## IT'S ALL ABOUT

# **POWER**

# Objective

How to use power to create a safer more collaborative workspace.

# Empathetic leadership in the eyes of US Workers

**Empathetic leadership** decreases employee turnover

**Empathetic leadership** boosts workers productivity

**Empathetic leadership** generates loyalty btw staff & bosses

Empathetic leadership leads to higher job satisfaction

Research Ernst & Young 2021

# Empathetic leadership in the eyes of US Workers

**Empathetic leadership** decreases employee turnover

79%

**Empathetic leadership** boosts workers productivity

90%

**Empathetic leadership** generates loyalty btw staff & bosses

88%

**Empathetic leadership** leads to higher job satisfaction

85%

## Question

How do we change our workplaces from I/Me to Us/We?

How do we transform our workplaces into "communities of people" who feel ...

Safe
Trust each other
Communicate well
are Authentic, Excited and Creative

# Different Types of Power

- SYSTEMIC
- **■** COLLECTIVE
- **■** STATUS
- KNOWLEGE
- INFORMAL
- ► POSITIONAL (ROLE)
- → PERSONÁL

# Positional Power

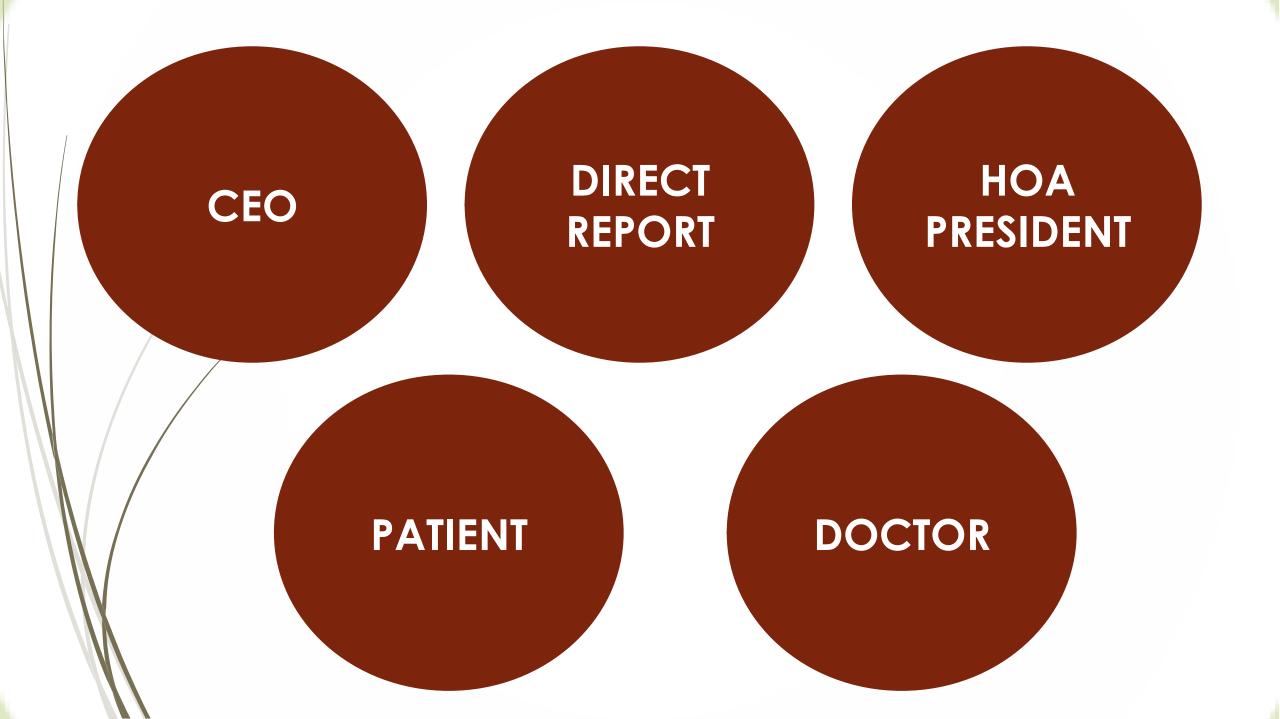
License to Act

POWER IS ATTACHED TO THE ROLE

EXTERNAL TO THE PERSON

HEIRARCHICAL

LICENSE TO ACT



## Power is Contextual...



# Personal Power

Capacity to Act

# Critical Importance of Personal Power

### Personality

Traits, characteristics, and how you have developed them

## Self-Development

Skills and abilities (hard and soft), self-awareness, and impulse-control, vulnerability

