LEAD TOGETHER

*STOP SQUIRRELING AWAY POWER
AND BUILD A BETTER TEAM*

BY TANIA LUNA

PEAKPOINT
— PRESS —

SAM THE SQUIRREL

CHECK-IN QUESTIONS: LEADERSHIP

Sam's pretty sure he's a great leader. How about you? Jot down your answers here:

- *How do you hope people will describe you as a leader one day?*

- *What are your leadership strengths?*

- *What are your leadership gaps or areas for improvement?*

CHECK-IN QUESTIONS:
YOUR CHALLENGES

Now that you know Sam's problem, let's talk about yours. What is your version of an endangered forest? What challenges, obstacles, or fears loom over your horizon? Jot them down here so you can benefit more from Sam's struggles, and apply the lessons he learns to your own situation.

CHECK-IN QUESTIONS:
YOUR PRESSURES

Can you relate to Sam's struggle to find the ever-illusive balance between personal and professional commitments? Is there a Mr. Walnuts (or two) in your life? Jot down the pressures weighing you down.

CHECK-IN QUESTIONS: YOUR STYLE UNDER STRESS

The condo challenge is not bringing out the best in Sam. Reflect on how your own leadership style changes under stress. How does that change impact you and your team?

CHECK-IN QUESTIONS

- *What have you noticed so far about Sam's approach to using power? What are the consequences of his leadership philosophy for him and those around him?*

- *What do you think power is? How would you define it?*

- *Now comes the fun part: consider yourself. After all, that's why we're all really here, isn't it? How do you use your own power (or choose not to)? What positive and negative impacts do these choices have on you and on others?*

Each of us uses our power and reacts to power every day, but we rarely notice it. Once you know what to look for, you can't unsee it. And once you can see power in action, you can change it.
    Ready to see your own world in a new way?

PART II

THE POWER-WITH COMMUNITY

CHECK-IN QUESTIONS:
YOUR WORKPLACE

- *How does your workplace compare to Mary's community so far?*

- *In what ways is your team or workplace diverse? In what ways is it homogenous?*

- *Do all members of your group contribute equally to conversations? Why or why not?*

- *Is it obvious who holds the most power? How could you tell from a distance?*

CHECK-IN QUESTIONS:
PERSPECTIVES ON POWER

Take a moment now to consider your own views on power.

- *Do you have negative or positive associations with power that you'd like to update?*

- *Where would you like to have more power, and why?*

- *Where does the weight of your power (e.g., autonomy, authority, responsibility) feel too heavy or overwhelming? What might make it easier for you to use your power?*

CHECK-IN QUESTIONS: POWER AT PLAY

Reflect on your own observations of power:

- *Think of a person or group that has felt powerless. How has it impacted those people or the people around them ?*

- *Think of a person or group with too much power. How has it impacted those people or the people around them?*

- *How about you? On a scale of 1 to 10, how satisfied are you with how much power you have at work? How about in other areas of life?*

CHECK-IN QUESTIONS:
INFORMAL POWER

What have you noticed about informal power in your own life?

- *Think of someone who has lots of influence without formal authority. How did they earn it? How do they keep it?*

- *How about you? On a scale of 1 to 10, how much informal power do you have at work? How did you earn it? How might you grow it?*

Let's take a short break here and catch our breaths before we continue. Sam just learned a lot about power, and perhaps you did too. Here is a brief summary:

- *Power is the capacity to get things done. So, having more power means having fewer limits on what we can accomplish. The more change and uncertainty we face, the more important it is to have power because it lets us reach our goals even as they change and as new obstacles emerge.*
- *Power comes from having control over access to scarce and valuable resources—especially those that increase safety or self-esteem—or the ability to take resources away.*
- *Personal power refers to the capacity of an individual.*
- *Collective power refers to the capacity of a group.*
- *To grow personal and collective capacity, we need a balance of power. If an individual has too little or too much power, the group suffers and, often, so does the individual.*
- *Sudden access to power can create feelings of uncertainty, insecurity, and isolation. When we feel a sense of social connection and support, using our power feels safer.*
- *Feeling powerful increases proactivity, creativity, and willingness to share our perspectives.*

- *Feeling powerless produces stress, inaction, withdrawal, and even health problems.*
- *Having too much power can reduce our empathy and increase our odds of taking thoughtless risks, making mistakes, and breaking rules.*
- *Formal power comes from official authority. To be sustainable, it must be granted voluntarily.*
- *Informal power comes from earning influence. Usually, you can get more accomplished when you have informal and formal power combined.*
- Power-over *refers to using power to control others or to limit their power.*
- Power-with *refers to using our personal power to increase others' power, which, in turn, increases our own. By lifting up the group, we ultimately lift up ourselves.*
- *The power-with way relies on two strategies: grow personal (formal and informal) power in others, and distribute power so it's not too concentrated with any person or group.*

CHECK-IN QUESTIONS

- *What else have you noticed about Mary's community and its relationship to power?*

- *Now let's talk about you—the secret hero of this story. In what ways have you leaned on a power-over approach in the past? In what ways have you practiced a power-with model? How did these choices impact you and others?*

Up next in our squirrely adventure, Sam will learn the four power-with principles and see how they play out in the workplace. We'll head deeper into the forest and deeper into the power-with way so you and Sam can both emerge with fresh ideas to bring back into your (squ)worlds.

Shall we continue the journey?

POWER-WITH PRINCIPLES

CHECK-IN QUESTIONS: FOLLOW A PURPOSE, NOT A PERSON

Let's examine the first principle of the power-with way a bit more closely before we move on:

- *Think of a time you or others prioritized a person over a purpose (e.g., avoided giving feedback or challenging authority or chose to please a person rather than doing what's best for the purpose). What could have made it easier to follow the purpose?*

- *On a scale of 1–10, how clear are your company (1) purpose _____, (2) strategy _____, (3) objectives _____, and (4) priorities _____? How about on your team (1) purpose _____, (2) success metrics _____, and (3) priorities _____? How about your role (1) purpose_____, (2) success metrics _____, and (3) priorities _____? How might you increase that score?*

- *What are some ways you could limit overly concentrated power to keep your* why *bigger than any* who *(e.g., share mistakes, minimize status symbols, distribute decision-making authority, assign power to select and assess people with formal power)?*

CHECK-IN QUESTIONS: RELY ON CONTEXT, NOT CONTROL

Let's carve out a few minutes now to contemplate the second principle of the power-with way.

