



# Employee Empowerment and Interpersonal Interventions Chapter

## Chapter 9





# Objectives

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- Recognize the need for employee empowerment interventions in an OD program.
- Experience the dynamics involved in interpersonal communication.
- Practice giving and receiving feedback on personal communication style.
- Describe career life planning and stress management as OD techniques.



# Empowering Employees

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Why is it important?





# Benefits of Empowering Employees

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- **Helps the organization move from the traditional “I just work here, I don’t make the rules” mentality.**
- **Helps unleash human potential in organizations.**
- **Helps employees become more proactive and self-sufficient.**
- **Requires management to be more supportive and remove barriers.**



# What is Empowerment?

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The process of giving employees the power to make decisions about their work.



# Interventions for Empowerment/Interpersonal Communication

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- Laboratory Learning
- Johari Window Model
- Transactional Analysis
- Career Life Planning
- Stress Management



# Laboratory Learning

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- Objective is to increase managers' interpersonal skills in leadership, group, and organization situations.
- Programs usually include 10-12 participants, typically unknown to each other, and 1 or 2 experienced trainers.
- Focus is on what transpires in group and the interpersonal dynamics between group members.



# Laboratory Learning (continued)

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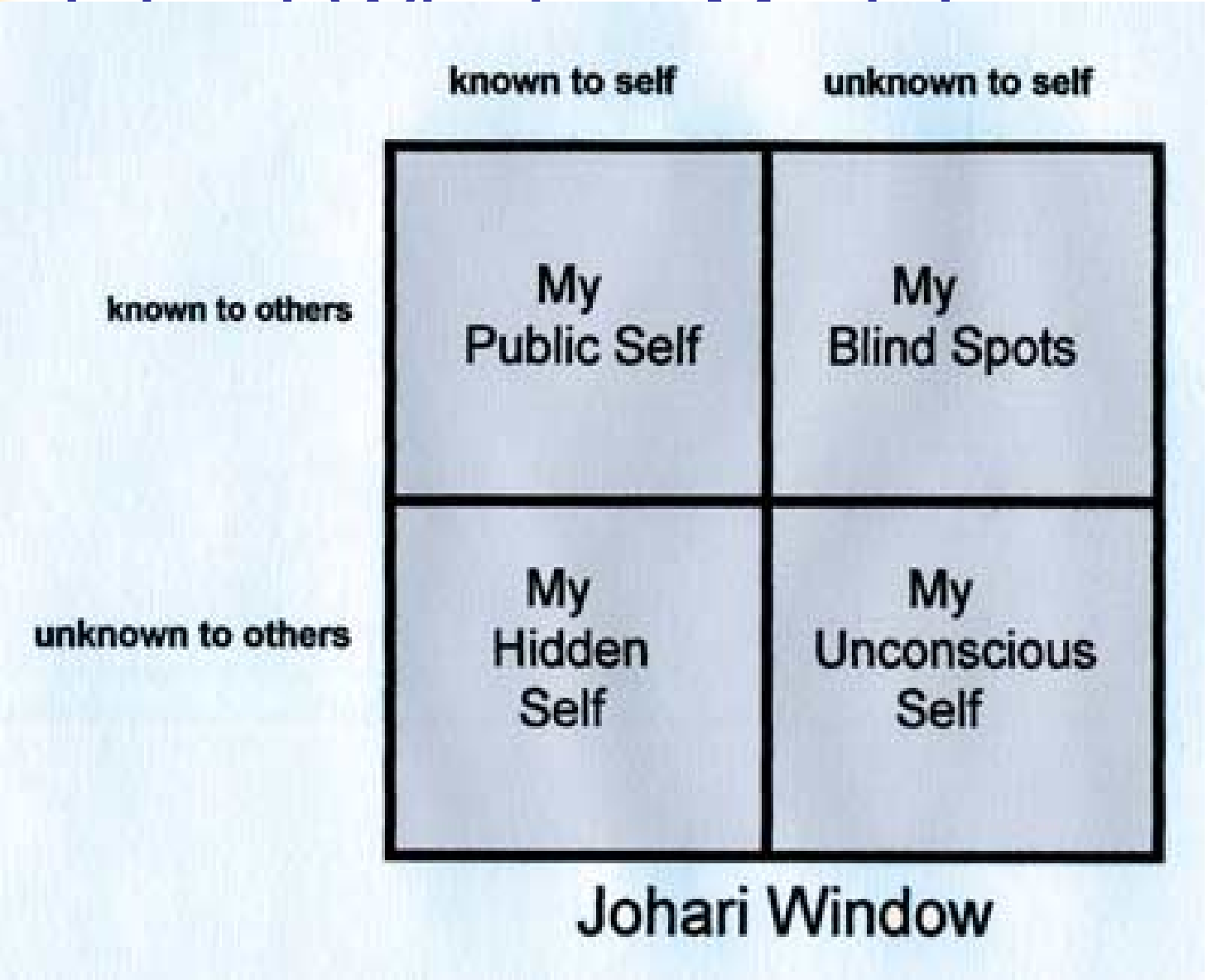
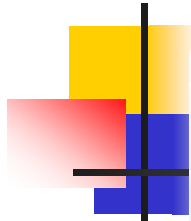
- Can be conducted independently of an OD program, but the possibility of FADE OUT is greater.
- Also called “encounter groups”, “sensitivity training groups”, or “T-Groups”.
- Evolved from work of Kurt Lewin and programs conducted by the National Training Laboratories.



