

Assessing YOUR Power Intelligence

Assessing power intelligence means evaluating many different uses of power: our own sense of personal power (our capacity to act, influence, and impact our environment), our use of power with others, our use of positional power, and how well a team or organization uses its power.

It is important in assessing the use of power to know what specific behaviors are at play, and what underlying competencies and skills need to be addressed. This activity helps you assess all of those uses of power, and also identifies the areas of focus and competencies necessary for further development.

Instruction:

Consider the use of power of your client, team, organization, or yourself. How well is power used, and what underlying competencies need to be addressed?



USE OF POWER WITH **SELF**

How solid is your personal sense of power?

- Do you suffer from a lack of confidence?
- Do you hide things about your style you think aren't valuable?
- Do you suffer from "imposter syndrome," afraid to be "found out"?

Areas of improvement:

Ability to self-assess and self-correct

- Do you know your weaknesses?
- Are you afraid of being wrong, making mistakes, being uncertain in public?
- Can you admit and take responsibility for your mistakes?

Areas of improvement:

Emotional self-regulation

- Do you lose your cool?
- Do you get easily derailed?
- Do certain people or situations knock you off balance?
- Do you say things you regret?

Areas of improvement:

Do you depend on external sources to exert power?

- Do you find yourself needing positive praise or feedback too much?
- Do you struggle with criticism?
- Do you get easily stung or knocked out by what others say or think?
- Do you overuse rules, coercion, reward, or manipulation to get work done through others?

Areas of improvement:

USE OF POWER WITH **OTHERS**

How conflict competent are you?

- Do you fall easily into power struggles?
 - Do you often get embroiled in gossip, drama, or pulled into staff issues?
 - Do you escalate conflict too easily?
- Can you hold a difficult conversation, or raise a controversial topic, if necessary?

Areas of improvement:

How well can you inspire, influence, and motivate others?

- Do you have trouble winning buy-in from others?
- Do people follow you and respond to your ideas and directives with enthusiasm?
- Can you influence people up, across, and down the organization?

Areas of improvement:

Do you create spaces where people can engage freely and enthusiastically?

- Do people around you participate actively, freely, regularly?
- Are meetings dynamic, with new and fresh perspectives being shared by newcomers as well as veterans?
- Do people know what they have to do? Are newcomers able to jump in relatively easily and quickly?

Areas of improvement:

USE OF POWER TO SERVE THE ROLE

Are you aware of the role you play?

- Do you feel isolated in your role?
- Are you troubled by people's expectations, projections, or assumptions?
- Do you sometimes let your high rank go to your head?
- Are you aware of the magnifying and distorting effect of your rank?

Areas of improvement:

Are you aware of your responsibilities—and your limits?

- Do you suffer from burnout, feel overextended or exhausted?
- Do you get drawn into turf battles or feel protective of your silo?
- Are your decisions aligned by an overarching purpose or goal, or are they sometimes haphazard and made on the fly?

Areas of improvement:

Do you ever let your self-interests override organizational interests?

- Do you keep an arm's-length distance with subordinates, clients, or customers?
- Do you sometimes inconvenience others with favors, by coming and going as you please, by indulging in the freedom of your role?
- Do you ever use your position to forward your own agenda?

Areas of improvement:

THE ORGANIZATION'S USE OF POWER

Is the organization insular or inflexible?

- Is your group or organization subject to “group think,” cycling around the same issues and coming up with the same solutions repeatedly?
- How does your team or organization respond to negative feedback? Does it reject negative feedback, critique the messenger, or get defensive about its “special way” of doing things?
- Does your team or organization engage in double-loop learning: questioning its assumptions and beliefs, and embracing knowledge from outside its industry, sphere of knowledge, or function?
- Is there a lack of innovation and creativity on your team or in your organization?

Areas of improvement:

Does the organization feel fair, equitable, and inclusive for all?

- How equitable are conversations and meetings? Who is interrupted? Who holds the floor more? Whose contributions are solicited, followed, and respected?
- Does the culture feel respectful, safe, and open for all?
- Are decisions made in a way that is transparent and rational? Are people able to ask about them, discuss them, and even appeal decisions when appropriate? Are methods for doing so easy to access and follow?

Areas of improvement: