

## **How well do you use power? Do you want more power? What is the source of your own power?**

**As a leader, your effective or ineffective use of personal and positional power is one of the most critical factors in your success. THE POWER LAB is a 2-day experience to recognize, understand, and re-deploy your own power in service of your purpose.**

The Power-lab is designed to facilitate your learning; it's not a lecture-based course. Yes, the course is grounded in a variety of resources selected rigorously for their own value to you as a learner, but we learn about power by experience. Our aspiration is to make of this course a very personal experience for you; we designed it with the intent to facilitate your own learning on power at a deeply personal level through an intensive experiential design. (That means, NO POWERPOINT!).

### **Why attending the Power-lab?**

From bosses to parents, politicians to protesters, power is in the hands of everyone, everywhere. And yet we struggle to use and understand it. We need a better approach to power. People want to use their power more effectively, to make an impact, to work across difference, and to solve our complex social problems. But when we use power poorly, those around us suffer and become disengaged. As a result, we lose their valuable contributions.

Do you see some of these common power problems in your organizations, teams, and clients?

- **Disengagement:** Micromanagement and other disempowering behaviors lead to resignation, apathy, and disengagement. Leaders who use personal power well create more engaged teams, with higher levels of commitment, follow-through, and creativity.
- **Difficulty influencing without authority:** When leaders have only one kind of power at their disposal, such as their positional authority or expertise, they aren't able to influence up, down, across, and outside the organization. Getting work done in today's organizations increasingly requires a fluid and contextually independent power to influence stakeholders across and outside the organization.
- **Avoiding conflict and difficult conversations:** Underuse of power is as harmful as overuse. Timid leaders fail to confront problems, keep meetings on track, set deadlines, and hold people accountable. Personal power is essential for getting results, whether it's to develop people, hold tough conversations, or swim against the current when necessary.

*"Come ready to get to work! There is no PowerPoint and a lot of energy and buzz in these classes. It's not like you're going to school. It's active. It's innovative and transformational. The best part is that what you learn you can apply the very next day!"*  
– Power Lab participant

# **What do we teach in the Power-lab?**

Here is an overview of our hands-on, practical, research-based instruction for how to better perform a business task or navigate a problem related with power (the 4 modules are delivered over 3 days.)

## **Module 1 –An Introduction to Power in Organizations**

- What is power? A few distinctions and The special problem of power
- What are the determinants of power use and misuse? What easily leads to derailment?
- The psychological characteristics underlying power use and the competencies for using power effectively
- What to do to increase your own power tomorrow
- Why don't we have power? CHECK: How much power do you have? The bases of power

## **Module 2 –Power, Powerlessness and Authority**

- Are you powerful or are you powerless? Individual/collective resources for power and the faces of power
- Dealing with powerlessness: the Power Cube
- Leading with or without authority: what's the difference? Is Authority overrated?
- What are your own superpowers? An introduction to Personal Power
- Questions of Purpose: using values to anchor your own exercise of power

## **Module 3 – Deploying your own Power in Organizational Politics**

- What does it mean to influence? The nine Influence styles: What is your default influence style?
- Understanding the “secret stakes” of organizations
- Thinking politically and understanding organizational “factions”
- The “Faction Map” and becoming a power intelligent leader

## **Module 4 – Dissent, Resistance and Organizational Change**

- “Power Over” vs. “Power With”: what's the difference
- How do we dissent constructively in organizations? Strategies of successful resistance
- Giving voice to value and mobilizing resistance in organizations: from participating to breaking barriers to participation
- How to deal with special situations: What if the powerless cannot even conceive the possibility of challenging power?
- Tools and Techniques to tap into “Power with” in organizations and lead successful Organizational change initiatives

## The Power Lab Online - Schedule for Online Delivery

Instructor: Adriano Pianesi

TBD

Day 1: TBD		
Time (All EST)	Format	Session
9:00- 9:30 am	Live discussion	Introduction & Opening Exercise: Becoming a power intelligent leader
9:30-10:30 am	Live discussion	What is power? Exploring 10 definitions
10:30-10:45 am	Independent time	Break
10:45-11:00 am	Live discussion	Don't let power corrupt you! Determinants of power use and its misuse
11:00-11:45 am	Live break-outs	How much power do you have?
11:45-12:00 pm	Independent time	Key concepts/Readings
12:00-1:30 pm	Independent time	Break
1:30-2:00 pm	Live discussion	Personal power, bases of power and social hierarchy
2:00-2:30 pm	Live break-outs	Power in Social Systems: Who has more power "right here, right now"
2:30-3:15 pm	Live discussion	Power-Approach Theory for everyday life in organizations
3:15-4:00 pm	Independent time	Coursework Preparation

Day 2: TBD		
Time (All EST)	Format	Session
9:00-9:30 am	Live discussion	Opening Exercise
9:30-10:00 am	Live discussion	Resistance, Dissent, and Empowerment:
10:00-10:30 am	Live discussion	Copying with Tyranny in organizations
10:30-10:45 am	Independent time	Break
10:45-11:45 am	Live discussion	Authority, abusive authority and the process of authorization
11:45-12:00 pm	Independent time	Key concepts/Readings
12:00-1:30 pm	Independent time	Break
1:30-2:30 pm	Live discussion	Political skills: deploying your own Power in Organizational Politics
2:30-3:15 pm	Live discussion	Resource Dependence Theory for everyday life in organizations
3:15-4:00 pm	Independent time	Coursework Preparation

Day 3: TBD		
Time (All EST)	Format	Session
9:00-9:30 am	Live discussion	Mobilizing Organizational Power for Change
9:30-9:45 am	Live discussion	Thinking politically and understanding organizational "factions"
9:45-10:45 am	Live break-outs	The "Faction Map": revealing the "secret stakes" of organizations
10:45-11:00 am	Independent time	Break
11:00-12:00 pm	Live break-outs	Constructive dissent in organizations. Strategies of successful resistance
12:00-1:30 pm	Independent time	Break
1:30-2:00 pm	Independent time	Debriefing & Self-Evaluation
2:00-3:00 pm	Live break-outs	Four practices to mobilize the collective power for change in organizations
3:00-3:30 pm	Live discussion	Answering Impromptu Questions
3:30-4:00 pm	Live discussion	Final Discussion: from "power over" to "power with"