# Interpersonal Style-The Johari Window Model

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- Conceived by Joe Luft and Harry Ingram.
- Model used to identify personal communication style.
- Presents a two-dimensional, four-celled figure based on the interaction of two sources of information: self and others.





# Johari Window Model (continued)

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- Public Area-behaviors, thoughts, and feelings known to both the person and to others.
- Blind Area-behaviors, thoughts, and feelings known to others, but not to self.
- Closed Area-behaviors, thoughts, and feelings known to self, but not revealed to others.
- Unknown Area-behaviors and feelings unknown or inaccessible to self and others.



# Johari Window Model (continued)

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- Disclosure-the tendency of a person to behave less defensively and become more open and trusting.
- Feedback-the behavior process used to enlarge the public area horizontally, thus reducing the blind area.

# Transactional Analysis Interpersonal Relationship Model





# Transactional Analysis

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- Developed by Dr. Eric Berne in the 1950'
- Like Freud, TA acknowledges that the self is not fully rational and conscious, and recognizes the importance of developmental stages and the impact of caretakers' messages during childhood.
- Unlike Freud, TA is more concerned with a "here-and-now" practical approach to treating personality and communication problems than with establishing the historical origin of symptoms.



# Transactional Analysis-Key Ideas

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- Ego States
- Strokes
- Transactions
- Contract
- Character Type
- Emotional Racketeering
- Fanita English, "A SUMMARY OF TRANSACTIONAL ANALYSIS CONCEPTS I USE", <http://www.ita-net.org/ta/TASummary.htm>



# Transactional Analysis-Key Ideas

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- Ego states

- Parent (feelings, attitudes, and behaviors copied from a parental figure)
- Adult (feelings, attitudes, and behaviors involving the basis of objective facts)
- Child (feelings, attitudes, and behaviors retained from childhood)



# Transactional Analysis (continued)

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- Stroking is any form of recognition, including physical, verbal, or visual.
- Strokes are given for “doing” (conditional) and for “being” (unconditional).
- Positive stroke (aka “warm fuzzies”) reassure worth and esteem. “You’re okay!”
- Negative stroke (unexpected and unreassuring). “You’re not okay!”
- Crooked stroke-has double meaning.



# Transactional Analysis (continued)

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- Every interaction between people involves a *transaction*.
- When a message sent from one ego state receives an expected response, a *complementary transaction* occurs.
- When a message sent from one ego state receives a response from an inappropriate or unexpected ego state, a *crossed transaction* occurs.



# Transactional Analysis (continued)

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An ulterior transaction occurs between two ego states when the literal words of the transaction may mean one thing, but the underlying intent may mean something else entirely.

# Career Life Planning

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# Career Life Planning Interventions

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- Process of choosing occupational, organizational, and career paths.
- Involves goal-setting and achievement motivation.
- *Individuals should take responsibility for their own future.*



# Steps in a Typical Career Life Planning Program

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Step 1. Participants prepare a list of career life goals.

Step 2. Goals are reviewed to determine if there are conflicting goals, for reality testing, and prioritizing.

Step 3. Participants list important accomplishments or happenings, including peak experiences and satisfactions.



# Steps in a Typical Career Life Planning program

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Step 4. Both lists are thoroughly reviewed for conflicts or incongruencies. New list is prepared.

Step 5. Participant prepares detailed plans of action to accomplish goals.

# Stress Management and Burnout

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Oh, not again!!





# Stress Management and Burnout

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- Stress is an interaction between an individual and the environment characterized by emotional strain affecting a person's physical and mental condition.
- Stressors are what cause stress.



# Sources of Stress

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- Technological change
- Downsizing
- Sudden reorganization
- Unexpected changes in work schedule
- Competition
- Lack of participation in decision making
- Empowerment
- Conflicts with other people
- Immediate supervisor
- Lack of time to perform expected duties
- Violence in the workplace



# Job Burnout

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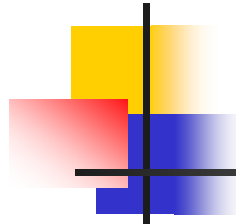
- Job burnout is the emotional exhaustion, depersonalization, and reduced accomplishment sometime experience by those who work with people.
- Those experiencing job burnout tend to be perfectionists or self-motivating achievers and seek unrealistic goals.



# Stress Management Interventions

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- OD Program
- Team building
- Goal setting
- Self-managed teams
- Job design
- Wellness programs
- Relaxation techniques-biofeedback, meditation



# Questions

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# References

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- Brown, D.R. & Harvey, D. (2006). *An experiential approach to Organizational development*, (7<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.