



# Power & Leadership

July 25, 2017

# POWER AND LEADERSHIP

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***LEADERSHIP is the ability to make those  
around you better and more productive.***

- Jack Clark

(Holly Shroth, "It's Not About Winning, It's About Getting Better," California Management Review  
Harvard Business Publishing #CMR491-PDF-ENG, August 2011.)

## LEADERSHIP REQUIRES POWER



### 3 Reasons people shy away from power:

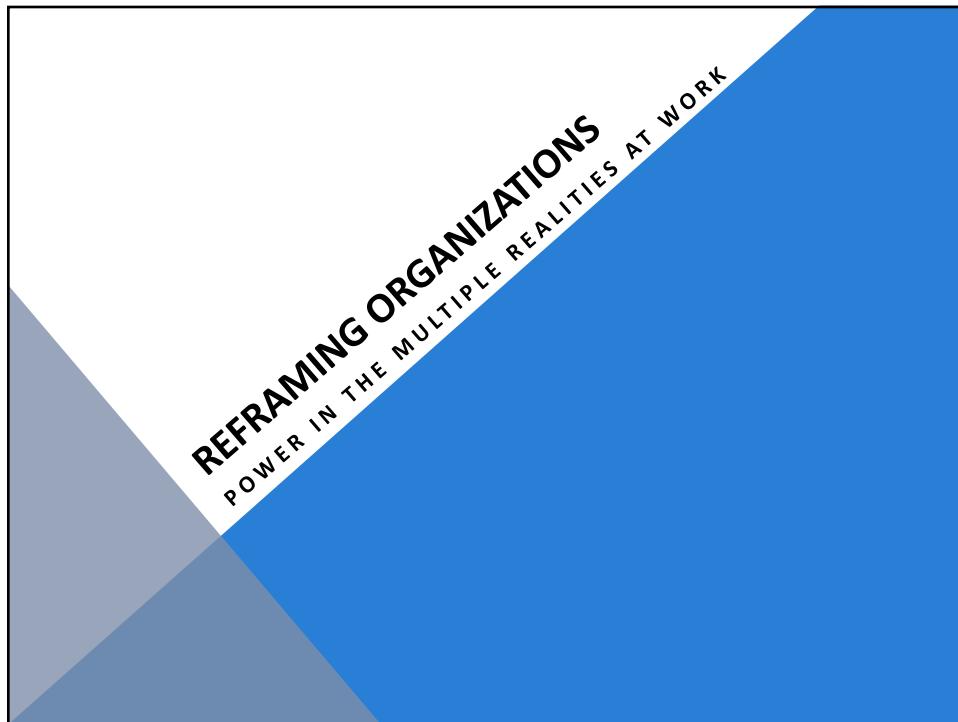
- **Power tends to be glossed over in the literature on leadership...** [You need more than social and emotional intelligence.]
- **Self-handicapping...** [If I don't try to gain power, I won't feel bad if I don't have much]
- **Some believe that the world is a just place and power won't be necessary...** [Best left for my undergraduate students]

Jeffrey Pfeffer, "Power Play," *Harvard Business Review*, no. R1007G. July 2010

## PATH TO POWERSMART



1. **Reframing Organizations:** Find power in the multiple realities at work
2. **Power and Influence:** Build your toolbox with hard and soft power tools!
3. **Power and Motivation:** Personalized or Socialized? Whose goals are they anyway?
4. **What Got You Here May Have to Go:** Letting go of the bad habits of personalized power
5. **Leadership**



