

# **Empowerment as a culture and a strategy to strengthen the activities of research and innovation: proposal of a methodology**

*Heriberto Niccolas Morales, M.I.*

*Jaime Garnica González, PhD*

*Arturo Torres Mendoza, M.I.I.*

Institute of Basic Science and Engineering. Engineering Academic Area.  
Autonomous University of Hidalgo State, México

*German Resendiz Lopez, M. Sc.*

Technological University of Tulancingo.

---

## **Abstract:**

This paper presents a proposal for a methodology to guide the implementation process of Empowerment in organizations that manage research and innovation activities in developing regions. It seeks to motivate the interest of research and innovative knowledge application groups use the Empowerment as a culture and a strategy of management in the Organization, looking for the operational flexibility to participate in the economic development of the region where they operate. The proposed methodology to guide the implementation process, aims to provide support to the manager or head of department to provide it with the essential principles that should know and follow in an exercise for improving the organization supported by empowerment. The structure of the methodology incorporates input from consultants and academics who have addressed and practiced empowerment approach successfully in other countries. Our academic interest has been to integrate these proposals with the adaptations that are considered relevant to organizations in developing countries.

---

**Key Words:** Empowerment, Methodology, Organizational culture and Strategy.

## 1. Introduction

Any organization raises serious way being globally competitive need to change their management style and manage staff. It is no longer possible to maintain rigid, pyramidal organizational structures, because this causes the process of organizational learning and the response time to changes in the environment are slow and inefficient. That's why today have many problems in organizations that directly affect the final product or service they offer. This is due to various problems that are rooted in the lack of communication and culture that prevails in organizations.

This article examines the importance of the concept of empowerment and the skills necessary for its implementation in an organization through teams.

The essence of empowerment is to release, rather than ignore or underutilize, employees' experience, initiative, knowledge, and wisdom. Employee performance is a major factor that leads to the success or failure of an organization. There are several works and studies show that empowering people enhances their skills and performance (Fragoso, 1999; Spreitzer and Doneson, 2005).

The aim of this paper is to present a methodology which will facilitate the implementation of empowerment in organizations dedicated to research and innovation to improve the performance of the working groups, taking into account the systemic condition and dynamics of living organisms, as is a human organization.

Systems Thinking with a focus on creative holism proposed by Michael C. Jackson (2003), to address the complexity, change, and diversity that implies a comprehensive organizational improvement was used as support to design the conceptual methodological proposal of implementation of empowerment. Systems thinking seeks to be comprehensive, consider the elements involved in a system, as it assumes that the complexity of the phenomena can not be understood unless it is seen in a given context, as a reductionist way to break it down, you lose the relationships between components (Ackoff, 2000).

Therefore, when looking to understand something with the systems approach, it starts by asking how, who, why, what, when, and how this relates to and interacts.

It is considered that this work is important and useful to managers or department heads and leaders of research groups, so they can have a simple guide about the essential principles that should know and follow during an exercise for improving an organization relying on empowerment.

## 2. Theoretical framework of empowerment

Ken Blanchard (1996) defines Empowerment as a way of involving members of the teams as if they were partners to determine the success or failure of a company (which depends today on that you take into account the consumer; that is cost effective, fast and flexible and that will improve continuously).

According to Scott and Jaffe, Empowerment is where the optimum benefits of information technology are reached. Members, teams and the organization can fully access the use of critical information, will have the technology needed to implement their skills and demonstrate their accountability and authority to use information and carry out its activity within the organization. To achieve workspaces with empowerment should keep in mind the combination of three dimensions: mindsets, relationships and structures (Scott and Jaffe, 1991).

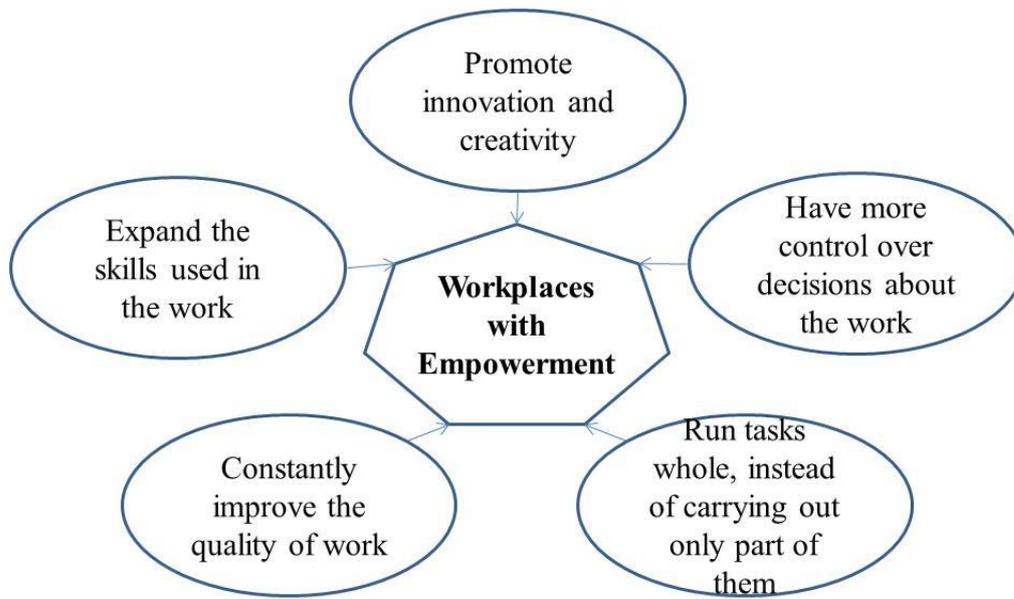
According to Robinson (1998), is a process that seeks to forge strategic authority, increase confidence, commitment and responsibility, forming a partner relationship between the organization and its employees. It is a synonym for culture of participation, requiring tear down paradigms in terms of decision-making, leadership styles, communication and integration process of the teams around organizational culture.

Terry Wilson in his Handbook of Empowerment, express that empowerment "is to enhance motivation and outcomes of all employees of a company through delegation and the transfer of power" (Wilson, 2004).

Empowerment does not solve all the problems of organizations nor is a psychotherapy or medical treatment. It is a participatory educational experience, aimed at increasing managerial skills, giving effective tools, which are essential to enable people to maintain a balanced lifestyle and give as a result a more harmonious work environment.

Blanchard, Charles and Randolph (1999) also highlight the fact that using empowerment is to move in a positive direction that maximizes the activities and skills. Is also used to find high levels of satisfaction in the face of life's challenges and to accept that everyone has the opportunity to grow much more.

Workplaces with empowerment, are characterized by the search for a new relationship between employees, and by a new relationship between the people and the Organization, some of the features of a workplace with empowerment are shown in Figure 1.



**Figure 1. Features of empowerment organizations.**

A key idea in the empowerment is the organizational commitment. Arciniega (2002), it is a set of links that keep a subject attached to an organization in particular. Davis and Newstrom (2000), defined as the degree to which an employee identifies with the organization and wish to participate actively. This commitment is stronger for those working in committed groups, and those with more years of service in the organization.

Meyer and Allen (1994), refer to the commitment in the organisational sphere, defined in three aspects or dimensions: the emotional or affective, which is related to the level of identification of the employee with organization; membership or continuation, reflects the need of the partner to continue in his post; and regulations, is the degree of obligation that the employee manages to remain in the organization.

Blanchard, Charles and Randolph (2000), made an excellent presentation to show the multiple benefits of empowerment, but not ignore the difficulties of carry out within it. The authors argue that the keys to empowerment can occur include the sharing of information in an organization, a group or a guild, create autonomy through setting limits and replace the old hierarchies with self-directed workgroups.

According to these authors, in an empowered organization, employees bring their best ideas and initiatives to work with joy, sense of belonging and pride.

Creating an empowered workplace requires passing the domain and control of a few to responsibility and support each other, so that everyone has the opportunity to do their best. To

do this, the thought of the administrators or leaders must be changed first. The organization should focus on the user, to be effective, fast and flexible to continuously improve. In today's world success begins with users. Now we must do more with less in order to survive, so the changes and strategies that worked in the past may be outdated.

Employees of modern organizations need freedom to take risks, release and develop all the potential and have strength to overcome fears, create a genuine and authentic sense of teamwork and collaboration with those around you, improve in a permanent way, self-esteem and self-confidence, renew energy and increase the excitement, better manage difficult situations and learn to accept every challenge occurring in life as well as acquire new commitments to achieve results and emotions. If an examination or diagnosis of the Organization shows that the above aspects are not covered, or are severely limited, it is a sign that you need to employ the empowerment.

Spreitzer and Doneson (2005) point out that three perspectives of the empowerment, which are shown in table 1 have been developed through time.

**Table 1. Three Perspectives on Empowerment.**

	<b>Roots</b>	<b>Essence</b>	<b>Level of Development</b>	<b>Authors</b>
<i>Social/Structural</i>	Democratic principles and sociology	Sharing power and decision making	Extensive theoretical development and practitioner writing. Focus. Some empirical research.	Prasad & Eylon, 2001; Bowen and Lawler, 1995; Pfeffer, Cialdini, Hanna, & Knopoff, 1997; Campion, Medsker, & Higgs, 1993; Blanchard, Carlos, & Randolph, 2001.
<i>Psychological</i>	Social psychology and intrinsic motivation	Experiencing meaning, efficacy, self-determination and impact	Extensive theoretical development and empirical research. Rigorous measurement	Conger & Kanungo, 1988; Thomas & Velthouse, 1990; Hackman & Oldham, 1980;
<i>Critical</i>	Postmodern theory and deconstructionism	Understanding who controls formal power structures	Initial conceptual ideas	Wendt, 2001; Boje & Rosalie, 2001; Barker, 1993;

Source: Spreitzer, G. and Doneson, D. (2005).

An organization's culture is a complex thing. Yet it is upon this foundation that empowerment is built. The organizations which successfully implement employee empowerment will have certain values at their core from which the process of empowerment can flow. Among these values are respect and appreciation for individuals and the value they bring to the organization. Values alone do not make up an organization's culture, and respect for individuals is only one of the outward signs of an empowered culture. Edgar Schein defines organizational culture as, a pattern of basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 1985). Nonetheless, the culture of the organization must support the thrust of empowerment if there is any chance for success.

Quinn and Spreitzer (1997) indicate, "empowerment must be defined in terms of fundamental beliefs and personal orientations", which is an apt description of organizational culture. Also emphasize that, Empowered people have a sense of self-determination, a sense of meaning, a sense of competence and a sense of impact.

The empowerment approach is reinforced in the value of innovation culture, mobilizing individuals and self-directed teams to generate new ideas to improve their processes, products and services, exerting positive results in growth and progressive development of the organization, that finding is supported by Cardona (2001), cited by Petit and Gutierrez (2007) who runs these results through trust and commitment of people with innovative companies characterized by success in their roles.

All this is based on the promotion and formation of functional action teams whose capacity allows its members collaborate without restriction, in business, applying challenges, tools appropriate for the execution of the tasks, with optimism, creativity and cross-collaboration, surpassing traditional structures in the innovation processes, through the harmonious and driving participation of such progress (Petit and Gutierrez2007).

Finally, it is considered that an effective organization, is the one that maintains an appropriate balance of freedom and control at the level of individual, team and organization, as illustrated in Figure 2 (Scott and Jaffe, 1991).

