

THE DOCUMENT COMPANY
XEROX

The Do-It-Yourself Empowerment Kit

Part Five: Growth and Productivity



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...ONE LAST TIME, JUST IN CASE YOU FORGOT WHAT
THE UN-EMPOWERED WORK PLACE MIGHT LOOK LIKE.

Empower!ment
You know what to do.

The End?

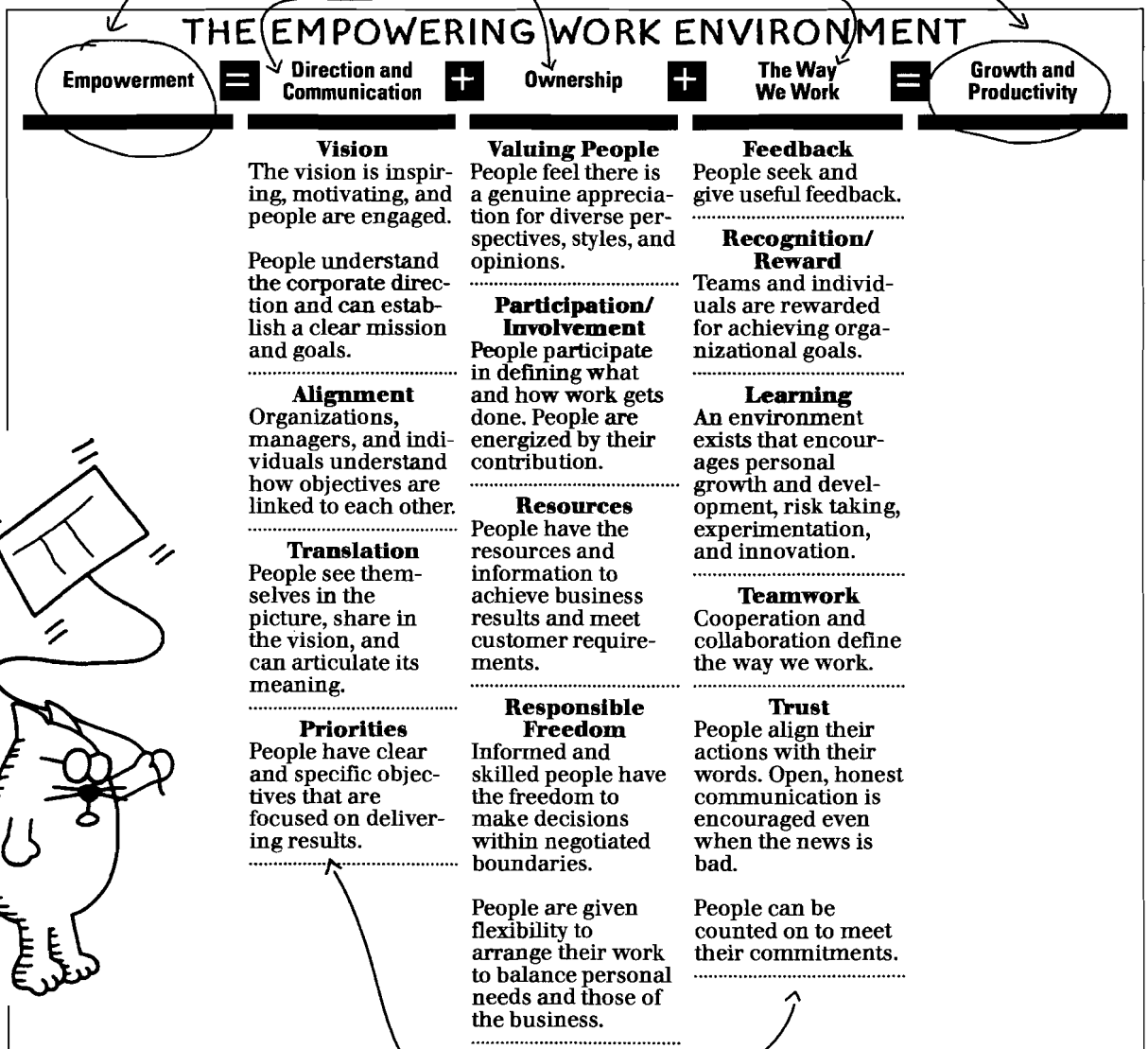
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his is the final section of the Do-It-Yourself Empowerment Kit. It's also our last chance to reprint that diagram you've been looking at, so we're going to seize *that* opportunity right now:

1. This results in this ...

2. But only when these three things exist ...



3. And these are the components of those three things.



RETRACING OUR STEPS

In the beginning, we said that Empowerment results in Growth and Productivity. Then, we examined the three major components of the Empowering Work Environment:

DIRECTION AND COMMUNICATION + OWNERSHIP + THE WAY WE WORK

We hammered away at the idea that all three components need to be there in order for the Empowered Work Place to exist. Also, along the way, we took a closer look at each of the elements that characterize those components. Elements like:

Vision	Valuing People	Feedback
Alignment	Participation/Involvement	Recognition/Reward
Translation	Resources	Learning
Priorities	Responsible Freedom	Teamwork
		Trust

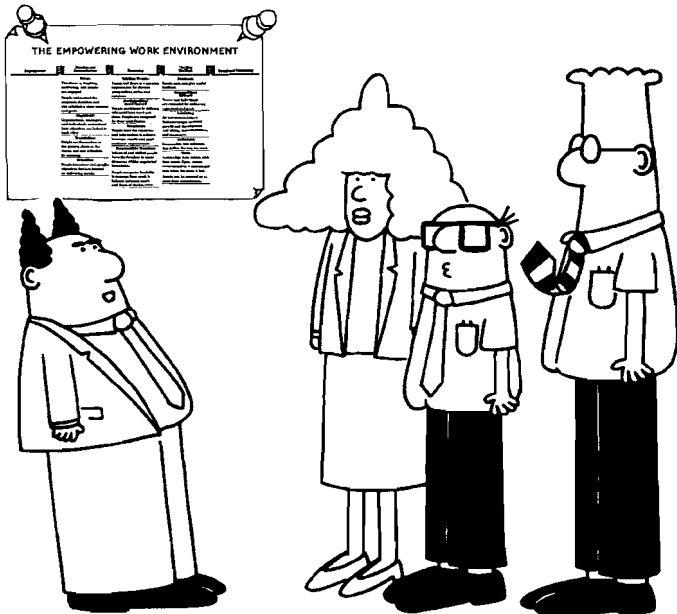
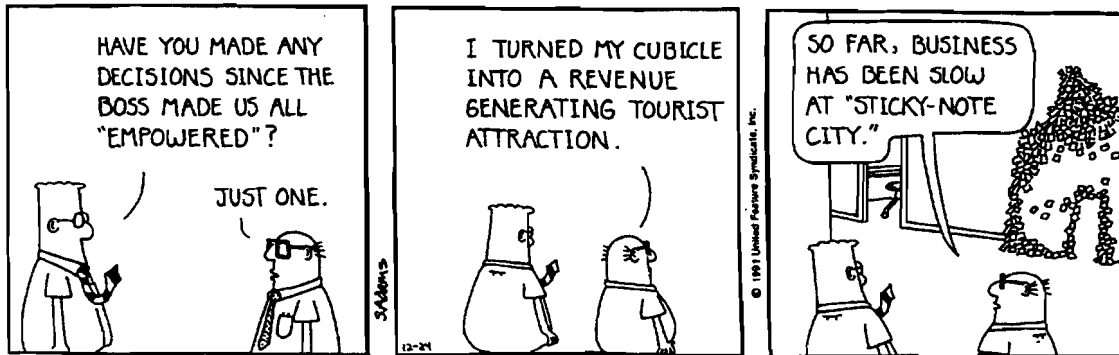
And, we even included some questions to ponder¹—to get you thinking about the extent to which Empowerment principles were really being translated into visible actions and behaviors in your work environment. But in all this time, we never really said much about our original point. We never really focused on why Empowerment results in Growth and Productivity. We asked you to take it on faith, while we explained all those other things.

