

Worksheet Two (Part 1 of 3)

Sources of power – self-assessment

Here are some 'sources of power' that you might have. Make a note of how much, or little, you have of each.

SOURCE OF POWER	WHAT POWER DO YOU HAVE?
<p>1. Resources e.g. power over budgets, equipment, staff resources, information. Do you have a formal right to control others? Can you influence the rewards and sanctions that other people get?</p>	
<p>2. Processes e.g. power to put things on the agenda, control decision-making processes, change criteria, decide who gets involved.</p>	
<p>3. Meaning e.g. power to put things into internal and external communications channels (like a website, social media, newsletter or training programme), ability to 'speak the same language' as the people you want to influence, good persuasion and communication skills.</p>	
<p>4. System e.g. being in tune with the established system, values, structures and so on. Do you have access to the powerful decision-makers or politically powerful in your organisation?</p>	
<p>5. Confidence e.g. being confident that others will not stereotype or ignore you – because of your age, gender, ethnic origin, professional background, tendency to wear sandals.</p>	

Source: Ainger, C

Worksheet Two (Part 2 of 3)

Sources of power – self-assessment

SOURCE OF POWER	WHAT POWER DO YOU HAVE?
<p>6. Freedom e.g. your freedom to walk away if you don't get what you want, or it all goes horribly wrong.</p>	
<p>7. Scarcity e.g. what your organisation values you for, which is in short supply. This might be your skills, knowledge, abilities, or it might be that you are a valuable 'token', embodying something that the organisation says it values.</p>	
<p>8. Time and enthusiasm e.g. your willingness to put extra time and effort into creating change and making it succeed.</p>	
<p>9. Charisma e.g. how easy you find it to get people to listen to you, to trust you and to follow you.</p>	
<p>10. Credibility and track record e.g. the level of respect you get from people, for your formal qualifications and your other achievements.</p>	

Source: Ainger, C

Worksheet Two (Part 3 of 3)

Sources of power – self-assessment

SOURCE OF POWER	WHAT POWER DO YOU HAVE?
<p>11. Expertise e.g. your specialisms, and what level of expertise you have in a technical area, a profession or in interpersonal skills.</p>	
<p>12. Group support e.g. the group of people who support you and your ideas, its size and influence.</p>	
<p>13. Control over information e.g. useful information which can be either generated within the organisation, or which you are able to bring in from outside.</p>	
<p>14. Political access e.g. your connections to the movers and shakers inside and outside your organisation, the important people whose help you can call on.</p>	

Source: Ainger, C