Chapter Review

Delegation and Empowerment

Objectives...

1 evaluate when and why to delegate, empower and engage employees within the organization

2 discuss good practice (how to) in delegating and empowering employees

3 Evaluate arguments for and against greater empowerment and engagement in contemporary organizations

Key Terms

authority	the right to make particular decisions and to exercise control over resources
Delegation	a distinct type of power sharing process that occurs when a manager gives subordinates the responsibility and authority for making certain decisions previously made by the manager
Empowerment	A climate whereby employees are allowed greater freedom, autonomy and self-control over their work, and the responsibility for decision-making
power	the ability of individuals or groups to persuade, induce or coerce others into following certain courses of action
responsibility	an obligation placed on a person who occupies a certain position in the organization structure to perform a task, function or assignment
span of control	A measure of the number of employees who report to one supervisor or manager

16. In this chapter we discussed various forms of employee involvement (participation) and engagement. In turbulent environments and where work is surrounded by uncertainty, employees typically require greater freedom, autonomy and self control over their work and responsibility for decision-making. We discussed delegation as the process of allocating authority and responsibility to others throughout the various levels of the organisation. Whereas managers occasionally used delegation throughout the 20th century, in the 21st century empowerment and engagement became the norm. As environments became more dynamic and turbulent, empowerment and engagement (more than simple delegation) became a necessity in many organisations.