

SMART POWER TOOL

INTRODUCTION

Leadership is exercised through relationships. Leaders need to influence themselves and others to take Vision-directed and Values-based action. There are three types of power available for influencing action in relationships: hard, soft and smart. The purpose of this tool is to assist leaders to develop the most suitable balance of hard and soft power for a specific leadership situation, i.e., smart power.

The Smart Power Tool is used anytime leadership needs to understand how to act most effectively to influence positive change. It is best used collaboratively with the LS. Complete a new analysis for each situation. Start by reviewing the current conditions. Complete the Smart Power analysis, implement decisions, review and reflect to make improvements.

INSTRUCTIONS

1. Review the current conditions, using the Current Conditions Table for reference.

CURRENT CONDITIONS TABLE	
Conditions for Smart Power	EMERGE Tool
What is your understanding of Leadership System, i.e., your own needs, and the needs and demands of followers and external stakeholders?	Leadership Role Profile Inspiration Tool Learning Plans Convening Coalitions Plan
What is your understanding of Leadership Context as it relates to this situation?	Wicked Problems & Success Factors Plan Contextual Intelligence Map Smart Power Plan
What is your understanding of the Vision and Values and how you can advance them strategically and ethically?	Vision/Values Norming Plan Strategic Navigation Plan

2. Complete the Smart Power Decision Table. Read question #1. If your answer is yes, proceed to question #2. If it is no, proceed to 'Leader Actions' #1. Follow the same directions to answer questions #2 and 3. Next, use the charts on the following pages to take your 'leadership actions'.

- Use the tables as directed in the Smart Power Decision Table. When you have completed the tables, complete the Assessment to Discern Smart Power Strategy Table (page 6) and all the associated questions.

SMART POWER DECISION TABLE			
Deciding on Sources and Types of Power	Decision Rules		
	1	2	3
1. Does the leader know the types and sources of legitimate discretionary power that they have available?	No	Yes	Yes
2. Does the leader understand the types of hard and soft power available within the context of the leadership role?	↓	No	Yes
3. Does the leader understand the decision rules for balancing combinations of hard and soft power (e.g., smart use of power) under typical leadership system scenarios?	↓	↓	No
Leader Actions	↓	↓	↓
1. Leader needs to determine their level of discretionary power. Complete Sources of Discretionary Power Table.	X	↓	↓
2. Review the Hard and Soft Power Tables.		X	↓
3. Review the Smart Power Strategy Table.			X

SOURCES OF DISCRETIONARY POWER TABLE		
Category	Major Sources	Operational Description
Position Power	Legitimacy	Others recognize and accept authority associated with the position
	Reward	Position allows control over provision of rewards
	Coercive	Position allows capacity to control punishments
	Informational	Position allows access to privileged data or knowledge
Personal Power	Rational Persuasion	Person relies on logical arguments or factual evidence to convince others
	Referent Power	Person is liked or respected by others in important positions
	Expert Power	Person has superior knowledge and experience in a certain field
	Charisma	Person's personality is engaging & magnetic. Person has clear Vision and Values that inspire trust.
	Behavior	Personal decisions and actions that display trustworthiness and integrity, model behaviors the person advocates, and inspire, enable, encourage and challenge others

HARD POWER TABLE		
Category	Dimensions	Description
Organizational Capacity	Manage the Reward and Information Systems	Understand information flows, i.e., top down and bottom up as well as horizontally amongst the followers, and how to monitor them. Implement systems that provide good information leading to valuable input. Make sure that unfiltered news can reach the leader.
	Manage Inner and Outer Circles (direct and indirect leadership)	Manage the inner circle to ensure an accurate flow of information and influence. Understand the importance of empowering the followers by allowing them to speak out. Construct teams and hire subordinates who can compensate for any deficiencies.
Machiavellian Skills	Ability and Authority to Bully, Buy, and Bargain	Bully or repeatedly humiliate and dominate others in order to force others to behavior a certain way. Buy or provide economic incentives to followers to stimulate their performance. Bargain or cut deals with followers to get them on the ‘right’ track.

SOFT POWER TABLE		
Categories	Dimensions	Description
Emotional Quotient	Empathy	Practice empathy with others. Display confidence and optimism.
	Emotional self-awareness and control	Awareness of personal psychological needs. Self-discipline to prevent personal psychological needs from distorting policy.
Communi-cations	Persuasive words & symbols	Tailoring language and symbolic events to reinforce the Vision and Values. Symbolic communications, such as Gandhi's simple dress, speak louder than words.
Relation-ships	Persuasive to followers (near and distant)	Successfully attract and manage both an inner circle of followers and a large audience. Use narratives and other forms of oratory skill e.g. well-selected anecdotes or proverbs.
	Build and Maintain Winning Coalitions	Build successful partnerships and stabilize the partnerships though time. Politically engage followers and involve them in participatory roles, i.e., inclusion.
Vision	Create shared Vision & Values	Work with followers and stakeholders to craft a shared Vision of the desired future and the values critical to realizing that Vision in real life. Build a Visioning Community by inspiring others about the Vision and Values.
	Inspire & enable followers to live the Vision	The use of leadership skills, i.e., inspiration, modeling, enabling, encouraging, challenging, to inspire and enable followers to take Vision-Directed actions.

ASSESSMENT TO DISCERN SMART POWER STRATEGY

1. Analyze your leadership project to determine situations that may require the use of power.
2. Select hard and soft power strategies and record your rationale for utilizing them using the Tables on the attached pages.
3. Then, examine the strategies as a group to determine how they combine to equal Smart Power.
4. Record your answers here.

SMART POWER STRATEGY TABLE	
Power Type You Would Like to Use	Rationale for Using that Type of Power
Hard Power strategies:	Rationale:
Soft Power strategies:	Rationale:

5. Describe how this combination of soft and hard power balances to equal Smart Power. Adjust the strategies until the mix does make Smart Power.
6. Describe your rationale.