

WHITE PAPER



The HIGH COST of POWER PROBLEMS in the WORKPLACE



diamond
**POWER
INDEX®**

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INTRODUCTION

Power Problems in the Workplace

The success of every endeavor depends on how leaders use their power, and whether they can effectively utilize the authority of their roles.

Power is a fundamental force in life, something infants can recognize as early as 10 months old.¹ For as long as people have formed groups, human relationships have been structured by hierarchy, dominance, status, and control.

Power permeates all aspects of our social interactions with friends, loved ones, family members, and co-workers. Indeed, many of the problems we struggle with in the workplace—the issues that make work life arduous and painful, whether you are a CEO or an entry-level employee—are problems related to power.

Consider the following organizational challenges:

- 
- low rates of employee engagement
 - high rates of employee turnover
 - turf battles, silos, and struggles over resources and visibility
 - executive teams rife with conflict and dysfunction
 - lack of diversity, including a persistent inability to attract and retain women and minorities
 - complaints of discrimination, harassment, and bullying

Now, consider some of the most common employee complaints:

- 
- gossip, cliques, and toxic office dynamics
 - bullying, harassment, and rude behavior
 - stifled and stifling meetings
 - meetings persistently dominated by the same person or group of people
 - discrimination or preferential treatment
 - bosses who micromanage
 - bosses who yell, criticize, and demean their subordinates in front of others
 - aloof or absent bosses who don't provide support, feedback, or development opportunities
 - difficult co-workers who aren't held accountable, flaunt their rules, act aggressively, or simply fail to deliver

We may not recognize them as such, but ***these are all symptoms of one underlying malady: power used poorly.***

Mistaking Symptoms for the Illness

If you woke up one morning with a headache, sore throat, runny nose, aches, pain, and a fever, you would recognize that you were experiencing the symptoms of a flu. Chances are you wouldn't think you had contracted five different illnesses.

However, when it comes to “people problems,” the interpersonal issues and group dynamics that plague workplaces, it is common practice to mistake symptoms for illness—to treat a set of problems as essentially separate and unrelated.

It can be difficult to connect meetings dominated by the loudest and most aggressive voice in the room with low levels of team creativity. We don't always see how bullying and uncivil workplace behavior lead to high levels of absenteeism or turnover, or how a manager's inability to give direct and constructive feedback results in her team's lagging productivity.

Failing to recognize the link between these symptoms, we tend to seek out separate—and costly—solutions:

- **Emotional intelligence** for creating better interpersonal relationships
- **Equity and inclusiveness** for ending discrimination, increasing diversity, and making the workplace more welcoming to all kinds of people
- **Coaching for empowering** and developing employees
- **Measuring engagement** for increasing productivity and decreasing turnover
- **Unconscious bias** for making people aware of their unconscious preferences, behaviors, and assumptions
- **Conflict and communication** training for managing conflict productively and improving our capacity to hold difficult conversations
- **Anti-bullying training** for creating a safe and respectful workplace
- **Compliance training and ethical guidelines** for curtailing discrimination, harassment, and other illegal or fraudulent behavior and activities
- **Teamwork and collaboration** skills for helping people work together more effectively
- **Mindfulness** for reducing stress, promoting resilience, and increasing empathy



Missing the problem underlying the surface symptoms produces a “complex web of dozens of competencies ... and an alphabet soup of recommendations”² for managers to implement.

Not only is this “web” confusing, but it is also highly ineffective in terms of organizational performance. Without a bigger picture—without a framework clarifying a meaningful relationship between issues and their solutions—attempts to solve those issues will necessarily fail.

If power is the single issue underlying so many organizational problems, why is it so difficult to discern?

Power: An Undiscussable

Power is America's last dirty word. It is easier to talk about money—and much easier to talk about sex—than it is to talk about power. –Rosabeth Moss Kanter³

There are numerous definitions of power. One broad definition, which can be applied across a range of relationships, contexts, and cultures is this: Power is the capacity to alter another person's condition or state of mind, or to alter our environment to our advantage, whether that advantage is a personal one or an organizational one.⁴ These influencing behaviors include both positional power and authority, but also personal power—traits and characteristics related to our personality, emotional intelligence, expertise, and social and relational abilities.

