



Power-With Organizational Diagnostic

'Power-with' organizations are more resilient, impactful, and joyful. These are companies and teams that share power well rather than relying on 'power-over' top-down control. Use the diagnostic below to evaluate your organization (from the book [Lead Together: Stop Squirreling Away Power and Build a Better Team](#) by Tania Luna):

	POWER-WITH	POWER-OVER
Mission & vision	<ul style="list-style-type: none"> - Co-create it - Keep it clear and accessible 	<ul style="list-style-type: none"> - Announce it - Keep it in the leader's head
Values	<ul style="list-style-type: none"> - Co-create them - Value sharing power - Hold everyone to them 	<ul style="list-style-type: none"> - Announce them - Value winning - Give people with power a pass
Strategy	<ul style="list-style-type: none"> - Co-create it - Keep it clear and accessible - Check that all understand it 	<ul style="list-style-type: none"> - Announce it - Keep it in the leader's head - Assume no one needs to know
Decision-making	<ul style="list-style-type: none"> - Highly distributed authority - Norm of gathering perspectives - Clear decision criteria - Explain reasons for decisions 	<ul style="list-style-type: none"> - Highly concentrated authority - Norm of deciding alone - Criteria live in the leader's head - Announce new mandates
Org design	<ul style="list-style-type: none"> - Distributed authority - Few levels of leadership - Self- and team-management - Adaptive and evolving - Highly cross-functional - Few rules and restrictive policies 	<ul style="list-style-type: none"> - Hierarchical authority - Many levels of leadership - Frequent manager supervision - Fixed and slow to change - Highly siloed - Frequent need to get approval
Leadership	<ul style="list-style-type: none"> - Collaborative goal-setting - Collaborative work planning - Mutual accountability - Help people learn and grow - Accessible and approachable - Catalyze team effectiveness - Rely largely on influence 	<ul style="list-style-type: none"> - Managers define goals - Managers assign tasks - People report to manager - Ensure people get work done - Intimidating or difficult to reach - Define and direct work - Rely largely on authority

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	POWER-WITH	POWER-OVER
Hiring & recruiting	<ul style="list-style-type: none"> - Assess based on observations - View differences as an asset - Apply standardized process - Use diverse hiring sources - Minimize barriers to entry - Invite candidates' questions - 2+ decision-makers 	<ul style="list-style-type: none"> - Assess based on resume - Focus on "culture fit" - Follow gut instincts - Rely only on personal network - Require many qualifications - Hold one-way interviews - Manager decides alone
Work conditions	<ul style="list-style-type: none"> - Collaborative time-off planning - Flexible work hours - Flexible location 	<ul style="list-style-type: none"> - Manager approves time off - Mandated work hours - Required location
Compensation	<ul style="list-style-type: none"> - Transparent criteria - Consistent criteria - 2+ decision-makers or self-set 	<ul style="list-style-type: none"> - Criteria live in leader's heads - Inconsistent approach - Fate rests only in manager's hands
Roles	<ul style="list-style-type: none"> - Focused on purpose - Clear success metrics - Clear decision-making rights - Frequently updated - Rotating and shared roles 	<ul style="list-style-type: none"> - Focused on tasks - No clear definition of success - Vague decision-making rights - Quickly outdated - Fixed roles and titles
Growth & learning	<ul style="list-style-type: none"> - Focused on learning - Value questions - Frequently peer-led - Cross-functional learning - Multi-directional feedback - Prioritize developing skills 	<ul style="list-style-type: none"> - Focused on knowing - Value answers - Exclusively top-down - Specialized and siloed - Top-down feedback only - Prioritize hiring "A players"
Careers	<ul style="list-style-type: none"> - Focus is on impact - Opportunities promoted to all - Frequent, nonlinear evolution - People drive their own growth - Clear criteria for promotions - 2+ evaluators for promotions 	<ul style="list-style-type: none"> - Focus is on prestige - Opportunities known only to few - Slow, prescriptive progression - People wait to be promoted - Decisions based on preference - Manager is sole gatekeeper

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Performance assessment	<ul style="list-style-type: none"> - People can track own metrics - Mutual assessment - Transparent criteria - Consistent criteria - 2+ decision-makers or self-set 	<ul style="list-style-type: none"> - Success determined by manager - Managers evaluate direct reports - Criteria live in manager's head - Inconsistent approach - Manager evaluates alone
Employment terminations	<ul style="list-style-type: none"> - Transparent criteria - Consistent criteria - 2+ decision-makers 	<ul style="list-style-type: none"> - Criteria live in leader's head - Inconsistent approach - Manager decides alone
Meetings	<ul style="list-style-type: none"> - Norm of equal turn-taking - Rotating facilitator and notetaker - Co-created agenda - Key info captured and shared 	<ul style="list-style-type: none"> - Loudest voices tend to dominate - Fixed meeting roles - Agenda set by leaders - Must attend to stay informed
Social connection	<ul style="list-style-type: none"> - Relationships are valued - Time set to build relationships - Cross-functional connections - Deliberate relationship-building 	<ul style="list-style-type: none"> - Relationships seen as nice-to-have - Socializing happens "off the clock" - Siloed interactions - Accidental interactions
Organizational participation	<ul style="list-style-type: none"> - All can weigh in on org decisions - Ideas come from anywhere - Easy to give feedback - Workplace culture is co-owned - Proposals are welcome - Cross-functional task forces - Designated time to participate 	<ul style="list-style-type: none"> - Org decisions made by leaders - Ideas come from designated roles - People "stay in their lane" - Norms and systems are mandated - Orders come from "above" - Work gets done within silos - Contributions are volunteer time

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