LEAD TOGETHER

*STOP SQUIRRELING AWAY POWER
AND BUILD A BETTER TEAM*

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PEAKPOINT
— PRESS —

··· 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 balance power and lead together 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 TaniaLuna.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 feedback checkpoints.
    - Establish and track measurable success metrics.

3. Be a cultivator, not a collector.
- **What it is:** Focus on growing effectiveness rather than searching 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:

··· POWER-WITH TACTICS AND TOOLS ···

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 TaniaLuna.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 dis-tribute 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 TaniaLuna.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** (like "subordinates") with power-with terms (like "team") to reduce controlling ways of thinking.
Get tools and templates to clarify context and minimize control at TaniaLuna.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 TaniaLuna.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 TaniaLuna.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 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 head. - 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**
Employment terminations	- 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.
Organizational participation	- 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 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.
Download this diagnostic at TaniaLuna.com.		

Power-With Assessment

Not sure where to start your power-with journey? There is no one right (or wrong) way to go, and even small changes can have a big impact. That said, it helps to hear from your team so you can pick a path together.

You'll find two questionnaire options below to help you gather your team's perspectives. Change the wording from company *to* team *or* department, *depending on your focus. You can download these questionnaires at TaniaLuna.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?