
Power and Leadership

SUMMARY AND OVERVIEW

There are numerous approaches to understanding leadership. We can study historical figures, we can look at the traits and characteristics of historical or current leaders, and we can observe what recognized leaders actually do. But to have a more complete understanding of leadership, we must consider the roles of followers as well. What combination of circumstances, traits, and behaviors provide optimum leadership for a specific follower? And perhaps more critical, in our age of choice and agency, is this question: Why does a follower choose to follow a particular leader at a particular time?

Leaders translate intention into reality by having power with others, by demonstrating their power to do things for others, and by what they can do to others. Each of these three kinds of power—principle-centered power, utility power, and coercive power—has a different foundation, leads to different results, and provides a different answer to explain why followers may choose to follow. By understanding these three types of power, we are in a better position to review our own leadership and examine our ability to be more effective leaders.

Coercive power is based on fear in the leader and fear elicited in followers. People can be controlled through fear, but the cost is high—often leading to resistance, sabotage, or revolt—and the results are relatively temporary.

Utility power, on the other hand, is rational, fair, and constitutes much of normal adult functioning. Utility power is based on an exchange between two independent parties, each of whom has or had access to something others value. A bargain or contract is sustained as long as each party has what the other party wants and can come to terms on the basis of exchange. That is, people may do what you want, not because they are afraid not to, but because

it is worth their while. This kind of power is transactional, and lasts as long as both parties agree to it.

Most people have experienced a third kind of power. This principle-centered power is represented by experiences we have with other people in those unusual relationships which most of us have encountered infrequently in our lives when someone makes a substantial, positive difference that influences us. It may be on the job or off the job, at work or at home. But we are never quite the same. We are a little better, a little truer. Our sights are a little higher. We believe in ourselves more. We want to be more and do more. We want to do better and be better.

We honor these people and remember them. Their influence stays with us, whether or not we are in their presence. We feel honored by them. This principle-centered power encourages self-control and ethical, proactive behavior. We can increase our principle-centered power and become principle-centered leaders by studying these powerful personal models, by increasing our awareness of how we interact with others, and by increasing our belief that this kind of leadership is achievable and is valuable.

There is a universal principle for being effective with others, maintaining power with others, and sustaining influence with others. This is the Power Principle. Honor is power. The more we are honored, respected, and genuinely regarded by others, the more power we will have with them. Depending on how we deal with others, the honor they give to us will increase or decrease, and our power with them will increase or decrease. When we are honored less, our power dissipates and eventually disappears completely. To be honorable is to have power.

To summarize:

1. Traditional approaches to understanding and teaching leadership have been limited in their application because they have focused only on the history, environment, traits, and behavior of the leader.
2. Leadership is an interpersonal process that involves choices by the followers.
3. Leadership involves the wise use of power.
4. Leaders translate intentions into reality by operating from power bases—what they can do to others, for others, and with others.
5. Coercive power is based on fear in the leader by the followers, and leads to external, temporary, negative control, resistance, and sabotage.
6. Utility power is based on fair exchanges, and leads to external, positive control, conditional compliance, and situational ethics.

7. Principle-centered power is based on honor and leads to self-control, ethical behavior, and proactive living.
8. Most people have experienced principle-centered power as followers—we understand its value because it has been a part of our lives.
9. We can increase our principle-centered power through a sustained process of developing personal awareness, clarity, capacity, and congruence.

GOALS AND OBJECTIVES

The materials and activities in this section are designed to help you:

1. Describe three power bases, with their foundations and results.
2. Assess your own power bases as sources of influence.
3. Explain the source and effects of principle-centered power.
4. Recognize examples of principle-centered leaders in your life and the effects they have had on you.
5. Have a Paradigm Shift™ about the effects of your interpersonal behavior.
6. Desire an increase of principle-centered power in your personal and professional life through understanding and using the Power Principle.

DEFINITIONS

Honor

To honor is to have great respect.

When we honor others, we respect them, we trust them, we believe in them.

We tend to hold those who are honest and manifest integrity in their beliefs and actions in high esteem. A man or woman of honor has unquestionable integrity and dependability.

According to the dictionary, honor is uprightness; living with the highest moral principles; having an absence of deceit or fraud; adhering to truth. Honor connotes a fine sense of, and strict conformity to, what is considered morally right, especially in business dealings. Honor is uncompromising honesty and trustworthiness, a soundness of moral principle which no power or influence can impair. Honor suggests a combination of liking and respect, deference, homage, reverence, and veneration.

