**Video Title:** Empower Your Customer-Facing Employees

**Video URL:** [**https://hbr.org/video/2363556833001/empower-your-customerfacing-employees**](https://hbr.org/video/2363556833001/empower-your-customerfacing-employees)

**Run Time/Source:** 2:38, Harvard Business Review

**Close Caption Available:** No

Empowerment of group members is presented on pages 302-303 of the textbook. This Harvard Business School video focuses on empowerment as it relates to customer contact workers. The five key points are as follows: (1) Change the organizational context (move from top-down to bottom-up). (2) Get rid of unnecessary work (busywork interferes with serving customers). (3) Streamline the processes you do need (again, free up customer contact workers to serve customers); (4) Get real-time data from the frontline (use data to analyze what customers really want). 5. Promote cross-collaboration (multilevel and multigenerational cooperation in understanding customer preferences).

*Questions for Thought and Discussion*

1. Why does changing the organizational context from top-down to bottom-up create empowerment in the organization?

2. Why bother empowering customer-facing employees?

3. Would you be concerned that if customer-contact employees were authorized to spend up to $10 to fix customer problems, that many of them would be using such empowerment on mostly friends and family members?

4. Identify one reason that the approach to empowerment shown in this video might create an enriched job for the customer-facing employee.

5. Part of the empowerment process described in the video is to get rid of unnecessary work. What would be an example of unnecessary work in the job of a customer-contact worker that you have observed in a job you have held, or in the job of another person?