Since this is the last piece of the kit, we thought it was about time we said a little more.

¹ We also said things like “Start a discussion. Start several discussions...” Did you?

WHY EMPOWERMENT RESULTS IN GROWTH AND PRODUCTIVITY

Think about all the components and elements listed on page 2, working together, day in and day out, at all levels in the organization. Eventually, you'd get to the point where you really didn't think much about components and elements on a conscious level, because the organization just *is* that way. It's like breathing. You don't write yourself a reminder to breathe...you just do it. That's the Empowered Work Place. *That's* an Empowering Work Environment.



In the Empowered Work Place, you're challenged, motivated, and satisfied—and so are the people around you. You're meeting your customers' needs and exceeding their expectations. You're cheered on and rewarded for doing what you do, and you and your colleagues are constantly striving to do it better. This is a place where you can grow and develop, and be rewarded for your contributions to Xerox' growth and development. It's a place where you and the organization both can win, in pursuit of common goals.

In this environment, personal goals and business goals are intertwined, and your successes have a positive impact on business results. The Empowered Work Place is what and where we want to be, because it's good business.

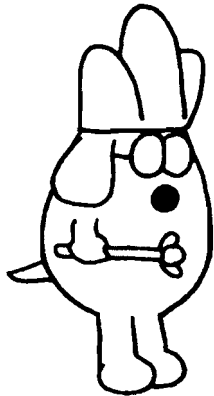
Fundamentally, Empowerment assumes that the people closest to the customer are in the best position to serve the customer. Empowerment assumes that *you know what to do*, and the Empowered Work Place is a place where you're *able* to do it, without any unnecessary stuff getting in the way. That results in Growth and Productivity.

GET REAL

The cynic in you might be saying "that'll never happen." Maybe, but there was a time when people thought the same thing about transatlantic communication, Xerography, and space flight. So don't be too sure. As an organization, we aren't planning to give up on this.

IF IT AIN'T BROKE...

The fact is, the idea of Empowerment was around long before the term came into use. Check this out:



Leaders are best when people barely know they exist.

But of a good leader, who talks little,

When their work is done, their aim fulfilled,

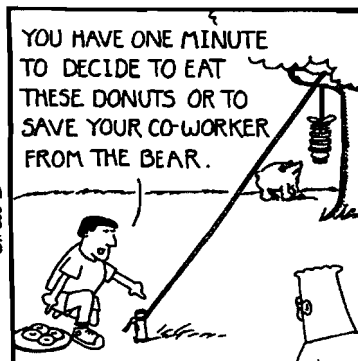
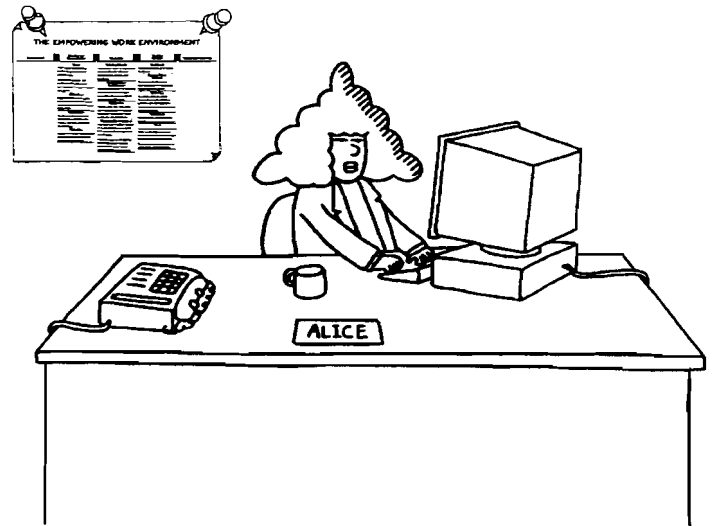
People will say, "We did this ourselves."