We live with honor when we are true to what is right. We can honor our families, companies, or country when we are true to the best that they represent. We are on our honor when we accept and acknowledge personal responsibility for our actions.

Honor is both a noun and a verb. The verb is the way we treat those we respect. The noun is the result of how we live.

Honorable

When we are honorable, we are worthy of being honored. We are honest, upright, and sincere. We are faithful to our cause, purpose, or belief. We are faithful to our duty and what is expected of us. We are genuine. We have high credibility. We are reliable. We are reputable, noble, pure, and scrupulous in our intent and in our actions.

To be honorable is to live with honor.

Honors

Honors are the various types of recognition that can come to us. Honors may include praise, status, notoriety, accolades, credit, fame, or glory. Some evidences of honors are medals, awards, badges, ranks, decorations, titles, commendations, and ratings.

The distinction between "honor" and "honors" is clear. Honor has to do with internal characteristics we possess which may cause us to do certain things. Honors have to do with the recognition others give us because of what we have done. Honor has to do with our real and perceived intent or motive. Honors may come because of what we have done, regardless of our intent.

We can have honor and be honorable without having honors bestowed upon us. Likewise, we can have honors bestowed upon us without being honorable.

Principle-Centered Power

Principle-centered power, based on what you can do with others, is the legitimate power created when individuals perceive that their leaders are honorable. Because the leaders are honorable, individuals trust them, respect them, are inspired by them, and believe deeply in the goals communicated by them. Therefore, they desire to be willingly and wholeheartedly led.

Legitimate power has its roots in honor. When we live with honor, our legitimate power grows. Honors, however, can get in the way of legitimate power. Utility power has its roots in honors. Honors are often the acknowledgment of our utility power.

If we want to increase our legitimate power, we can develop and cultivate our honor rather than seek honors, status, recognition, and praise.

EXPLANATIONS/CENTRAL POINTS

The Power Principle

We may be given power, through circumstance or position, to lead others toward good and worthy goals. But sometimes we do not succeed in sustaining power and influence with others. Why?

Two obstacles can get in the way:

1. What drives, motivates, inspires, and gives meaning to us may be things, rather than the general good we can do in our relationships with other people.
2. We may seek the acclaim (praise, recognition, and status) others can give us. If we get our validation (our feelings of self-worth) from the way others treat us, we become controlled by others' opinions of us. In so doing, we lose sight of our original goals. We become externally controlled, and others—sensing our shift in focus—stop trusting our intentions, motives, and actions.

When we are given power, we may be diverted from worthwhile goals by the temptation to use our power in the following ways:

1. We may attempt to hide or disguise something we are doing that is wrong.
2. We may become proud, thinking less of others who do not have the same power.
3. We may focus on our own personal ambitions, and see others only as stepping stones in our path.
4. We may make decisions and take actions which deprive, exclude, or take advantage of others.
5. We may try to force others to do what we want.

If we succumb to any of these temptations, our principle-centered power—a result of the honor given us by those who choose to follow us because they trust and respect us and our goals—begins to diminish.

It is a natural inclination for most of us, when we get in a position where we feel or think we have power or authority over others, or have actually been authorized or granted power over others, to use our position to take advantage of others to get from them what we want.

That is the main reason we are prevented from claiming and taking advantage of the influence these opportunities present to us. Our responses, driven by

self-interest, cause those whom we attempt to influence to have less respect for us, to honor us less. And when we are honored less, our power dissipates. Eventually, honor disappears completely.

A universal principle for being effective, maintaining power, and sustaining influence with others is called the Power Principle. The Power Principle is, simply stated: *honor is power*. The more we are honored, respected, and genuinely regarded by others, the more power we will have with them. Depending on how we deal with others, the honor they have for us will increase or decrease, and our power with them will increase or decrease. To be honorable is to have power.

Living the Power Principle

Descriptions of leaders often include references as to how followers are dealt with when honorable leaders attempt to influence them. Honorable leaders tend to deal with others in the following ways:

- **Persuasion**—sharing reasons and rationale; making a strong case for our position or desire while maintaining genuine respect for the other person's ideas and perspective.
- **Patience**—with the process and the person. In spite of others' failings, shortcomings, and inconveniences, as well as our own impatience and anticipation for achieving our goals, we maintain a long-term perspective and stay committed to our values in the face of short-term obstacles and resistance.
- **Gentleness**—not harsh, hard, or forceful, especially when dealing in areas which are particularly vulnerable. Everyone has areas of their lives they are sensitive about, where hurts or wounds have left tender reminders or tough scars. These are respected. We allow and ensure time and space for the healing of these wounds.
- **Teachability**—operating with the assumption that we do not have all the answers, pieces of the puzzle, or insights. Therefore, we value the different viewpoint, judgment, and experience the other person may have. We demonstrate that the key to influence is to allow yourself to be influenced.
- **Unconditional Acceptance**—desiring the best for the other person; withholding judgment; giving the benefit of the doubt; requiring no evidence or specific performance as a condition for maintaining high regard for the other person.
- **Kindness**—being sensitive, caring, thoughtful. We act with consideration, politeness, civility, and genuine concern. Others feel our humanitarian

benevolence as it permeates our beings and becomes the foundation for all our interactions.

- **Knowledge**—desiring and acquiring accurate information about the other person. This is represented by knowledge of people as they really are—as fully functioning, actualized people of great worth, worthy of respect for what they are, regardless of what they own, control, or do at any given moment. We give full consideration to their intentions, desires, values, and dreams, rather than focusing on their actions alone.
- **Discipline**—acknowledging errors, mistakes, and the need for “course corrections” in the other person early on while something can still be done. We always do so in a context of genuine acceptance, warmth, care, and concern, so there is no misunderstanding our intentions and our real commitment to them (tough love).
- **Consistency**—treating everyone this way consistently, so what is done is not a manipulative technique that is brought into play when we don’t get our way, or are faced with a challenge or confrontation, or are feeling trapped. Rather, this becomes a set of values, a personal code, a manifestation of our character, a function of who we are, and a reflection of who we are becoming.
- **Integrity**—matching words, feelings, thoughts, and actions with congruence and without duplicity. We then have no desire other than to do good to others. We are without malice, with no desire to deceive, take advantage of, manipulate, or control.

IMPACT

Is It Worth It?

You can expect to realize results as you begin to live the Power Principle.

1. You will be more careful of what you ask of others.
2. You will be more confident when you ask anything of others.
3. You will grow in your ability to lead others.
4. You will come to understand the relationship between principle-centered power and leadership.
5. You will have continuing influence with others without forcing them.
6. You will have increasing peace of mind.
7. You will become a wiser, more effective leader.

REFERENCES

- Principle-Centered Leadership*, Stephen R. Covey
- The Seven Habits of Highly Effective People*, Stephen R. Covey
- First Things First*, Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill
- Leaders*, Warren Bennis and Burt Nanus
- Making a Difference*, Sheila Murray Bethel
- Managing by Storying Around*, David Armstrong
- Leadership Is an Art*, Max Dupree
- Lincoln on Leadership*, Donald T. Phillips
- Getting Past No*, William Ury
- The Fifth Discipline*, Peter Senge
- Honest Business*, Michael Phillips and Sally Rasberry
- Gandhi the Man*, Eknath Easwaran
- Servant Leadership*, Robert Greenleaf
- The Ethical Executive*, Donald Seibert
- From Manipulator to Master*, Everett Shostrom
- Power Failure*, Barbara Bools and Lydia Swan
- Love Is Letting Go of Fear*, Gerald Jampolsky
- Leadership and the Quest for Integrity*, Joseph Badaracco and Richard Ellsworth
- Journey from Fear to Love*, C. Kay Allen
- Tender Power*, Sherry Cohen

Learning Models and Activities

Who Is Powerful?

Exercise

The Power Process

Model

Utility Power

Exercise

Who Made a Positive Difference?

Exercise

Personal Power Plan

Exercise

Power Index

Exercise

Quotations: Something to Think About

Statements

Who Is Powerful?

EXERCISE

Instructions

1. Think of an individual in your current organization or others you have worked with or known in your professional career. Is there someone you consider to be powerful—someone whom others choose to follow? Why do they follow this individual? What is the primary source of his or her power?

Power to:

Power for:

Power with:

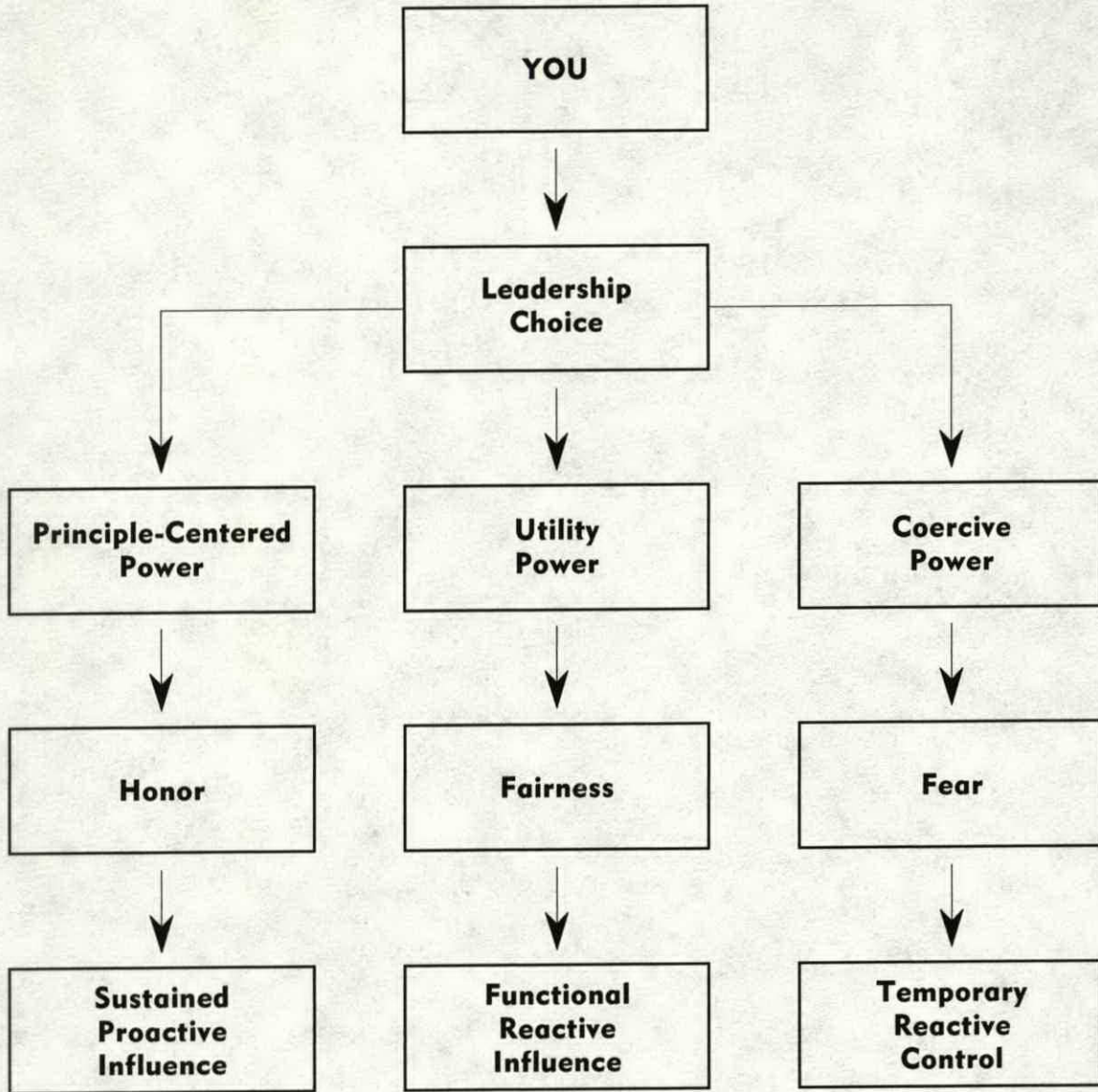
2. Recall a recent incident or situation in which you were the leader, and others chose to follow you. What was the source of your power? Why did they follow you?

Power to:

Power for:

Power with:

THE POWER PROCESS



Utility Power

EXERCISE

Utility power is based on what you can do for others.

- Reward power*—based on the expectation of receiving praise, recognition, or income for compliance.
- Positional power*—derived from an individual's position in the group or organizational hierarchy.
- Expert power*—based upon a special skill, expertise, or knowledge. Followers believe the expertise is relevant to their needs and situation and exceeds their own.
- Charisma power*—based on the appeal of attractiveness or other traits. Followers admire and are attracted to the leader.
- Informational power*—based on knowing or having access to key ideas or data which have high potential value to the followers.
- Opportunity power*—based on emergency or nonroutine situations. It is usually transient, but may provide a forum or stage for a leader to be highly visible; and if preparation or good fortune allows performance or productivity to be high, the power may generalize to other settings and situations after the emergency passes.
- Resource power*—based on access to key persons, commodities, goods, and services valued by the group.
- Instrumental power*—based on your ability to make things happen that members of the group value and want to have happen.
- Appraisal power*—associated with your capacity to give informative feedback which is critical to the members of the group because it allows them to do better or be more effective (improve performance, have reality checks, etc.).
- Relation power*—based on your relationship with someone (family, association, etc.) who is powerful. Others can access him or her through you.