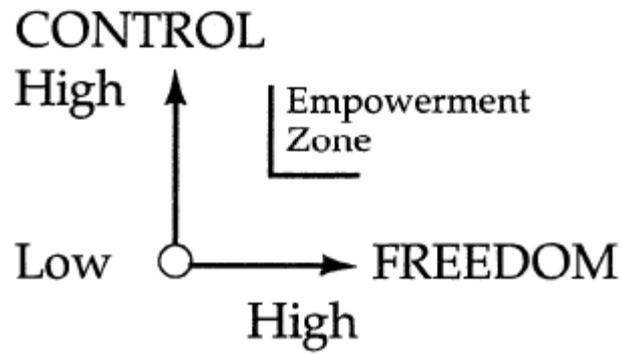
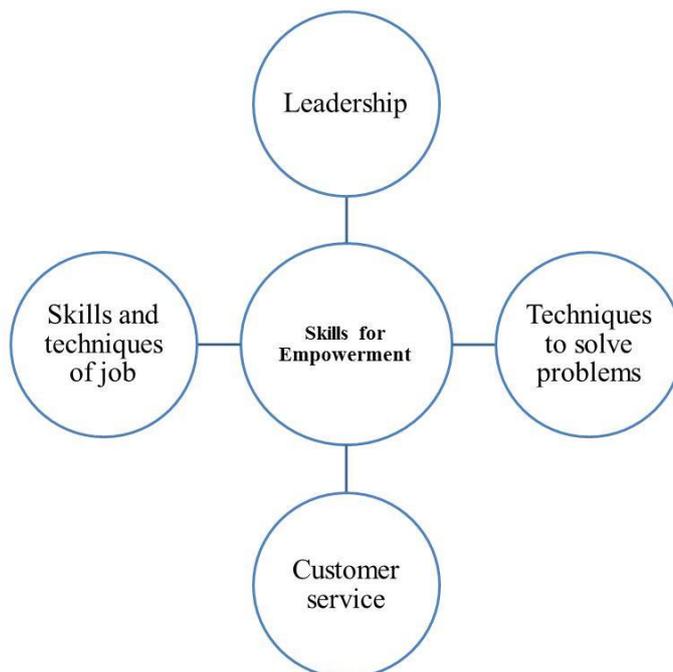


Figure 2. The empowerment balance.

Previous perspectives are important to us in the conceptualization of the methodology proposed in this work.

## 2.1 Skills required to operationalize the empowerment

To perform a successful intervention of Empowerment in an organization are required to develop some skills that help to understand more of this strategy (Scott and Jaffe, 1991;) Robinson, 1998; Houtzagers, 1999; Maynard, Gilson and Mathieu, 2012). These skills are shown in Figure 3.



**Figure 3. Skills for the operationalization of Empowerment.**

In addition to these skills, it is important to build effective work teams. Increasingly, companies are concerned by promoting self-directed teams. This allows to organize people in way such that are responsible for a certain yield or area (Hempel, Zhang, and Han, 2012). The team takes many of the responsibilities previously assumed by supervisors, such as allocation of work with self-direction, which is a great way to energize people whose current jobs are limited in scope. Work teams are classified in three different forms that are described below in Table 2 (Hut and Molleman, 1998; Evans and Lindsay, 1999):

**Table 2. Types of teamworks.**

Types of work teams	Description
Troubleshooting	These are groups which, depending on the size of the Department where form, can be a five or ten people. They receive special training and meet regularly to distinguish and to solve problems in their specific area of work. They are dedicated to identify, select, analyze, and solve problems in your work area.
Self-managed	They are those in which workers are trained to perform most of the work of a unit. They have no immediate supervisor and make decisions that previously corresponded to the first line supervisors. These teams are more frequent in the area of manufacturing.
Interfuncional	Also referred to in the industry such as quality circles, are a support to motivate the employees of different departments to work together. To unite all the people involved in a process, cross-functional teams can keep abreast of what happens, examine the weaknesses throughout the system and generate a wide variety of ideas about the possible causes of a problem and its solutions.

### **3. A proposed methodology for implementing empowerment in organizations dedicated to research and innovation**

The following methodology is proposed on the basis of the recommendations and experiences of the authors Kenneth Blanchard, Cynthia Scott, Dennis Jaffe, and Terry Wilson, who have had successful consulting experiences in other countries. It is product of a first approach to integrate a methodology that will facilitate the use of empowerment in organizational cultures such as those in developing countries.

The methodology tries to integrate the proposals, ideas and measuring instruments that these authors have contributed to the implementation of the empowerment in various organizations and is suited to organizations in developing countries as Mexico. The methodology consists of three phases: a) training, b) the application of instruments of measurement of the level of empowerment in the Organization and c) the application of the factors of success. The following is a brief description of each.

#### **Stage I – Training**

As point of departure in methodology is considered as a key element, carry out a process of training about what is Empowerment, their characteristics and concepts, the benefits they can offer and the aspects on the management of human resources in an organization, allowing you to properly interpret this approach. This training must start with the directors and managers of the company and subsequently employees from different areas. The training can develop in three sessions: introduction, concepts and interpretation; whereas a reasonable amount of time between each session. What is being sought at this stage is that both managers and employees assimilate the empowerment approach.

#### **Stage II. - Application of level measurement instruments of empowerment.**

It is characterized by applying a series of instruments or questionnaires that help to measure the level of empowerment in management and organization. The instruments proposed by the above authors are four: analysis of styles management, analysis of indicators empowerment, analysis of empowerment techniques and analysis of the levels empowerment.

*Analysis of management styles (AEG).*- Consists of a set of claims related to a series of situations and events management.

*Step 1.* You should read all points and indicate how to act in each of them, according to the rating scale shown in Table 1 of Appendix 1. The questionnaire proposed by Terry Wilson helps to assess the management style that promotes Empowerment. Keep in mind that the questionnaire should be answered taking into account the mode of acting and directing, not thinking and should be answered correctly. This will give a truer indication of the current management style and an assessment of corrective action to be undertaken. The questionnaire is shown in Table 2 of Appendix 1.

*Step 2.* Once you finish the analysis of management style, all results will be transferred to a format where skills are concentrated (see Table 3 of Appendix 1). The rating of each item of the questionnaire was placed next to the corresponding item number in the matrix. The numbers are placed horizontally. For each rating column, you must add the positive numbers and then add the negative and place them in the appropriate boxes. Then you have to subtract the smaller number from the larger number, typing it in the box of the total, placing the sign that has resulted, (+) or (-).