Notice that this definition does not stipulate whether power is used well or poorly. That is up to the individual user.

Power is used—employed, recognized, resisted, coveted, and despised—in every social interaction. Yet, paradoxically, while power is experienced everywhere, people seldom address it outright. Rosabeth Moss Kanter, Professor at Harvard Business School, writes that power is a “dirty word”—avoided and maligned. And, in the words of organizational and management theorist Chris Argyris, power is an “undiscussable”⁵— a social dynamic we don't discuss directly, but which nonetheless drives our interactions with each other.

Dirty word, undiscussable—in short, power is a taboo. Like other taboos, such as sex, death, and money, power lives in the shadows, where myths and misinformation flourish; where its negative connotations grow, while our ignorance intensifies. Just as people who grew up in homes where money was never mentioned struggle to manage their finances, people and organizations who cannot talk about power undoubtedly fail to learn how to use it well and end up floundering or running amok in positions of authority.



The Leadership Development Industry and the Sunny Side of Leadership

Where can one learn how to use power in positions of authority? You may be surprised to learn that the answer is not business school or leadership programs. That is to say, these institutions often teach “leadership,” but fail to emphasize power enough or discuss it in a constructive way.

Let’s pause on that word: leadership. The defining element of leadership is power. Putting aside the question of competencies, experience, or personalities, what defines a leader is their power: someone has been elevated to a position of authority over other workers. Given the vast importance of this topic, very little has been written about the use of power in leadership. Despite a preponderance of programs, podcasts, books, and blogs on the topic of leadership, power is noticeably absent. And, when it is addressed, the focus is often on influence—how to increase personal power, how to be more political, or how to have a greater impact.

As Barbara Kellerman, author of *The End of Leadership*, and lecturer at the Kennedy School of Government at Harvard University, points out: if we interpreted the word *leadership* from its use in leadership development literature, we’d be forced to conclude that the word *leadership* was shorthand for “good leadership.”⁶

Recent research on the effects of a high-power role reveals what we know intuitively—power is intoxicating. It alters our behaviors, attitudes, and emotions. As such, it’s imperative we study the influence power has on leaders, and on the construct of leadership, more broadly.⁷

As it stands now, the \$50 billion-dollar global leadership development industry focuses heavily on charismatic leaders, a cult of celebrity entrepreneurs, and “rock star” CEOs. Bestsellers tout the essential practices, habits, hacks, and tips for greatness.

There is nothing wrong with learning how to be a great leader. No one will shell out money for a leadership program or spend time reading a book that promises to reveal the secrets of becoming mediocre. But the focus on greatness misses the pitfalls and perils of power. And those pitfalls and perils are many:



\$31 billion dollars is spent in the U.S. alone on leadership development...⁸

... and yet **40% to 58%** of the highest-priority hires (new executives hired from outside the organization) **fail in their new positions** within 18 months.

In the vast majority of cases, those failures were due to a gap in so-called “soft skills”—not technical ones—such as the inability to adequately assess the situation, failure to listen or seek advice, failure to lead an executive team, overreliance on what the leader has done in the past, and unwillingness to learn. Thus, we have, as Kellerman points out, a schizophrenic condition:

Participation in leadership development has never been higher, yet trust in leadership is at an all-time low.

Hiding Behind Hyperbole

When power use does arise as a topic of discussion, the conversation frequently and rapidly turns to headline-grabbers: egregious abuses of power, such as the fraud and corruption of Enron, or of Bernie Madoff; the extravagant excesses of executives like former Tyco International CEO Dennis Kozlowski, who paid himself \$81 million in unauthorized bonuses; the powerful men contributing to Silicon Valley's culture of sexual harassment and misogyny; or cover-ups of abuse at organizations like Fox News. Greedy grabs for power, sex, and money are easy to see. What's harder to perceive are the daily indignities—the inadvertent bumbling, unintended, and unpremeditated misuses of power that don't make the headlines, but nonetheless inflict harm. Many of these misuses of power aren't illegal, and can better be described as foul plays: "rank fouls."