Lao-Tse, 565 B.C.

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Now, we don't go quite that far back. But in different ways and to different degrees, Empowerment has long been a way of life in many areas of Xerox. Maybe nobody called it "Empowerment"—and maybe that's a good thing, because there's no need to label something so intuitive—but empowered behavior has been creating success in many parts of the organization for some time.

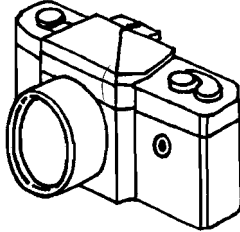
Most likely, you've seen or been a part of it yourself—instances where (for example) Vision, Resources, and Teamwork came together to create success. Or, situations that proved that Priorities, Valuing People, and Trust were the critical elements in achieving a highly desirable goal.



When we talk about Empowerment and an Empowering Work Environment, we're not looking to introduce something new or change something that's already humming along. We're basically trying to *capture* what's working or known to work, and find ways to share it. Because we know that Empowerment *does* work.

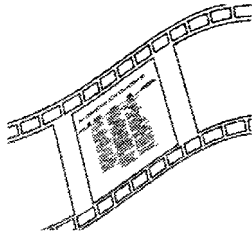
A SNAPSHOT OF THE EMPOWERED WORK PLACE

Empowerment, unfortunately, doesn't photograph well. You can't capture it on film. It's like trying to take a picture of the air. This is what makes it so difficult to define in one simple sentence.

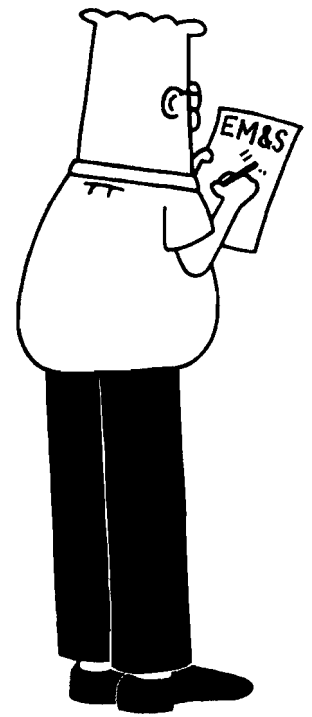


However, like the air, Empowerment can be described, examined, and measured. For us, it was defined and described when we asked more than 900 Xerox people (real people—not think-tank types) to define it for us. We asked them to give us the words they would use to describe the Empowered Work Place.

The result was a conceptual model—that diagram we've been pushing. It's got more than 900 Xerox voices behind it. It's our model of an Empowering Work Environment. And it's the closest thing we could get to a sketch or a photograph.

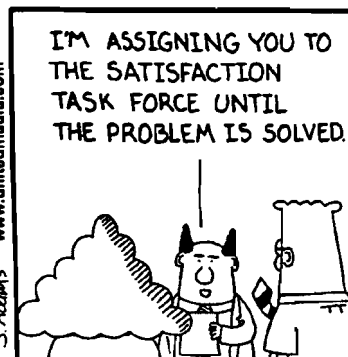


SO HOW DO WE KNOW HOW WE'RE DOING?



When we look at the Empowered Work Place, the EM&S survey acts as a yardstick. By asking questions designed to elicit people's real-world observations, we can measure the general presence or absence of Empowerment, and the degree to which Empowerment principles are in place.

You may have noticed that we incorporated some EM&S questions in different sections of this kit. By asking questions about a specific aspect of Empowerment—such as Feedback—we can focus on particular items that might need attention, and start a discussion. The discussion provides the detail. Using the EM&S survey, we might learn, for instance, that a certain work group is giving and getting plenty of feedback—among themselves—but they may not be getting the feedback they need from management or from customers. Survey responses help to point out specific situations like this, and through the *Taking Action* process, they help us work to resolve them.