*Step 3.* Once you finish answering the questionnaire and qualify for the analysis of management style and has filled the concentrate grade, it shall transfer the total score for each of the four styles inside the profile. Then you must select the format score to delineate management profile (see Table 4 in Appendix 1). The mark is made on the dotted line with a cross and the crosses are subsequently joined to form a profile. The letters are arranged in the first row of Table 4, have the following meaning:

R = repressor, M = Motivator, C = Controller and E = Empowerer.

We deliberately not specified in this format management styles not to influence the answers.

**Table 3. Management styles.**

Style	Description
Repressor	Accurately sets standards that each of its partners must meet. If someone fails to achieve them will have immediate knowledge of any failure in their performance and receive a reprimand or any other punishment if it falls below the standard repeatedly.
Controller	Use agreements and formal systems to ensure that all tasks are performed

	and work effectively. It is responsible for setting the standards that all meet and personally responsible for monitoring and controlling the performance. If these standards are not achieved or tasks are performed incorrectly, the controller ensures that you make the necessary actions to solve it, but without the penalty associated with the figure of the repressor.
Motivator	Operates with the wishes and needs of the people to lead them and influence them. There are a variety of techniques to achieve it, as involving people in the establishment and control of standards. Communication at all levels is used to inform and motivate. One of the most important techniques that applies the motivator is the personal help and participation. If mistakes are made, or a job goes wrong, the motivator becomes one of the team and helps to make the corrections and modifications needed. Each of the members of the team has his work and features carefully selected based on their knowledge, skills and competences.
Empowerer	Encourages others to create their own energy, enthusiasm and power rather than impose it from the outside. It allows employees to self-manage as much as possible. They establish and control their own standards and there is a real communication in both directions between the Empowerer and individuals. If you make an error, the solution is used as an opportunity to learn something and not perform any type of punishment or reprimand. It encourages team members to become problem solvers to prevent them from committing the same mistake.

*Analysis of indicators Empowerment.* In regards to the Empowerment indicators some factors are listed to consider this approach. A test proposed by Terry Wilson helping to understand in a way is used for which complete the diversity of factors influencing the environment of Empowerment. The test values to the company with respect to a number of indicators that can measure the level of Empowerment in an organization.

*Step 1.* Each indicator should be analyzed in order and must be added a score on a scale of 1 to 7, according to the status in which the organization is and should be marked with a circle where you believe that the company is right now . This test should answer according to the parts of the organization that are well known (see Table 5 in Appendix 1). The indicators considered in this instrument are fifteen: Reputation, The focus of managers, Management Empowerment, Work Environment, Leadership, Unleashing human potential, Recognition and reward, Innovation, Trust, Teamwork, Decision making and control , Communication, Customers, Structure and procedures and Objectives of the organization.

*Step 2.* When you have completed the questionnaire and are sure that the scores assigned are right, all the scores that were obtained shall be transferred to Table 6 (Appendix 1), marking an X in the corresponding number. Once transferred all the scores are joined with a line to form a profile.

*Analysis of Techniques Empowerment.* The high ideals may never met unless that managers and employees use some practical techniques for thinking about the Empowerment and implement it in their daily operations. Some of these ideas and techniques can be difficult to accept at first, but there will be others that have formed part of the slang of the company for many years.

*Step 1.* Identifies the techniques currently use to manage personnel and valued advantages and disadvantages in relation to empowerment.

*Step 2.* Training in techniques of Empowerment such as: The business paradigm; Change of role; Empowerment Advocate, Delegate; Conduct walking, Job rotation, Assessments of development, Self-direction, Project teams.

*Step 3.* Choice of techniques of Empowerment. Since you have an overview of techniques that can be used to help the Empowerment of workers in an organization, the feasibility of its use should be discussed. Now you must consider each of the techniques and analyze whether they could be applied in the current status of the enterprise and the way to do it. To make the choice, it is suggested to use table 7 of Appendix 1.

*Analysis of the Levels Empowerment.* A company that wants to delegate authority to the people, may face the problem of knowing where to start. The starting point will be determined by several factors, one of which is the source of inspiration of Empowerment. Perhaps the most important factor is the vision we have of Empowerment within the organization. A company can focus on individuals and in the works that these bear out. This increases the role of the worker giving greater responsibility and freedom for decision-making, which leads to an extension of the skills and the development and use of latent potential. Through this process people develop a greater sense of self-esteem and integrate much more inside the company. Companies have to decide which is the best solution for them and where to start the process.

*Step 1. Review level 1: Job.-* When Empowerment is initiated at the level of job, changes the structure and context of a person's work. Although the context is the same, the extra tasks add more meaning and control to individual. One of the biggest changes that take place in the process of Empowerment of a job is the new attention given to the improvement. The fact to be constantly looking for ways to improve their work can make innovative employees and obtain job satisfaction which is the cornerstone of the Empowerment.

*Step 2. Review Level 2: The workplace.-* The workplace can be defined as the environment and circumstances in which the goods or services are produced. The total work environment, gives a business a better chance of starting the Empowerment that the individual work of level 1.

*Step 3. Review Level 3: Unit.-* The Empowerment at the level of unit involves participation in the conduct and management of a specific unit within a larger enterprise. The Empowerment in the unit requires a flat structure is not hierarchical, non-bureaucratic, perhaps a level between the director of the unit and operational employees. A structure that would push decision making and open communication lines, so that there would be a faster information flow top-down, within the company.

*Step 4. Review Level 4: Company. -* The Empowerment at level 4 is an extension of level 3. Workers are involved in your decision making and business unit to which they belong. Any organization that includes several units, may rule on a centralized headquarters or affecting working life of each employee, for each of the units.

### **Stage III- Implementation of the success factors in the process of empowerment**

Most of the people who begin to know the Empowerment would like to have a way to get instantly. To Empowerment misfortune takes time, time that will make everyone fully understand. The first factor of the process is characterized by illusion, anxiety and ignorance of what it means to Empowerment. The following describes each of the Empowerment success factors proposed by the authors Ken Blanchard, John P. Carlos and Alan Randolph, to start.

**First success factor. Share information.** Information is the first key to empowering individuals and organizations. Administrative Information sharing with partners of an organization, not destructive as long as they are trained not only to interpret but also to properly manage across the organization. It also allows employees to understand the

current situation in clear terms. The analytical ability to interpret information from a partner, not always exist, each of them has different skills and attitudes. Information is power, it is very normal that protect information management for the status quo of the organization and the management itself is not affected. For this first factor can be effectively implemented is required to consider the following points.

- (a) The need to share information.
- (b) Questions about information sharing.
- (c) Information needed to help improve the performance of the company.
- (d) Difficulty of sharing information between leaders and employees.
- (e) Information on the members of the teams.
- (f) Location of information within the company.
- (g) Information that should be shared about the company.
- (h) Liability that you want to get sharing information.

**Second success factor.** *Clearly define the boundaries to begin to develop autonomy.* After the initiation of the change, sharing information and highlighting the sense of workers and members of the team that they are masters of their work, as the confidence of the leaders in its staff, it is advisable to publicize the need for signal limits in the culture of Empowerment. Apply this second factor involves considering the following aspects: a) difference between a hierarchical culture and a culture of Empowerment; (b) utility of the clear boundaries; (c) establish the limits necessary and effective; (e) imposition of limits to manage change to Empowerment; (f) the decisions taken by the workers.

**Third success factor.** *Replace the hierarchy by self-directed teams.* Self-directed teams are slow to be created. An effective leader that guide and develop the team still can be important in this phase of change. Teams go through four distinct phases in the process of change. The first phase is the orientation in which the level of skills related to how work in teams, is low, while naively high mood to work together as a team. The team need much direction, especially to define the mission, values, functions, objectives and operating procedures. This is the stage of team development that occurs at the beginning of the process of change. For this factor may have the expected effects should consider the following aspects: a) Recognize that teams are crucial to the success of Empowerment, b)

Generate the expected negative causes immediate success on teams, c) Workers must learn to build teams with Empowerment, (d) Should make decisions of lower relevance.

The complete conceptual model of the methodology proposed in this work is shown in Figure 4.

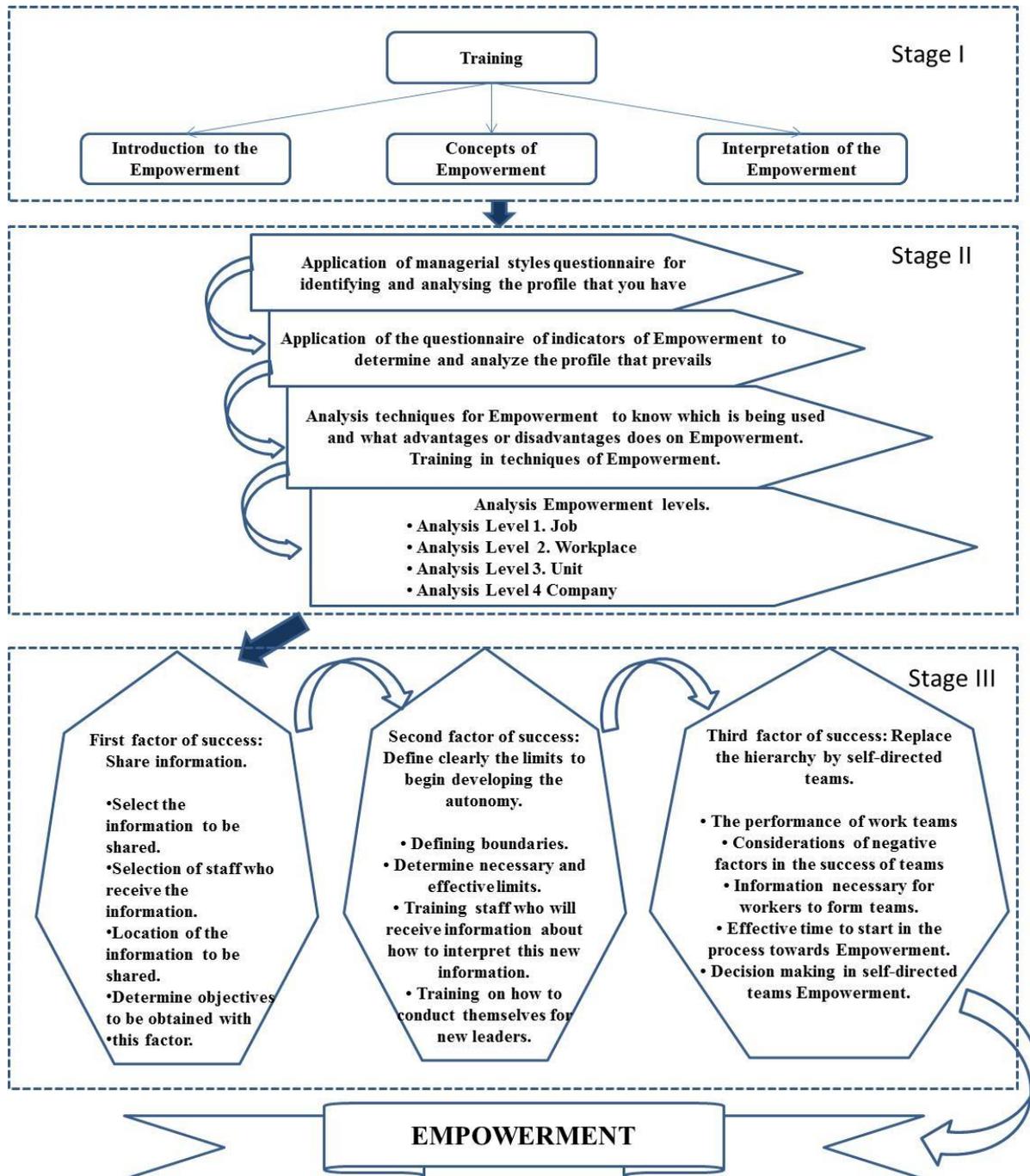


Figure 4. Proposed methodology for the implementation of Empowerment.