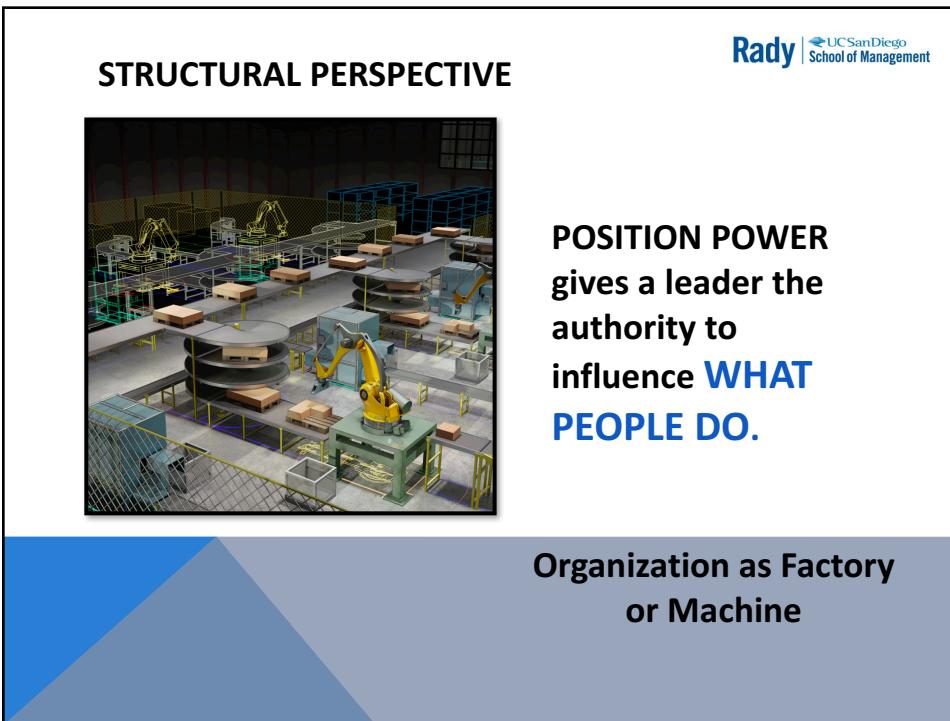
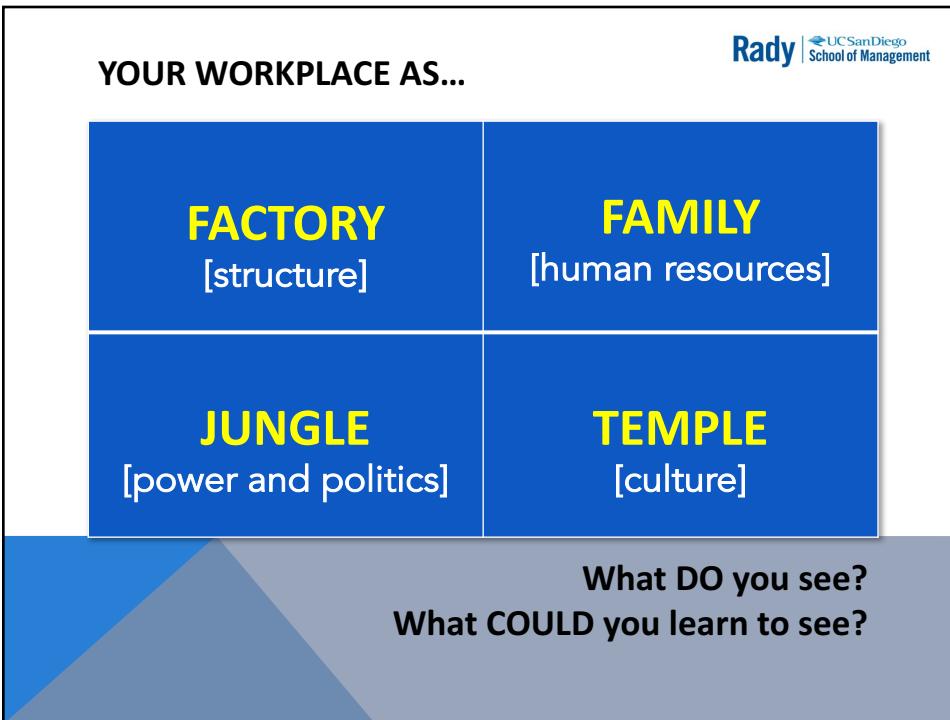
## BOLMAN AND DEAL'S 4 FRAMES

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**Expanding your perspective on organizations  
allows you to expand your perspective on power  
and identify new tools for use.**

(Bolman, L. and Deal, T. Reframing Organizations: Artistry, Choice and Leadership. San Francisco: Jossey-Bass. 2008)





Some use POSITION  
POWER simplistically...  
to induce with  
payments and coerce  
with threats.



#### HUMAN RESOURCES PERSPECTIVE

**WE  
ARE  
FAMILY**

POSITION also gives  
a leader the  
opportunity to  
EMPOWER and  
SERVE others.

Organization as Family

**POLITICAL PERSPECTIVE**

To understand an organization as a political environment, is to see that leaders use power to influence  
**WHAT PEOPLE WANT.**



Organization as Jungle

**CULTURAL/SYMBOLIC PERSPECTIVE**

Leaders impart meaning and purpose by interpreting workplace experiences using the symbols and language of shared organizational culture.