These less dramatic, yet equally harmful acts of power misuse are everywhere, from eye-rolling and yelling to public shaming; from asking for personal favors to making sexual passes; from the failure to intervene into charges of bullying or harassment to defensiveness and refusal to accept feedback from others. Some of these may seem harmless, but over time, they undermine morale, fray the bonds of trust, and create a toxic workplace.

It is all too easy to get distracted by hyperbole and hypnotized by the drama, and to disregard these smaller acts for what they are: misuses of power. Nevertheless, focusing on the extreme creates a smoke screen: a way to conceal our own acts of power misuse. News-making criminality is a false benchmark against which we can measure ourselves and take comfort in the assumption that we would never do such a thing. In this way, we protect ourselves from seeing—and therefore remedying—the everyday acts of incivility, insensitivity, and ignobility we commit.



The High Cost of Power Problems

Although there's no documented category of workplace issues called "power problems," the problems associated with power are both recognizable and costly. Billions of dollars per year are spent on the organizational costs associated with behaviors related to misusing power—issues such as bullying, harassment, negligence, failure to intervene in conflict, hostility and aggression, as well as corruption, fraud, and malfeasance.

Sometimes these problems are referred to, colloquially, as "toxicity." We recognize the effects of "toxic" workers and "toxic cultures." Academically, they belong to the study of Counterproductive Work Behavior.

What Is Counterproductive Work Behavior?

Counterproductive Work Behavior (CWB) refers to any intentional behavior on the part of an employee that is seen by the organization as contrary to its legitimate interests.⁹ Earlier academic studies have looked at such behavior through the lens of deviance, or anti-social behavior—behaviors that harm or intend to harm other people, the organization, or its stakeholders.¹⁰

CWB is further distinguished into two different types. The first type (CWB-O) encompasses behaviors that harm the organization or undermine its goals—for instance, stealing from the office, coming in late, insubordination, or intentionally leaking confidential company information. The second type (CWB-I) are interpersonally harmful behaviors such as rudeness, aggression, bullying, and other acts of incivility.

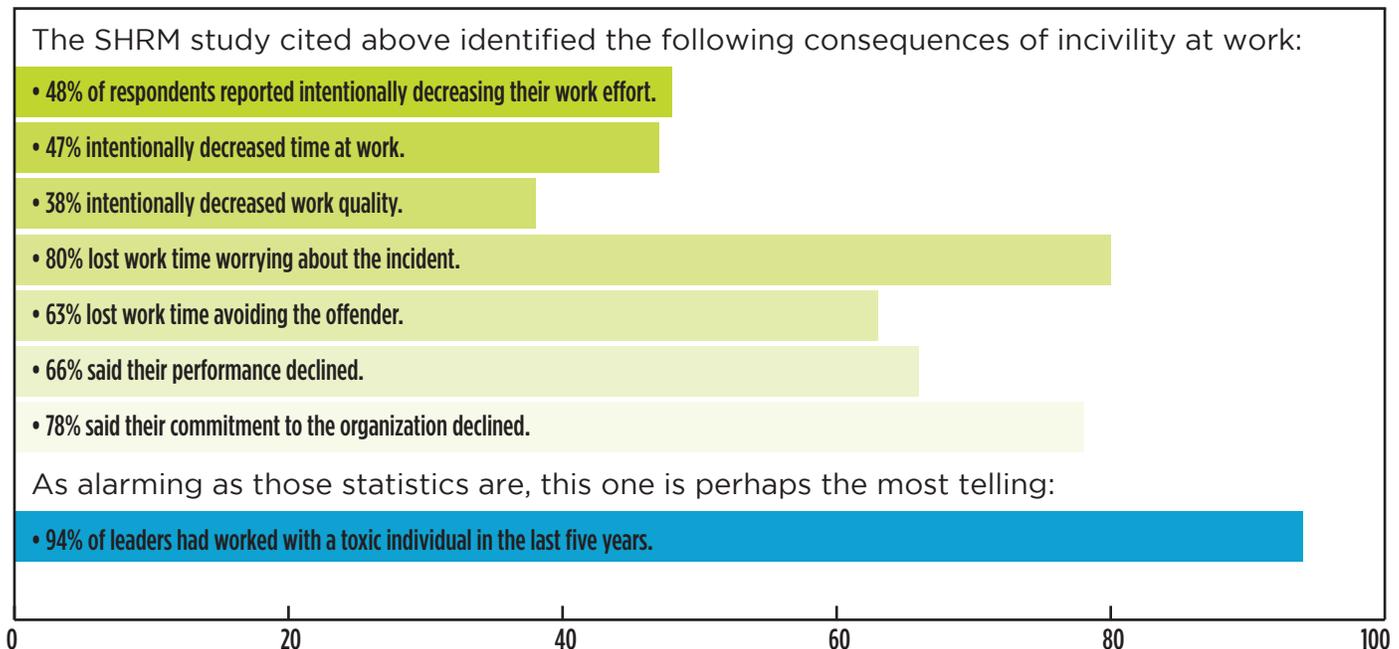
The Society for Human Resource Management¹¹ lists the following as the most frequently cited CWB-I behaviors:

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- making rude, condescending, insulting, and demeaning statements to others
 - using angry, hostile tones
 - shouting, throwing things, or slamming doors when displeased
 - berating staff and colleagues in front of others
 - showing insensitive, curt, and disrespectful treatment toward peers, staff, or clients
 - physically or verbally abusing others
 - lashing out in response to criticism or questions
 - threatening litigation when displeased or challenged
 - showing disdain of authority
 - believing that the rules only apply to others

These aren't just behaviors of low-level employees—they occur throughout organizations, from the C-Suite on down. In fact, behavior at the top almost always sets the tone for others as to what is acceptable in the workplace.

Counterproductive Work Behavior is profoundly damaging and costly to organizations. While studies vary, some estimate the costs of CWB at anywhere from \$6 to \$200 billion. The direct costs—absenteeism, turnover, litigation, compliance training—are compounded by indirect costs such as disengagement, health care, executive turnover, recruitment, and reduced productivity.

Studies have found that employees who are the targets of incivility, bullying, rudeness, and aggression from co-workers are more likely to quit their jobs, report lower levels of health and well-being, are less committed to their job and less satisfied with their work, and experience higher-than-average rates of anger and anxiety. Even minor moments of incivility and rudeness can create a negative work environment.



Why is toxicity so prevalent? Even more puzzling, why do organizations keep toxic workers? Why do organizations fail to act upon complaints of bullying, penalize whistle blowers, hesitate to discipline perpetrators, and dismiss acts of aggression or incivility?

Ironically, toxic workers are often also high performers, and organizations tend to keep high performers, regardless of their effect on the team, even when it results in losing employees. The rationale most often given is that the toxic worker's contribution, measured in dollars, far outweighs the costs associated with their negative behaviors.

But is this true? Do the numbers bear out the assumption? As negative incidents of toxicity in the workplace have increased, the belief that keeping toxic workers outweighs the penalties has come under scrutiny. A recent study by Michael Housman and Dylan Minor for the Harvard Business School directly compared the costs of keeping high-performing workers versus terminating and refusing to hire toxic workers. Take a look at their findings:

“[E]ven if a firm could replace an average worker with one who performs in the top 1 percent, it would still be better off ... replacing a toxic worker with an average worker by more than two-to-one. That is, avoiding a toxic worker (or converting them to an average worker) provides more benefit than finding and retaining a superstar.”¹³

The Difference Management Makes

Undoubtedly, a position of power has enormous consequences for the individual occupying it and the people they lead. Numerous studies demonstrate the same pattern: most people quit because of their immediate bosses.



- Half of all adults (50%) have exited a job because of a bad boss.
- There is a direct correlation between employee engagement and supervisor effectiveness.
- Bad leadership has a “trickle-down” effect through levels of management.¹⁴

Let’s put the pieces together: One manager using power well has a disproportionately positive effect on her team’s performance, and hence the company’s bottom line. Similarly, a single manager using power poorly has a disproportionately negative impact on an entire organization’s bottom line.