## Final Thoughts

It has been proposed a methodology to implement the Empowerment considering training as a support for the process and starting point, complemented by the use of instruments of measurement and evaluation suggested by Wilson and others authors, about the styles of management, indicators and techniques of empowerment. In the final stage, the three factors of success of empowerment are used: to) share information in order to take responsibility to the team and make them feel important in this process of change and noted that information sharing must be congruent with the person that is shared; b) point out the limits of the autonomy to be able to control the change that is occurring in this process and c) create self-directed teams.

Indicators, techniques and levels of empowerment presented are tools that help to know the current status of the Organization and undertake the improvement towards empowerment. A key factor in this process of transformation is the training that is provided to people about the topic and the monitoring necessary for the improvement actions. Empowerment is a good strategy, but that by itself alone will be unable to achieve a positive impact on the Organization since it consists of much more than the study of the information presented. It involves a strong effort by all the people who are part of the company that will result in a new organizational life.

We consider it important to highlight that an effort introduction of empowerment not only brings efforts and sacrifice to the people who work in an organization, but is also achieved a better environment for its members, greater efficiency, quality and a better standard of living in all aspects to the organization.

Empowerment in organizations devoted to research and innovation can help improve performance if it does a good induction process and is given adequate monitoring into its implementation.

## References

- Ackoff, R. (2000). *Planificación de la empresa del futuro*. México, D.F.: Editorial Limusa.
- Arciniega, L. (2002). Compromiso organizacional en México. *Dirección Estratégica*. Julio-Agosto, 21-23.
- Blanchard, K. (1996). *Empowerment*. Bogota: Grupo Editorial Norma.

- Blanchard, K., Carlos, J.P. y Randolph, A. (2000). *Las tres claves del Empowerment*. Barcelona: Ediciones Granica, S.A.
- Cardona S. (2001). "Intrategia: una dimensión básica de la cultura empresarial". En Álvarez de Mon, Cardona S., Chinchilla, A., Millar, E., Pérez, L., Pin, A., Poelmans, I., Rodríguez, L., Rodríguez, P., Torres, A (2001). *Paradigmas de Liderazgo*. España: McGraw-Hill Interamericana de España, S.A.
- Davis, K. y Newstrom, J. (2000). *Comportamiento humano en el trabajo*. México: McGraw Hill.
- Evans, J. and Lindsay, W. (1999). *The Management and Quality Control*. 4<sup>th</sup> ed. South Western College Publishing.
- Fragoso, H. (1999). An Overview of Employee Empowerment: Do's And Don'ts. Indiana University Undergraduate Research Conference.
- Hempel, P., Zhang, Zhi-Xue and Han, Y. (2012). Team Empowerment and the Organizational Context: Decentralization and the Contrasting Effects of Formalization. *Journal of Management*. 38, (2), 475-501.
- Houtzagers, G. (1999). Empowerment, using skills and competence management. *Participation and Empowerment: An International Journal*. 7, (2), 27 – 32.
- Hut, J. and Molleman, E. (1998). Empowerment and team development. *Team Performance Management*, 4, (2), 53 – 66.
- Jackson, M.C. (2003). *Systems Thinking: Creative Holism for Managers*. Chichester: John Wiley and Sons Ltd.
- Maynard, M.Y., Gilson, L and Mathieu, J.E. (2012). Empowerment—Fad or Fab? A Multilevel Review of the Past Two Decades of Research. *Journal of Management*. 38, (4), 1231-1281.
- Meyer, J.P. y Allen, N.J. (1997). *Commitment in the Workplace. Theory, research and application*. Thousand Oaks, California: Sage publications, Inc.
- Petit, E. y Gutiérrez, L. (2007). Liderazgo con Empowerment: Promotor de la innovación. *Revista Venezolana de Gerencia*, 12, (38), 207-217.
- Quinn, R.E. and Spreitzer, G.M. (1997). The road to empowerment: Seven questions every leader should consider. *Organizational Dynamics*, 26, (2).
- Robinson, R. (1998). *Cómo crear empoderamiento*. McGraw-Hill Interamericana, S.A.
- Schein, E.H., (1985). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.
- Scott, C. and Jaffe, D. (1991). *Empowerment. A Practical Guide for Success, How to Build an Empowered Workplace (A Fifty Minute Series Book)*. Canada: Course Technology.
- Spreitzer, G. and Doneson, D. (2005). Musings on the Past and Future of Employee Empowerment. Working Paper Series. Michigan Ross School of Business.
- Wilson, T. (2004). *Manual del Empowerment. Cómo conseguir lo mejor de sus colaboradores*. Barcelona: Editorial Gestión 2000.

# Appendix 1

Table 1. Scale response values and their meaning.

Estoy completamente de acuerdo con esta afirmación. Es así cómo actuaría o trataría la situación.	+2
Estoy bastante de acuerdo con esta afirmación. Probablemente actuaría o trataría la situación de esta manera.	+1
Me considero neutral con esta afirmación. Ni estoy de acuerdo ni en desacuerdo. No estoy seguro si este punto describe cómo actuaría o trataría la situación.	0
Me siento bastante de acuerdo con esta afirmación. Probablemente no me comportaría o trataría la situación de esta manera.	-1
Estoy completamente en desacuerdo. No me comportaría ni trataría la situación de esta manera.	-2

Table 2. Questionnaire analysis of management styles.