Organization as Temple or Theater

## MULTIPLE REALITIES AT WORK

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### Meetings

- A chance to make decisions in a formal setting?
- A setting for sharing thoughts and feelings?
- A competitive occasion to win points?

## MULTIPLE REALITIES AT WORK

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### Decision Making

- A rational sequence to produce the correct decision/information?
- An open process to produce commitment?

## MULTIPLE REALITIES AT WORK

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### Performance Evaluation

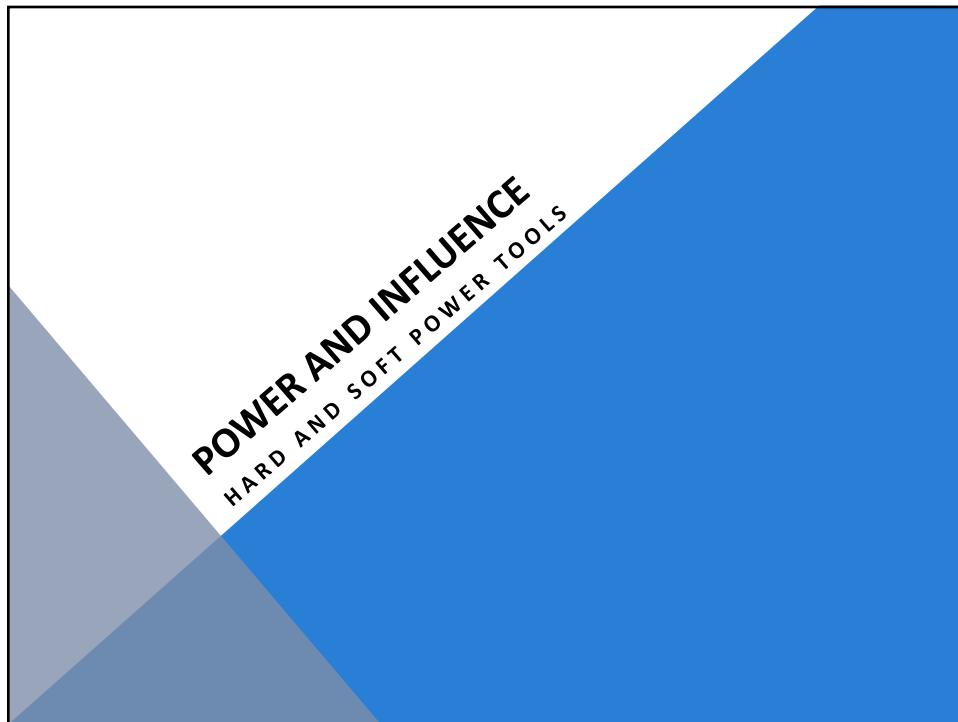
- A way to distribute rewards or penalties and control performance?
- A feedback system for development and growth?

## WITH ALL FOUR FRAMES

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- 4 ways to understand your work world
- 4 languages to communicate
- 4 sets of tools for sense-making and problem solving





**CARROTS AND STICKS ARE NOT ENOUGH**

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**Joseph Nye:** Power is *the ability to affect the behavior of others* and can be done in THREE basic ways:

- INDUCE with payments [hard power – carrots]
- COERCE with threats [hard power – sticks]
- ATTRACT, INFLUENCE AND INSPIRE [soft power]

(Adapted from *Power and Leadership* by Joseph Nye, January 2010  
Harvard Business Publishing #G142BC-PDF-ENG)

**Change what people DO with the carrots and sticks of HARD POWER.**

**We command using hard power.  
Hire, fire, assign, demote, promote, compensate,  
etc. How you manage reward and information  
systems is how you manage with hard power  
tools.**

(Adapted from *Power and Leadership* by Joseph S. Nye, Jr. January 2010 Harvard Business Publishing #6142BC-PDF-ENG  
and *The Powers to Lead* (2008) New York: Oxford.)

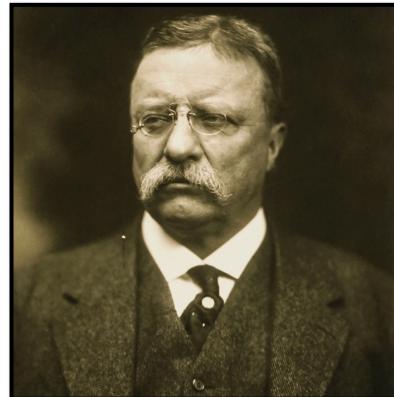
**Change what people WANT with your ability to attract, influence and inspire using SOFT POWER.**

**Know the science of influence. Use your social and emotional intelligence. Be an example of what you are looking for in others. Persuade. Inspire. Borrow tools from culture, advocacy and communication.**

(Adapted from *Power and Leadership* by Joseph S. Nye, Jr. January 2010 Harvard Business Publishing #6142BC-PDF-ENG  
and *The Powers to Lead* (2008) New York: Oxford.)

