

## HIRT&FRIENDS EXECUTIVE BRIEFING



Dr. Michael Hirt

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### **Secrets of Power**

#### **How you can really make a difference in organizations**

Power is a term that many people shy away from, a taboo in management that is always present, but never addressed.

Power, in the words of Stanford professor and leading power expert Jeffrey Pfeffer, is the ability to successfully implement something, even against resistance.

As a manager, it's not just about knowing what to do, but also about doing it, in other words, achieving effectiveness in the real world. It is not about Sunday speeches and airy plans, but about results.

And managers cannot achieve results alone, they always need other people. If you ignore the fact that every organization always has a power dimension that is absolutely necessary to achieve results, then you dramatically reduce your chances of success.

Many people are afraid of power and there are many myths and prejudices about power.

Effective managers do not spend time with such childishness, they adopt the rules of the game and apply them consistently, just like effective rugby players master the rules of the game and take them to heart in order to defeat the opposition.

What are the sources of power available to you and how do you use them?

Make sure your professional title and formal position are as impressive as possible. Equip your office with the insignia of power and success, such as awards, prizes and letters of reference from enthusiastic clients, and hold important conversations in your office.

Ensure that you have the potential to reward or punish others, for example by encouraging or withdrawing bonuses or other gratuities and benefits.

Build a high level of expertise and methodological competence and ensure that you have an information advantage over the others.

Build a network of allies and supporters that makes sure that your voice and opinion are clearly heard and your decisions implemented.

Have a consistent value system that you consistently implement in your daily decisions. Numerous studies on employee management and child rearing show that on this basis you can exert enormous influence on others, even if they do not share your value system.

If you radiate success, positivity and productivity, it will be easier for others to cooperate with and follow you.

### **In a Nutshell**

Power is a central component of the toolbox of effective management. Successful managers know the sources of power and apply them consistently.

All the Best!

Michael Hirt

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**Dr. Michael Hirt**



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