1. Establezco normas concretas y espero que todo el mundo las cumpla.
2. Compruebo y controlo cuidadosamente los objetivos de todo el mundo.
3. Utilizo la comunicación para motivar e informar a mis colaboradores.
4. Animo a los demás para que piensen en soluciones alternativas a cosas que creo han hecho de manera incorrecta.
5. Siempre hago las cosas más importantes yo mismo.
6. Intento no pensar en mis debilidades.
7. Considero a las personas que no me gustan como un reto y las animo para que lo hagan lo mejor posible.
8. Discuto abiertamente con mi equipo cualquier falta de confianza que yo pueda tener para que podamos trabajar en ello.
9. Siempre compruebo el trabajo que hacen los demás para ver si han hecho lo que les he dicho.
10. Ejercer control sobre mis colaboradores y el trabajo que éstos realizan.
11. Creo que, en general, los altos directivos tienen un conocimiento más amplio pero los demás también tienen contribuciones que hacer.
12. Pregunto a los demás, de manera que tienen que pensar sobre unos temas concretos y desarrollar nuevas ideas.
13. Tengo poco tiempo para las personas que considero lentas y no comparto mis puntos de vista.
14. Controlo a los demás para que den sugerencias e ideas.
15. Puedo activar a los equipos para que sean productivos y eficientes.
16. Tengo la habilidad de desarrollar y hacer crecer a las personas.
17. Castigo a los que cometen errores.
18. Controlo personalmente las normas de funcionamiento de mi equipo.
19. Motivo a las personas para que consigan sus objetivos.
20. Siempre tengo una comunicación abierta en dos direcciones con mi personal.
21. Hago saber a mi personal de manera inmediata si estoy en desacuerdo con lo que hacen.
22. Sólo confío en una serie de personas experimentadas para que hagan tareas importantes.
23. Animo a las personas para que olviden sus debilidades y se concentren en sus puntos fuertes.
24. Intento entender a las personas que no me gustan para que podamos desarrollar un campo común e ir hacia delante juntos.
25. Considero que la falta de confianza es una debilidad importante que necesitamos esconder.
26. Tengo métodos para comprobar el trabajo que hacen los demás.
27. Puedo persuadir y motivar a otras personas para que planifiquen y controlen su trabajo.
28. Creo que todo el mundo puede hacer contribuciones, sólo necesitan apoyo.
29. Espero que las personas hablen por sí mismas, si no lo hacen no merecen ser escuchadas.
30. Desarrollo una relación de trabajo con personas con las que no comparto un punto de vista.
31. Motivo a los demás para que puedan dar sus sugerencias e ideas.
32. Fomento un espíritu de equipo que es contagioso y se expande por toda la empresa.
33. Soy duro pero justo.
34. Señalo de inmediato los fallos de los demás.
35. Involucro a las personas para que establezcan y controlen las normas.
36. Espero que las personas establezcan sus propios objetivos.
37. Comunico con mis subordinados de manera clara, precisa y con sentido.
38. Hago que la gente cambie cosas si no estoy de acuerdo con lo que han hecho.
39. Les doy a las personas tareas importantes para inculcarles moral y motivación.
40. Animo a las personas a discutir abiertamente sus debilidades para que podamos utilizarlas como formación y desarrollo personal.
41. No puedo tolerar algunos tipos de personas y por lo tanto las evito.
42. Controlo mi falta de confianza a la hora de tratar ciertas situaciones difíciles.
41. Compruebo el trabajo de otros y les motivo para que alcancen mayores objetivos.
42. Animo a otras personas que piensen en la mejor manera de conseguir hacer algo.
43. Me siento sólo dispuesto a dejarme influir por personas que considero más que yo o que son superiores a mí.
44. Me aseguro de que cada persona tenga su opinión sobre todos los demás.
45. Puedo construir una relación de trabajo provechosa con personas que no piensan como yo.
46. Permito que otras personas desarrollen sus propias sugerencias e ideas.
47. Permito que los equipos trabajen con efectividad dándoles una fuerte dirección y unas directrices para que las sigan.
48. Me gusta el orden y el control.
49. Ayudo a los demás cuando cometen errores.
50. Persuado a las personas para que establezcan y controlen sus propias normas.
51. Le doy a mi personal objetivos precisos que deben conseguir.
52. Me comunico con claridad con mi personal.
53. Ayudo a otras personas a corregir las cosas que creo han hecho incorrectamente.
54. Animo a cada uno de los miembros del equipo para realizar tareas importantes porque ello aumenta su habilidad técnica y su experiencia.
55. Intento esconder mis debilidades porque los demás pueden utilizarlas en mi contra.
56. Me aseguro de que las personas que no me gustan estén bien controladas.
57. Utilizo cualquier falta de confianza que tenga como motivación para conseguir una mejor actuación personal.
58. Espero que otras personas comprueben su propio trabajo y hagan las correcciones necesarias.
59. Yo personalmente proporciono los planes detallados de cómo se debe de hacer un trabajo.
60. Respeto a las personas que llevan más años que yo trabajando en la empresa y que tiene un mayor conocimiento.
61. Animo a las personas a que hablen y se expresen porque ello incrementa su interés y su motivación.
62. Intento entender a todo tipo de personas para que podamos llegar a un mayor entendimiento y podamos ir hacia delante juntos.
63. A menudo descalzo o no tengo en cuenta las ideas y sugerencias de los otros y utilizo las mías en su lugar.
64. Lidereo equipos con una dirección y control claros.
65. Motivo e inspiro a la gente.
66. Ayudo a los demás a aprender de sus errores.

Table 3. Concentrate AEG questionnaire scores.

R		C		M		E	
No. de ítem	Puntos	No. de ítem	Puntos	No. de ítem	Puntos	No. de ítem	Puntos
1	2	3	4				
5	6	7	8				
9	10	11	12				
13	14	15	16				
17	18	19	20				
21	22	23	24				
25	26	27	28				
29	30	31	32				
33	34	35	36				
37	38	39	40				
41	42	43	44				
45	46	47	48				
49	50	51	52				
53	54	55	56				
57	58	59	60				
61	62	63	64				
65	66	67	68				
SUMA DE NUMEROS POSITIVOS							
SUMA DE NUMEROS NEGATIVOS							
TOTAL							

Table 4. Delineating management profile.

ESTILO DE GESTION				
PUNTAJACION	REFRESOR	CONTROLADOR	MOTIVADOR	EMPOWERER
34				
32				
30				
28				
26				
24				
22				
20				
18				
16				
14				
12				
10				
8				
6				
4				
2				
0				
-2				
-4				
-6				
-8				
-10				
-12				
-14				
-16				
-18				
-20				
-22				
-24				
-26				
-28				
-30				
-32				
-34				

Table 5. Empowerment indicators.