- *Think of a time when you had to get things done without enough context. How did it feel? What could have helped?*

- *How might you make context clearer and more accessible for your team (e.g., share your reasoning, make information easy to access and understand, check for alignment)?*

- *What are some ways you might limit your use of control by relying more on context (e.g., reduce or eliminate rules, minimize need for approval, grant decision-making authority)?*

CHECK-IN QUESTIONS: BE A CULTIVATOR, NOT A COLLECTOR

Let's take a closer look at how the third principle of the power-with way can work for you.

- *What skills or knowledge are missing on your team? Consider skills you need today and will need in the future, in addition to skill gaps that keep you from delegating more work.*

- *How could you cultivate more of these skills on your team (e.g., clarify skills that matter most, provide learning time and resources, support job crafting and peer learning)?*

- *How might you reduce barriers to learning access (e.g., hire for skills vs. education or experience, improve onboarding, make growth opportunities accessible to more people)?*

CHECK-IN QUESTIONS: BUILD A COMMUNITY, NOT A CROWD

Check in with yourself about the fourth principle of the power-with way:

- *What's an example of something you built alone that you could have cocreated together with your team (e.g., goals, strategy, policies, systems, events)?*

- *How might you make your team feel more like a community (e.g., ask for input, integrate perspectives, invite proposals and task forces, create shared rituals)?*

- *What are some ways you could reduce decision-making power concentration (e.g., distribute decision-making authority across different roles, have two decision-makers and a tie-breaker for high-stakes decisions, rotate formal authority)?*

Okay, here we go. Sam's journey home is about to begin. He may only have one acorn left, but he's also bringing back all four principles of the power-with way:

1. **Follow a purpose, not a person:** *When a who looms larger than the why, learning and decision-making suffer and progress slows as people wait for orders. When purpose is clear, people feel a greater sense of meaning while making faster progress toward their shared goals.*

2. **Rely on context, not control:** *Too much control harms motivation and creativity while increasing stress, and a lack of context limits decision-making quality. When you make context accessible and clear, it helps people take action more independently, thoughtfully, and joyfully.*

3. **Be a cultivator, not a collector:** *Attempting to collect people from a small, finite crop of talent (rather than cultivating an infinite field) limits organizational capability, diversity, and agility. Instead, invest in building technical, intrapersonal, and interpersonal skills on your team, and reduce your barriers to growth and learning.*

4. **Build a community, not a crowd:** *Feeling like an impersonal crowd (rather than an interconnected community) causes disengagement and inefficiencies. Instead, invite input, participation, and collaboration in company decisions, and distribute decision-making.*

Each principle relies on a deliberate balance of power: (1) increase (informal and formal) personal power and (2) distribute it well. At the end of this book, you'll find a guide to each principle, along with a bank of ideas to try and a survey you can share with your team.

But for now, take the time to check in with yourself:

- *Which principle resonates with you?*

- *Which principle feels most foreign or uncomfortable?*

- *Which principle will help you become the leader you want to be and address the problems or challenges you face? (Hint: think back to your answers in Part I of this book.)*

- *What is a small experiment you can run to see the principle in action?*

Speaking of taking action, any minute now, Sam will try to find the courage to put his new power-with ideas into practice. Notice what he does well and not so well. Notice how he's changed since you first met him. And most important, notice how your own thinking is changing.

PRINCIPLES IN ACTION

CHECK-IN QUESTIONS: EVERYDAY POWER

Sam is learning how power shows up in each of his relationships. How about you?

- *Aside from the workplace, where else might you benefit from a power-with approach?*

- *Which of the power-with principles would you like to apply?*

CHECK-IN QUESTIONS: POWER PROFILE

Sam spotted several power profiles on his team. Can you think of people you know whose leadership approach falls into each category?

- **Power grabber** *(overtly power-over style—take control and give orders)*

- **Power masker** *(power-over style but masks it with empowering rhetoric)*

- **Power sapper** *(power-over style as a result of shielding others from responsibility)*

- **Power shrugger** *(power-under style—avoids making decisions and taking responsibility)*

- **Power-with** *(uses own power to grow shared power)*

CHECK-IN QUESTIONS:
PREPARE FOR CHANGE

Change rarely looks good when we're in the middle of it. Some frustration is inevitable. Still, it's worth pausing to consider what might go wrong with your own power-with experiment so your journey will be a little smoother. Jot down any bumps in the road you can anticipate. How might you avoid them or get through them well?

POWER-WITH PLANNING

You've now reached the end of Sam's story, but your own story is just beginning. Take a moment now to review the insights from the last leg of Sam's journey, then apply them to your own challenges:

- *It can be tempting to take a power-over approach to putting power-with principles in action. Instead, align on a shared purpose, ask questions to understand the context behind people's concerns, and explore solutions to integrate people's perspectives.*
- *Instead of deciding on power-with tactics alone, gather and apply input from others.*
- *Start small. Decide on one time-bound, safe-to-try experiment to implement first.*
- *Set checkpoints in advance to reflect on how your experiment is going, and make adjustments to the plan, if needed.*

CHECK-IN QUESTIONS: YOUR STORY

- *Now that you've gotten to see Sam's transformation, consider your own. How have your beliefs and behaviors changed since we first crossed paths?*

- *What is the before-and-after story you want to tell about your challenges and how you will have faced them?*

- *What is the first power-with seed you will plant?*

··· POWER-WITH SUMMARY ···

Want a refresher of the ideas in this book or an easy way to talk about power with others? Here are the most important insights and terms . . . in a nutshell.