**In 1901, Teddy Roosevelt said, “Speak softly, but carry a big stick; you will go far.”**

**What’s it like for a modern leader?**



**For today’s leader, it’s all about what’s in your tool box.**



## SOURCES OF POWER

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## BUILD YOUR POWER INVENTORY

### EXERCISE #1



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#### BUILD YOUR POWER INVENTORY 9 SOURCES OF POWER

POWER SOURCE	YOUR WORKSTYLE
POSITION POWER: This is the formal authority associated with your position, and can involve hiring, firing, laying off employees, giving raises, making assignments, acting on behalf of the company, etc. Do you feel a desire or commitment to entrepreneurship?	I have the type of power I have the type of power
POWER TO CONTROL, REWARD: The ability to decide what others want and need (managers allocate merit increases, recommended promotions, give awards, make assignments, reward the work of others through money, freedom, etc.). Do you feel a desire or commitment to entrepreneurship?	YES NO YES NO YES NO YES NO YES NO YES NO
EXPERT OR INFORMATION ON POWER: Power is associated with those who have information that others value. Do you feel a desire or commitment to entrepreneurship? Beware of derivative or condescending attitude!	YES NO YES NO YES NO YES NO YES NO YES NO
POWER OF REPUTATION: Expert power contributes to your personal track record for reliability and trustworthiness. Do you feel a desire or commitment to entrepreneurship? Reputation is based upon your past behavior and the requirements for getting what done. Your base of action will serve you here.	I have the type of power I have the type of power
COERCIVE POWER: A person or group must have the ability to do the wrong thing (or threaten to do it). Do you feel a desire or commitment to entrepreneurship? Coercion can come from a manager, boss, referee or parent. Under what circumstances would you use this if it's ever necessary?	YES NO YES NO YES NO YES NO YES NO YES NO
POWER OF ALLIANCES AND NETWORKS: It's nice to be appreciated, but remember a large and complex setting. Friends and allies can help get you in alignment faster and easier. How is your network connected to entrepreneurship?	YES NO YES NO YES NO YES NO YES NO YES NO
POWER TO ACCESS INFORMATION, ANALYSIS: This form of alliance and information is critical to your success. Do you feel a desire or commitment to entrepreneurship? Strategic thinking required!	I have the type of power I have the type of power
PERSONAL POWER: Your personal characteristics of charisma, energy, verbal skills, and your ability to articulate ideas clearly. This source of power is independent of all others and does not require the use of the other sources of power.	YES NO YES NO YES NO YES NO YES NO YES NO
POWER TO FRAME AND CONTROL MEANINGS: This is power associated with your ability to use language and symbols to impact how others understand an issue or event. Strong communication skills required!	YES NO YES NO YES NO YES NO YES NO YES NO

(Adapted from Bennis and O'Toole's Reframing Organizational Artistry, Choice and Leadership, San Francisco: Jossey-Bass, 2013.)

## POSITION POWER

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**This is the formal authority associated with your position.**

Managers are responsible for the products, services and human resources associated with their team/department/company/organization.

(Bolman, L. and Deal, T. Reframing Organizations: Artistry, Choice and Leadership. San Francisco: Jossey-Bass, 2008)



## POWER TO CONTROL REWARDS

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**This is the ability to deliver what others want and need.**

Managers allocate merit increases, recommend promotions, praise, honor and award.



## EXPERT POWER

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Power is associated with those who have important information or expertise and know how to get work done.



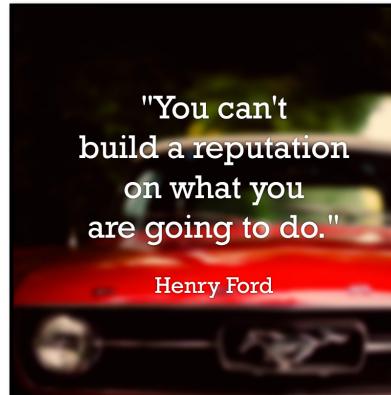
## POWER OF REPUTATION

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Expert power contributes to your reputation – your personal track record for success or making things happen.

"You can't build a reputation on what you are going to do."

Henry Ford



## COERCIVE POWER

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Coercive power requires the ability and the willingness to constrain, block, interfere or punish with force or threat.