## Life Experience

Support, challenge, mentors, friends, and what you have made of it

## Sense of Purpose

Values and beliefs, sense of meaning, connection to a greater good

## Capacity to Act

Empathy, Compassion, Kindness, Influence, Vulnerability

#### **POSITIONAL POWER**

### License to Act

**PERSONAL POWER** 

Capacity to Act

# Using Power Well Means Growing your

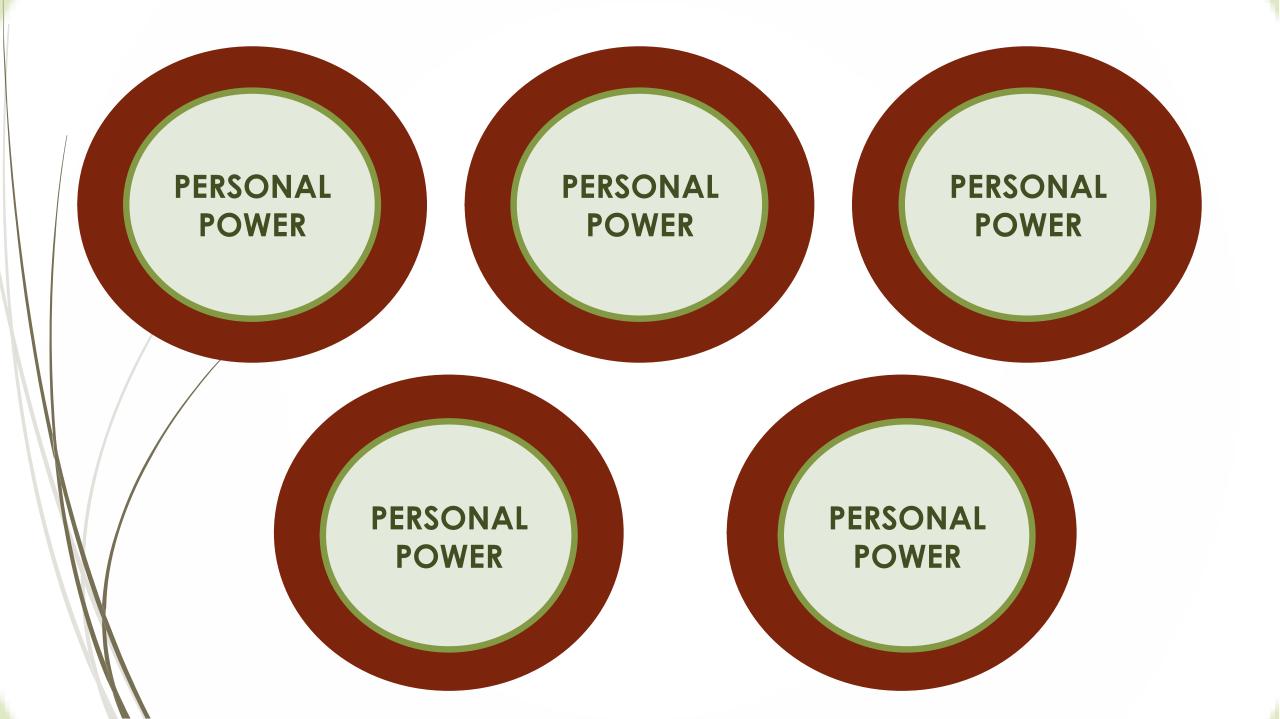
# Personal Power

## **Personal Power**

#### Why it's your most robust and effective power

- Belongs to you
- Cannot be taken away
- Context independent, you take it everywhere
- Doesn't depend on others for its value

Everything can be taken from a man but one thing... to choose one's attitude in any given set of circumstances, to choose one's own way." -