Who Made a Positive Difference?

EXERCISE

1. Who was this person? What was his or her relationship to you?

2. How did this person treat you? What did this person actually do?

3. How did this person make you feel about yourself?

4. How do you feel about this person today?

5. Why did this person do what he or she did?

Personal Power Plan

EXERCISE

Instructions

What we nurture and pay attention to tends to change and improve. This action plan will help you focus on areas of your leadership you would like to expand, clarify, improve, or strengthen. A few guidelines should be mentioned.

- First, acknowledge that the pursuit of honor is a lifetime task.
- Second, start by recognizing your desire to improve.
- Third, build on your strengths.
- Fourth, start where you are now.

1. Under what circumstances are you likely to invoke coercive power?

a. In these situations, what do you do that causes others to fear?

b. What do you fear that causes you to approach your followers in this way?

c. Is there another way? What is another alternative?

2. What types of utility power do you have that you can normally depend on?

a. How do you maintain your utility power?

b. How can you increase your utility power?

3. Under what circumstances have you employed principle-centered power in the past?

- a. Select a situation, problem, or opportunity you are currently facing which requires you to work with other people, and describe it briefly.

- b. What results could you expect in this situation if your principle-centered power were increased?

- c. What would it take for you to increase your principle-centered power now?

- d. Can you see (visualize) yourself as you increase your principle-centered power?

You can expect to realize these results as you activate the Power Principle:

1. You will be more careful what you ask of others.
2. You will be more confident when you ask anything of others.
3. You will grow in your ability to lead others.
4. You will come to understand the relationship between power and leadership.
5. You will have continuing influence with others without forcing them.
6. You will have increasing peace of mind as your integrity increases.
7. You will become a wiser, more effective leader.

EXERCISE

PERSONAL POWER PLAN

Instructions

What we nurture and pay attention to tends to change and improve. This action plan will help you focus on areas of your leadership which you would like to expand, clarify, improve, or strengthen. A few guidelines: first, acknowledge that the pursuit of honor is a lifetime task. Second, start by recognizing your desire to improve. Third, build on your strengths. Fourth, start where you are now.

In view of your feedback from the Seven Habits Profile and based on your own experiences, please consider the following questions.

1. Under what circumstances are you likely to invoke **Coercive Power**?

In these situations, what is it that you **do** to cause others to fear?

What do you fear that causes you to approach your followers in this way?

Is there another way? What is another alternative?

2. What types of **Utility Power** do you have that you can normally depend on?

How do you maintain your Utility Power?

How can you increase your Utility Power?

3. Under what circumstances have you employed **Principle-Centered Power** in the past?

Select a situation, problem, or opportunity you are currently facing that requires you to work with other people, and describe it briefly.

What results could you expect, in dealing with this situation, if your Principle-Centered Power was increased?

What would it take for you to increase your Principle-Centered Power now?

Can you see yourself (visualize) changing in the ways you have described?

GROUP EXERCISE

POWER INDEX

Instructions

The power you have with others varies with different people and different situations. You may use this index to assess yourself, as you see yourself, in a relationship with someone you would like to influence. This can be an individual you interact with in either a professional or a personal setting. Remember, this is only a self-rating of your power as you see it.

Each category has two scores. The first is your estimate of your capacity or skill level in the area indicated. The second is your estimate of how frequently you demonstrate this characteristic as you attempt to influence this person. There are no right or wrong answers.

Target individual I want to influence:

Example: spouse/family; subordinate/office; salesman/sales group.
Select a specific individual and keep that person distinctly in mind as you answer each question below.

Scoring Key:

<i>Capacity Levels:</i>	9 master	<i>Frequency:</i>	9 always
	7 high		7 usually
	5 average		5 often
	3 low		3 occasionally
	1 no skill		1 never

<i>Capacity:</i>	<i>Frequency:</i>	<i>Your self-assessment:</i>
_____	_____	1a. Ability to persuade this person? 1b. How frequently do you use persuasion to influence this person?
_____	_____	2a. Ability to be patient with this person? 2b. How frequently are you patient with this person when you are trying to influence him/her?
_____	_____	3a. Ability to be gentle and teachable with this person? 3b. How frequently are you gentle and teachable with this person?
_____	_____	4a. Ability to be accepting and non-judgmental of this person? 4b. How frequently do you really show acceptance of this person?
_____	_____	5a. Ability to be kind and sensitive to this person? 5b. How frequently are you kind and sensitive to this person?
_____	_____	6a. Ability to really know and understand this person and her/his potential? 6b. How frequently do you really focus on knowing and understanding this person and her/his potential?

