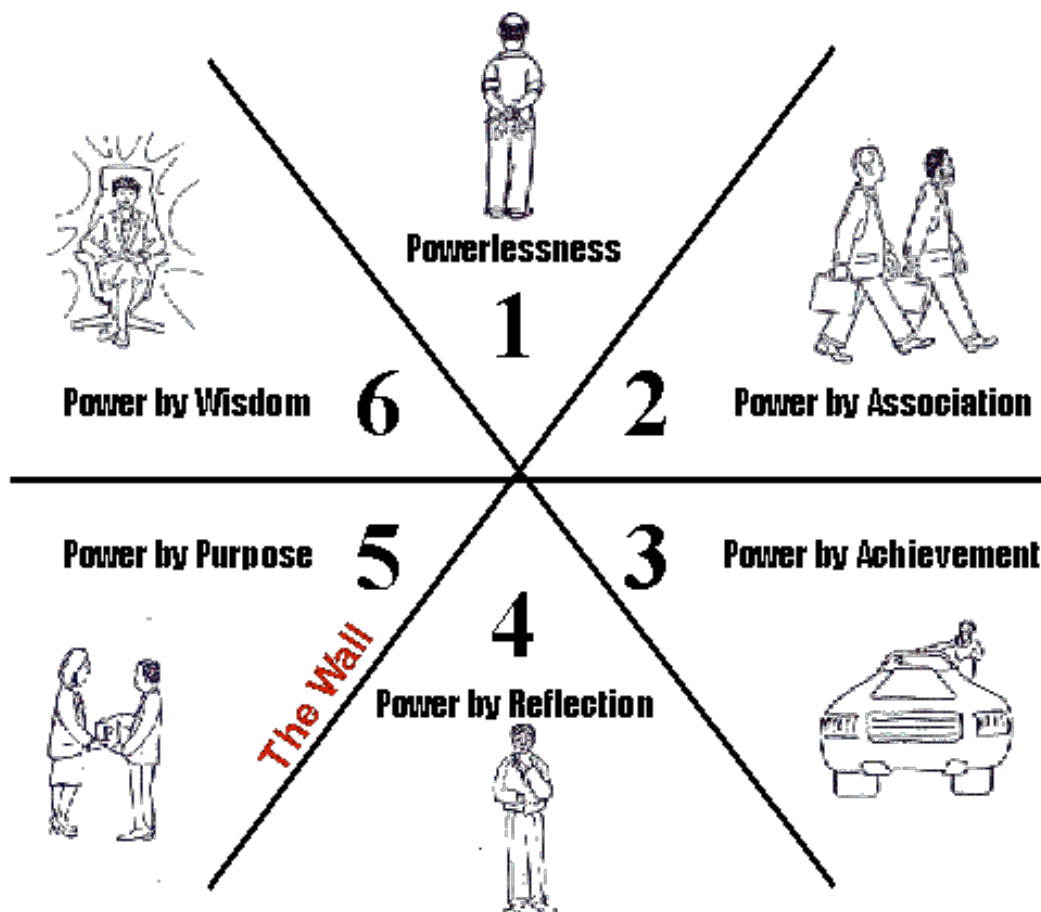


# REAL POWER

## Stages of Personal Power in Organizations

### Introduction

The Real Power Model consists of six stages of power. The stages are cumulative, with each building upon the other. According to this model you re-experience the stages at various times in your life. Each time you revisit a stage you experience it in a deeper way. Think of your life as an ever widening spiral.



#### Definition of Personal Power:

"Personal power is the extent to which one is able to link the outer capacity for action (external power) with the inner capacity for reflection (inner Power)."

#### Characteristics of the stages of power

- ⊗ Stages are developmental
- ⊗ Each stage is different from the others.
- ⊗ One can only move through the stages in the order they are given.
- ⊗ Power is described and manifested differently at each stage.
- ⊗ Each stage has positive and negative attributes.
- ⊗ People can be in different stages in different relationships at the same time...but there is usually a "home" level of power that the person will feel most comfortable in.

You don't necessarily proceed to new stages with age or experience, though these help. Stages 1 to 3 are fundamentally outward, and 4 to 6 are fundamentally inward focused.