## ALLIANCES AND NETWORKS POWER

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In a complex organization, friends and allies can help get work accomplished a lot faster and easier. This is the power of your network.



## PERSONAL POWER

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**Personal power requires personal characteristics of charisma, energy, and verbal skills, along with the ability to articulate a vision.**



## POWER TO ACCESS/CONTROL AGENDAS

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**Power to access and control agendas flows from alliances and networks – how close can you get to the decision making process?**



## POWER TO FRAME MEANING

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**There is power associated with your ability to use LANGUAGE and SYMBOLS to impact how others understand an issue or event.**

## ESTATE TAX to DEATH TAX

**BUILD YOUR POWER INVENTORY**



**HOMEWORK**

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**BUILD YOUR POWER INVENTORY  
9 SOURCES OF POWER**

POWER SOURCE	YOUR WORKSTYLE
POSITION POWER: This is the formal authority associated with your position, and can involve formality, formality, authority, and control. It is often used for managing work on behalf of the company, etc. Do you feel in command or entrepreneurial?	Take the initiative Type of power Type of power
POWER TO CONTROL, REWARD: The ability to decide what others want and need. Managers allocate merit increases, reward promotions, give awards, make assignments, reassigning tasks, etc. Do you feel in control? Reward, etc., to work makes you feel more satisfied and efficient as needed?	Take the initiative Type of power Type of power
EXPERT OR INFORMATION ON POWER: Power is associated with those who have information that others need. It is often used to keep a hold of your organization's culture! Beware of discrediting or undermining authority!	Take the initiative Type of power Type of power
POWER OF REPUTATION: Your personal contributions to your personal track record for success. It is often used to gain credibility and trust from others based upon their reputation for getting work done. Your track record will serve you well.	Take the initiative Type of power Type of power
COERCIVE POWER: A person or group must have the ability to do the wrong things (or threaten to do them) to others. It is often used to keep others in line. Threaten, kick, reprimand or punish. Under what circumstances would you use this if it ever became necessary?	Take the initiative Type of power Type of power
POWER OF ALIANCES AND NETWORKS: It is less impressive, but extremely important and can be very useful. Friends and allies can help get you accomplished faster and easier. How is your network contributing to your success?	Take the initiative Type of power Type of power
POWER TO ACCESS INFORMATION, ANALYSIS: This form of alliance and information is often used to get it right the first time. Making informed, planned choices helps to do things right the first time. Strategic thinking required!	Take the initiative Type of power Type of power
PERSONAL POWER: Your personal characteristics of charisma, energy, verbal skills, and your ability to articulate your ideas. This source of power is independent of all others and does not require the use of the other 8 sources of power.	Take the initiative Type of power Type of power
POWER TO FRAME AND CONTROL MEANING: This is a power associated with your ability to use language and symbols to impact how others understand an issue or event. Strategic communication skills required!	Take the initiative Type of power Type of power

(Adapted from Bennis and O'Toole's Reframing Organizational Artistry, Choice and Leadership, San Francisco: Jossey-Bass, 2013.)



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**How motivated are you to build your power resources? More than solving problems or achieving goals? More than being liked?**

(McClelland, D.C. and Burnham, D.H. *Power is the Great Motivator*, January 2003.  
Harvard Business Publishing Product # R0301J-PDF-ENG)

## WHAT MOTIVATES YOU?



Achievement Motivated	<b>Do you need to take responsibility, find solutions, master complex tasks, and set and accomplish goals? High achievement motivation makes great entrepreneurs. But, whose goals are they?</b>
Affiliation Motivated	<b>Do you need to belong, to be a part of a team, to build and maintain stable and harmonious relationships? How great is your need to be liked?</b>
Power Motivated	<b>Do you need to control and influence others, to organize resources, to persuade, and prevail? Do you gather power resources to achieve larger goals beyond your personal reach?</b>

**Most of us in this room are a combination of all three. No single drive is bad. It's all about the order of priority, the strength of the drive, and the nature of the power motive.**



## OUR FOCUS IS ON THE POWER MOTIVE



Those motivated by POWER fall into two groups:

- **SOCIALIZED** power seekers make great leaders
- **PERSONALIZED** power seekers make miserable bosses

- Exercise power for personal advancement
- Demand loyalty to their leadership – not loyalty to the organization
- Refuse to share leadership or ownership
- Leave disorder and low morale in their wake
- Demonstrate behaviors that appear rude and impulsive to many

