

these jobs have a demanding pace and if workers have no discretion, distress will be the result.

Task Setting (point B) is the essence of most empowerment programs in today's organizations. In this case, the worker is empowered to make decisions about the best way to get the job done but has no decision responsibility for the job context.

Participatory Empowerment (point C) represents a situation that is typical of autonomous work groups that have some decision-making power over both job content and job context. Such groups are often involved in identifying problems, developing alternatives, and evaluating alternatives. However, the actual choice of alternatives is often beyond their power. Participatory empowerment can lead to job satisfaction and productivity.

Mission Defining (point D) is an unusual case of empowerment and is seldom seen. Here, employees have power over job context but not job content. An example would be a unionized team asked to decide whether their jobs could be better done by an outside vendor. Deciding to outsource would dramatically affect the company's mission but would not affect job content, which is specified in the union contract. Assuming these employees of continued employment regardless of their decision would be necessary for this case of empowerment.

Self-Management (point E) represents total decision-making control over both job content and job context. It is the ultimate expression of trust. One example is TXI Chaparral Steel (part of Texas Industries), where employees redesigned their jobs to add value to the organization.

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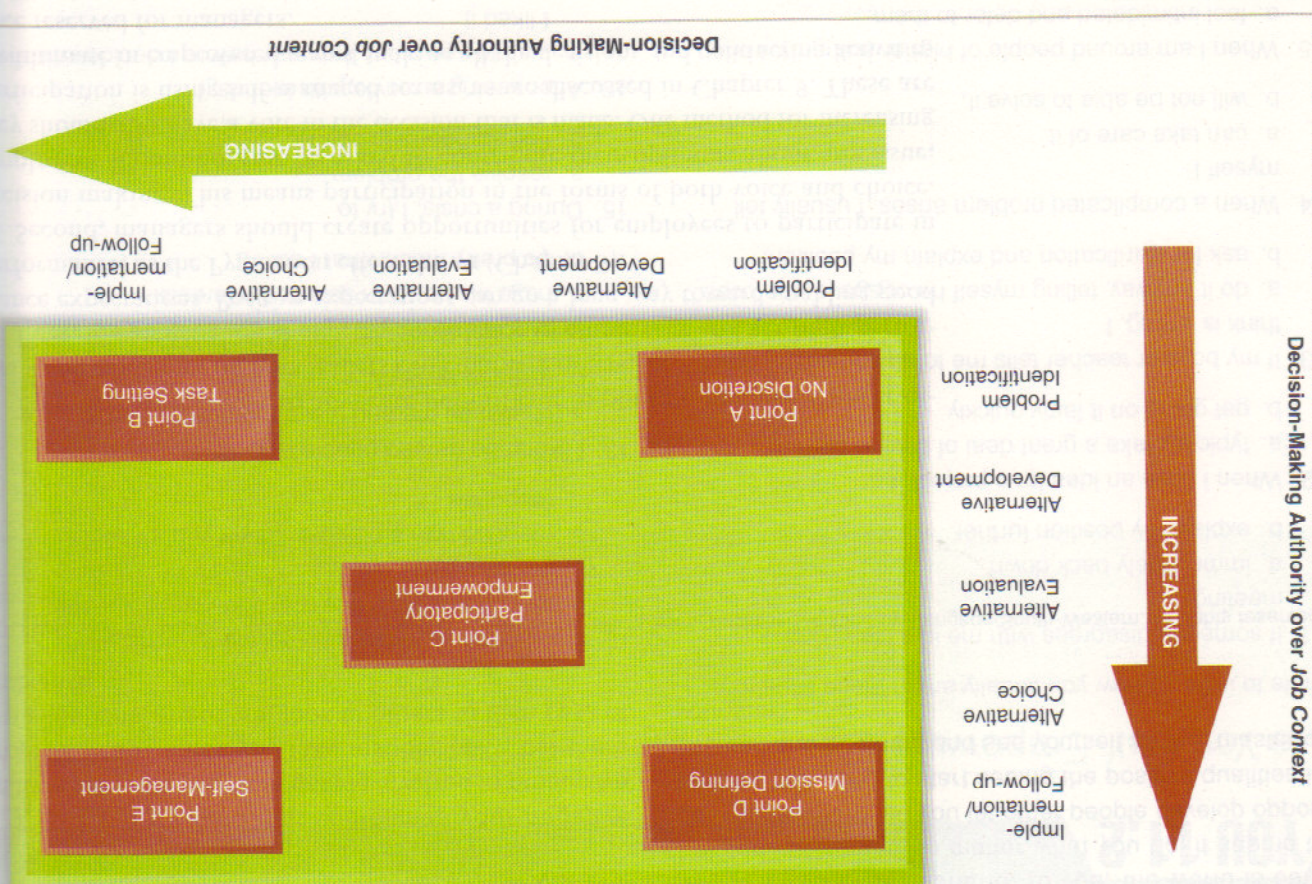


FIGURE 11.1 Employee Empowerment Grid