will be expanded and the common values are shared and sufficient time is available, so this will be the when. To whom involve no one, consult with other individuals but decide alone, consult with the team but decide alone, let the team decide, participate as a member of the team.

So therefore, in that case the decision-making process will be with who is having the responsibility. And deciding how is begin with the end in mind, delegate completely, allow for participation, match authority with responsibility, work within the structure, provide support,

focus accountability on results, delegate consistently, avoid upward delegation and the clarification, so what is the effective outcomes of the delegation?

Readily acceptable assignments are there, so here actually that environment you create that culture you create. And therefore, in that culture you are having that acceptable assignments, high moral and motivations. So, whenever you are having this delegation system in your group and team or more or less in the organization then you are having moral of the employees will be very high.

Because they know anytime they will get a task which is otherwise supposed to be done by the next level means that is the boss or the top level. But they have trusted me and they have given me this particular task, organizational coordination and efficiency will increase a culture of the team building. Because the coordination synergy will be developed and that culture will be there in-case problem abilities decision making.

So therefore, in that case it is not that every time subordinator or follower running towards the leader or the boss, he is developed that capability. Because in the delegation the most; important point is the expansion of the capability of the followers. So, they increase the problem-solving abilities more discretionary time for the managers are there, so they can use the time for the betterment of the organization by doing some other tasks.

Stronger interpersonal relationships are there because that is an efficient delegation and successful task completion will be there. So that the time, quality, cost for that particular accomplishment of task that will be done by this particular team. So, in summary we can say that delegation is an art but it is a science also. So therefore, when you are putting these points of the slides in your mind whenever, when, whom, how right?

And the end of result when you keep in mind, so you are rational you are logical and therefore are a scientific person. So, if you do this in a systematic manor then definitely there will be no problem in the delegation.

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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).”
- Empowerment as having two key components.
 - For leaders to truly empower employees, they must **delegate** leadership and decision making down to the lowest level possible. Employees are often the closest to the problem and have the most information, and as such can often make the best decisions
 - The second component of empowerment, and the one most often overlooked, is **equipping followers** with the resources, knowledge, and skills necessary to make good decisions.



Now we will talk about the empowerment, so providing freedom for people to do what they want to do they want to do rather than getting them to do what you want them to do? And the empowerment is having 2 components that is they must delegate the leadership and the decision making down to the lowest lever and the equipping followers is there. So, making the followers fully equipped.

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Difference Between Power and Empowerment

POWER	EMPOWERMENT
External source	Internal source
Ultimately, few people have it	Ultimately, everyone can have it
The capacity to have others do what you want	The capacity to have others do what they want
To get more implies taking it away from someone else	To get more does not affect how much others have
Leads to competition	Leads to cooperation




Now the power and empowerment that we have to understand actually the power is given with the given task or that authority and responsibility is there, empowerment is the power is with somebody and he has shared his power with another person. So, it is external source power

ultimately few people have it the capacity to other to what you want to get more employees taking it away from someone else and leads to competition.

While in the empowerment it is the internal source is there and ultimately everyone can have it the capacity to other to what they want? To get more does not affect how much other has and leads to cooperation. However, the power is for the purpose of self-existence empowerment is about the purpose of the cooperative existence, that is for leaders existence also and the follower's existence also.

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Dimensions of Empowerment


- Self-Efficacy**
 - A Sense of Personal competence
- Self Determination**
 - A Sense of Personal Choice
- Personal Consequences**
 - A Sense of having Impact
- Meaning**
 - A Sense of Value in activity
- Trust**
 - A Sense of security

The slide includes a small video inset of a man in a white shirt speaking, and a footer with logos and the number 13.

Now in the dimensions of empowerment it is a self efficacy a sense of personal competence that is how much do you have? And how much do you believe in trust in your competency, self-determination is there, a sense of personal choice is there, personal consequences having the impact what will be the impact is there, meaning a sense of value in activity and the trust is there a sense of security.