### **PERSONALIZED POWER SEEKERS** **Make Miserable Bosses**



- Gather power resources to accomplish goals beyond their own
- Exercise power in positive ways to advance the organization
- Distribute power to share ownership and prepare for succession
- Recognized as less narcissistic, defensive, and manipulative than personalized power seekers

## SOCIALIZED POWER SEEKERS

**Make Great Leaders**

### THIS IS THE GOAL

**Leaders who build socialized power on behalf of the organization have a significant and positive impact on their team members who in turn...**

- Feel a greater **sense of responsibility**
- Have **clarity about organizational goals**
- Feel a greater **sense of camaraderie**

**POWERSMART LEADERS** gather power and use it for the organization – not for themselves. They are

- True to the team.
- True to the mission.
- True to the organization.

**WHAT GOT YOU HERE...**  
MAY HAVE TO GO!

**Power always reveals.**

- Robert A. Caro



## 20 BAD HABITS

### Exercise #2

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20 BAD HABITS	RATE YOURSELF
1. Need to win at all costs.	Yellow Red
2. Used to eat your last cookie by every occasion.	Yellow Red
3. Need to rate others and improve your standards on them.	Yellow Red
4. Needless criticism and cutting remarks that you think make you sound witty and wise.	Yellow Red
5. Overuse of "You" or "However".	Yellow Red
6. Need to show people you are smarter than they think you are.	Yellow Red
7. Use of emotional volatility as a management tool.	Yellow Red
8. Need to share your negative thoughts, even if not asked.	Yellow Red
9. Refuse to share information in order to exert its advantage.	Yellow Red
10. Coddling to please and reward.	Yellow Red
11. Annoying way in which you overestimate your contribution to any success.	Yellow Red
12. Need to reiterate your annoying behavior as a permanent feature so people remember you for it.	Yellow Red
13. Need to deflect blame from yourself and onto others and people from your past.	Yellow Red
14. Refuse to see that you are troubling someone unfairly.	Yellow Red

## A SIMPLE TRUTH



**People want their leaders to represent the best in themselves.**



**There is a toughness (not ruthlessness) required to make it to the top. Once you make it, there's pressure to be different. TO DO BETTER. TO BE BETTER.**

## WHERE'S YOUR WEAKNESS?

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1. Need to win at all costs.
2. Desire to add your two cents to every discussion.
3. Need to rate others and impose your standards on them.
4. Needless sarcasm and cutting remarks that you think make you sound witty and wise.
5. Overuse of "No," "But" or "However."
6. Need to show people you are smarter than they think you are.
7. Use of emotional volatility as a management tool.
8. Need to share your negative thoughts, even if not asked.
9. Refusal to share information in order to exert an advantage.
10. Inability to praise and reward.
11. Annoying way in which you overestimate your contribution to any success.
12. Need to reposition your annoying behavior as a permanent fixture so people excuse you for it.
13. Need to deflect blame from yourself and onto events and people from your past.
14. Failure to see that you are treating someone unfairly.
15. Inability to take responsibility for your actions.
16. Act of not listening.
17. Failure to express gratitude.
18. Need to attack the innocent, even though they are usually only trying to help you.
19. Need to blame anyone but yourself.
20. Excessive need to be "me."

(Goldsmith, Marshall, and Mark Reiter. *What Got You Here Won't Get You There*. New York: Hyperion, 2007.)

### #21: Goal Obsession... a creator of weaknesses



**20 BAD HABITS**

Complete parts B, C and D for homework

20 BAD HABITS	RATE YOURSELF
1. Need to win at all costs.	Yellow Red
2. Desire to add your two cents to every discussion.	Yellow Red
3. Need to rate others and impose your standards on them.	Yellow Red
4. Needless sarcasm and cutting remarks that you think make you sound witty and wise.	Yellow Red
5. Overuse of "No," "But" or "However."	Yellow Red
6. Need to show people you are smarter than they think you are.	Yellow Red
7. Use of emotional volatility as a management tool.	Yellow Red
8. Need to share your negative thoughts, even if not asked.	Yellow Red
9. Refusal to share information in order to exert an advantage.	Yellow Red
10. inability to praise and reward.	Yellow Red
11. Annoying way in which you overestimate your contribution to any success.	Yellow Red
12. Need to reposition your annoying behavior as a permanent fixture so people excuse you for it.	Yellow Red
13. Need to deflect blame from yourself and onto events and people from your past.	Yellow Red
14. Failure to see that you are treating someone unfairly.	Yellow Red