In 2008, Google initiated its now well-known Project Oxygen, an endeavor to identify what good managers do differently than average or poor managers. They were motivated by what the data showed:

[H]igh-scoring managers saw less turnover on their teams than the others did—and retention was related more strongly to manager quality than to seniority, performance, tenure, or promotions.¹⁵

For a year, the team at Project Oxygen reviewed performance appraisals, nominations for top manager awards, and employee surveys, along with qualitative data from interviews, to find out what higher-scoring managers did that made a difference. The results speak for themselves. Great managers...



1. coach;
2. empower others;
3. are interested in the success and well-being of their direct reports;
4. use their power to remove roadblocks to get results;
5. are good communicators, and know how to listen;
6. help employees move forward in their careers;
7. have a clear vision and strategy for their team; and
8. possess the critical technical skills to work alongside their team and advise them when necessary.

In summary, great managers use their power wisely.

Finding, keeping, and developing talent is the single most critical—and expensive—question facing companies today. Helping leaders develop their effective use of power presents a relatively low-cost, high-leverage intervention.

Power Intelligence®:

Competencies for Using Power Wisely

Some leaders possess a natural aptitude for using power, and automatically employ the eight behaviors of good management enumerated above. Many of us have benefited, at one time or another, from a manager who used power well. However, pressures mount as one ascends the hierarchy, and most leaders need to learn how to exert their authority in the proper way, at the proper time, in the service of the organization, to achieve intended results.

There is a core set of competencies related to the effective and healthy use of power—positional, personal, and informal power. Let's call this set of competencies Power Intelligence®. Like Emotional Intelligence—the ability to understand and manage one's own emotions and to recognize, manage, and influence others' emotions—Power Intelligence® is the ability to use positional and personal effectively, in the service of one's role, be it a formal, organizational role, or an informal role such as parent, friend, or mentor. In both cases, being “power intelligent” means using power in the service of a greater good.

Based on our two decades of research with individuals in positions of power, we have developed six competencies of Power Intelligence®.

1. Empower and engage

The degree to which the opportunity to use power effectively is granted or withheld from individuals is one operative difference between those companies which stagnate and those which innovate –Rosabeth Moss Kanter

Empowerment and engagement go hand in hand. No one has greater effect on employee engagement than each employee's immediate supervisor.¹⁶ When employees feel empowered in their roles, they report higher engagement. When given greater autonomy and entrusted to make decisions, not only are people more fulfilled, but they are also able to take greater ownership over their work. When their tasks and roles are explicit and clarified, when they have the means to get things done, and when roadblocks are removed, employees are more confident to contribute.

What does an empowering leader do, exactly? Empowerment is more than simple encouragement. An empowering leader creates the conditions for others to do good work and succeed. This means coaching and mentoring, but also clearly and transparently communicating about assignments, expectations, tasks, and roles. It involves providing people with useful and constructive feedback, as well as opportunities for advancement. An empowering leader can share the lime-light, give credit, and acknowledge others' work, because she knows that her job is not just to lead followers, but to develop future leaders.

2. Create psychological safety

The reality of hierarchical social systems is that people hold deeply ingrained, taken-for-granted beliefs that it's dangerous to speak up or disagree with those in power. ... It's up to leaders to foster the climate of psychological safety required to overcome that reluctance.¹⁷ –Amy Edmondson

Power can have a dampening effect on participation, and yet power done well achieves the opposite: it increases participation and makes it easier for people to engage. Unfortunately, even with the best of intentions, the former is more often the case. High-power individuals are seen through a “lens of power,” a magnifying glass that adds meaning and intent to their every action or non-action. The message they intend to send may be dramatically at odds with the one that is received.

Ron Carucci, co-author of *Rising to Power: The Journey of Exceptional Leaders*, describes the lens of power as follows:

Assume you now have a megaphone strapped to you 24/7. Everything you say and do is amplified and open to interpretations far from your intentions.

The lens of power has a chilling effect on genuine interaction, participation, and engagement. Protecting their self-interest, people tell the boss what they think he wants to hear. Fearing criticism or reprisals, they'll simply submit rather than disagree. This behavior doesn't only occur in hierarchical relationships. Teams are often dominated by one or two outspoken members, by dominant norms of engagement, and by overt or covert alliances and cliques that can shut down debate and discussion.