1	Tenemos la reputación de ser serios, jerárquicos, tradicionales y autoritarios. El Empowerment es lo último en que pensamos.	1 2 3 4 5 6 7	Tenemos la reputación de mirar hacia delante, ser progresistas y líderes en el desarrollo de nuestra gente. El Empowerment es un tema básico en nuestras prácticas, reputación e imagen.
2	En la empresa no hay una credibilidad en el apoyo al Empowerment algunos directivos dicen apoyarlo pero no cambian en nada.	1 2 3 4 5 6 7	En la empresa todos los altos directivos están consientes y apoyan y practican el Empowerment. Los resultados son visibles y están ahí donde todo el mundo puede verlos.
3	Hablamos sobre el Empowerment pero no lo entendemos. Los directivos no tienen la suficiente noción de la forma correcta de gestionar el Empowerment.	1 2 3 4 5 6 7	Entendemos totalmente el Empowerment. Se gestiona de manera efectiva y produce grandes beneficios en la empresa.
4	Cuando entramos en la empresa nos encontramos con una atmósfera de letargo, con un ambiente muy denso. Inflexibilidad y valores pobres. Los empleados viven en el conformismo no se involucran y no les importa.	1 2 3 4 5 6 7	Cuando entramos en la empresa nos encontramos con una atmósfera de compromiso, los empleados proponiendo mejoras y se les nota mucha energía e interés. Todos están dedicados y luchan por la excelencia.
5	La mayor parte de nuestros directivos tienen poca noción de cómo animar y mantener el Empowerment dentro de la empresa.	1 2 3 4 5 6 7	La mayoría de nuestros directivos sabe cómo animar y mantener vivo el espíritu del Empowerment en sus equipos y en los individuos. Los resultados obtenidos de sus esfuerzos son excelentes.
6	No hay ningún intento de liberar los talentos y las habilidades de todos los empleados de la empresa. La mayoría de éstos tienen un potencial que se está desperdiciando.	1 2 3 4 5 6 7	Se lleva a cabo todos los esfuerzos para liberar todos los talentos y las habilidades de todo y cada uno de los empleados. Tenemos mucho éxito y todos contribuyen en ello.
7	No existe la idea de que el Empowerment tiene que ser apoyado y recompensado. Las iniciativas de Empowerment se debilitan y mueren.	1 2 3 4 5 6 7	Está totalmente aceptado el hecho de que el Empowerment requiere un reconocimiento y una recompensa, formal e informal. Utilizamos muchos métodos efectivos.
8	No hay Empowerment así que hay poca innovación en la empresa. Sufrimos una gran falta de ideas nuevas.	1 2 3 4 5 6 7	El Empowerment produce innovación en todos los niveles de la empresa. Los beneficios son enormes.
9	Hay poca confianza y los errores son rápidamente castigados. Las personas raramente intentan hacer cosas nuevas.	1 2 3 4 5 6 7	Hay un nivel alto de confianza. Las personas están dispuestas a correr riesgos e intentar cosas nuevas.
10	Esperamos que las personas estén preparadas para aceptar como individuos. No hemos dado tienda suelta al poder del equipo.	1 2 3 4 5 6 7	Entendemos totalmente el poder del trabajo en equipo. Los equipos con Empowerment contribuyen en gran manera a las metas de la empresa.
11	Todas las decisiones que afectan a los individuos y a sus trabajos las toman los directivos que hay por encima de ellos. Como consecuencia, no tienen la sensación de que sus trabajos les pertenecen.	1 2 3 4 5 6 7	Todos están involucrados en las decisiones que les afectan a ellos y a sus trabajos. Están involucrados y tienen un sentimiento de que su trabajo les pertenece.
12	Las comunicaciones son muy pobres. La mayoría de los empleados no están comunicados y sólo los altos directivos saben lo que está pasando.	1 2 3 4 5 6 7	Las comunicaciones son excelentes. Las personas están totalmente informadas de todos los temas que afectan a sus trabajos y a la empresa y pueden retroalimentar sus opiniones.
13	Llevamos a cabo pocas acciones para satisfacer a nuestros clientes. Por consiguiente reciben frecuentemente un servicio por debajo del estándar y mercancías de baja calidad.	1 2 3 4 5 6 7	Damos capacidad de decisión a las personas y orientamos sus energías hacia el cliente. Los clientes reciben un excelente servicio y constantemente buscamos la mejora.
14	Las iniciativas de Empowerment están siendo bloqueadas por las estructuras y los procedimientos anticuados de la empresa. Somos reacios a hacer cambios.	1 2 3 4 5 6 7	Hemos eliminado las estructuras y procedimientos anticuados. No permitimos que nada bloquee nuestras iniciativas de Empowerment.
15	El Empowerment contribuye en poca manera a la consecución de los objetivos empresariales. Los esfuerzos de Empowerment son inconsistentes o están mal orientados.	1 2 3 4 5 6 7	El Empowerment contribuye en gran manera a la consecución de los objetivos empresariales. Los talentos y habilidades de cada uno de los empleados están correctamente orientados.

Table 6. Concentrate Empowerment level measurement in an organization.

Indicadores.	Bajo Empowerment			Alto Empowerment			
	1	2	3	4	5	6	7
1 - Reputación.							
2 - Enfoque de los directivos							
3 - Gestión del Empowerment							
4 - Atmósfera							
5 - Liberación							
6 - Liberar el potencial humano							
7 - reconocimiento y recompensa							
8 - innovación.							
9 - Confianza							
10 - Trabajo en equipo.							
11 - Toma de decisiones y control							
12 - Comunicaciones.							
13 - Clientes							
14 - Estructura y procedimientos.							
15 - Objetivos de la empresa.							

Table 7. How to use Empowerment techniques.

Técnicas de Empowerment	¿Cómo la utilizariamos?
El paradigma empresarial	
<b>Cambio de papel</b>	
Defensores del Empowerment	
Delegar	
Dirigir paseando	
Rotación de trabajos	
Evaluación de desarrollo	
Autodirección	
Equipos de proyecto	
Formación de técnicas y nuevas perspectivas.	