

How do You Empower Your Employees?

The Empowerment Patterns Inventory

It is beneficial to learn to use our preferred pattern for its own merits, and not for show or out of habit. To strengthen their sense of empowerment, managers, and employees should recognize the patterns they favour, then assess how they utilize them.

Instructions

Please indicate your level of agreement with each statement below by assigning a number from 1 to 8, where 8 represents the statement that best describes you and 1 represents the statement that least accurately describes you. Within each group, use the numbers 2 through 7 to indicate your level of agreement with the remaining statements. Do not leave any lines blank, and do not use any number more than once.

Group 1

1. I pay attention to when others feel uncomfortable. ()
2. I have high standards, and I ensure that they are well known. ()
3. I frequently put on a smile even when not feeling particularly cheerful. ()
4. My face tends to be emotionless and not reveal my feelings. ()
5. Others have commented that my clothing choices are uncommon. ()
6. I have numerous physical injuries. ()
7. My desk is filled with neatly organized papers. ()
8. I have achieved success. ()

Group 2

9. I am willing to delay obtaining what I desire. ()
10. People tend to view me as someone who aims for excellence. ()
11. It is common for me to nod when others are talking. ()
12. In meetings, I tend to be relatively quiet. ()
13. Having a personal style adds to the enjoyable atmosphere. ()
14. My communication style is clear and energetic. ()

15. I am respectful to people in positions of authority. (___)

16. I aspire to become a teacher. (___)

Group 3

17. I believe that I may get rewarded after my next job. (___)

18. I tend to silently criticize individuals who do not meet my expectations (___)

19. Humour is an effective way of connecting with colleagues at work. (___)

20. Minimal information sharing is preferred. (___)

21. I tend to arrive late and depart early in meetings. (___)

22. I am not a fan of assessing other people's performance. (___)

23. My pictures often feature me wearing formal attire. (___)

24. I usually arrive before meetings. (___)

Group 4

25. Assisting others with their problems may result in receiving what I need. (___)

26. I prefer my clothing to be colour-coordinated to avoid mismatching. (___)

27. My goal is to emulate the person who supervises me at work. (___)

28. I keep humour to a minimum at work. (___)

29. I have the technical skills and capability to handle challenges. (___)

30. I am not comfortable with emotional interactions. (___)

31. I prefer having structure and organization in my life. (___)

32. I have a comprehensive filing system for my office. (___)

Group 5

33. People sometimes require assistance, and I am in a position to help them. (___)

34. It is important to maintain a clean environment, including desk, clothes, and home. (___)

35. I usually do not insist firmly when requesting something. ()

36. I strive to be considerate of other people. ()

37. I prefer to be my own person. ()

38. People typically understand my position. ()

39. Being formal and polite demonstrates respect for others. ()

40. I have an interest in mathematics, accounting, and engineering. ()

Calculation

1. Record the assigned number for each sentence using the scoring grid provided.
2. Compute the total score for each of the eight sets of five questions. The score for each group must be between 5 and 35.
3. Identify the group of questions or pattern with the highest and lowest total scores. It is possible that your totals indicate a preference for, or lack of use of, more than one pattern.

Scoring Grid							
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.
Pattern A	Pattern B	Pattern C	Pattern D	Pattern E	Pattern F	Pattern G	Pattern H

My most preferred pattern is _____

My least preferred pattern is _____

Result

1. Observe which of the eight patterns listed above received the highest total score from you. This pattern is your preferred approach to problem-solving. However, relying too much on this pattern may lead to inappropriate use of it, thereby making it a potential vulnerability.
2. Similarly, note the pattern with the lowest total score from you. This is the pattern that you use the least frequently. Situations that demand the use of this approach will be challenging for you as it is not part of your usual problem-solving repertoire, indicating a blind spot in this area.
3. Finally, take some time to read the brief description of each pattern.

Pattern A: Lifesaver

People who favour this pattern have found that they are able to get what they desire by helping others. If someone aids others, they will be rewarded with what they are looking for in return, constituting a mutual exchange of value. Lifesavers often view themselves as having a higher status than those they help. It also means that for Lifesavers to feel empowered they first need a constant supply of people to save. The Lifesaver may be disappointed and cynical if the person being rescued does not show an appropriate level of gratitude for their actions.

Pattern B: Precisionist

Those who embrace this pattern think that exhibiting a lack of faults will allow them to obtain what they desire from others. The characteristics often associated with a sense of being entitled include perfectionism, complying with expectations, achieving set goals, respecting authority figures, keeping a polished appearance, avoiding mistakes, and following expected procedures at work. This pattern makes it difficult to criticize the people who employ it, thus decreasing the risk of confrontation. Precisionists find it hard to improve since they do not make errors.

Pattern C: Delighter

The Pattern favoured by some individuals involves obtaining their desired outcomes from others by eliciting happiness in them. This is achieved through various methods, such as frequently smiling, quickly apologizing, exhibiting pleasant behaviour, utilizing humour, fitting in with others, having strong interpersonal skills, maintaining a positive mindset, and adopting an appearance that is compatible with others. However, adhering to this Pattern necessitates denying one's natural feelings, including conceit, arrogance, anger, and contempt. Furthermore, Delighters who follow this Pattern may experience a sense of imbalance in their relationships, feeling that they give more than they receive.

Pattern D: Distancer

People who adopt this pattern tend to be aware of potential dangers. Bosses can demand high levels of performance, downsizing of jobs is common in the workplace, takeovers by larger organizations are prevalent, and staff dynamics can create various pressures. Distancers believe that by distancing themselves from conflict and taking time away from others, they can protect themselves and achieve their goals. Utilizing this pattern can lessen one's visibility, but it can likewise impede the desire to experience closeness and a sense of union with other people.

Pattern E: Mutineer

Those who adopt this pattern often gain what they desire by refusing to comply with the authority, regulations, standards, and structures enforced by those around them. They make

their own rules, asserting their freedom and independence. They are inclined to engage in conflicts and disputes and enjoy debating with other people. Mutineers often butt heads with those in authority, yet they still need the latter to provide rules and structure as that forms a basis for the former's resistance. The Mutineer pattern suggests rejecting the desire to gain approval from others and committing to something other than oneself.

Pattern F: Attacker

Those who advocate the Attacker pattern maintain that strength is essential to success and obtaining what they desire, so they strive for power. Attackers have a fear that nothing is intrinsically worthy of being held onto. They strive to gain control over unfamiliar things. They are attempting to find fulfilment within themselves that cannot be achieved. This pattern can lead to feelings of isolation as it denies the urge that many people have to depend on and be regulated by someone else; a phenomenon termed "escaping from freedom" by Erich Fromm.

Pattern G: Bureaucrat

Those who favour this pattern tend to be attracted to rules, policies, structure, and order. They avoid conflict and demonstrate politeness, respect, and distance. The bureaucrats' approach is characterized by objectivity, detachment, precision, and impartiality. Bureaucrats are successful in achieving their goals by carefully following the regulations set out by those in authority. This pattern has been used to reduce confusion and chaos among Bureaucrats, resulting in a decrease in passion, excitement, active commitment, willingness to change, and love.

Pattern H: Intellectual

Those who favour this pattern favour a complex world of abstract ideas, logic, models, designs, datasets, and research studies. They avoid "soft" topics like intuition, feelings, emotions, and subjectivity. This pattern allows Intellectuals to achieve their goals by impeding other from refuting them. This type of behaviour disregards the feelings of others, making it difficult to create intimate relationships.

Planning

Three ways of being courageous that can lead to empowerment, allowing people to respond with compassion instead of aggression, rebellion, or disobedience are:

1. View things objectively. Do not excuse yourself, provide explanations, or escape into fantasies. Feeling crazy, weak, and powerless can be exhausting.
2. Acknowledge your role in the issue. We can only control our own actions. When we blame others for our problems, it does not lead to tangible solutions and can result in a feeling of helplessness.
3. Describe the situation accurately and provide necessary information to those involved.

Practice

1. What is your preferred method of empowerment? What is the purpose of using that pattern, for its own sake or to obtain something from other people?

2. Are you happy with your current pattern? if so, What steps can you take to build on your success? if not, What steps can you take to optimize your use of the pattern?

3. What type of empowerment pattern has been most effective in your organization? Which appears to work least well? What is the reason for this? What conclusions can you draw about your organization?

4. What challenges must be addressed when implementing Block's model of authentic empowerment in the organization? What strategies would you use to address these challenges?

5. Do you use the same approach to empowerment in work and non-work contexts? What differences can be observed in the various patterns of language used in different contexts? Do either of these patterns seem more comfortable to you?