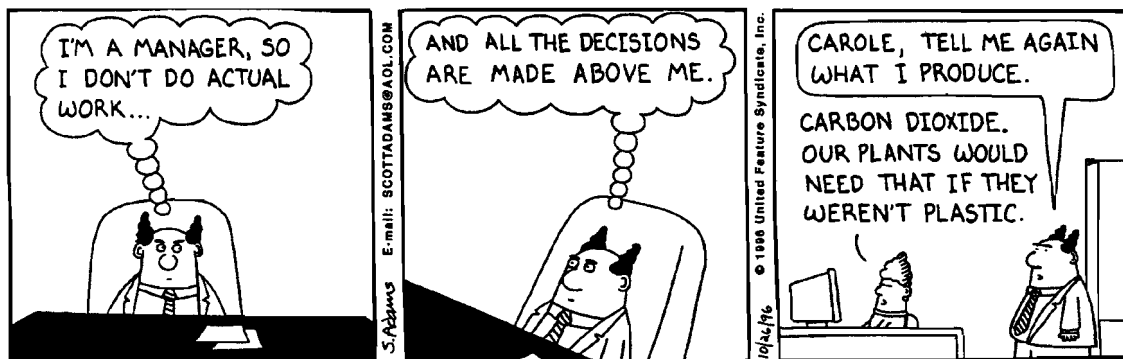
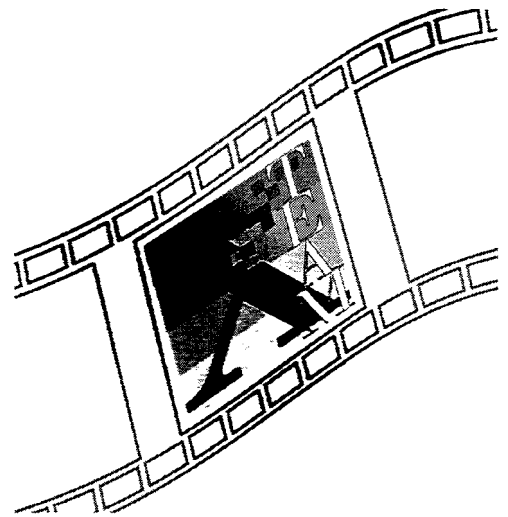
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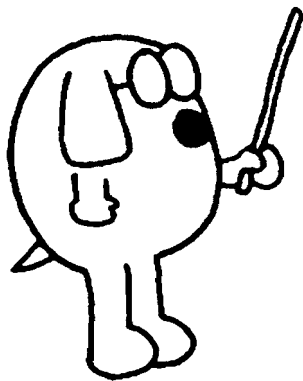
EMPOWERMENT IN ACTION

Although we can't show you a photograph of Empowerment itself, it's easy to picture its outcome. Picture—for example—X Teams. They represent the highest level of team achievement in Xerox Corporation—Empowerment in Action—where the Team has created an environment that supports Growth and Productivity. And, picture Teamwork Day—a celebration of Empowerment.

But not everything in the Empowered Work Place has such a high profile or happens on such a grand scale. Some activities are far more subtle, but just as important. Like knowing what to do. And being able to do it. Every day.



Empowerment and the Empowered Work Place are not ends in themselves—they're a means to an end. The goal is not to be able to say "I'm Empowered!" The goal is to *be* Empowered, and then to use that ability to achieve something more than you could have otherwise. Creating an Empowering Work Environment is key to how we run the business.



YOU KNOW WHAT TO DO

The goal of this series has been to provide some common ground—a basis for further thought, discussion, and action, Company-wide. Well, the series is over. It's in your hands now.

You *know* what to do.

But if you're a little uncertain about *exactly* what to do next, read on...

WHAT TO DO NEXT...

Start a discussion. Ask your team, work group, and/or manager: “How can we be more empowered?” Focus on the three main components of Empowerment:

- **Direction and Communication**
- **Ownership**
- **The Way We Work**

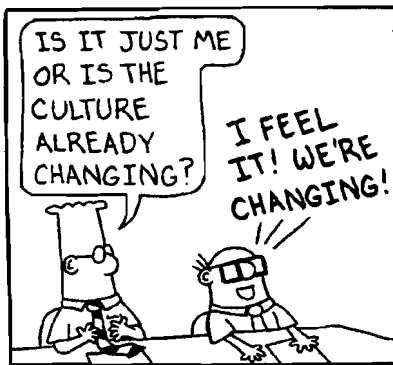
To help you start a discussion, consider:

1. Having the team ask some self-examination questions:

- **Direction**—*Is the team engaged in the vision for our group? Do we know our goals and objectives? Do we know how we fit into the bigger picture?*
- **Ownership**—*Do we value each other’s perspective? Are we given the authority we need to get the job done?*
- **The Way We Work**—*Do we give each other constructive feedback? Do we say “thank you”? Are we each developing skills to become even more valuable to the team? Do we cooperate? Do we always speak openly and honestly?*

2. Having the manager ask some self-examination questions too:

- **Direction**—*Do I have a vision for our group? How does it fit into the bigger picture? How do I enable employees to see themselves in the vision and articulate its meaning? Have I clearly communicated goals and objectives?*
- **Ownership**—*Do I treat each employee with respect? Do I maintain the right balance between making a decision and letting the work group decide?*
- **The Way We Work**—*Do I give each member of the team constructive feedback? Do I seek it as well? Do I say “thank you”, as well as provide recognition? Do I support team members in their development? Do I insist we all work cooperatively? Is my behavior consistent with what I say?*



3. Looking through some of the cartoons appearing in this series. Has anything happened in your group recently that could become a cartoon? Have a discussion.

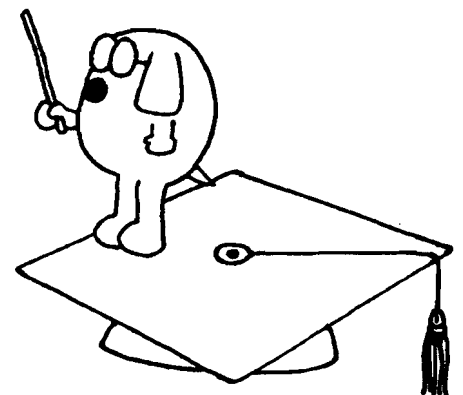
4. Looking at your most recent EM&S results. The survey measures the elements of the Empowering Work Environment, and is a useful tool for identifying and closing gaps. See what you and the team need to work on.

Use the **TAKING ACTION!** guide as a tool in supporting the process.

Rely on Quality Tools and Process to help you move forward.

Once you’ve identified the issues that are holding the team back, **commit to what you can do** to help change things. **Then, get out of each other’s way and do it.**

Then, **be prepared to be amazed!** Remember: *You know what to do.*



READY FOR THE GRADUATE COURSE?

JUST TURN THE PAGE...

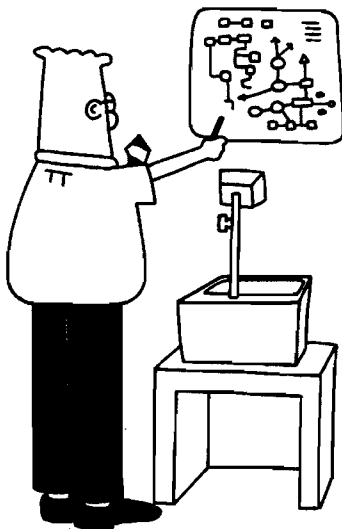
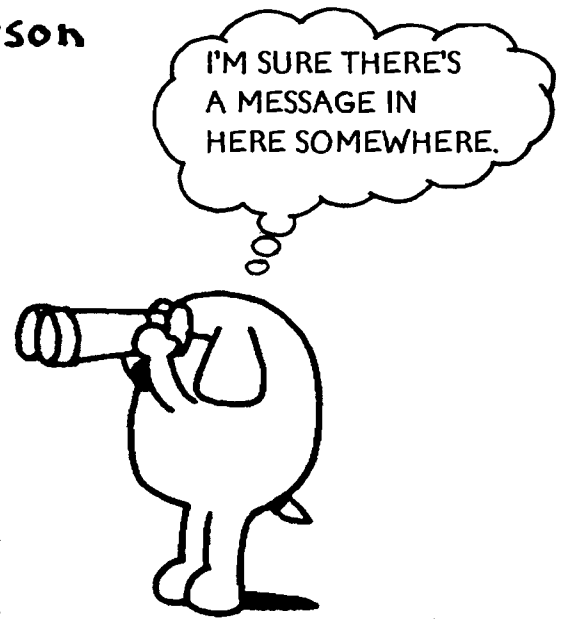
Going Deeper: From the Empowered Work Place to the Empowered Person

As individuals working in an Empowering Work Environment, we make contributions to business results in many different ways. At different times—and at different points in our careers—we may play different roles. And certainly, we'll always interact with people in different roles, on a daily basis.

But no matter how large or complex the organization is, and regardless of the twists and turns an individual's career may take, all of these roles can be divided into three simple categories:

- Leader
- Individual
- Team

The categories reflect the position from which we make our contributions—they denote where we are at the moment the contribution is made. This is important to recognize, because the qualities necessary to achieve success in one situation may be very different in another. And, on any given day, an individual may need to act as a leader on one project or task, an individual contributor on another, and as a team member on a third.

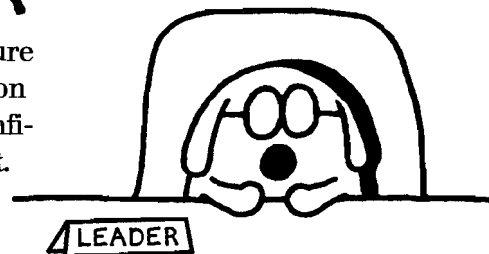


CONNECTING THE DOTS: ANOTHER VIEW OF THE MODEL

The Empowering Work Environment model illustrates not only an environment, but also the qualities and behaviors necessary for a person to succeed in that environment, in a particular role. Those qualities and behaviors are linked to the three essential components of Empowerment: Direction and Communication, Ownership, and The Way We Work.

THE EMPOWERED LEADER

The Empowered Leader must provide clear vision and direction, ensure that the vision is meaningful to people, and that the vision and direction are aligned with the business needs of the Company. The leader is confident in making changes and flexible enough to listen and reflect input. Participative management builds trust and respect.



Think about the elements of Empowerment from the leader's perspective. Here are some words that might come to mind in describing an Empowered Leader.

EMPOWERED LEADER

Direction and Communication	Ownership	The Way We Work
Visionary	Personal Security	Respectful
Inspiring/Motivating/Energizing	Values Diversity	Innovative
Translator	Leverages and Shares Resources	Trustworthy
Self-Direction and Boundaries	Flexible	Consistent
	Change Agent	Facilitator
		Learner
		Participative

Think about it.

THE EMPOWERED INDIVIDUAL

Empowered Individuals understand how they fit into the broader Xerox vision and direction. They are engaged and committed to the process and bring the requisite skills to make a full contribution.

Think about the elements of Empowerment from the individual's perspective. Here are some words that might come to mind in describing an Empowered Individual.

EMPOWERED INDIVIDUAL

Direction and Communication	Ownership	The Way We Work
Engaged in the Vision	Committed	Competent and Skilled
Self-Directed	Resilient	Participative
Manages Process	Has Courage	Has Information and Tools
		Adaptive
		Reflective, a Learner

Think some more.



THE EMPOWERED TEAM

The Empowered Team shares the vision and goals and manages the work processes and practices. The Empowered Team should be a model for organizational learning.



Think about the elements of Empowerment from the team's perspective. Here are some words that might come to mind in describing an Empowered Team.