Capacity:	Frequency:	Your self-assessment:
_____		7a. Ability to confront this person's mistakes with compassion?
	_____	7b. How frequently do you confront this person's mistakes with compassion?
_____		8a. Ability to be consistent, treating this person similarly, regardless of the situation and your goals?
	_____	8b. How consistent are you in manifesting these characteristics as you interact with this person?
_____		9a. Ability to have integrity with this person, matching your words, deeds, feelings, and thoughts?
	_____	9b. How frequently do your words, deeds, feelings, and thoughts match as you interact with this person?
Total Capacity Score	Total Frequency Score	Discrepancy Score
_____	_____	_____

Score Interpretation:
 Discrepancy Score (81 possible)—

0-10: low match
 11-20: moderate match—pay attention
 21+: high match; if *capacity* low self development, if *frequency* low check desire.

Summary:

- Which capacities are strengths for you? Which need improvement?

- Which frequency areas are strengths? Which need improvement?

- What does your discrepancy score tell you about you? About this individual?

SOMETHING TO THINK ABOUT...

STATEMENTS ON POWER, INTEGRITY, AND LEADERSHIP

Power

"Being powerful is like being a lady—if you have to tell people you are, you aren't."

—*Margaret Thatcher*

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."

—*Abraham Lincoln*

"Power tends to corrupt. Absolute power tends to corrupt absolutely."

—*Lord Acton*

"Office politics and Machiavellian power plays are far less important than your own productivity as a key to advancement and the ultimate realization of your ambitions."

—*Donald Siebert, C.E.O. of J.C. Penneys*

"Competition brings out the best in products . . . and the worst in people."

—*David Sarnoff, C.E.O. of RCA*

"Great spirits have always found violent opposition from mediocrities."

—*Albert Einstein*

"Influence is like a savings account—the less you use it, the more you've got it."

—*Andrew Young*

"The measure of a man is what he does with power."

—*Pittacus*

"People who have power respond simply. They have no minds but their own."

—*Ivey Compton-Burnett*

Integrity

"You only have power over people so long as you don't take everything away from them. But when you've robbed a man of everything, he's no longer in your power—he's free again."

—Alexander Solzhenitsyn

"The sole advantage of power is that you can do more good."

—Baltasar Gracia

"The life of a small group of people, who live true to their convictions, does more certain good than all writings. Let us, therefore, young and old, direct all our actions as much as possible towards the realization of our convictions."

—Tolstoi

"The wealthy man is the man who is much, not the one who has much."

—Anonymous

"Really great men have a curious feeling that the greatness is not in them but through them."

—John Ruskin

"When I do good, I feel good; when I don't do good, I don't feel good."

—Abraham Lincoln

"Always do what is right. This will surprise some people and astonish the rest."

—Mark Twain

"Character is a victory, not a gift."

—Ivor Griffith

"We will have integrity in our business when doing what's right is what is right for the business."

—Bill Marré

"The first step in the evolution of ethics is a sense of solidarity with other human beings."

—Albert Schweitzer

"Our character is but the stamp on our souls of the free choices of good and evil we have made through life."

—John C. Geike

"Would that the simple maxim, that honesty is the best policy, might be laid to heart; that a sense of the true aim of life might elevate the tone of politics and trade till public and private honor become identical."

—Margaret Fuller

"Our inheritance of well founded, slowly conceived codes of honor, morals and manners, the passionate convictions which so many hundreds of millions share together of freedom and justice, are far more precious to us than anything which scientific discoveries can bestow."

—Winston Churchill

"The hardest victory is the victory over self."

—Aristotle

"All of life is an obstacle course, with myself being the chief obstacle."

—Jack Paar

"There is no real excellence in all this world which can be separated from right living."

—David Starr Jordan

"Conviction is worthless unless it is converted into conduct."

—Thomas Carlyle

"Contrary to the cliché, genuinely nice guys most often finish first, or very near it."

—Malcom Forbes

"When we cannot find contentment in ourselves, it is useless to seek it elsewhere."

—Francois de La Rochefoucauld

"A man or woman of integrity cannot be perplexed or frightened; they go on, whether in fortune or misfortune at their own pace, like a clock during a thunderstorm."

