

Power, Empowerment and Delegation

What is *power*? What does *power* mean to you?

“Power is the capacity to influence the behaviour of others.” – Hellriegel *et al.* (1998)

“Power refers to a capacity that **A has to influence the behaviour of B**, so that **B** will act in **accordance** with **A’s wishes**.” – Robbins (1998)

With your partners, **discuss** these questions to answer as a class:

1. What are the characteristics of power in China and Asia?
2. How are they different from Western characteristics?
3. Should we **rule by fear**? Is fear an **effective** use of power?
4. Should we expect that people will always **abuse** their power?

Notes:

In many companies, we see the following:

- **Centralized organization** – most *decision making* authority placed at the top management levels (*top down*)
- **Decentralized organization** – most *decision making* authority at the lowest organizational levels (*bottom up*)
- However, the degree (amount) of **centralization** or **decentralization** is not determined by how **FLAT** or **TALL** the company’s structure appears... But:
 - It is where the **decisions are made** that matters.

Can you give an example of the above?

Five sources of Power:

1. **Legitimate power/Position Power**
 - Authority granted to a position within the hierarchy of an organization
2. **Reward power**
 - Control over valued rewards/removal of sanctions
3. **Coercive power**
 - Ability to apply punishment and remove rewards
4. **Expert power**
 - Person or unit has information that others value
5. **Referent power**
 - Identification, attraction, and respect for a person

Organizational power	Personal power
<i>Legitimate power/Position Power</i>	<i>Expert power</i>
<i>Reward power</i>	<i>Referent power</i>
<i>Coercive power</i>	

Empowerment

*“Empowerment is the **redistribution** of power within an organization that enables managers, supervisors and employees to perform their jobs more efficiently and effectively”*

It basically means giving power to people so that they can perform their jobs better

Consider:

1. A customer complains, should we always have to get the manager to deal with it?
2. A customer or employee needs a quick decision, being empowered allows a quick decision to be made
3. People make lots of important decisions everyday in their personal life, should we ignore this? Why do companies treat their workers like children?

- **Passing decision-making responsibility to others.**

Why empower?

- **Strategic imperative** to improve product and services (customer and employee satisfaction)
- To create a **lea**_____ **org**_____ to improve performance capabilities
- Gives **mea**_____ **g** to a person's job
- Promotes feeling of **comp**_____
- Promotes feelings of having a choice (self determination)
- Allows followers to have an **im**_____
- Promotes internal commitment towards a work goal

Notes:

Delegation

- A **narrower** form of empowerment
- Applies to a specific **task** (rather than a responsibility)
- Is part of **management** rather than leadership
- Empowerment is more systemic and a mind set of the organisation

How to delegate effectively:
1. Think the project through properly... What is the objective?
2. Set a tentative deadline
3. Give as much instructions as necessary
4. Choose an employee, meet with the employee
5. Monitor progress, provide assistance, and praise the employee

Using Power Effectively

- Use power in ethical ways
- Understand and use all of the various types of power and influence
- Seek out jobs that allow you to develop your power skills
- Use power tempered by maturity and self-control
- Accept that influencing people is an important part of the management job

Notes:

Summary of worksheet	Summary of worksheet in Chinese

In your opinion, what is the most important thing to remember?

What are the keywords from this worksheet?

English:	Chinese translation:

