

Contents

Introduction	1
1 Enabling – ‘empowerment plus’	5
The 1990s and beyond - a world that needs enabling managers.....	6
Enabling and empowering - some key differences.....	7
Enabling as a process for focusing and controlling.....	11
The challenges and opportunities of ‘flatter organisations’.....	15
Summary.....	21
Activities: theory into action.....	24
2 Enabling – freedom within a framework	29
Autonomy with responsibility: ‘directed’ entrepreneuring.....	30
Understanding what is ‘mandatory’ and ‘discretionary’.....	38
Empowerment with delegation.....	41
Enabling - continuity of feedback with dialogue.....	45
Summary.....	47
Activities: theory into action.....	51
3 Enabling and facilitating	53
Enabling credibility.....	54
Enabling and self-help.....	57
Enabling and facilitating - ‘best practice’.....	61
Summary.....	66
Activities: theory into action.....	67
Personal communication style profile	69

4 The enabling coach 83

Coaching - a matter of learning, not teaching	84
The coaching process (1) techniques	86
The coaching process (2) sequence	88
The coaching process (3) issues of 'style'	91
Coaching the 'head' and 'heart' of it	92
Turning coaching into necessary action.....	96
Coaching the development plan	99
Summary.....	101
Activities: theory into action	104

Effective coaching profile 105

5 The enabling mentor 109

Mentoring - beyond coaching.....	110
Mentoring potential.....	112
The mentoring and coaching synergy	118
Mentoring within the context of changing career patterns	119
The new career and work patterns	121
Being a mentor	123
Summary.....	128
Activities: theory into action	130

Effective mentoring profile 133

6 The enabling sponsor 137

Sponsoring as a basis to enabling	138
Championing	139
Protecting	140
Organisational know-how	141
Gatekeeping	145
External sponsors as 'enabling emissaries'	146
Summary.....	148
Activities: theory into action	151

Effective sponsorship profile 153

7	Empowerment - the freedom to be and do more	157
	Empowering as an aspect of enabling	158
	Delegation	160
	Release of power	160
	Functional maturity	161
	Ownership.....	162
	The power in empowerment	165
	The 'feel' of empowerment.....	168
	Summary.....	171
	Activities: theory into action	174
	Power and empowerment profile	175
8	Empowered team working	189
	The age of the 'infopreneur'	190
	Learning and knowledge management in enabling.....	192
	Organisational learning - some key issues	198
	Summary.....	206
	Activities: theory into action	208
9	Leading by enabling in the information age	211
	Interdependence with independence	212
	The new era of uncertainty	214
	The 'heroic journey' - a path without end	218
	Activities: theory into action	222
	Bibliography	224