

POWER

Why Some People Have It - And Others Don't

JEFFREY PFEFFER

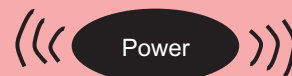
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MAIN IDEA

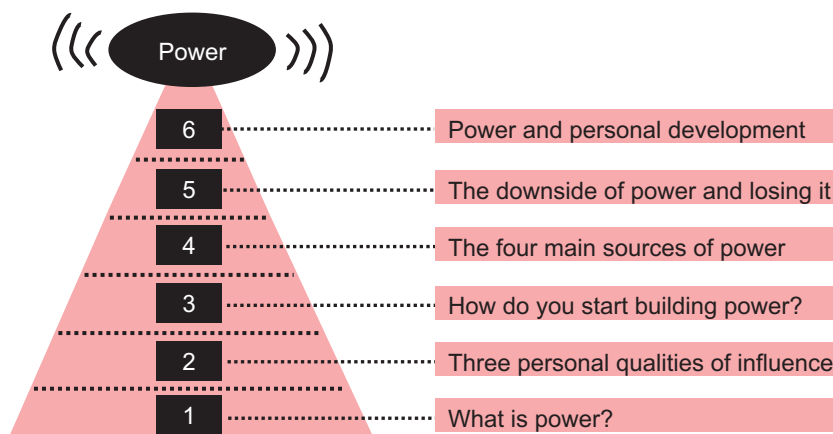
Power is good. It gives you the ability to set the agenda and get the things done you consider to be most important. In addition to greater control, the more power you have the greater your status, discretion and wealth creation opportunities will be. Studies even show people with power live longer and enjoy healthier lives than those who feel helpless and stressed so the benefits of power are extensive and pervasive. Power is also part and parcel of being a leader which is why leaders are always preoccupied with the pursuit of power.



Rather than being a hit-and-miss affair, there are principles which govern the accumulation of power. If you understand them and are willing to use them, you can and will acquire more power. Becoming more powerful is a matter of being thoughtful and strategic, resilient, alert and willing to fight when necessary. Obtaining and holding power is hard work but if you're going to embark on the quest, it makes sense to be as effective as you can. The real key to creating your own personal path to power is to know what you're doing and why.

"You can actually acquire power – not by becoming a new individual but by doing things slightly more strategically and differently. Just like the principle of compound interest, becoming somewhat more effective in every situation can, over time, leave you in a very different, and much better, place. Almost anything is possible in attaining positions of power. You can get yourself into a high-power position even under the most unlikely circumstances if you have the requisite skill."

– Jeffrey Pfeffer



1. What is power? Page 2

Pure and simple power is getting into a position where you call the shots and make the things you want to happen actually happen. You don't get there by chance. To become powerful, you have to work at it.

2. Three personal qualities of influence Page 3

To obtain and then hold on to power, you will need three personal qualities: (1) A belief change is possible; (2) An objective perspective of yourself; and (3) An understanding of the most important qualities for building a power base.

3. How do you start building power? Page 4

The best way to start your personal quest for more power is to choose your department thoughtfully. Go somewhere with under exploited niches which are going to be more important in the near future than they are today. Build from there.

4. The four main sources of power. Pages 5 - 6



5. The downside of power and losing it Page 7

If you do choose to actively seek power, go into it with your eyes open. Understand and appreciate the downside of having a lot of power and the risks you run if you lose it. There is a price to pay and you have to decide if it's worth it.

6. Power and personal development Page 8

Is the pursuit of power ultimately good for you and for your organization? While power does have its downside, it also means you can set the agenda for what gets done. As long as that agenda aligns with your values, power is good.

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