

#32 *The Many Ways to Kill Empowerment – 2*

“In searching for reasons empowerment isn’t working, focus on the following:

7. **You second guess the decisions** you’ve authorized your employees to make. After giving your employees the guidelines to make empowered decisions, you second guess and criticize every decision they make. Put yourself in their shoes; how long would you put up with this before throwing in the towel on ‘employee empowerment’?

8. **You have failed to give feedback** on how your empowered employees are doing. Feedback, particularly in the early period of empowerment, is critical so that employees understand by constant discussion and explanation what they are doing right and what is wrong. Once they achieve a critical mass of understanding, they will need less guidance.

9. **One of the reasons empowerment fails** is that you do not provide the resources, training, and support they need to actually be empowered. Telling employees that they can ‘spend’ up to \$200 per member per day to solve service problems is all well and good, but you also have to work with the accounting office to devise an efficient process to do this.

10. **You have failed to recognize and show appreciation** for your employees’ empowered actions. Employee empowerment means you have asked your employees to take on additional responsibilities. Ultimately, empowered employees will make your job easier and allow you to focus on other issues. For this reason alone, you should be grateful to your employees and show your appreciation for what they are doing.

11. **You have failed to value your employees.** Without the most basic respect, they are valued and recognized as partners in your efforts to provide quality service. People who think they are valued and recognized as partners in your efforts to provide quality service will continue to give their best. People who are not valued and recognized as partners in your efforts to provide quality service will not give their best.

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Take Away: When employees are empowered, they improve work processes based upon reports of problems, a culture of quality service will gain momentum.

Teachable Moments