# Stage 1 - Powerlessness

## Key Question

*When do you feel least powerful?*

## Description

- Manipulation
- Trapped stage

## Characteristics

- Secure and dependent
- Low in self-esteem
- Uninformed
- Helpless but not hopeless

## Spirituality at Stage One

- Recognition of the Holy/Higher Power

## Shadow of Stage One

- Holding onto victim stance
- Addictions

## Catalyst for movement

- Self-esteem
- Skill development

## What Holds People Back?

- Fear

## Ways to move

- Build self-esteem
- Find allies
- Get support
- Develop skills
- Appreciate yourself
- Share yourself
- Confront fears
- Take responsibility
- Talk with your boss
- Change jobs
- Get out of abusive relationships
- Confront yourself
- Get into treatment or counseling



## Symbol

Trapped in jail - handcuffs

## Description

Secure, but dependent  
Limited access to information  
Low self esteem

## Leadership style = Force

Inspire in others = Fear  
Require from others = obedience

## Barrier = Fear

To move to next level: Develop new skills and or improve self-esteem.

## Stage 2 – Power by Association

### Key Question

*Who made you feel worthwhile before you were 25 other than your parents? What did they do? How did it affect you?*

### Description

- Magic
- "Be like Yoda" stage

### Characteristics

- Apprentices
- Learning the culture
- Dependent on supervisor or leader
- New self-awareness

### Spirituality at Stage Two

- Learning about our spiritual journey

### Shadow of Stage Two

- Recyclers
- Chameleons
- Naive People

### Catalyst for Movement

- Confidence
- Risk taking

### What Holds People Back?

- Lack of confidence
- Need for security

### Ways to move

- Find a mentor
- Get feedback
- Be competent
- Get credentials
- Get more involved
- Find solutions
- Take risks
- Develop networks
- Develop your ego
- Take care of yourself
- Do something on your own
- Examine your image
- Take on the masculine if necessary
- Work out relationships

Symbol - Guanxi

### Description

Power comes from relationships with powerful people.

Learning the ropes of an organization.

Trying to belong to groups and associations.

Dependent on supervisor/leader

New self awareness.

Might be seen as a temporary stage for movers on their way up.

**Leadership style** = seduction or deals

Inspires their people to dependency

Requires from others returning the favor.

**Barrier to stage 3** = Need for security

To make it to Stage 3 they will need to improve their self confidence.

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## Stage 3 – Power by Achievement

### Key Questions

*What are our gifts? What kinds of things come easily for you? What are you good at?*

### Description

- Control
- The dynamo stage

### Characteristics

- Mature ego
- Realistic & competitive
- Expert
- Ambitious

### Spirituality and Stage Three

- Spirituality is being productive on our chosen faith journey

### The Shadow of Stage Three

- Bravado
- Egocentric behavior
- Greed

### Catalyst for Movement

- Embracing integrity

### What Holds People Back?

- Not knowing you're stuck
- Confusion

### Ways to move

- Accept the potential change that crisis can bring
- Learn to be alone and to seriously reflect on yourself
- Try new things that make you think differently
- Design a ritual
- Create a crisis
- Get support from Stage 4, 5, 6 person
- Build networks
- Concentrate on the present
- Be reflective about the next stages
- Consider a long range plan for true leadership

Symbol - Fortune 500, BMW, suit car office title



### Description

In Control  
Ego  
Ambitious  
Competitive  
Expert in their field  
Charismatic  
Realistic

**Leadership style** = Charisma and Persuasion  
Inspire a winning attitude in others  
Require others to be loyal no matter what happens.

**Barrier** = Not Knowing they are stuck

**To move to stage 4**, they will need to go through a **Crisis of Integrity**.

A point in time where in order to achieve or keep their symbol of power, they will need to go against their inner nature.

