

3. Read at least two articles.
4. Repeat these steps for one or two tools for communicating with team members.
5. Key the documentation for the articles, and name the document "Technology Tools: Sources of Information."

You Decide | Case Study

Delegation

Connor is the housekeeping manager at a five-star hotel. His company is committed to a corporate culture of empowerment. The company is completing construction on a conference center adjacent to the hotel. Connor has been asked to take responsibility for recruiting, hiring, and training the housekeeping staff for the conference center while maintaining his current job as housekeeping manager.

Connor realizes he cannot do everything himself, so he plans to delegate some responsibilities and authority to one of his employees, Christopher. Christopher has been with the hotel for 12 years. He is a reliable, high-performing member of the housekeeping department. In fact, he was selected as employee of the year for two of the last three years. Although he has never

been responsible for supervision or training, Christopher has taken a supervision class at the local community college and has expressed an interest in taking on more responsibility.

Questions

1. How would you recommend Connor begin the process of delegating?
2. What are some potential barriers?
3. What can Connor do to set Christopher up for success?
4. What responsibility, if any, will Connor have for the hotel housekeeping department once he has delegated responsibility and authority for day-to-day operations to Christopher?

MANAGER'S TOOLKIT

As a manager, you are thinking about trying to create an environment that is conducive to developing high-performance teams with the potential to becoming more self-managed. Read the Soft Skills for Success feature on the next page before completing this activity.

1. Analyze your preferred management style. Consider the "Organizational Conditions Conducive to Self-Management" in the Soft Skills feature as necessary for self-management to be successful.
2. List the conditions you would be comfortable creating for your employees.
3. List the conditions that would require a considerable change in your management style.
4. Describe how you would go about determining if your employees are good candidates to be empowered.