



Online Workshop: Influence Mapping & Strategy



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The (em) Collective
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Hi. I'm Megan.



I'm obsessed with power
...but it's not how it sounds.

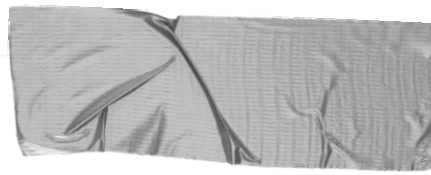


I'll have failed if you leave this session without...

1. Understanding the difference between positional and personal power & knowing at least 1 source of each;
2. Appreciating the value of 'mapping' influence & having an opportunity to try it;
3. And, most importantly: knowing how this knowledge and skill can increase leadership potential & impact, and support rising and/or underrepresented leaders.



= a new (or refined) lens & tool to strategize power dynamics




Power



Is the capacity or ability to direct or influence the behavior of others, the allocation of resources, and/or the course of events.

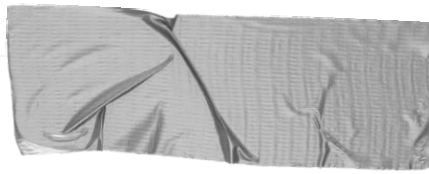


Applying the definition, (re)consider who has power within your organization and on what basis, i.e. what gives them the capacity or ability to make things happen?



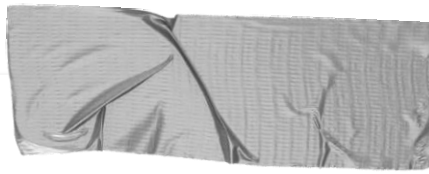
It's not
all about
the title

Power can come from
positional or
personal sources,
and positional doesn't
always = top of the
hierarchy.



Sources of positional power

- **FORMAL AUTHORITY:** Position in the hierarchy
- **RELEVANCE:** Importance of role to organizational priorities
- **CENTRALITY:** Position in key networks
- **AUTONOMY:** Amount of discretion
- **VISIBILITY:** Degree to which performance can be seen by others, and especially power-holders



Sources of personal power (i.e. interpersonal influence)

- **AUTHORITY:** Expertise; relevant skills & knowledge
- **COLLABORATIVENESS:** Perceived to consider the needs and interests of others & seek alignment
- **SOCIAL PROOF:** Support of others respected in the org
- **TRUSTWORTHINESS:** Perceived to be dependable and consistent
- **LIKEABILITY:** Having or displaying attributes others identify with and/or admire

Meet Christina

Christina is a rising leader at ReSplash, though she doesn't necessarily see herself that way.* A UCLA Law grad, she's Chief of Staff to ReSplash's GC. Christina is bright, motivated, and has great ideas about legal strategy and organizational culture. She has proved herself very knowledgeable and pragmatic, and now even senior managers ask her for legal advice when the GC is busy. Even though she's very busy, Christina generally makes time for all requests and always follows through.

You are the Director of HR. Christina asked to meet with you to discuss her ideas about ways the Chief of Staff role might evolve and expand.

She starts by saying, "I don't have power to make anything happen, but..."

*not true. Christina modeled for Unsplash and now finds herself in my hypo



Question 1

What sources of positional power does Christina have in her current role?

Question 2:

What sources of personal power does Christina have and use in your role?

Question 3:

What would you say in response to Christina saying she doesn't have power?

Who are Christina's stakeholders?

Dave, Product Counsel

Works in Legal. Very ambitious. Has been at ReSplash longer than Christina and seems to resent the creation of the Chief of Staff role. Christina thinks he will hate her proposal, since it will put an additional person between him and Aparna on the hierarchy.

Aparna, GC

Christina's boss. Ultimate decision-maker on all things legal. Overworked, very dependent on Christina, wants to ensure she stays at ReSplash. High level of mutual trust.