—Blaine N. Lee

"In the simplest terms, a leader is one who knows where he wants to go, and gets up and goes."

—John Erskine

Leadership

"Henry Ford could get anything out of men because he just talked and would tell them stories. He'd never say, "I want this done!" He'd say, "I wonder if we can do it."

—George Brown

"Leadership is action, not position."

—Donald McGannon

"Leadership appears to be the art of getting others to want to do something you are convinced should be done."

—Vance Packard

"Leadership is the ability to get men to do what they don't want to do, and like it."

—Harry Truman

"The real leader has no need to lead—he is content to point the way."

—Henry Miller

"The final test of a leader is that he leaves behind in other men the conviction and the will to carry on."

—Walter Lippman

"You've got to lead and not drive, inspire and not dominate, cause respect and not fear, win support and not opposition."

—Anonymous

"The leader who requires much from himself and little from others will keep himself from being the object of resentment."

—Confucius

"A leader almost always acts subconsciously and then later thinks of the reasons for his action."

—Jawaharlal Nehru

"Nothing great will ever be achieved without great men, and men are great only if they are determined to be so."

—Charles de Gaulle

"I know of no more encouraging fact than the unquestionable ability of man to elevate his life by conscious endeavor."

—Henry David Thoreau

Power Index

EXERCISE

Instructions

The power you have with others varies with different people and different situations. You may use this index to assess yourself, as you see yourself, in a relationship with someone you would like to influence. This can be an individual you interact with in either a professional or a personal setting. Remember, this is only a self-rating of your power as you see it.

Each self-assessment has two scores. The first is your estimate of your capacity or skill level in the area indicated. The second is your estimate of how frequently you demonstrate this characteristic. There are no right or wrong answers.

Identify the target individual you want to influence (e.g., spouse, subordinate, salesperson). Select a specific individual and keep that person distinctly in mind as you answer each question below.

Scoring Key

Capacity:	9—Master	Frequency:	9—Always
	7—High		7—Usually
	5—Average		5—Often
	3—Low		3—Occasionally
	1—No Skill		1—Never

Capacity	Frequency	Your Self-Assessment
_____		1a. Ability to persuade this person.
	_____	1b. How frequently do you use persuasion to influence this person?
_____		2a. Ability to be patient with this person.
	_____	2b. How frequently are you patient with this person when you are trying to influence him or her?

Capacity	Frequency	Your Self-Assessment
_____		3a. Ability to be gentle and teachable with this person.
	_____	3b. How frequently are you gentle and teachable with this person?
_____		4a. Ability to be accepting and non-judgmental of this person.
	_____	4b. How frequently do you really show acceptance of this person?
_____		5a. Ability to be kind and sensitive to this person.
	_____	5b. How frequently are you kind and sensitive to this person?
_____		6a. Ability to really know and understand this person and her or his potential.
	_____	6b. How frequently do you really focus on knowing and understanding this person and her or his potential?
_____		7a. Ability to confront this person's mistakes with compassion.
	_____	7b. How frequently do you confront this person's mistakes with compassion?
_____		8a. Ability to be consistent; treating this person similarly, regardless of the situation and your goals.
	_____	8b. How consistent are you in manifesting these characteristics as you interact with this person?
_____		9a. Ability to have integrity with this person, matching your words, deeds, feelings, and thoughts.
	_____	9b. How frequently do your words, deeds, feelings, and thoughts match as you interact with this person?

Power Index

SCORING

High 70+

Medium 55—69

Low 54 or less

PATTERN		INTERPRETATION
Capacity	Frequency	
High	High	Good match. Be patient, results will come.
High	Medium	Good capacity. Analyze obstacles.
High	Low	Good capacity. Motivation is an issue. Does it matter enough for you to make the investment?
Medium	High	Rare. Working hard with somewhat limited resources.
Medium	Medium	Good match. Doing what you can. Consider improving capacity through application of the Seven Habits™.
Medium	Low	Mismatch. Evaluate your desire and interest. How much do you want to improve this relationship?
Low	High	Rare. Possibly overdoing it. Improve skills to make it less difficult.
Low	Medium	Rare. Working hard on the relationship. Capacity will probably increase over time.
Low	Low	Major candidate for personal and professional development. You are doing what you are capable of, but there is lots of room to grow. It can only get better.

SUMMARY

1. Which capacities are your strengths? Which need improvement?

2. Which frequency areas are your strengths? Which need improvement?

3. What does the difference between your frequency and capacity scores say about you? About this individual?

Quotations

Something to Think About

STATEMENTS ON LEADERSHIP, POWER, AND INTEGRITY

LEADERSHIP

“Leadership is the wise use of power.”