Lack of participation due to the lens of power has a real cost. Healthy debate and disagreement boosts a team's intelligence. Groups need robust dialogues to make informed decisions. Teams perform better when their members can speak fully and honestly and improve each other's perspectives by sharing their own. Effective leaders are aware of the unintended negative consequences of power and strive to correct for these effects, because they understand the need for psychological safety, an atmosphere of openness in order for people to speak up and participate.

Creating psychological safety means encouraging people to speak and respecting their ideas and views, even if others disagree. It means rewarding individuals who take risks and fostering a trusting atmosphere where people can ask for help and learn from their mistakes. Above all, it means approachability: leaders who use their power well are approachable—accessible to others and open to feedback, they actively solicit input and the free exchange of ideas.

3. Keep it civil

I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. –Maya Angelou

Everyone deserves to feel respected at their workplace. Organizations with respectful, inclusive, and collaborative workplaces tend to attract and retain high-quality employees. By contrast, being subjected to disrespect or discrimination causes high levels of stress, with a variety of undesirable outcomes that follow: conflict, grievances, low levels of engagement and attendance, burnout, and turnover. Of course, disrespectful and discriminatory behavior also puts the company at risk of lawsuits.

Disrespect can arise from different sources. Some managers do not practice emotional self-regulation: they lose their temper and are unable to maintain their composure under stress, resorting to yelling, bullying, and threats to get things done. Perhaps they blame others or the environment when things go wrong, or criticize or shame subordinates in front of subordinates' colleagues. Their failure to manage their emotions creates toxic workplace environments rife with high turnover, low morale, lack of engagement, absences, and lost productivity.

A leader's behavior sets the tone for how people treat each other. Effective leaders are respectful. They know how to size up situations before acting, and behave appropriately for the context. They carefully consider whether or not to voice a thought or feeling, knowing that there are consequences to one's actions—especially in a high-profile role. Above all, they manage their emotions, not letting stress or pressure become an excuse for acting disrespectfully towards others.

Finally, leaders know that they model behavior for others—not just in the actions they commit, but also in what they permit. They know that they need to step in and intervene to stop others who may be voicing offensive or discriminatory comments, even if those comments are in jest.

4. Serve the noble goal of the role

The cost of leadership is self-interest. –Simon Sinek

Using power well means using it in the service of the role. Leaders who use their power well put the needs of their team ahead of their own, the needs of their business unit ahead of their team, and the needs of the whole organization ahead of the business unit. They know how to conduct themselves in a manner which reflects positively on the organization and its leadership. They don't complain publicly or criticize the organization or people in it. They don't engage in gossip, or disclose confidential information. They enforce rules evenly and consistently. They aren't overly "chummy" with employees, blurring boundaries, and creating jealousy, divisiveness, and cliquishness. They are ever-mindful that they are role models for others, and that their behavior reflects positively—or negatively—upon the organization they serve.

Serving the noble goal of the role requires, for lack of a better word, professionalism. Sometimes professionalism is pitted against authenticity. While authenticity is a complex and nebulous concept, leaders who use their power implicitly understand the difference between authenticity and undisciplined spontaneity that generates more work for others; between informality that helps people feel at ease and that which creates disorganization and makes it impossible to get things done. These leaders know the difference between being available to help people with their conflicts, and getting embroiled in "dramas" or gossip. They know how to be friendly with the people they lead while keeping an appropriate distance.

5. Don't play favorites

Being good is easy, what is difficult is being just. - Victor Hugo

Call it what you will: cliquishness, the "boys' club" or "bro-culture," cronyism or nepotism—an overwhelming number of employees complain of preferentialism. Insider-outsider dynamics can arise out of unconscious bias or a willful disregard of policies, but even an unconscious, unintended behavior can become an institutionalized, culture-wide practice of discrimination, whether based on race, gender, friendships, seniority, or even skill and experience. No matter its source, preferentialism poisons morale, hastens turnover, and often leads to expensive and public lawsuits. At the very least, when people feel their contributions are not fairly evaluated, or that opportunities, promotions, payment, or assignments are unfairly distributed, they lack an incentive to contribute and thus disengage from their work.