William, SVP. Global Affairs

Aparna's boss. Has to approve changes to departmental structures. Typically defers to Aparna on decisions re: Legal, but rejected a past proposal that require changes to leadership levels, which this would.

Hiroshi, VP, Ops

Close friend of both Christina and William. Lots of personal power. Won't be affected by Christina's plan, except caring that Christina stays at ReSplash.

'Scoring' Christina's stakeholders

Dave, Product Counsel

Power: ?

Interest: ?

Aparna, GC

Power: ?

Interest: ?

William, SVP

Power: ?

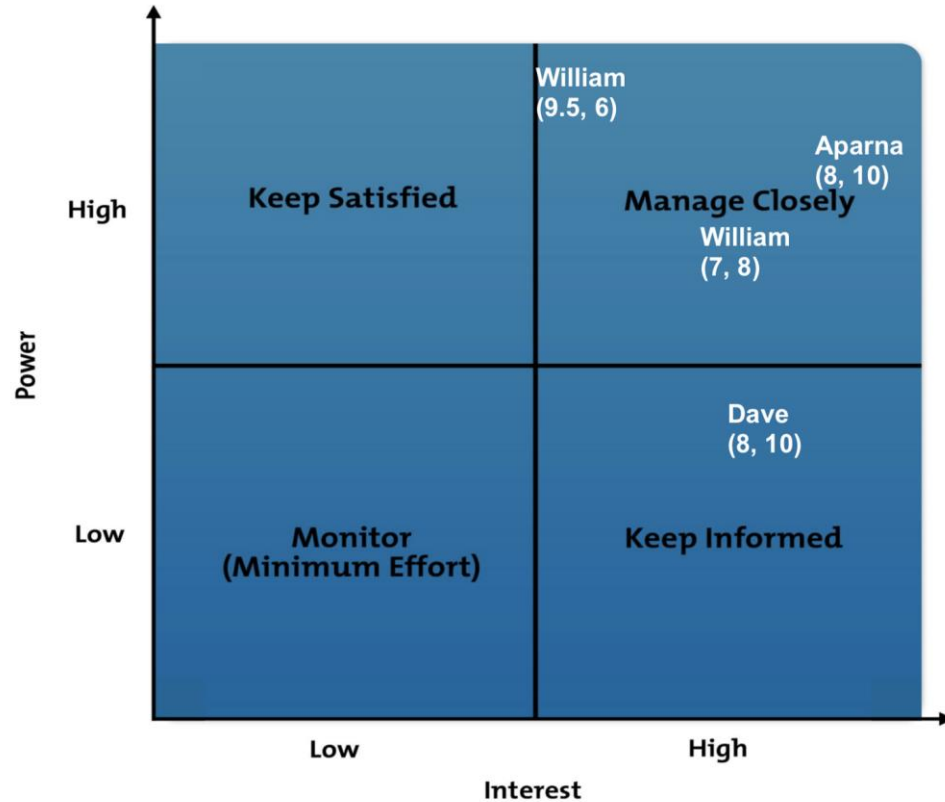
Interest: ?

Hiroshi, VP

Power: ?

Interest: ?

Christina's Stakeholder Priority Map





Debriefing

What?

So what?

Now what?



Other forms & uses of stakeholder, power, and influence mapping

- Helping underrepresented and rising leaders identify champions and mentors;
- Designing performance review processes;
- Holding companies to account for DEI efforts;
- Preparing leaders for high-stakes negotiations;
- Diagnosing toxic power dynamics and spoilers on teams



Key Takeaways

1. Most employees have more power potential than they realize.
2. Organizations that empower employees to realize that untapped potential are organizations that recruit, retain, and thrive.
3. Power can, and should, be considered and strategized to improve organizational efficacy and culture.
4. Tools - and experts - can help!

Thank you!



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“Power without love is reckless and abusive, and love without power is sentimental and anemic. Power at its best is love implementing the demands of justice, and justice at its best is power correcting everything that stands against love.”

- The inimitable MLK, Jr