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Developing Empowerment



- ❖ **Articulate a clear vision**
 - 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**(Specific Measurable Aligned Realistic Time-bound) Goals
 - Associate the vision with personal values
- ❖ **Provide opportunities to foster personal mastery**
 - Break big tasks in small and assign one at a time.
 - Assign simple task before difficult ones
 - Highlight and celebrate small achievements
 - Gradually expand job responsibilities to solve problems




Image Source: <https://www.cashilton.com/setting-goals/>

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So, for the developing the empowerment how to develop, create a picture of a desired future right. And use the word pictures and an emotional picture to describe the vision is there. Identify the actions that will lead to a vision. Establish the smart specific, measurable, aligned, realistic and time-bounded goals. So, goals have to very specific, goals have to be measurable; goals have to be aligned with the organizational goals.

And the group goals, team goals and the realistic is to be there, it should not be the non-achievable it should be achievable and time-bounded. And therefore, in that case it is to be accomplished within the time, to associate the vision with the personal values. And therefore, in that case this will be always whatever the personal values are there that will be covered along with this particular developing this a clear-cut vision is there.

So, personal values are to be part of that otherwise that vision will be impossible to attend. Provide opportunities to foster personal mastery, break big tasks in small and assign one at a time, assign simple tasks before difficult ones, highlight and celebrate the small achievements, gradually expand job responsibilities to solve problems and therefore here we talk about how these job responsibilities will be creating and these solutions are there.

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Developing Empowerment (Cont.)

- ❖ **Model the Correct (Successful) Behaviour**
 - Demonstrate successful task accomplishment
 - Point out other people who have succeeded
 - Facilitate interaction with other role models
 - Find a coach and establish mentor relationship
 - Associate the vision with personal values
- ❖ **Provide Support**
 - Praise, encourage, express approval for and reassure
 - Send note of praise to family member & coworkers
 - Foster informal social activities to build cohesion
 - Supervise **less closely** and provide time slack
 - Organize recognition ceremony



Image Source: https://depositphotos.com/vector-image/employee-empowerment-on-film?from_topview=233785628



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Model the correct of successful behavior demonstrate successful task accomplishment; point out other people who have succeeded. And the facilitate interaction with other role models, find a coach and establish mentor relationship, and associate the vision with personal values. And the provide support therefore in that praise, encourage, express approval for and reassure. Send note of praise to family member and coworkers, foster informal social activities to build cohesion, supervise less closely and provide time slack and organize recognition ceremony is there.

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Developing Empowerment (Cont.)

- ❖ **Arouse Positive emotions**
 - Foster activities to encourage friendship formation
 - Periodically send light-hearted messages
 - Use superlatives adjectives in giving feedbacks
 - Highlight link in personal & organisational goals
 - Foster attributes of recreation in work
- ❖ **Provide Information**
 - Provide all task relevant information
 - Technical information
 - Cross-Functional information
 - Information from its source



Image Source: <https://www.dreamstime.com/stock-illustration-positive-emotions-schema-light-orange-background-image41681851>



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So, arouse positive emotions, foster activities to encourage friendship formation, periodically send light-hearted messages, and use superlatives adjectives in giving feedbacks. Highlight link in personal and organizational goals, foster attributes of recreation in work. Provide Information;

provide all task relevant information, technical information, cross-functional information, information from its source is there.

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Developing Empowerment (Cont.)

- ❖ **Provide Resources**
 - Provide needed time, space or equipment
 - Provide training and development experiences
 - Provide technical support
 - Provide access to communication channels
- ❖ **Connect to Outcomes**
 - Provide a chance to interact directly with those receiving the services
 - Provide authority to resolve problem on the spot
 - Provide immediate, unfiltered, direct feedback
 - Create task identity
 - Clarify and measure effects

Image Source: <https://elegantint.wordpress.com/2013/03/business-model-generation-resources-that-make-growth-business-work/>

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Always we have to provide resources to the followers so that in that case they will be able to do the job. That is the main machine, material, money, method and minutes are there, time is their manpower is to be properly trained the technology machinery is to be provided and the communication channels that should be provided. So that if they find any problem at any time they can easily communicate.

