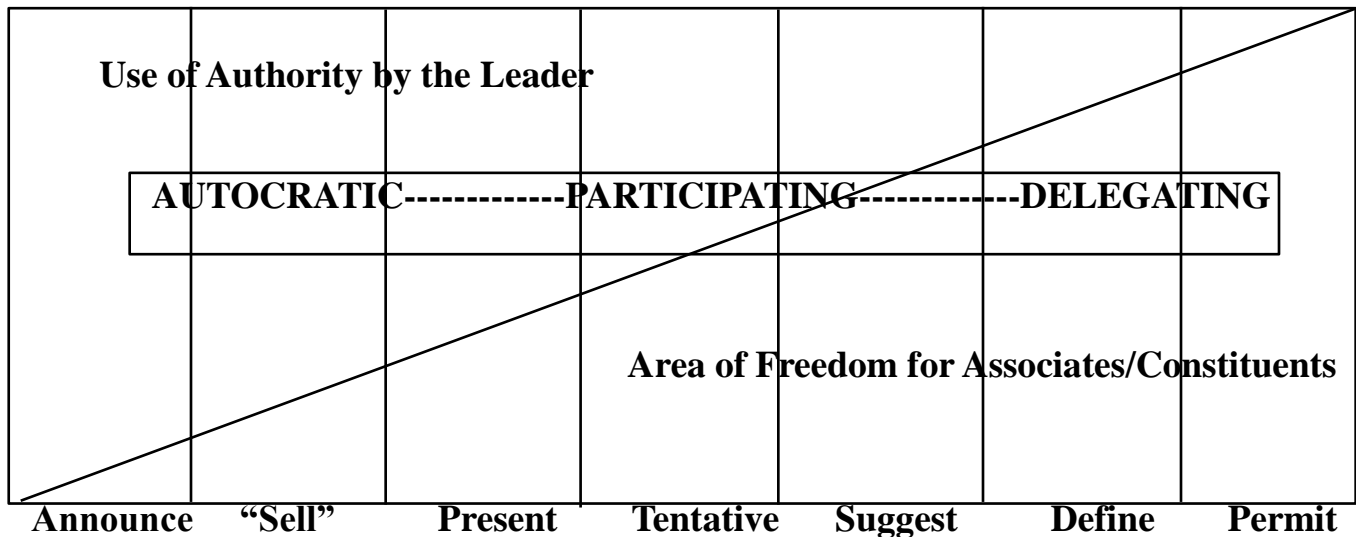


A Continuum of Decision-Making Behavior



Option #1: Leader makes decision and announces it.

Option #2: Leader “sells” decision.

Option #3: Leader presents ideas and invites questions.

Option #4: Leader presents tentative decision subject to change.