Warren Bennis

“In the simplest terms, a leader is one who knows where he wants to go, and gets up and goes.”

John Erskine

“Henry Ford could get anything out of men because he just talked and would tell them stories. He’d never say, ‘I want this done!’ He’d say, ‘I wonder if we can do it?’”

George Brown

“Leadership is action, not position.”

Donald McGannon

“Leadership appears to be the art of getting others to want to do something you are convinced should be done.”

Vance Packard

“Leadership is the ability to get men to do what they don’t want to do, and like it.”

Harry Truman

“The real leader has no need to lead—he is content to point the way.”

Henry Miller

“The final test of a leader is that he leaves behind in others the conviction and the will to carry on.”

Walter Lippman

"You've got to lead and not drive, inspire and not dominate, cause respect and not fear, win support and not opposition."

Anonymous

"The leader who requires much from himself and little from others will keep himself from being the object of resentment."

Confucius

"A leader almost always acts subconsciously and then later thinks of the reasons for his action."

Jawaharlal Nehru

"Nothing great will ever be achieved without great men, and men are great only if they are determined to be so."

Charles de Gaulle

"Really great men have a curious feeling that the greatness is not in them but through them."

John Ruskin

POWER

"Power is the capacity to translate intention into reality and sustain it."

Warren Bennis

"You only have power over people so long as you don't take everything away from them. But when you've robbed a man of everything, he's no longer in your power—he's free again."

Alexander Solzhenitsyn

"Being powerful is like being a lady—if you have to tell people you are, you aren't."

Margaret Thatcher

"Nearly all men can stand adversity, but if you want to test a man's character, give him power."

Abraham Lincoln

"Office politics and Machiavellian power plays are far less important than your own productivity as a key to advancement and the ultimate realization of your ambitions."

Donald Siebert, CEO of JCPenney

"Competition brings out the best in products...and the worst in people."

David Sarnoff, CEO of RCA

"Great spirits have always encountered violent opposition from mediocre minds."

Albert Einstein

“Influence is like a savings account—the less you use it, the more you’ve got.”

Andrew Young

“The measure of a man is what he does with power.”

Pittacus

“People who have power respond simply. They have no minds but their own.”

Ivey Compton-Burnett

“The sole advantage of power is that you can do more good.”

Baltasar Gracia

“I claim to be no more than an average man with less than average ability. I am not a visionary. I claim to be a practical idealist. Nor can I claim any special merit for what I have been able to achieve with laborious research.

“I have not the shadow of a doubt that any man or woman can achieve what I have, if he or she would make the same effort and cultivate the same hope and faith.”

Mahatma Gandhi

INTEGRITY

"I know of no more encouraging fact than the unquestionable ability of man to elevate his life by conscious endeavor."

Henry David Thoreau

"The life of a small group of people, who live true to their convictions, does more and more certain good than all writing. Let us, therefore, young and old, direct all our actions as much as possible toward the realization of our convictions."

Leo Tolstoy

"The wealthy man is the man who is much, not the one who has much."

Anonymous

"When I do good, I feel good; when I don't do good, I don't feel good."

Abraham Lincoln

"Always do what is right. This will surprise some people and astonish the rest."

Mark Twain

"Character is a victory, not a gift."

Ivor Griffith

"The first step in the evolution of ethics is a sense of solidarity with other human beings."

Albert Schweitzer

"Our character is but the stamp on our souls of the free choices of good and evil we have made through life."

John C. Geike

"Would that the simple maxim, that honesty is the best policy, might be laid to heart; that a sense of the true aim of life might elevate the tone of politics and trade till public and private honor become identical."

Margaret Fuller

"Our inheritance of well-founded, slowly conceived codes of honor, morals, and manners, the passionate convictions which so many hundreds of millions share together of freedom and justice, are far more precious to us than anything which scientific discoveries can bestow."

Winston Churchill

"The hardest victory is the victory over self."

Aristotle

"All of life is an obstacle course, with myself being the chief obstacle."

Jack Paar

"There is no real excellence in all this world which can be separated from right living."

David Starr Jordan

"Conviction is worthless unless it is converted into conduct."

Thomas Carlyle

"Contrary to the cliché, genuinely nice guys most often finish first, or very near it."

Malcom Forbes

"When we cannot find contentment in ourselves, it is useless to seek it elsewhere."

François de La Rochefoucauld