Connect to the outcomes is there that is what will be the outcome ultimately? Why all these functions are performed? These perform are for the outcomes which will be enhancing the managerial effectiveness and organizational effectiveness. Provide authority to resolve the problem on the spot, and provide immediate, unfiltered, direct feedback. Create task identity, clarify and measure effects has to be there. So that in that case the outcomes will be as per the expectations are there.

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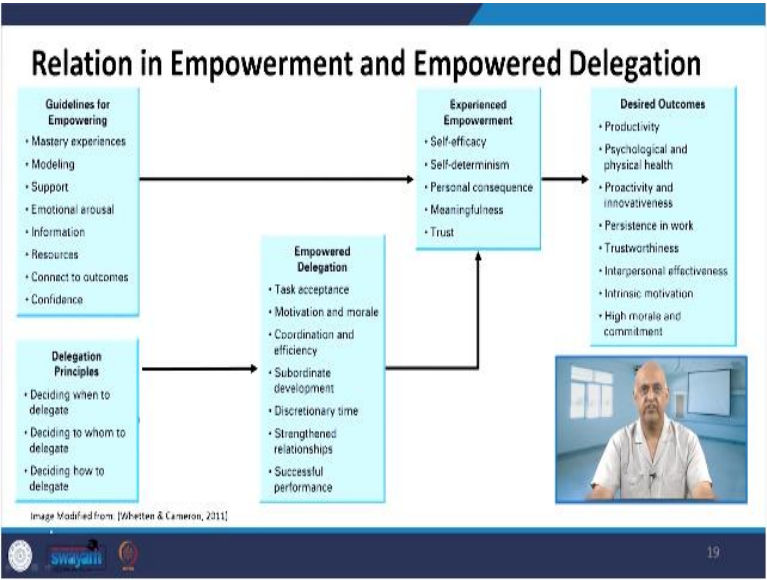
Developing Empowerment (Cont.)

- ❖ Create Confidence among followers by exhibiting:
 - Reliability & Consistency
 - Fairness & Equality
 - Caring & Personal concern
 - Openness & Honesty
 - Competence & Expertise

Image Source: <https://www.dreamstime.com/royalty-free-stock-photos-confidence-level-meter-image25735598>

Here we create the confidence among followers by exhibiting: reliability and consistency, fairness and the quality are there caring and personal concern, openness and honesty, competence and expertise is there.

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So finally, we come to the relationship in empowerment and empowered delegation. So, this will be the guidelines for the empowering which we have discussed in the previous slide in summary right. And here will be the delegation principals which will be connected. So, whenever we are connecting the guidelines of empowering right, and then the delegation principles which both we have discussed earlier and that will be making empower the delegation is there.

So, whenever we are giving the empowerment on this delegation then the person will be having the experienced empowerment. And here the personal consequences and the meaningful and the trust are very important. So why all that is this empowering and delegation because the desired outcomes are there, here I would like to focus. These points we have already discussed these 4 blocks we have discussed earlier.

So now finally I will discuss the desired outcomes, so that is increasing the productivity, psychological and physical health, proactivity and innovativeness, persistence in work, trustworthiness in the atmosphere that will be created. So that the organization that citizenship that will be strong, interpersonal effectiveness is there, intrinsic motivation and high moral and the commitment is there. And as a result of which there will be whenever we are having this empowering and delegation culture in the organization and that will give the desired outcomes are there.

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The slide is a title slide for a research paper. It features a blue header bar at the top. The main title is "Delegation outcomes: perceptions of leaders and follower's satisfaction" in a large, bold, black font. Below the title is the author's name, "Gesche Drescher", and her affiliation, "TUM School of Management, Technical University of Munich, Munich, Germany". To the left of the title, there is a section for "Research Paper" with a logo and publication details: "Journal of Managerial Psychology, Vol. 32 No. 1, 2017, pp. 2-15, © Emerald Publishing Limited, 0268-2946, DOI 10.1108/JMP-05-2015-0174". Below this, there is a "Purpose" section with a paragraph of text and a small video inset showing a man speaking. At the bottom, there are logos for "Swayam" and "20".