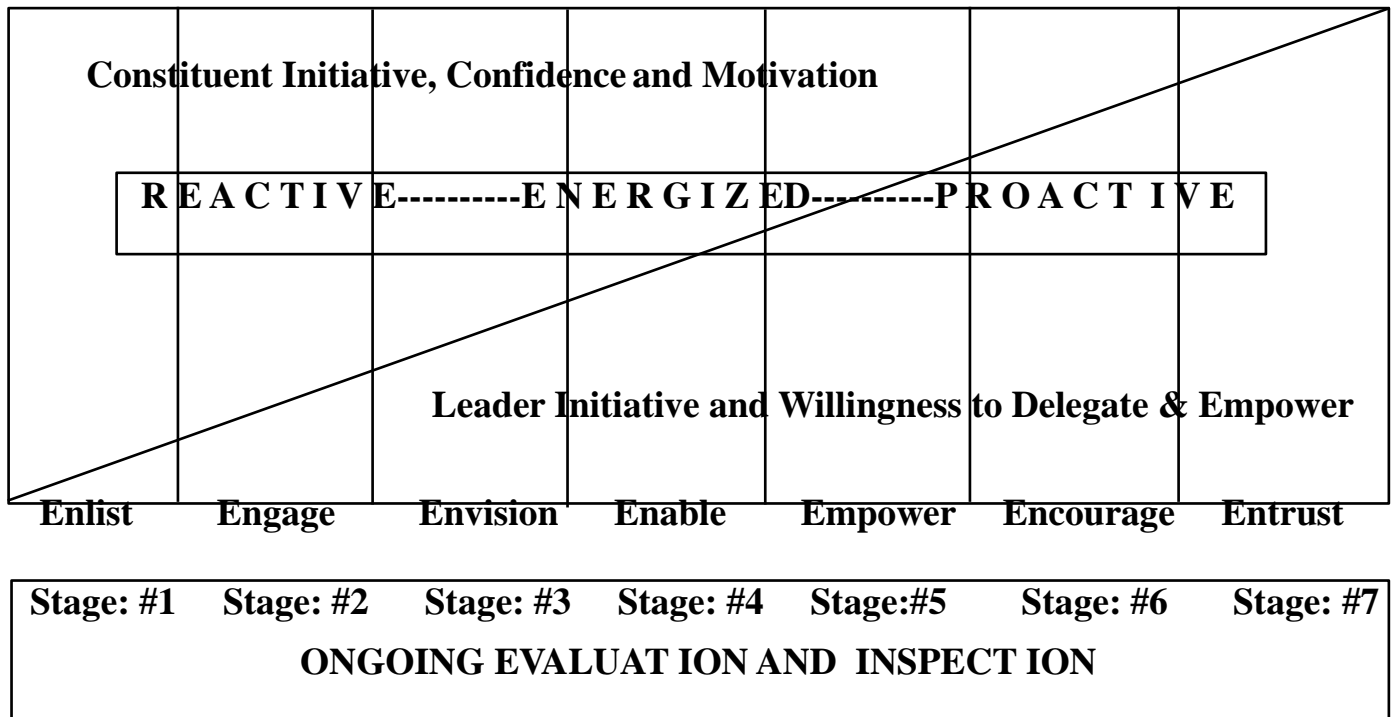
Option #5: Leader presents problem, gets suggestions, makes decision.

Option #6: Leader defines limits; asks group to make decision.

Option #7: Leader permits constituents to function within limits defined by leader.

“Participation is defined as the process of joint decision-making by two or more parties.”

From Reactive to Proactive The Empowerment Continuum



Because no two individuals within an organization are at the same stage in their ability to accept responsibility, the empowerment process should be thought of as a variety of stages of involvement along a continuum which measures degrees of individual initiative, confidence and motivation.

In examining the above stages of involvement, leaders can begin to identify how their behavior (actions) may vary based on the particular individual they are attempting to lead. If the goal of empowerment is Stage #7 behavior, and a leader exhibits Stage #1 initiative, the explanations found in Stages #2 through #6 should assist these leaders in strengthening the degree of employee involvement they seek to create. (See next page for explanation of Stages #1 through #7).

Developing People From a Control Effort to a Discretionary Effort

Stages of Individual Development & Empowerment

- Stage: #1 **Enlist** the individual's support
- Stage: #2 **Engage** the individual's interest by addressing the well-known radio station they listen to: WIIFM (What's in it for me!)
- Stage: #3 **Envision** a view of a future yet to be...and show them how they are uniquely qualified to contribute to this future.
- Stage: #4 **Enable** them to redefine expectations for self and others in order to shape an environment which permits them to contribute to the success of the team.
- Stage: #5 **Empower** them by establishing their boundary parameters and provide them with the necessary resources and tools they need for accomplishing results.
- Stage: #6 **Encourage** them to go beyond self-imposed expectations, recognize their willingness to think anew and reward their contributions.
- Stage: #7 **Entrust** them to take individual responsibility by being "responsible" or "able to respond" to the challenges and opportunities that face them each day.

Remember: It is important for the leader to take the time to focus on the need for **Ongoing Evaluation and Inspection** through the skillful use of effective communication skills such as Listening and Feedback. This approach can be applied during the day to day interactions between Constituent and Leader, as well as through periodic scheduled One-on-One discussions.

How do effective leaders obtain employee involvement and strengthen their teams?

One individual at a time!