Our subtle preferences and biases influence our behavior and decision-making much more than we tend to give them credit for. Subtle and nonconscious preferences dictate our circles of influence—those people with whom we spend our time, those whose contributions we heed, and those whose ideas we value. We tend to like people who are most similar to us, as well as those who like us back. While most people identify with their intended behavior, statistics on hiring, promotion, the distribution of speaking time and interruptions in meetings paint a very different picture. Employee surveys as well confirm that most workers feel that opportunities, pay, and promotion are unfairly distributed, and that favoritism is widespread.

Effective leaders strive to treat people equally and impartially. They understand that while personal preferences may be human nature, preferences don't need to always influence decision-making. That is, even though we tend to gravitate towards those who are more familiar and similar to us, fair leaders make it a point to give people equal time and attention, and make sure that opportunities for advancement are evenly distributed. Understanding that leaders don't just commit, but also permit conduct, they also keep an eye out for cliquish or exclusive behaviors, and take steps to discourage in-groups or factions that often lead to discriminatory or unjust practices.

6. Take a strong stand

Remember that what gets talked about and how it gets talked about determines what will happen. Or won't happen. And that we succeed or fail, gradually then suddenly, one conversation at a time.

–Susan Scott

While most people equate misuse of power with overuse of power, misusing power is as much an act of omission as it is an act of commission. In fact, many leaders intent on using power well actually tread too lightly. Attempting to minimize any harm, they mistake underusing power with using power well.

But not using power isn't the same as using it well. Underusing power creates just as much destruction as overuse of power. Team leaders who won't make decisions allow projects to degenerate into frustrating and pointless endeavors. A boss who refuses to deal with the conflict on her team, hoping it will "just work itself out," is at risk of losing valuable team members. Leaders who are afraid of using their power refuse to take a stand or make a tough call. They debate ideas endlessly, hesitant to decide on one for fear it may be the wrong one. They avoid difficult conversations. They are nothing if not supportive, but fail to hold people accountable or help them grow.

This kind of leadership behavior creates confusion. Team morale founders when a team leader doesn't set limits, when discussions meander, and when one person can derail the agenda with a simple question or skeptical comment. When decisions keep changing, no one on the team knows what's expected of them. It's stressful and chaotic working with and for someone who doesn't embrace their power.

Effective leadership requires conflict competence: the ability to take a stand, hold difficult conversations, and give tough feedback in a constructive manner to help employees develop. A conflict competent leader can manage disagreement productively, knowing that conflict is not the symptom of a conversation gone awry, but creativity in its nascent form. When managed correctly, conflict is a source of new ideas and growth. Teams and organizations that understand how to utilize conflict have a strategic advantage: they are more innovative, possess stronger bonds, and can collaborate more efficiently.

According to Carucci, leaders who don't step into their authority are, in fact, abusing their power:

At the top of the organization, your ability to right injustices, allocate resources fairly, provide access to opportunity, focus people on limited priorities, and invest in promising talent are all the privileges that accompany power, and failure to exercise it is as much an abuse of the privilege as exploiting it for personal gain.¹⁸



Making Power a Priority

In light of the costs of turnover, talent retention, and managing problems related to misuse of power, prioritizing effective use of power in your training and development is not just the right thing to do—it's good economic sense.

The misuse of power is not a character flaw or a personality deficit. It is a learnable competency and, as Google's experiment indicates, something from which all managers can benefit. The evidence for making power a priority is conclusive. Of employees surveyed:



- Nearly **25% said they would leave their company** if they couldn't get along with a supervisor;
- **20% would quit** if they were micromanaged by their manager;
- **11% have quit** a job because of an over-controlling boss; and
- **28% would choose a better boss** over a \$5,000 raise.

Effectively fulfilling a powerful role requires more than manners, emotional literacy, coaching skills, or social skills. Leaders need to develop a complex set of skills encompassing self-awareness, emotional regulation, professionalism, social and relationship ability, and organizational awareness. These skills cannot just be learned in a vacuum, in isolation of each other. They are all part of the larger framework of power use.

Power may still be an undiscussable, but becoming better leaders, managers, teammates, and co-workers depends on our ability to learn how to use the power we have—no matter how small—to bring out the best in ourselves and in others.



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