EMPOWERED TEAM

Direction and Communication

Self-Managed

Shared Visioning

Shared Goals

Aligned Work Practice

Ownership

Self-Organizing

Self-Assessing

Understands Work Practices

Active Community Membership

The Way We Work

Collaborative

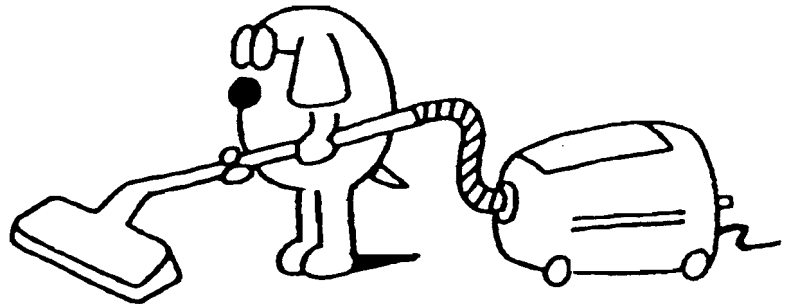
Focus on Greater Good

Sharing of Best Practices

Valuing Diversity

Models Organizational Learning

And, think again.



LARRY M MASINTER
PARC-000
00003687

YOU KNOW WHAT TO DO

At the heart of Empowerment is Ownership. That's another way of saying that at the center of it all is the fundamental belief that *people* make it happen.

So, start a discussion. Start several discussions. Make a difference. Empowerment begins and ends with you.



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We'd like to hear from you!

(YOU DIDN'T **REALLY** THINK YOU WERE GOING TO GET AWAY WITHOUT A SURVEY, DID YOU?)



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If you've gotten this far, we know we've accomplished one of our objectives...most likely, you've *read* this stuff! However, there are a few things we'd like to know in order to develop additional tools and resources.

1. How thoroughly did you read this five-part series? (Circle one.)

Not at All	Skimmed It	Read Some Sections	Read Most Sections	Read All Sections
1	2	3	4	5

2. How would you rate your understanding of the Empowering Work Environment **before** reading these materials? (Circle one.)

Poor	Sketchy	Good	Comprehensive
1	2	3	4

3. How would you rate your understanding of the Empowering Work Environment **after** reading these materials? (Circle one.)

Poor	Sketchy	Good	Comprehensive
1	2	3	4

4. How strongly would you agree or disagree with the following statement? (Circle one.)

I believe Xerox is committed to creating a more Empowering Work Environment.

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	2	3	4	5

5. What aspects of the Do-It-Yourself Empowerment Kit had an impact on you? (Check all that apply.)

- The definition of Empowerment was understandable.*
- The model now means something to me.*
- The humor was entertaining.*
- The "Think About It" questions actually made me think about our work environment.*
- These materials encouraged me to discuss the content with the people I work with.*
- The thoughts on "Developing an Empowering Work Environment" will help me to take action.*
- The style of writing kept me reading.*
- Describing the Empowering Behaviors made me think more carefully about my own behavior.*
- The use of Dilbert™ characters held my attention.*
- The use of Dilbert™ strips reminded me of what **not** to do.*
- Other (please describe).*

6. If you had to state it in just a few words, what one thing did you walk away with after reading this material?

7. Do you feel you'll be able to use this information? How are you going to apply it?

8. What additional information or resources do you need in order to help develop a more Empowering Work Environment?

9. Please use this space for any additional comments you may have:

In the next phase of this initiative, we would like to establish a forum for sharing best practices. If you feel your group has a best practice in creating an Empowering Work Environment or a best practice in any of the specific areas of Empowerment (Vision, Feedback, Trust, etc.) and are willing to share your story, let us know. Write a short synopsis of your story, including your group's name and contact person (phone number and address), and send to Carol N. Miller (Carol N Miller@mc.xerox, internal mail 810-01A). We would love to hear and **share** your story!

Thanks for taking the time to provide us with your feedback. Please fold and staple or tape, and return via internal mail to Corporate Human Resources, 810-01A.