



# CULTURE IMPACT

## INVOLVEMENT: EMPOWERMENT

Do your employees believe they can make a difference at work?

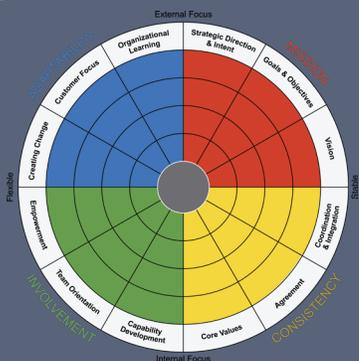
Empowered employees can develop and manage their work within the boundaries of clear goals, strategies, and values. This helps create a sense of ownership, responsibility, and accountability. Leaders must develop mutual trust and clarify areas where employees can make decisions, have input, or those areas that are beyond an employee's scope of responsibility.

### How do you establish clear boundaries within which to empower employees?

At Denison Consulting we help surface and address issues that may be preventing leaders and managers from empowering others. There may be a lack of trust in employee capabilities or motivations. The lack of clarity regarding goals and priorities may result in micro-management.

To support you, we offer a range of solutions for ensuring your organization's employees have clear priorities and goals, and the tools and strategies necessary to empower them:

- Create a process for identifying the barriers keeping individuals from achieving their goals and work to eliminate or mitigate those barriers
- Have each individual fully participate in their performance rating process - based on goal attainment, personal/professional development, and "living the values"
- Strive to drive decision making to the lowest possible level - to those closest to the work or with the most pertinent information
- Clarify the boundaries so that individuals at all levels make decisions that are in keeping with the defined vision, strategies, goals and values
- Engage in transparent discussions between employee and line managers regarding expectations and methodologies for reward/recognition/consequences for delivery/non delivery



### Think Systemically:

When considering work in the area of Empowerment it is important to create the appropriate boundaries within which empowerment can flourish.

It is also important to look closely at other areas of the Denison Model.

For example, do we have clear values that create behavioral boundaries and expectations?

Is there clarity regarding our strategies and goals so that decisions made and actions taken are informed and aligned?

Do employees believe they have the capabilities needed to act with confidence?