Power-With Objective: What are the goals a power-with model helps us achieve?
These days, organizations need teams that are more effective, inspired, and resilient than ever. The key to achieving this state of ever-expanding organizational capability is building a power-with organization. A power-with company is one that: • Is **nimble** enough to adjust to unexpected obstacles and opportunities and achieve results in the midst of rapid change. • Quickly produces **innovative ideas** and solutions thanks to systems and a culture that enables creativity and rapid learning. • Is a place where people want to work and an environment that contributes to individual and collective **flourishing**.

Power-With Strategy: How can we achieve these goals?

The core strategy for building an organization with increasing capacity to achieve its mission while fostering an inspired environment is to foster a power-with ecosystem.

A power-with model relies on two practices that expand power while keeping it in balance:

1. Grow people's personal power (formal authority and informal influence).
2. Distribute power so it's not too concentrated with any person or group.

4 Power-With Principles: How can we bring this strategy to life?

The following four power-with principles help generate ideas to grow and balance power well:

1. **Follow a purpose, not a person**.

- **What it is:** Make decisions to achieve a shared purpose rather than to please a person.
- **Why it matters to the organization:** A clear purpose lets everyone progress toward the same goal, reduces bottlenecks, and places less strain on leaders.
- **Why it matters to the person:** It creates a feeling of clarity, meaning, and progress.
- **Beliefs behind the principle:**
    - ❍ People want to make meaningful contributions to a mission that moves them.
    - ❍ Commitment to a cause produces better results than compliance to orders.

- ❍ An overreliance on leaders leaves organizations vulnerable.
- **Drawbacks to the alternative:**
  - ❍ At best, following a person (rather than a purpose) creates confusion and disengagement and slows down progress as people wait for orders.
  - ❍ At worst, it stops people from speaking up because they fear authority.
- **Common challenges:**
  - ❍ Aligning on a clear purpose often requires more time and effort up front.
  - ❍ A major change in purpose can threaten commitment.
- **How to overcome them:**
  - ❍ Use tools that help you create clarity efficiently (you can find some at PowerWithWay.com).
  - ❍ Set expectations that purpose may change over time if the situation changes.

2. Rely on context, not control.
- **What it is:** Clarify the *why* rather than dictating the *how*.
- **Why it matters to the organization:** It lets people move quickly, independently, and joyfully, while making well-informed decisions.
- **Why it matters to the person:** It results in a sense of choice, freedom, and ownership over one's own work.

- **Beliefs behind the principle:**
  - ○ Autonomy is a key driver of engagement and creativity.
  - ○ Most people are trustworthy, and feeling trusted results in more thoughtful, responsible decisions.
  - ○ The cost of betrayed trust is usually lower than the cost of mistrusting.
- **Drawbacks to the alternative:** Feeling controlled reduces creativity, learning, and agility while increasing stress, and a lack of context limits decision-making quality.
- **Common challenges:**
  - ○ Too much autonomy can result in bad decisions or fear of deciding.
  - ○ It can be tough to judge the quality of people's decisions.
- **How to overcome them:**
  - ○ Expand scope of autonomy gradually and develop feed-back checkpoints.
  - ○ Establish and track measurable success metrics.

3. Be a cultivator, not a collector.
- **What it is:** Focus on growing effectiveness rather than search-ing for ready-made talent.
- **Why it matters to the organization:** It equips teams with the ability to achieve their results now and in the face of change.
- **Why it matters to the person:** It allows for growth, learning, and self-efficacy.

- **Beliefs behind the principle:**
  - ❍ People have the ability and desire to learn and grow.
  - ❍ Diversity is a source of strength when people can leverage their differences.
  - ❍ Intrapersonal and interpersonal skills make teams stronger and more adaptive.
- **Drawbacks to the alternative:** Attempting to collect people from a small, finite crop of talent (rather than cultivating an infinite field) limits team capabilities and harms engagement, diversity, and equity on an organizational and societal level.
- **Common challenges:**
  - ❍ It can result in an overreliance on your existing team.
  - ❍ It can be tricky to distinguish poor role fit from a lack of sufficient development, resulting in delayed termination decisions.
- **How to overcome them:**
  - ❍ Promote open roles internally and externally.
  - ❍ Offer resources to develop skills quickly and set target timelines for achieving results within a role.

4. Build a community, not a crowd.
- **What it is:** Invite people to cocreate your team rather than act as passive participants.
- **Why it matters to the organization:** Participation in org-level decisions leads to better decisions and higher commitment.

- **Why it matters to the person:** It increases satisfaction with, pride in, and passion for one's work and workplace.
- **Beliefs behind the principle:**
  - ❍ An owner mindset leads to a sense of commitment, belonging, and engagement.
  - ❍ People feel they own something when they've played a role in building it.
  - ❍ An organization is strongest when people participate in its design and direction.
- **Drawbacks to the alternative:** Working in an impersonal crowd (rather than in an interconnected community) causes distance, mistrust, and inefficiency.
- **Common challenges:**
  - ❍ Participation can be time-consuming or exhausting, or it can distract people from their primary roles and responsibilities.
  - ❍ It can result in resentment if contributions aren't used or valued.
- **How to overcome them:**
  - ❍ Start small, and clarify that participation is optional rather than expected.
  - ❍ Set aside paid time to contribute so it doesn't turn into volunteer labor.
  - ❍ Clarify how (and whether) all contributions will be used.

Key Concepts: What else is important to know about power?

- **Power is the capacity to get things done** (e.g., solve a problem, reach a goal, meet a need). More power means fewer limits on what an individual or team can achieve. It's possible to have power without having the responsibility to use that power. Responsibility means having the obligation to use one's power.
- **Power comes from** control over access to scarce and valuable resources—especially those that increase safety or self-esteem—or the ability to take resources away.
- **Personal power** refers to the capacity of an individual.
- **Collective power** refers to the capacity of a group.
- **To grow personal and collective capacity,** we need a balance of power. If an individual has too little or too much power, the group suffers and, often, so does the individual.
- **Sudden access to power** can create feelings of uncertainty, insecurity, and isolation. When we feel a sense of social connection and support, using our power feels safer.
- **Feeling powerful** increases proactivity, creativity, and willingness to share our perspectives.
- **Feeling powerless** produces stress, inaction, withdrawal, and even health problems.
- **Having too much** power can reduce our empathy and increase our odds of taking thoughtless risks, making mistakes, and breaking rules.

- **Formal power** comes from official authority. To be sustainable, it must be granted voluntarily.
- **Informal power** comes from earning influence. Usually, people can get more accomplished when they have informal and formal power combined.
- **The following power profiles** describe common approaches to using power. They are not fixed character traits but acquired styles that can change over time:
  - ❍ **Power-over** refers to using power to control others or to limit their power.
    - ■ **Power grabber** is a power-over style characterized by striving to acquire ever more authority. This approach is unapologetic about taking control and giving orders.
    - ■ **Power masker** is a style that seems empowering on the surface but masks a power-over approach with questions or options that are veiled orders.
    - ■ **Power sapper** is another power-over style, characterized by protecting people from the strain and stress of responsibility, thereby making them even less powerful.
  - ❍ **Power shrugger** is a power-under style in which people avoid making decisions or taking responsibility in the hope that someone else will do it for them.
  - ❍ **Power-with** refers to using our personal power to increase others' power, which, in turn, increases our own. By lifting up the group, we ultimately lift up ourselves.

Your Insights: What else do you want to remember
about what you read?

Jot down notes for your future self here:

$\cdots$ POWER-WITH TACTICS
AND TOOLS $\cdots$

Ready to start putting power-with ideas into action? Below is your personal treasure chest-*nut* of ideas and tools to get started. For bonus resources, templates, assessments, and an opportunity to join a community with other power-with people, go to PowerWithWay.com.

1. Follow a Purpose Not a Person: Powerful Ideas to Try	
Help your team make decisions to achieve a shared purpose rather than to please a person.	
To grow personal power	• Keep the organizational and team **purpose**, **objectives**, **strategy**, and **priorities** clear and visible to all. • Have a **small number of easy-to-remember priorities**. • Clarify each role's **purpose** and **success metrics.** • Give people visibility into the **impact** of their work. • Make **metric tracking** simple so people can assess their own results.

To distribute power	• **Hire** and **promote** people who **value sharing power.**
	• Encourage and create opportunities for leaders to **model approachability** (e.g., tell personal stories, share mistakes).
	• Give people the ability to **select, assess,** and **remove leaders.**
	• Ensure that people with formal authority do not break **norms or rules.**
	• Limit your number of **leadership levels.**
	• Remove or rotate **status symbols** (e.g., parking, fancy offices).
Get tools and templates to clarify organizational and role purpose at PowerWithWay.com.	

2. Rely on Context, Not Control: Powerful Ideas to Try
Make sure everyone knows the why *so you don't have to dictate the* how.

| To grow personal power | • Give **easy access to information** that can influence how people do their work (e.g., budget, decision criteria).
 • Offer education on **how to use the information** (e.g., how to interpret P&L report, why a metric matters), and check for understanding.
 • Clarify **roles**, **responsibilities**, and **decision-making authority** and how to resolve role **confusion.**
 • Create a norm of **sharing the reasoning** for requests, assignments, feedback, and decisions.
 • Where possible, give **people choice** over what they do and how they do it, or cocreate the plan. |

To distribute power	• Eliminate or simplify **policies or rules** to allow for personal judgment (e.g., where to work, when to work, what to wear, when to take breaks, when to take time off).
	• Grant **decision-making authority** to people closest to the work rather than concentrating it with a small number of approvers.
	• Share information with everyone **at the same time**, especially among remote or physically distributed groups.
	• Replace power-over **terminology** with power-with terms to reduce controlling ways of thinking.
Get tools and templates to clarify context and minimize control at PowerWithWay.com.	

3. Be a Cultivator, Not a Collector: Powerful Ideas to Try	
Spend more time growing people's effectiveness *than searching for ready-made talent.*	
To grow personal power	• Provide people with all the **resources** they need to achieve results. • Clarify the **skills and knowledge** people must have for each role. • Carve out time for people to **learn on the job.** • Support individual **skill-building**, including **(a)** role-specific expertise, **(b)** interpersonal skills (e.g., influence); and **(c)** intrapersonal skills (e.g., job crafting) within and even outside your team. • Offer different **learning modalities** to serve different learning needs. • **Ritualize feedback** conversations across all levels. • **Teach leaders** how to build up their team's skills and self-efficacy rather than solving all the problems themselves.
To distribute power	• Remove **unnecessary barriers to entry** for roles (e.g., don't use years of experience or a specific degree as hiring criteria).

To distribute power	• **Promote opportunities** to learn and grow to everyone at the same time, especially in remote and distributed environments. • Develop systems for **cross-training** so knowledge is well distributed. • Offer **supplemental learning** to individuals who have had less access to development opportunities in the past.
Get tools and templates to grow your team at PowerWithWay.com.	

4. Build a Community, Not a Crowd: Powerful Ideas to Try
Invite people to cocreate your team rather than act as passive participants.

To grow personal power	• Invite everyone to **play a role** in setting **goals** and **strategy.**
	• Provide **systems for contribution** (e.g., voting on decisions, proposing ideas, joining task forces, giving feedback).
	• Make sure everyone **knows how to participate** in cobuilding and cogoverning your team and knows the expectations of **good citizenship.**
	• **Set expectations** for how you will use input, who makes final decisions, and whether contributing is optional or required.
	• **Allocate time** for people to contribute and participate.
	• Ask team members to be **representatives** internally and externally.
	• Ritualize **team interactions** that improve collaboration and **connection** (e.g., retrospectives, celebrations, peer coaching, resource groups).
	• Share **profits,** equity, or both, so employees are true owners.

To distri- bute power	• Establish a **norm of involving voices** from those with different roles, identities, and perspectives, including anyone impacted by a decision. • Set an **equal turn-taking** norm in meetings and group interactions. • Have **two or more decision-makers** for high-stakes decisions (e.g., hiring, promotions, salary-setting, terminations). • **Rotate formal authority** (e.g., two-year terms for certain roles, different presenters at internal or external events). • Give everyone **access to people with power** (e.g., virtual office hours).
Get tools and templates to build your community at PowerWithWay.com.	

Power-With Org Diagnostic

Not sure how to diagnose your own team or company?
Here are the most common power-with vs. power-over organizational
differences at a glance.

	Power-with	Power-over
Mission & vision	- Cocreate it. - Keep it clear and accessible.	- Announce it. - Keep it in the leader's head.
Values	- Cocreate them. - Value sharing power. - Hold everyone to them.	- Announce them. - Value winning. - Give people with power a pass.
Strategy	- Cocreate it. - Keep it clear and accessible. - Check that all understand it.	- Announce it. - Keep it in the leader's head. - Assume no one needs to know.
Decision-making	- Have highly distributed authority. - Gather multiple perspectives. - Make decision criteria clear. - Explain reasons for decisions.	- Have highly concentrated authority. - Decide alone. - Let criteria live in the leader's head. - Announce new mandates.

	Power-with	Power-over
Org design	- Distribute authority. - Establish few levels of leadership. - Promote self-management. - Be adaptive and evolving. - Do highly cross-functional work. - Have few rules and policies.	- Make authority hierarchical. - Have many levels of leadership. - Require frequent supervision. - Be fixed and slow to change. - Do highly siloed work. - Have frequent need to get approval.
Leadership	- Set goals collaboratively. - Plan work collaboratively. - Promote mutual accountability. - Help people learn and grow. - Be accessible and approachable. - Catalyze team effectiveness. - Rely largely on influence.	- Have leaders define goals. - Have leaders assign tasks. - Have people report to managers. - Ensure people get work done. - Be intimidating or difficult to reach. - Define and direct work. - Rely largely on authority.

	Power-with	Power-over
Hiring & recruiting	- Assess based on observations. - View differences as an asset. - Apply standardized process. - Use diverse hiring sources. - Minimize barriers to entry. - Invite candidates' questions. - Have two-plus decision-makers.	- Assess based on résumé. - Focus on culture fit. - Follow gut instincts. - Rely only on personal network. - Require many qualifications. - Hold one-way interviews. - Let one person decide alone.
Work conditions	- Plan time off collaboratively. - Enable flexible work hours. - Enable flexible location.	- Let leaders approve time off. - Mandate work hours. - Require a fixed location.
Compensation	- Make criteria transparent. - Criteria are consistent. - Have two-plus decision-makers.	- Criteria live in leader's heads. - Criteria are inconsistent. - Fate rests only in leader's hands.
Roles	- Roles focus on purpose. - Success metrics are clear. - Decision-making rights are clear. - Roles frequently updated. - Roles are rotated and shared.	- Roles focus on tasks. - No clear definition of success exists. - Decision-making rights are vague. - Roles quickly outdated. - Roles and titles are fixed.

	Power-with	Power-over
Growth & learning	- Focused on learning. - Value questions. - Learning is frequently peer-led. - Learning is cross-functional. - Feedback is multidirectional. - Prioritize developing skills.	- Focused on knowing. - Value answers. - Learning is exclusively top-down. - Learning is specialized and siloed. - Feedback is only top-down. - Prioritize hiring "A players."
Careers	- Focus on impact. - Opportunities promoted to all. - Career evolution is frequent and nonlinear. - People drive their own growth. - Promotion criteria are clear. - Two-plus evaluate promotions.	- Focus on prestige. - Opportunities known only to few. - Career evolution happens slowly and prescriptively. - People wait to be promoted. - Decisions are based on preference. - Leader is sole gatekeeper.
Performance assessment	- People can track own metrics. - Assessment is mutual. - Criteria are transparent. - Criteria are consistent. - Self-evaluations matter.	- Leader determines success. - Leader evaluates direct reports. - Criteria live in leader's head. - Criteria are inconsistent. - Leader evaluates alone.

	Power-with	**Power-over**
Employ-ment termina-tions	- Criteria are transparent. - Criteria are consistent. - Two-plus people decide.	- Criteria live in leader's head - Criteria are inconsistent. - Leader decides alone.
Meetings	- Turn-taking is the norm. - Facilitator and notetaker rotate. - Agenda is cocreated. - Key info captured and shared.	- Loudest voices tend to dominate. - Meeting roles are fixed. - Agenda is set by leaders. - People must attend to stay informed.
Social connection	- Relationships are valued. - Time set to build relationships. - Connections are cross-functional. - Relationships are deliberate.	- Relationships seen as nice to have. - Socializing happens off the clock. - Interactions are siloed. - Interactions are accidental.
Organi-zational participa-tion	- All can weigh in on org decisions. - Ideas come from anywhere. - Giving feedback is easy. - Workplace culture is co-owned. - Proposals are welcome. - Task forces are cross-functional. - Time to participate is designated.	- Org decisions made by leaders. - Ideas come from desig-nated roles. - People stay in their lane. - Norms and systems are mandated. - Orders come from above. - Work gets done within silos. - Contributions are volun-teer time.
Download this diagnostic at PowerWithWay.com.		

Quick Questionnaire

1. The kind of power I most value *already having* at our company is:
2. The kind of power I'd like to have *more* of at our company is:
3. What already makes me feel like an important part of our company is:
4. What would make me feel a greater sense of ownership here is:
5. How distributed is power at our company, on a scale of 1–5, where 1 represents a small number of people holding power and 5 represents all people holding power?

Complete Questionnaire
Please answer on a scale of 1–5
(1 = strongly disagree, 5 = strongly agree):

Follow a Purpose, Not a Person

1. I know our company mission and vision (why we exist and what we aim to achieve).
2. I understand our overall company strategy (how we plan to achieve our vision).
3. At any given time, I know our priorities (what is most important for our company).
4. I understand the purpose of my role.
5. I understand how success is measured for my role.
6. I am able to track my own progress against my goals.
7. I can see the impact of my work and why it matters.
8. People at our company value sharing power with each other.
9. People at our company rely on influence rather than authority to achieve results.
10. People with formal authority at our company are held to the same standards as everyone else (no one is above the law).
11. It's possible to share feedback with people who have power at our company without fear of negative consequences.
12. There are few status symbols at our company (you wouldn't be able to tell who has more or less authority here unless someone told you).

Rely on Context, Not Control

13. I have access to the information I need to make high-quality decisions.
14. All people have equal access to important information that's relevant to their work.
15. I know how to interpret the information my company shares with me.
16. I understand the criteria for how important decisions are made at our company.
17. When people make requests or decisions here, they share the relevant context.
18. I have a good understanding of other people's roles, responsibilities, and decision-making authority.
19. I'm satisfied with how much freedom I have to do my work.
20. I have the decision-making authority I need to do my work well.
21. My job offers me the flexibility I need.

Be a Cultivator, Not a Collector

22. I have the resources I need to achieve my goals.
23. I know what skills and knowledge I need to achieve my goals.
24. My company helps me develop the skills I need to do my work well.
25. I receive timely, high-quality feedback on my work.
26. I am satisfied with how much I am learning and growing at work.

27. When there are opportunities for promotion or contribution, I know about them.
28. My coworkers and I regularly document and share our knowledge.
29. At our company, we remove unnecessary barriers to roles and opportunities (e.g., we don't require skills or experiences that aren't essential to do good work).

Build a Community, Not a Crowd
30. At our company, we gather diverse voices and perspectives before making a decision.
31. We make space to hear from everyone equally in meetings and group interactions.
32. I have easy access to people at my company who hold formal power.
33. My company makes it easy for me to play a role in shaping our internal systems, policies, processes, and culture.
34. My company makes it easy for me to play a role in influencing the direction of our company (such as our objectives or the tactics we select).
35. When I have an idea or feedback for our company, I know how to share it.
36. When I share my opinions at work, they really seem to count.
37. Making contributions at my company is a rewarding experience.

38. I feel comfortable using my power (e.g., freedom, decision-making authority) at work.
39. When there are high-stakes decisions to make at my company (e.g., hiring, termination), we involve multiple decision-makers.
40. We rotate who has formal power (e.g., who makes decisions, who leads meetings).
41. We distribute power across many people rather than keeping it concentrated with a small group of individuals.
42. I feel a sense of ownership within our company.

Short-Answer Questions
43. The kind of power I most value *already having* at our company is:
44. The kind of power I'd like to have *more* of at our company is:

45. Is there anything else you'd like to share?

··· NOTES ···

1. Story improves attention, learning retention, and influence (especially if we get absorbed in or transported by the narrative), See Melanie C. Green and Timothy C. Brock, "The Role of Transportation in the Persuasiveness of Public Narratives," *Journal of Personality and Social Psychology* 79, no. 5 (November 2000): 701–21, https://doi.org/10.1037/0022-3514.79.5.701; Corinna Oschatz and Caroline Marker, "Long-Term Persuasive Effects in Narrative Communication Research: A Meta-Analysis," *Journal of Communication* 70, no. 4 (April 1, 2020): 473–96, https://doi.org/10.1093/joc/jqaa017.

2. There are many definitions of power. I liked the simplicity of this one, by the political scientist Emmanuel Remi Aiyede.

3. The real-life study used an annoying fan to assess the impact of power on willingness to take action. See Adam D. Galinsky, Deborah H. Gruenfeld, and Joe C. Magee, "From Power to Action," *Journal of Personality and Social Psychology* 85, no. 3 (2003): 453–66, https://doi.org/10.1037/0022-3514.85.3.453.

4. Adam D. Galinsky et al., "Power Reduces the Press of the Situation: Implications for Creativity, Conformity, and Dissonance," *Journal of Personality and Social Psychology* 95, no. 6 (2008): 1450–66, https://doi.org/10.1037/a0012633.

5. For a thorough review of the power research referenced in this chapter, see Dacher Keltner, *The Power Paradox: How We Gain and Lose Influence* (New York: Penguin, 2017).

6. Keltner references this unpublished pilot study in his book *The Power Paradox*, involving cookies rather than wildflowers. Participants who felt powerful were more likely to grab the last cookie and make a mess while eating it. It's not clear whether these results would be replicated on a larger scale, but the study still provides a great visual of how power impacts our actions.

7. Keltner discusses these findings in an interview in the audiobook: Adam Grant, *Power Moves: Lessons from Davos* (Newark, NJ: Audible Originals, 2018), audio ed., 3 hr., 3 min.

8. Adam D. Galinsky et al., "Power and Perspectives Not Taken," *Psychological Science* 17, no. 12 (December 2006): 1068–74, https://doi.org/10.1111/j.1467-9280.2006.01824.x; Adam D. Galinsky, Derek D. Rucker, and Joe C. Magee, "Power and Perspective-Taking: A Critical Examination," *Journal of Experimental Social Psychology* 67 (November 2016): 91–92, https://doi.org/10.1016/j.jesp.2015.12.002.

9. Peter Kollock, Philip Blumstein, and Pepper Schwartz, "Sex and Power in Interaction: Conversational Privileges and Duties," *American Sociological Review* 50, no. 1 (February 1985): 34, https://doi.org/10.2307/2095338.

10. Cameron Anderson and Adam D. Galinsky, "Power, Optimism, and Risk-Taking," *European Journal of Social Psychology* 36, no. 4 (July/August 2006): 511–36, https://doi.org/10.1002/ejsp.324; Jennifer Whitson et al., "The Blind, Leading: How Power Reduces Awareness

of Constraints in the Environment," *Academy of Management Proceedings* 2012, no. 1 (July 2012): 15288, https://doi.org/10.5465/ambpp.2012.15288abstract.

11. Fiske, Susan T. Fiske, "Controlling Other People: The Impact of Power on Stereotyping," *American Psychologist* 48, no. 6 (1993): 621–28. https://doi.org/10.1037/0003-066x.48.6.621.

   Susan Fiske proposes a helpful explanation for the relationship between power and the tendency to stereotype. With more power comes less incentive to pay attention to others, making people resort to snap judgements, thereby perpetuating power inequities in society.

12. David Dubois, Derek D. Rucker, and Adam D. Galinsky, "Social Class, Power, and Selfishness: When and Why Upper and Lower Class Individuals Behave Unethically," *Journal of Personality and Social Psychology* 108, no. 3 (2015): 436–49, https://doi.org/10.1037/pspi0000008; Yongmei Liu et al., "How Do Power and Status Differ in Predicting Unethical Decisions? A Cross-National Comparison of China and Canada," *Journal of Business Ethics* 167, no. 4 (2020): 745–60, https://doi.org/10.1007/s10551-019-04150-7.

   Whereas most studies indicate that an increase of power leads to an increase in unethical behavior, it seems the relationship between power and morality is more complex than that. For people who perceive themselves to be morally driven, more power can actually increase ethical behavior. See Joris Lammers et al., "Power and Morality," *Current Opinion in Psychology* 6 (December 2015): 15–19, https://doi.org/10.1016/j.copsyc.2015.03.018; Katherine A. DeCelles et al., "Does Power Corrupt or Enable? When and Why Power Facilitates Self-Interested Behavior," *Journal of Applied Psychology* 97, no. 3 (2012): 681–89, https://doi.org/10.1037/a0026811.

13. Gerben A. van Kleef et al., "Power, Distress, and Compassion: Turning a Blind Eye to the Suffering of Others," *Psychological Science* 19, no. 12 (December 2008): 1315–22, https://doi.org/10.1111/j.1467-9280.2008.02241.x.

14. The assertion that power is like a form of brain injury is based on an interview with Dacher Keltner. See Jerry Useem, "Power Causes Brain Damage," *The Atlantic*, July 2017, https://www.theatlantic.com/magazine/archive/2017/07/power-causes-brain-damage/528711/.

    Although this statement is hyperbolic, evidence suggests that feeling powerful reduces our brains' mirror neuron activity, making it neurologically harder to understand and empathize with others. See Jeremy Hogeveen, Michael Inzlicht, and Sukhvinder S. Obhi, "Power Changes How the Brain Responds to Others," *Journal of Experimental Psychology: General* 143, no. 2 (2014): 755–62, https://doi.org/10.1037/a0033477.

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16. Constantinos G. V. Coutifaris and Adam M. Grant, "Taking Your Team Behind the Curtain: The Effects of Leader Feedback-Sharing and Feedback-Seeking on Team Psychological Safety," *Organization Science* 33, no. 4 (July 2022): 1574–98, https://doi.org/10.1287/orsc.2021.1498.

17. Robin's story was inspired by a podcast interview with Tara Mac Aulay.
    Tara Mac Aulay, "How the Audacity to Fix Things without Asking Permission Can Change the World, Demonstrated by Tara Mac Aulay," interview by Robert Wiblin, June 22, 2018, *80,000 Hours*, podcast, audio and transcript, 1:22:34, https://80000hours.org/podcast/episodes/tara-mac-aulay-operations-mindset/.

18. Adam M. Grant, "Employees without a Cause: The Motivational Effects of Prosocial Impact in Public Service," *International Public Management Journal* 11, no. 1 (2008): 48–66, https://doi.org/10.1080/10967490801887905; Adam M. Grant et al., "Impact and the Art of Motivation Maintenance: The Effects of Contact with Beneficiaries on Persistence Behavior," *Organizational Behavior and Human Decision Processes* 103, no. 1 (May 2007): 53–67, https://doi.org/10.1016/j.obhdp.2006.05.004.

19. Judith M. Harackiewicz and Andrew J. Elliot, "The Joint Effects of Target and Purpose Goals on Intrinsic Motivation: A Mediational Analysis," *Personality and Social Psychology Bulletin* 24, no. 7 (July 1998): 675–89, https://doi.org/10.1177/0146167298247001. Although task-related goals can undermine intrinsic motivation, motivation grows when those tasks align with a broader purpose.

20. The idea of clear, up-to-date role descriptions and priorities is inspired by principles of Holacracy. Robertson, Brian J. *Holacracy: The New Management System for a Rapidly Changing World* (New York: Henry Holt, 2015).

21. Reverse dominance: Teasing appears to be a common feature of egalitarian societies, likely as a way to make sure that people with power maintain a sense of humility. Christopher Boehm et al., "Egalitarian Behavior and Reverse Dominance Hierarchy [and Comments and Reply]," *Current Anthropology* 34, no. 3 (June 1993): 227–54, https://doi.org/10.1086/204166.

22. A great deal of research illuminates the importance of autonomy (i.e., having a say in one's own work) to motivation. For an excellent theoretical and empirical approach to this topic, see Edward Deci and Richard Ryan's Self-Determination Theory: Delia O'Hara, "The

Intrinsic Motivation of Richard Ryan and Edward Deci," American Psychological Association, December 18, 2017, https://www.apa.org/members/content/intrinsic-motivation.

The following is a more recent examination of self-determination, autonomy, and control in the workplace: Jane X. Y. Chong and Marylène Gagné, "Self-Determination Theory for Work Motivation," in *Oxford Bibliographies in Management*, ed. R. Griffin, [chapter page range]. New York: Oxford University Press, 2019. http://dx.doi.org/10.1093/obo/9780199846740-0182.

23. For a review of Dweck's growth mindset research and theory, see Carol S. Dweck, *Mindset* (London: Constable & Robinson, 2012).

24. The skylight entrance is an example of an important concept known as *universal design*. It is the practice of designing spaces, systems, and products to be accessible to individuals with disabilities. Doing so not only creates a more inclusive society but also extends the benefits of these designs to people with more typical abilities and needs. Everyone benefits.

25. The concept of job crafting (i.e., adjusting one's work to better fit one's strengths and interests) was popularized by researchers Amy Wrzesniewski and Jane Dutton. Since then, a large body of research has pointed to the positive, lasting relationship between job crafting and engagement at work. Here's one example: Donald E. Frederick and Tyler J. VanderWeele, "Longitudinal Meta-Analysis of Job Crafting Shows Positive Association with Work Engagement," *Cogent Psychology* 7, no. 1 (April 17, 2020), https://doi.org/10.1080/23311908.2020.1746733.

26. For empirical evidence of the value of building over buying, consider research on the "IKEA Effect," which shows that people place a higher value on items they make than the very same items they did not. Psychologists speculate that playing an active role in creating something increases our sense of ownership and attachment. See, for

example, Michael I. Norton, Daniel Mochon, and Dan Ariely, "The 'IKEA Effect': When Labor Leads to Love" (working paper, Harvard Business School, 11-091, 2011), *SSRN Electronic Journal* https://doi.org/10.2139/ssrn.1777100.

27. For excellent guidance on leading change initiatives, see Chip Heath and Dan Heath, *Switch: How to Change Things When Change Is Hard* (New York: Currency, 2010); Alan Deutschman, *Change or Die: The Three Keys to Change at Work and in Life* (New York: HarperBusiness, 2007); John P. Kotter, *Leading Change* (Boston: Harvard Business Press, 2012).

    And if you'd like to learn about change by following another animal story, try John Kotter and Holger Rathgeber, *Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions* (New York: Portfolio, 2016).

28. Google studied one hundred of its teams as part of its 2012 Project Aristotle to identify the behaviors of the most effective teams. It found that equal conversational turn-taking was one of the best predictors of high performance. For additional research on inclusive turn-taking, see Ki-Won Haan, Christoph Riedl, and Anita Woolley. "Discovering Where We Excel: How Inclusive Turn-Taking in Conversation Improves Team Performance," in *Companion Publication of the 2021 International Conference on Multimodal Interaction* (New York: ACM, 2021), 278–83, http://dx.doi.org/10.1145/3461615.3485417.

29. For further reading on psychological safety at work, see Amy C. Edmondson, *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* (Hoboken, NJ: John Wiley & Sons, 2018); Daniel Coyle, *The Culture Code: The Secrets of Highly Successful Groups* (New York: Bantam Books, 2018).

30. Alison Wood Brooks, Francesca Gino, and Maurice E. Schweitzer. "Smart People Ask for (My) Advice: Seeking Advice Boosts Perceptions of Competence." *Management Science* 61, no. 6 (June 2015): 1421–35. https://doi.org/10.1287/mnsc.2014.2054. Contrary to the common fear that seeking advice makes us seem incompetent, people tend to see us as *more* competent when we ask them for advice on tough topics.

• • • INSIDER TESTIMONIALS • • •

From time to time, I meet people who are skeptical about the feasibility of building a shared-power workplace. The best response I have to this concern is to encourage people to simply select a small power-with experiment to try for themselves. The second-best thing I can say is actually nothing but to let the people who have experienced it speak for themselves. I asked several former and current coworkers what it's like to be part of a power-with workplace. Here is what they had to say:

> "I've never felt more capable, trusted, and valued at work. One of the coolest outcomes of our power-with environment has been seeing great business ideas come from every department and *every level*. The results are a workplace of empowered humans who contribute more of their strengths to the business." —Robyn Long

> "Working in a power-with culture has connected me to my own strengths and ability to bring out the best in others. It's felt like a true teamwork environment without weird power struggles. I'd recommend it to anyone who's not afraid to challenge the status quo." —Megan Wheeler

"Simply put, a power-with approach is the end of alienation in the workplace—where people are removed from what they are creating—and the beginning of true cooperation. While it might not be perfect for every scenario (what method is?), changing conditions in the modern workplace call—nay, scream—for a new method of organization and operation. The power-with approach is undoubtedly the wave of the future."

—Roi Ben-Yehuda

"Working in a power-with environment feels like your colleagues are invested in your learning and success. It creates a broader sense of ownership across the company, which leads to more inclusive ways of working, and breeds resilience and community."

—Vanessa Tanicien

"Working in a power-with environment has increased my confidence in being a leader and helped me find a leadership style that feels authentic to me. I'd recommend it to any team or company that wants to continue to grow their employees and show them that leaders can be all types of people."

—Vim Busayaraungrat

"Though I'm grateful for the experience and mentorship I received in hierarchical companies, the power-over structure can be disempowering because, despite your expertise, someone in a higher position can shoot down

an idea without explanation. Working in a shared power environment is extremely empowering and rewarding. My thoughts and experiences are genuinely validated. Ultimately, this makes me work harder because there is shared responsibility for building our organization together. I'm not just a cog in a machine."

—Sharleen Benalvo

"What is the worst work environment you can think of? People are disrespectful. The rules of the game change regularly and without warning. No one knows how their work impacts the business or their colleagues. Your boss's mood dictates your quality of life. 'Power-with' creates simple organizational systems that discourage the things that get in the way of productive work and encourage employees to stick around and share their best ideas. I have no doubt most household name companies will deploy most of these practices in the next 10–20 years, and companies that adopt these practices early will have talent that produces a competitive advantage."

—Robleh Kirce

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··· BIOGRAPHIES ···

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Tania is a psychology researcher, writer, and educator. She has built and grown multiple companies, including LifeLabs Learning, a leadership development resource that serves some of the world's most influential companies, and Scarlet Spark, a nonprofit that accelerates the speed-to-mission of organizations that help animals. Across her work, Tania strives to inspire interconnectedness among all living beings, humans included. She lives with rescued pigs, goats, roosters, dogs, cats, and the love of her life. For additional books and resources, head to www.TaniaLuna.com.

Process Grey, Illustrator

Father of three amazing humans. An artist and advocate for artists. Style is a medium, use with caution. Current toolbox: ink, digital, graphite, AI, paint. The illustrations created for this book used midjourney AI as a conceptual jumping-off point. The final result is a collage of a few AI concepts, built on with graphite and digital media. More examples of over twenty years of creation @process_grey Twitter / Instagram.