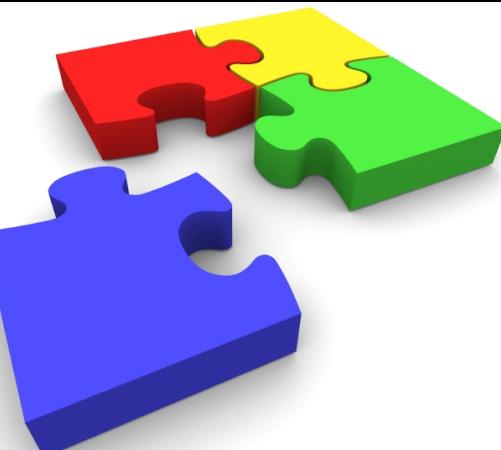


***LEADERSHIP is the ability to make those  
around you better and more productive.***

- Jack Clark

(Holly Shroth, "It's Not About Winning, It's About Getting Better," California Management Review  
Harvard Business Publishing #CMR491-PDF-ENG, August 2011.)

**PowerSmart Leaders** blend the carrots and sticks of command with the inspiration, persuasion and example of soft power.



### **PowerSmart Leadership**

- Emotional and Social Intelligence (to read people and situations)
- Strong inventory of smart power tools
- Organizational savvy – cultural expertise – dedication to values
- Fierce dedication to the pursuit of organization goals



## UNPACKING CLARK'S SYSTEM

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### JACK CLARK

*Head Rugby Coach, University of California, Berkeley*

HIGH-PERFORMING TEAMS



People with power live longer.

((Jeffrey Pfeffer, "Power Play," Harvard Business Review, no. R1007G. July 2010.)

## FOR READERS



- [Reframing Organizations: Artistry, Choice and Leadership \(5e\)](#) by Lee Bolman and Terry Deal • Jossey-Bass (2013)
- [Power: Why Some People Have It and Others Don't](#) by Jeffrey Pfeffer • Harper Collins (2010)
- [The Powers to Lead](#) by Joseph S. Nye, Jr. • Oxford (2008)
- [Influence: The Psychology of Persuasion](#) by Robert B. Cialdini • Harper Business (2006 revised edition)
- [It's Not About Winning, It's About Getting Better](#) by Holly Shroth • California Management Review #CMR491-PDF-ENG
- [The Power to Motivate](#) by David McClelland and David Burnham • Harvard Business Review #4223-PDF-ENG
- [What Got You Here Won't Get You There](#) by Marshall Goldsmith with Mark Reiter • Hyperion (2007)

## FOR WATCHERS



- Robert B. Cialdini and Steve Martin • [The Science of Persuasion](#) • <https://www.youtube.com/watch?v=cFdCzN7RYbw>
- Jack Clark • [High Performing Teams](#) • <https://www.youtube.com/watch?v=6jJnjl2bez0>
- Joseph Nye • [Global Power Shift](#) • <https://www.youtube.com/watch?v=796LfXwzlUk> (big picture politics)
- Jeffrey Pfeffer • [Leadership "BS"](#) \* <https://www.youtube.com/watch?v=pFXcqSUi3EI>
- Jeffrey Pfeffer • [Why Cultivating Power is the Secret to Success](#) • <https://www.youtube.com/watch?v=AozJ4AkgAMw>

## BUILD YOUR POWER INVENTORY

### Effective Use Of 9 Power Sources

This exercise helps you to identify small steps to improve your influence at work. Begin by using a check mark for each power source to identify those you have and those you use. Circle Yes or No to indicate areas for your personal development.

