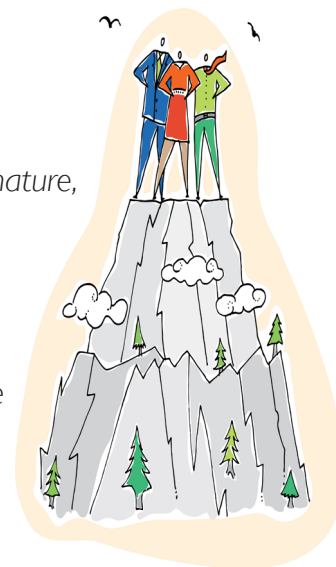


Power & Influence

Power has both positive and negative connotations. Yet regardless of its double-edged nature, it's a critical component of leadership because it determines how you influence other people to get things done.

In this advanced retreat program, participants explore different types of power leaders use, along with the pros and cons. The program looks closely at group dynamics to see how leaders affect groups and, in turn, how groups affect their leader. In addition, you'll explore the dynamics of organizational change and individuals' resistance to it.



Participant feedback

"For most entrepreneurs, managing a group of people is the last thing we want to do; we'd much prefer to go off and do our own thing. One of my takeaways from the Power and Influence retreat was that as a business owner, employees are looking to you to be a leader. It's not something you can take a day off from — you're 'on' all the time. I also gained a better appreciation for the different types of power a leader can have — and that sometimes you need to step back and lend your authority to others. Just that realization has made me more effective, especially in meetings."

— Tom Trumbull, founder of Suburban Aviation
in Ottawa Lake, Mich.

"The retreat made me aware of different types of power that leaders have and how it can affect how employees perceive us. This is especially true for younger people who might hesitate to say what they really think because I'm the company's president. As a result, I now spend more time walking around and talking with employees on a casual basis. That way, it's not a surprise if I approach them and ask questions — they don't immediately assume something is wrong. Another change, when we have a technical issue to resolve, I have a program manager lead the meeting. I make it clear that I'm just another participant rather than someone who can veto their suggestions."

— Glen Simula, founder of GS Engineering
in Houghton, Mich.

What you'll learn

- Why we belong to groups, how they form and what kind of influence they can wield on the organization.
- How you, as the leader, can harness the power of the group — and how to recognize when the group is having too much influence on you or the organization.
- Which types of power are more influential than others and when to use them.
- How use of power is situational. Find out which powers you tend to gravitate to when things are going well — and what you default to in times of chaos.

Why it matters

- Understanding power and influence will help you marshal your employees into more effective action.
- Some groups are more difficult to lead than others. This program helps you understand the invisible forces that work for or against you in group processes, and how to respond accordingly.
- The group also has the ability to influence the leader. By understanding group dynamics, you'll be aware how the group may be shaping you — and whether that's helping or hurting your effectiveness.