

A decorative graphic on the left side of the page consisting of several thin, curved lines in shades of brown and grey, resembling stylized grass or reeds.

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



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)
- PERSONAL

Positional Power



License to Act

- 
- POWER IS ATTACHED TO THE ROLE
 - EXTERNAL TO THE PERSON
 - HEIRARCHICAL
 - LICENSE TO ACT

CEO

**DIRECT
REPORT**

**HOA
PRESIDENT**

PATIENT

DOCTOR

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.” -



**PERSONAL
POWER**

**PERSONAL
POWER**

**PERSONAL
POWER**

**PERSONAL
POWER**

**PERSONAL
POWER**

POWER USED POORLY

Bad Bosses /Cronyism /Preferentialism
Politicians who have fallen from grace
Whole host of people we all know

High Positional Power

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

Low Positional Power



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



**People are motivated to
Change their behavior
Towards leaders**

**The higher up the leader
rises, the less feedback they
receive**

**While the information they
receive is less accurate,
their belief in the validity of
the information rises**


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

The image features several thin, curved lines in shades of brown and grey on the left side, resembling stylized grass or reeds. The lines are vertical and curve slightly to the right.

THANK YOU

My Contact information ...

Lorraine Williams

EXECUTIVE COACH & LEADERSHIP FACILITATOR

KnowYourWorth Consulting

941-737-7747

Lorraine.Williams@kenniwill.com

www.kw-knowyourworth.com