POWER SOURCE	IS IT WORKING FOR YOU?		
<b>POSITION POWER:</b> This is the formal authority associated with your position, and can include hiring, firing, assigning work, evaluating performance, signing checks, accepting work on behalf of the organization, etc. Do you focus on command or empowerment?	Got it?	Use it?	Needs development? Yes or No
<b>POWER TO CONTROL REWARDS:</b> The ability to deliver what others want and need (managers allocate merit increases, recommend promotions, give awards, make assignments, set hours; parents give teenagers money, freedom, etc.). Do some at work perceive your time and attention as rewards?	Got it?	Use it?	Needs Development? Yes or No
<b>EXPERT OR INFORMATION POWER:</b> Power is associated with those who have important information and know how to get work done. How is it used in your organizational culture? Beware of a dismissive or condescending attitude!	Got it?	Use it?	Needs Development? Yes or No
<b>POWER OF REPUTATION:</b> Expert power contributes to your personal track record for success or making things happen. This creates a new source of power based upon your reputation for getting work done. Your bias for action will serve you here.	Got it?	Use it?	Needs Development? Yes or No
<b>COERCIVE POWER:</b> A person (or a group) must have the ability and the willingness to constrain, block, interfere or punish. Under what circumstance would you use this? Has it ever been used against you?	Got it?	Use it?	Needs Development? Yes or No
<b>POWER OF ALLIANCES AND NETWORKS:</b> In most organizations, but especially in large and complex settings, friends and allies can help get work accomplished faster and easier. Stuck in a silo? What is your profile on the respect, trust and expertise networks at work?	Got it?	Use it?	Needs Development? Yes or No
<b>POWER TO ACCESS AND CONTROL AGENDAS:</b> This flows from alliances and networks—how close can you get to the decision making process? Access opens the door for you to affect change. Do you have a seat at the table?	Got it?	Use it?	Needs Development? Yes or No
<b>PERSONAL POWER:</b> Your personal characteristics of charisma, energy, verbal skills, and your ability to articulate a vision. This source of power is independent of all others and can be associated with the “eye of the beholder.”	Got it?	Use it?	Needs Development? Yes or No
<b>POWER TO FRAME MEANING:</b> There is power associated with your ability to use language and symbols to impact how others understand an issue or event.	Got it?	Use it?	Needs Development? Yes or No

## SMALL STEPS FOR BIG IMPACT

**1. Strengths of your power resources and skills:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**2. Weaknesses of your power resources and skills:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**3. Name three professional goals requiring your effective use of power. Consider development goals, productivity goals, personal challenges, areas of frustration, etc.**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**4. How can you leverage your power resources and techniques to make necessary changes and achieve these goals?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**5. Which are the power sources most revered in your workplace?**

- \_\_\_\_\_
- \_\_\_\_\_

## 20 BAD HABITS

### What Got You Here May Have to Go

**Part A:** Mark each of the 20 Habits below as Yellow for Caution (a potential problem behavior for you), or Red for Stop Immediately (already a bad habit of yours). Before rating yourself, consider how your team, peers and boss would rate you. Leave blank any item that is clearly NOT a potential problem or habit for you. When complete, begin discussing Part B with a partner.

<b>20 BAD HABITS</b>	<b>RATE YOURSELF</b>
1. Need to win at all costs.	Yellow      Red
2. Desire to add your two cents to every discussion.	Yellow      Red
3. Need to rate others and impose your standards on them.	Yellow      Red
4. Needless sarcasm and cutting remarks that you think make you sound witty and wise.	Yellow      Red
5. Overuse of "No," "But" or "However."	Yellow      Red
6. Need to show people you are smarter than they think you are.	Yellow      Red
7. Use of emotional volatility as a management tool.	Yellow      Red
8. Need to share your negative thoughts, even if not asked.	Yellow      Red
9. Refusal to share information in order to exert an advantage.	Yellow      Red
10. Inability to praise and reward.	Yellow      Red
11. Annoying way in which you overestimate your contribution to any success.	Yellow      Red
12. Need to reposition your annoying behavior as a permanent fixture so people excuse you for it.	Yellow      Red
13. Need to deflect blame from yourself and onto events and people from your past.	Yellow      Red
14. Failure to see that you are treating someone unfairly.	Yellow      Red

15. Inability to take responsibility for your actions.	Yellow	Red
16. Act of not listening.	Yellow	Red
17. Failure to express gratitude.	Yellow	Red
18. Need to attack the innocent, even though they are usually only trying to help you.	Yellow	Red
19. Need to blame anyone but yourself.	Yellow	Red
20. Excessive need to be "me."	Yellow	Red
<b>GOAL OBSESSION: Bonus Bad Habit And The Creator Of Weakness</b>	Yellow	Red

(Adapted from Goldsmith, Marshall, and Mark Reiter. *What Got You Here Won't Get You There*. New York: Hyperion, 2007.)

**Part B: Identify your three greatest weaknesses from the list. Who suffers the most from this habit of yours? Prepare to discuss.**

My Top Three Weaknesses	Who suffers most?
#1	
#2	
#3	

**Part C: Plan your strategy for 1) going public with a goal for change (pick one bad habit to begin), 2) apologizing, 3) asking for feedback, 4) listening, and 5) reporting progress again and again. When you stop talking about it, everyone stops believing you are trying to change. Prepare to discuss.**

**Part D: Ask yourself how often you bring these bad habits home with you. Do you need a strategy for home as well? Prepare to discuss if there is time.**