Research Paper

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**Delegation outcomes:
perceptions of leaders and
follower's satisfaction**

Gesche Drescher
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Munich, Germany*

Purpose
The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

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As usual this research paper that is about the delegation outcomes perceptions of leaders and followers' satisfaction and as different studies has been mentioned.

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Research Paper

Design/methodology/approach

The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

Findings

The results of study 1 showed that leader delegation leads to higher levels of perceived leader ability and performance.

Study 2 replicated and extended these results. Mediation analyses revealed that leader likeability mediates the relationship between delegation and employee's job satisfaction.



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Case Study : Minding the store

- Ruth Cummings was appointed as branch manager for the Saks Fifth Avenue store in a suburb of Denver. Her boss, Ken Hoffman, gave her this assignment on her first day: *"Ruth, I'm putting you in charge of this store. Your job will be to run it so that it becomes one of the best stores in the system. I have a lot of confidence in you, so don't let me down."*
- Ruth hire an administrative assistant to handle inventories. Because this was such an important part of the job, she agreed to pay her assistant slightly more than the top retail clerks were making.
- She felt that having an administrative assistant would free her to handle marketing, sales, and personnel matters—areas she felt were crucial if the store was to be a success.



Case Source: {Whetten & Cameron, 2011}

So, we have to go for this different research papers and this is the case study minding the store right, and by going through this case study you will be able to answer these questions

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Case Study : Minding the store (Cont.)

- “Do you know how long he has been a customer of ours? Do you know how much he spends in the store every year? I certainly hope we have not lost him as a customer because of your blunder. This makes me very upset. You’ve just got to learn to use your head.”
- Ruth thought about the conversation for several days and finally decided that she needed to see Ken Hoffman. She called his secretary to schedule an appointment for the following day.

Questions

- Q1)** What guidelines related to empowerment were violated by Ken Hoffman? By Ruth Cummings?
- Q2)** What guidelines related to delegation were violated by Ken Hoffman? By Ruth Cummings?



Case Source: (Whetten & Cameron, 2011)



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To empowerment were violated by the Ken Hoffman by Ruth Cummings you can as a new assignment also. What guidelines related to delegation were violated by home work by this Ken Hoffman by Ruth Cummings is there.

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Case Study : Minding the store (Cont.)

Questions

- Q3)** What should Ruth Cummings and Ken Hoffman discuss in their meeting? Identify specific agenda items that should be raised.
- Q4)** What are the questions that Ruth should ask Ken to help her acquire the necessary elements of empowerment? What questions should Ken ask Ruth to be better able to ensure her success?
- Q5)** If you were an outside consultant attending the meeting, what advice would you give Ken? What advice would you give Ruth



Case Source: (Whetten & Cameron, 2011)



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So please go through this case study and this answer these questions and basis of that you will be able to understand the practical implication of this particular empowerment and delegation is there.

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Book Recommendation

Empowerment Takes More Than a Minute

Authors: Ken Blanchard
John P Carlos
Alan Randolph

Publisher: McGraw-Hill Education; Second Edition
(December 2001)

Language: English

Paperback: 168 Pages

ISBN-10: 1576751538

ISBN-13: 978-1576751534






Image Source: <http://www.amazon.in/Empowerment-Takes-More-Than-Minute/dp/1576751538>

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This is the book which recommended empowerment takes more than a minute right.

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Book Recommendation

- Book tells the story of a young manager whose attempts to turn his troubled company around through traditional top-down, command-and-control management are failing.
- Reluctantly, he contacts an expert in empowerment.
- Step by step, the expert helps him understand why his past and present efforts have fallen short and exactly what he needs to do to create an empowered workforce.
- The process as it unfolds is complex, paradoxical and counter intuitive - but well worth the effort.
- Organizations can achieve great results by recognizing and taking advantage of the skills, experience, and knowledge already existing in the organization






Image Source: <http://www.amazon.in/Empowerment-Takes-More-Than-Minute/dp/1576751538>

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And therefore, in that case how to make your team more empowered by the delegation and achieving the task of this particular higher performance objectives and goals of the businesses.

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So, these are reference which you can refer for you further studies and also the references for this particular material thank you very much.