



# TWO KINDS OF WORK

## CORE WORK:

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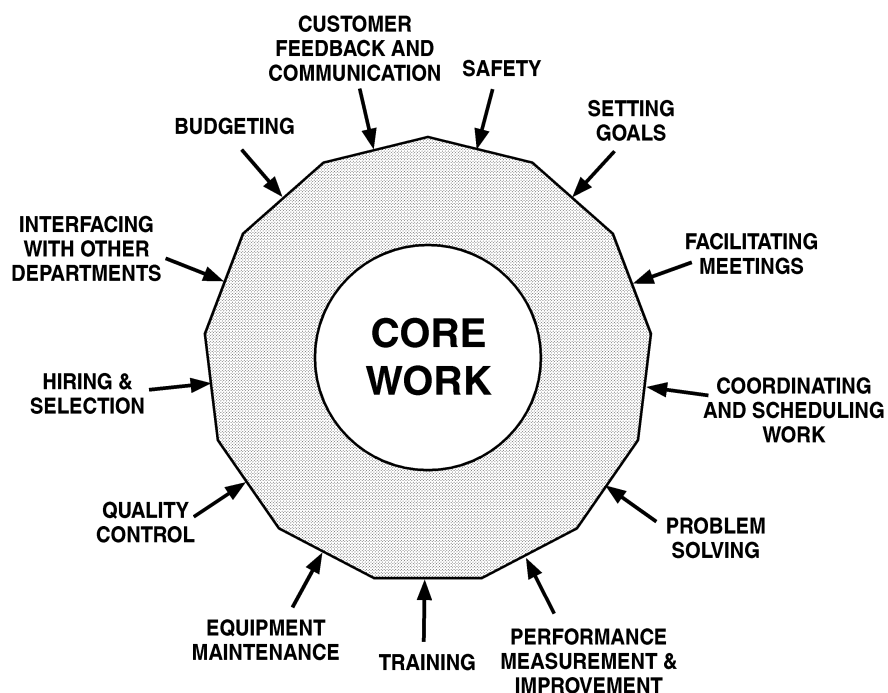
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## COORDINATING WORK:

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**NOTES**

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***“People want to be great. If they aren’t, it’s because management won’t let them be.”***

**“How I Learned to Let My Workers Lead”**  
Harvard Business Review, Nov-Dec, 1990

# COORDINATING RESPONSIBILITIES

**EXERCISE**

## CLARIFYING COORDINATING RESPONSIBILITIES

*In the space below, make a list of all of the coordinating responsibilities that must be performed so that your team can do its core work. Then identify who currently performs each of these responsibilities. Rate the complexity of each responsibility by identifying whether it is a beginning (B), intermediate (I), or advanced (A) responsibility. Finally, place an asterisk (\*) next to those responsibilities that you believe could be performed by members of your team.*

COORDINATING RESPONSIBILITY	LEVEL: (B, I, A)	WHO PERFORMS

**EXERCISE**

## PRIORITIZED LIST OF COORDINATING RESPONSIBILITIES

*Agree as a team upon a prioritized list of coordinating tasks that fall into the three categories below:*

BEGINNING RESPONSIBILITIES	INTERMEDIATE RESPONSIBILITIES	ADVANCED RESPONSIBILITIES



NOTES

Horizontal lines for taking notes.

“Of course, you can’t just announce that people are empowered, any more than the founding fathers could announce that the United States would have a democratic government. You need structures and procedures.”

John Case  
“The Open Book Revolution”  
Inc. Magazine, June, 1995

## ELEMENTS OF EMPOWERMENT

1. **Role description:** The first thing that people need is a definition of the responsibilities they will assume.
2. **Boundary conditions:** What should be the parameters within which people fulfill their responsibilities? These include:
  - **Expectations/results** can be qualitative or quantitative.
  - **Non-negotiables** define givens or limits that cannot be crossed in fulfilling a responsibility.
  - **Authority** is the level of autonomy that one has in carrying out a task. There are five levels of authority, and just how much one has depends upon his experience and capability.
    - Level 1: Act when directed
    - Level 2: Act after approval
    - Level 3: Act after consultation
    - Level 4: Act and report
    - Level 5: Act autonomously
  - **Time guidelines** are any and all time constraints that guide the task (milestone events, project completion, length of time a person assumes a role, etc.).
3. **Knowledge and information:** People must have knowledge and access to information if they are to take on additional responsibilities.
4. **Skills:** People also need additional training and skills to be successful with new responsibilities. For example, they may need to learn how to read a budget or enter data into a computer.
5. **Resources:** These can include tools and equipment as well as reports, technical experts, etc.
6. **Support:** Support is emotional and psychological. It is letting people know that you trust their ability to handle a task; it is okay for them to make mistakes; and you will be available to talk with as necessary.