

1. Record Nr.	UNINA9910818714903321
Autore	Scott Cynthia D
Titolo	Empowerment : a practical guide for success // Cynthia D. Scott, Dennis T. Jaffe
Pubbl/distr/stampa	Menlo Park, Calif., : Crisp Publications, c1991
ISBN	1-4175-2205-4
Descrizione fisica	1 online resource (102 p.)
Collana	A Fifty-Minute series book
Altri autori (Persone)	JaffeDennis T
Disciplina	658.3/14
Soggetti	Employee empowerment
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
Nota di contenuto	TITLE -- COPYRIGHT -- INTRODUCTION -- CONTENTS -- CHAPTER 1 The Road to Empowerment -- THE ROAD TO EMPOWERMENT -- Why Empowerment? -- What is Empowerment? -- From the Inside-To the Outside -- Freedom versus Control -- The Empowerment Balance -- Checking Your Empowerment Level -- CHAPTER 2 From the Pyramid to the Circle -- FROM THE PYRAMID TO THE CIRCLE -- The Evolving Organization -- THE PYRAMID -- Characteristics of the Pyramid -- THE CIRCLE -- Characteristics of the Circle -- Where Are You? -- Your Changing Organization -- The Road to Empowerment -- CHAPTER 3 Testing the Climate for Empowerment -- TESTING THE CLIMATE FOR EMPOWERMENT -- Key Qualities of Empowered Workplaces -- Assessing Empowerment -- UNDERSTANDING YOUR SCORES -- CHAPTER 4 Three Paths to Empowerment -- THREE PATHS TO EMPOWERMENT -- Empowerment Is Total -- First- and Second-Order Change -- Moving Mindsets -- Process, Responsibility, Learning -- TOWARD PROCESS -- TOWARD RESPONSIBILITY -- TOWARD LEARNING -- The Core Mind Shifts -- Organizational Redesign -- THE ROLE OF QUALITY -- Levels of Change -- HOW TO START SECOND-ORDER CHANGE -- Steps to Second-Order Change -- EMPOWERMENT IS SECOND-ORDER CHANGE -- Changes To Create Empowerment -- CHAPTER 5 Motivating Through Self-Esteem -- MOTIVATING THROUGH SELF-ESTEEM -- Empowerment Is Total -- Work Satisfies Human Needs -- What Motivates Your Employees? -- Everyone Can Be a VIP -- Validation -- Information -- Participation -- How Anger Affects Work

-- CRITICISM -- KEEPING CONTROL AND ALWAYS BEING RIGHT -- Self-Esteem at the Workplace -- The New Work Contract: Mutuality -- Forging the New Work Contract -- BENEFITS OF MUTUALITY -- Foundations for Mutuality -- 1. Shared Assessment -- 2. Problem-Solving Orientation -- 3. Growth and Learning -- CHAPTER 6 Developing Collaborative Relationships -- DEVELOPING COLLABORATIVE RELATIONSHIPS. The Death of Paternalism -- History of Collaboration -- UNDERSTANDING COLLABORATION -- STEPS TO COLLABORATION -- Learning to Solve Problems Together -- PITFALLS OF PASSIVITY -- The Experience of Collaboration -- Directive and Collaborative Styles -- Comparing Management Styles -- Concerns and Fears about Collaboration -- Checking Your Style -- CHAPTER 7 Establishing Facilitative Leadership -- ESTABLISHING FACILITATIVE LEADERSHIP -- The Facilitative Leader and the Empowered Team -- Creating a Climate for Learning -- ARE YOU A LEARNER? -- Blame Placing versus Problem Solving -- SEARCHING FOR PROBLEMS -- LIBERATING CREATIVITY -- The Facilitative Leader Role -- Shifting to Facilitative Leadership -- CHAPTER 8 Building Empowered Teams -- BUILDING EMPOWERED TEAMS -- The Nature of the Empowered Team -- Techniques to Create Empowerment -- Empowerment Focus -- Group Synergy -- Sharing Responsibility -- EXPANDING RESPONSIBILITY -- Action Ideas for Team Empowerment -- EXAMPLES OF EMPOWERED TEAM RESPONSIBILITIES -- Levels of Decision Making -- Thinking About Your Decision Style -- GENERATING COMMITMENT -- Clarifying Team Decisions -- Decision Funnel -- Double-Responsibility Decision Making -- Elements of an Empowered Team -- RESPECT -- INFORMATION -- CONTROL AND DECISION MAKING -- RESPONSIBILITY -- SKILLS -- CHAPTER 9 Influencing Organizational Change -- INFLUENCING ORGANIZATIONAL CHANGE -- EMPOWERMENT AND THE ORGANIZATION -- Organizational Barriers -- ORGANIZATIONAL ADVOCACY -- About the Authors.