## Stage 4 – Power by Reflection (Influence)

A question to reflect on at this stage:

*What was the moment of keenest insight in your life and what happened when you acted?*

### Description

- Influence
- The sandwich stage

### Characteristics

- Reflective/confused
- Competent in collaboration
- Strong
- 

Comfortable with personal style

- Skilled at mentoring
- Showing true leadership

### Spirituality and Stage Four

- Rediscovering the Holy

### Shadow of Stage Four

- Playacting
- Stuck in confusion
- Misunderstood

### Catalyst for Movement

- Letting go of one's ego
- Facing fear

### What Holds People Back

- Not letting go of one's ego
- No need for a life purpose

### Ways to move:

- Hit the wall
- Move beyond intellect
- Let go of control
- Face your shadows
- Go to your core
- Find intimacy with a higher power
- Take lime out
- Glimpse wisdom



### Description

Competent  
Comfortable with personal style  
Fair and Responsible  
Entering true leadership  
Strong  
Reflective

**Leadership style** = modelling integrity  
Inspires in others - Hope  
Requires from others - consistency and honesty

**Barrier to moving to Stage 5** - letting go of one's ego  
To move to stage 5 will need to let go of ego, and discover or accept their life's purpose.

# The Wall

## Key Question

*What one quality in you will be dangerous to other people if you are not fully conscious of it?*

## Description

- Transformation
- The courageous ones

## Characteristics

- Moving beyond your intellect
- Letting go of control
- Embracing your shadow
- Going to your core
- Finding intimacy with your Higher Power
- Glimpsing wisdom

## Spirituality and Spiritual Connection to Work

- Grace in the darkness

## Shadow of the Wall

- Too much to lose

## Catalyst for Movement

- See pain as an opportunity for growth

## What Holds People Back?

- Will

## Ways to move

- Stay accountable to someone who knows your story
- Believe in healing before it happens

# Stage 5 – Power by Purpose

## Key Question

*What is your deepest heart's desire?*

## Description

- Inner vision

## Characteristics

- Self-accepting
- Courageous
- Calm
- Conscience of the organization
- Humble
- Practical mystics
- Elusive qualities
- Generous in empowering others
- Confident of life calling

## Spirituality and Stage Five

- Spirituality is surrendering to the Holy

## Shadow of Stage Five

- Pseudo-innocence
- Perceived by others to be impractical
- Perceived by others to be undeveloped

## Catalyst for Movement

- Understanding the universe

## What Holds People Back?

- Not understanding the universe
- Lack of faith
- Too much to lose

## Ways to move

- In individual ways

## Description

Visionary  
Self-accepting  
Calm  
Humble  
Generous in empowering others  
Confident in life purpose

**Leadership style** = lead through inspiring others

They inspire others to love and service

Require from others - Self-acceptance and Purpose

**Barrier to Stage 6** - Too much to lose - unwilling to let go - lack of faith.

In order to move to Stage 6, 5's will need to become comfortable with paradox



## Stage 6 – Power by Wisdom

### Key Question:

*In the deeper spiritual life, our lives are consumed by the fire of the Holy Spirit. How close are you willing to come to the flame?*

### Description

- Self -sacrifice
- Souls of the earth

### Characteristics

- Integrating shadow
- Unafraid of death
- Powerless
- Quiet in service
- Conscience of the community/world
- Compassion for the world

### Spirituality and Stage Six

- Spirituality is reflecting the Holy

### Shadow of Stage Six

- Appear to be out of touch with danger
- Appear too sacrificial

### Catalyst for Movement

- Humanness

### What Holds People Back?

- Human constraints



### Description

Unafraid of death  
Comfortable with powerlessness  
Quiet service to others  
Lives life on a universal plane...sees the grand picture

**Leadership Style** = leading by being wise  
Inspires in others - inner peace

**Requires from others** - anything and everything

## Real Power - Disciplines for improving your power

Be accountable

Will develop your sense of responsibility

Will reduce your ego

Access your leadership journey

Develops Self-Reflection

Gain insight

Practice vulnerability

Develops Self-Awareness

Increases Honesty

Play without feeding addictions

Develops relaxation

Increases sense of calmness

Experience solitude regularly

Develops intimacy with self

Increases clarity

Try one new artistic endeavor

Develops trust in self and trust in the process

Increases sense of creativity

Travel as far as possible from home

Develops the ability to accept differences and the uniqueness of all

Increases appreciation of others

Take your spirituality seriously

Develops the ability to surrender and let go.

Increases peace of mind

Find a mentor at the fringe

Develops humility

Increases healing

Find peace and intimacy in relationships without avoiding conflict

Develops courage

Increases intimacy

Embrace your shadows and childhood wounds

Develops ability to face fear

Creates a sense of inner freedom

Discover your Passion

Develops self-connection

Encourages you to go beyond self

Accept your calling

Develops faith

Brings about deeper sense of wisdom