

Good case study on structural empowerment

[Business](#), [Company](#)



Introduction

Wine Lovers Enterprise reels under issues of gender tension as well as market saturation. On the one side, Ted faces challenge to build a relationship with employees to mitigate their concerns, there are tests ahead to mingle Chinese consultants into a colossally different American culture. As such, Ted needs to emphasize his role as relationship builder, and devise effective ways to address cultural diversity in the organization.

Simultaneously, he has to increase organizational performance by aligning employees to his vision. It is, thus, required that he share his power with employees and empower them to improve their skills' base and make informed decisions at all levels.

This paper, primarily, aims to create a leadership plan for Ted to bring out structural empowerment in the company with a brief discussion on associated issues as well.

Theoretically speaking, two systemic sources of power in an organization are: formal and informal power. While formal power comes from high designation jobs, informal power develops through building alliances and relationships with colleagues and peers. Kanter has developed following six dimensions to bring out structural empowerment:

- Access to information
- Access to support
- Access to resources
- Opportunities for advancement
- Informal Power

Considering the scenario in Wine Lovers Enterprise, it would be imperative

for Ted to focus on imparting more opportunities to women for advancement, and strengthening informal power within the company. It is authentically disturbing that women don't have representation in upper management despite constituting whopping percent of the total workforce. Therefore, Ted must focus on following solutions to create satisfaction and bring out structural empowerment.

1. Opportunities for Advancement

It seems as if Ted has some preconceptions and suspended beliefs in mind that, to an extent, restrict him to believe in women's capabilities to handle senior level positions. It is important for a leader to be as open as possible-free from any biases and preconceptions. Ted, thus, must offer opportunities to middle women managers to rise to upper management level if their skills, experience and knowledge suit to that. It will help increase the female representation, mitigate women concerns, and bring fresh ideas of managing.

The case of Wine Lovers does reflect biases as none of the women holds a position in upper management despite grabbing 3 percent of management positions. Somewhere, it plummets down the morale of employees and pushes them back to optimize their abilities. Given such a scenario, it is imperative if Ted applies equity theory of motivation that emphasizes on reaching a balance between inputs and outcomes. Primary problem with the organization relates to recognition and women representation; Ted, as a solution, must give a chance to women, working at senior positions, to handle more challenging upper-level management. If required, knowledge transfer sessions and on-job training sessions can be arranged to instill a

sense of motivation and confidence among them.

2. Strengthening Informal Power in the Organization: Role of Ted as Relationship Builder

Researchers have conducted many studies linking the concepts of leading and relationship building; there is unanimity among scholars about positive connection between these concepts. As such, it is quite significant for a leader to build camaraderie among employees to fulfill the vision and organizational goals.

Ted, primarily, needs to be responsive to employees' concerns; that would be the first step in the direction of strengthening relationship. Instead of being doubtful and dogmatic, he rather needs to motivate women employees to take up challenging roles and hone their skills. As Wine Lovers is run by women, Ted must act as a vehicle to bring the perceptual change; not only for the benefit of his organization but the society as a whole. The gender issue his organization is struggling with is no more specific to a single company; organizations across the world are making efforts to increase women representation in higher positions.

Secondly, Ted must make efforts to pep up healthy interaction and communication with employees. It is necessary to address concerns that are developing in their mind before an unpleasant outburst occur (Motivation in the Workplace, 2013). The news of women leaving jobs and unionization do reflect that employees are not satisfied with job roles. An effective and open communication on the part of Ted would help them discuss their problems more openly with better possibilities of resolving these.

Ted, having formulated a different organizational structure, created a vision,

not only for the company but also for the society. Now, being responsive and interactive to his employees' needs, he must put forward his role as relationship builder.

Addressing Cultural Diversity

As Ted has Chinese consultants on board, he must bring out a level of comfort by integrating these people into an alien American culture so as to optimizing their performance. There are following ways that will help him in effective management of diversity at the workplace.

- 1) Diversity training to new consultants to bring out familiarity with American Culture
- 2) Non-official meetings between American and Chinese employees
- 3) Designing neutral policies and procedures
- 4) Building a formal conflict management system to address cultural conflicts in a fair manner
- 5) Creating a support panel that will impart consistent support to them in language and other issues

Conclusion

Imparting advancement opportunities to women and strengthening relationship with peers are major requisites to bring out structural empowerment in the organization. Structural empowerment lies in power sharing and increase in decision-making capabilities of employees at all stages. Thus, Ted needs to motivate women to hone their skills by taking up challenging job roles. Designing on-job training sessions is also an excellent way to empowering employees.

As Kanter has stated, increasing informal power is also one of the ways to structurally empower the company. Ted, thus, needs to be more responsive and interactive in his approach so as to mitigate gender concerns looming the organizational success.

Lastly, Ted needs to integrate Chinese consultants among American workforce; a planned diversity training and support panel are effective ways to bring out the desired integration among employees of two different nations and cultures.

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