that he/she has legitimate authority and is exercising it to get the job done; making and implementing decisions and seeing to it that these decisions are carried out. No matter how flexible, this "last word" leadership *must* finally be unchallenged.

• High Profile. Leaders and bosses need to be visible to the troops. Since they can't ride the white horse at the head of the pack and yell "Charge!" any more, they must rely in part on visible trappings of power.

• Comparison. Since power is relative in any organization, your boss may feel powerless before *his/her* boss. This can cause extra pressure and power-wielding on the staff whenever your boss is in the presence of someone else who wields power over him/her. Also the desire to show *his* boss he isn't too soft on the troops.

• Pleasure. Power feel delicious to many of us, particularly to those types who love and want it enough to emerge from the pack and run things. This can sometimes cause muscle-flexing and an abuse of power for its own sake.

• Respect. Power brings with it automatic respect. Not always heartfelt and sometimes for the *office* rather than the person, neverthe-less the person in charge does get deference from his/her staff and a certain sense of the effect his/her power has over them.

• Fear. People wield power unduly when they're afraid they don't have it or are losing it. "Get it done because I say so" is a typical "retreat to power" whenever a boss feels unable to deal with a situation or senses the power slipping away.

Most of all, recognize that bosses have egos, vulnerabilities, and needs, just like you. They're just not allowed to show them as much.
Understanding these basic components of what power means to bosses can show you what territory you must cede in order to fulfill their general needs before you can begin to think of how to fulfill your *own* needs and what power you can get a piece of in a one-on-one session.

Now we've set the background against which you will appear. Bosses' predictable needs and behavior patterns won't change. What *can* be adaptable is your behavior. Based on what you understand, in advance, so that you aren't surprised or thrown at the meeting, you can develop