#### **High Positional Power**

#### **POWER USED POORLY**

Bad Bosses /Cronyism /Preferentialism

Politicians who have fallen from grace

Whole host of people we all know

#### **POWER USED WELL**

Nelson Mandela

Malala

Influential Teacher

**EMPATHY**/Courage/ Kindness/ Compassion

Low Personal Power

#### **INEFFECTIVE**

Passive Aggressive behavior

Avoid /unapproachable / Drama

Blame and Complain

**High Personal Power** 

#### **CHANGE AGENTS / HIGH POTENTIAL**

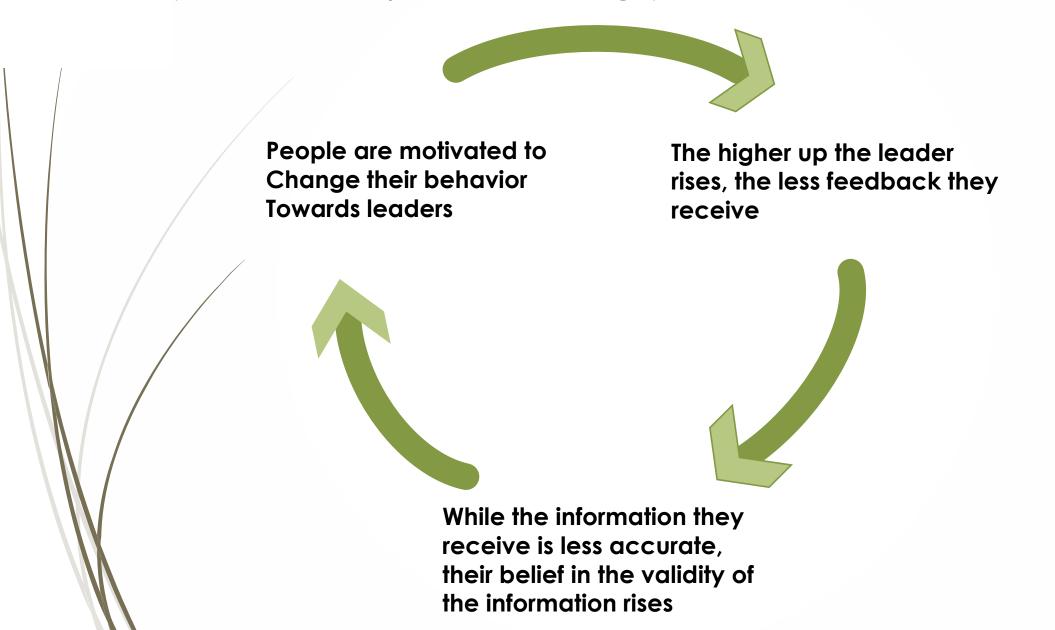
Nelson Mandela

Mother Teresa

# How power effects behaviors in the Workplace

#### Because power creates blind spots

"I have a flawed and incomplete understanding of what it's like to work with me." - Robert Sutton



## Lens of Power

- They harbor suspicions, become competitive and see you as an obstacle to their success.
- Their career and livelihoods depend on you, so they seek to please you.
- They see you as somebody who can further their agenda and lobby for their causes.

What happens if this behavior is NOT addressed, what are the costs?

# Activity

When have you experienced treating a colleague differently after they were promoted?

When have you been treated differently after being promoted?

# Power changes you and those around you

One of the hardest tasks of leadership is understanding that you are not what you are, but what you're perceived to be by others

- Edward Flom



The higher you rise, the greater your impact

The greater your impact, the more people change their behavior toward you.

The more people change their behavior to you, the less you see your impact.

The less you see your impact, the more likely you are to misuse your power.

\*Inspired by Julie Diamond

People hold deeply ingrained beliefs that it's dangerous to speak up or disagree with those in power...

~Amy Edmundson

# Traps of positional power

## Sense of Control when Over Confident

The more confident you are with your sense of control

- / The less interested you are in feedback or opinions from others.
- The less able to read others' emotions (diminished empathy- I/ME)
- The more likely to see others as a means to an end



## Sense of Control when Under Confident

The more unsure you are with your sense of control

- The less confident you feel, your direct reports are left to flounder
- This is a huge misuse of power

## Low Sense of Power Clouding a High Power Role

#### Leaders may ,...

- Act aggressively
- Use coercion and reward because they lack influence
- Hide mistakes, not ask for help
- Become triggered, reactive, and defensive
- Avoid difficult conversations, fail to take a stand
- / Fail to include other's perspectives or opinions
- Use power for self-serving ends
  - Become competitive or threatened by co-workers
  - Depend on others for validation





# Keys to using Power well

- Become Aware of Your Sense of Power
  - Know how your sense of power affects your use of power
  - ► Mind the gap see yourself from the outside in
- Watch Out for the Low Rank Trap
  - Understand your triggers
  - Develop practices for emotional self-regulation: prepare, manage, recover
- Grow Your Personal Power
  - Develop your personality and life experience to make them assets
  - Recognize and develop your superpowers (transferable, independent, unique)

- Welcome Feedback
- Embrace Conflict
- Grow leadership from within
  - ■On-Call
  - **■**Spokesperson
  - ■Skills Meeting
- Encourage others to speak first
- Intentions vs Impact
- Grace Under Fire

## Two Commitments

- One action you will take to use your positional power more responsibly
- One action you will take to strengthen your personal power

# THANK YOU

# My Contact information ...

#### **Lorraine Williams**

**EXECUTIVE COACH & LEADERSHIP FACILITATOR** 

KnowYourWorth Consulting

941-737-7747

Lorraine.Williams@kenniwill.com

www.kw-knowyourworth.com