

The Power Compass Survey Companion



Thanks for taking the Power Compass assessment, a personal tool that will help you see choices that can activate your power—and the power of everyone around you.

Our goal is to help you drive sustainable growth for you and others.

The Power Compass material is excerpted from my book, [*Be Chief: It's a Choice, Not a Title*](#), Second Edition.

The book offers:

- A new way to think about power and where it comes from
- A Power Compass to help you make choices that increase your power and the power of those around you
- Five case studies of the Compass in action in challenging conditions
- A review of what's required to achieve sustainable growth
- Stories of ten Chiefs who created a cascading team of Chiefs, and how you can use viral engagement to do the same
- A checklist of how to get started
- Tips on how to be a Chief when you are not in charge
- Insight on the wisdom of letting go

This document is intended to accompany your Baseline Power Compass Survey and provide suggestions on next steps and an overview of the tool itself.

We sincerely hope the Power Compass and the information that follows will help you.

Thanks again!

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Power Compass Next Steps

There are no right or wrong answers in your Power Compass Baseline, and you may be happy with all your current choices and resulting scores. But if you determine that your choices aren't getting you (or your organization) where you want to be, or as fast as you want to get there, it might be time for a change. What needs to change is up to you. That's where your Power Compass can be particularly helpful.

The Power Compass offers 25 opportunities for you to make small changes that can have a big impact in:

- Deepening your self-understanding
- Clarifying what you stand for
- Increasing the probability of your success
- Strengthening your relationships
- Learning to align the ways you manifest the future

If you notice areas within your Power Compass Baseline that you would like to change, note them below. You can even refer to specific Baseline questions. They make a fantastic starting point.

Example: Creativity/Act, I choose to act in ways that are more aligned with what I think, do, and say. Today, I do it often, but moving forward, I choose to do it consistently.

Specific Areas of Focus:

- 1.
- 2.
- 3.

As you more consistently and successfully create your future with discipline and support for and from others, aligned with expanding insight as you live your values, you will become more powerful.

That power will also influence everyone around you and increase the chances that they will become more powerful. Like any good compass, your Power Compass will help you navigate your path. If you'd like to accelerate the pace of your team becoming more powerful, consider sharing the Power Compass Baseline process with others.

This is the power of being Chief.

Power Compass Overview

Power is a word that is often associated with these five words:

1. Superiority
2. Authority
3. Title
4. Position
5. Control

This association is perhaps the biggest problem in business today. Too often, people look to the top of an organization chart to learn where the power lies in any team or group. The first time this mistake became clear to me was over 30 years ago. It has stuck with me ever since.

There are lots of ideas about leadership and where leadership should come from. I believe leadership in general, and being Chief in particular, is a choice available to everyone. But with today's pace of change and increasing uncertainty, we could all use a tool to help guide us to be our best. That's why I created the Power Compass.

My definition of power differs from conventional thought. To me power is:

1. Energy
2. Confidence
3. Clarity
4. Influence
5. Impact

My Power Compass shows you how to increase real power in five main ways:

1. Increasing insight and self-understanding leads to improved energy.
2. Increasing alignment with your values leads to higher confidence.
3. Increasing discipline leads to increased clarity.
4. Increasing support for others leads to more influence.
5. Increasing alignment of your creativity choices makes a bigger impact.



INSIGHT

is the power or act of seeing intuitively that comes with self-understanding and increases energy.

Many believe that strength comes from understanding who you truly are. When you engage in actions that are consistent with who you really are, you are at your most effective.

The Power Compass offers the view that there are five specific areas where a leader can choose to learn about themselves. Specifically, a Chief can choose to be:

- present
- still (at times)
- accepting
- generous
- grateful

Be Present

When you become totally aware and conscious, you can use all of your senses to learn everything possible in the current moment. Specifically, when you give 100 percent of your attention to the people you spend time with you will find that your relationships become much more fulfilling.

Be Still

Contrary to many Western cultural norms, perhaps our most important choice is to develop the deeper understanding and truth that comes with being still. To maintain inner balance, choose the tranquility of stillness. In that peaceful state, you will develop the ability to trust and have confidence in your own voice.

Be Accepting

When you choose to accept people and circumstances for who and what they are, you can escape the frustration of trying to change them. Try to take a nonjudgmental approach to people to open yourself to the potential of clarity and deeper relationships.

When you accept the past and remain receptive to circumstances and people, you can open yourself to the possibilities of learning from all situations and from every individual. When you accept your current reality with a certain degree of detachment, you will find that things come to you with a fraction of the effort otherwise required.

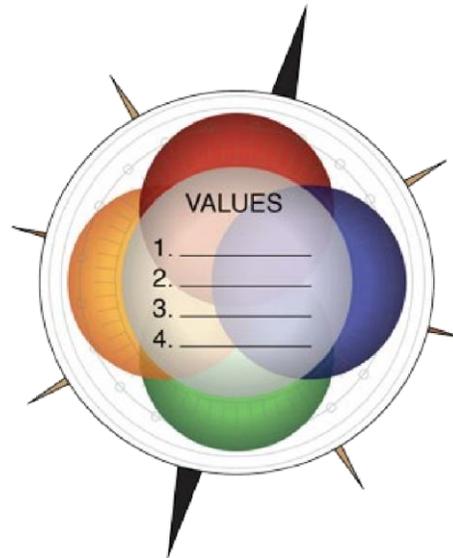
Be Generous

When you choose to be charitable with your possessions, your money, and your time, you will experience inner satisfaction despite “having less.” When you are kind, helpful, encouraging, and gentle with others, you may even feel aligned with a higher purpose. Try to balance giving with receiving to eliminate much of the possibility of arrogance; this way you can remain genuine and truly humble.

Be Grateful

It is easy to be grateful when things are going well. It takes inner strength to remain grateful when facing life’s inevitable difficult periods. The grace required to face tough times and remain thankful is a blessing. Try to remain appreciative of the opportunity to learn lessons from the challenges you face.

Insight is an integral element of being Chief and building a team of Chiefs. A true Chief knows that the bigger picture begins inside by taking the time and effort to be present, still, accepting, generous, and very grateful.



VALUES

are the foundation of relationships, of confidence, and of the Power Compass.

The Power Compass does not limit which values you choose. Great relationships can be based on any value including compassion, forgiveness, and respect. I also agree with the wisdom of the Talmud, the central text of Judaism: “the highest form of wisdom is kindness.” Each of us has the choice to bring these positive values to all our relationships. My four universal value principles are truth, service, equality, and connection.

For me, truth is the quality of being in accordance with an original constant. I find truth in listening, learning, and feeling. The inner peace that comes from truth brings with it wisdom and understanding. I try to live honestly and to act with sincerity in my relationships.

For me, service is the act of meeting the needs of others. It is my responsibility care for those in need. To serve others, I must first listen carefully to understand their needs. I serve humbly, remembering to receive from those I serve, because we are all the same.

For me, equality is the condition of having the same courage, ability, power and capacity. Every human being is worthy of empathy and respect. Every individual has an ability to teach and to learn. I must remember that all hierarchy is manufactured and can be disassembled; knowing that what connects us is more powerful than what separates us.

For me, connection is the condition of being joined together. We are all one. We are linked together as part of one community, made up of many smaller communities. I must bring compassion everywhere I go and look for support from others to enable our connections to strengthen. Our past, our present and our future are all linked by a connection to a common thread of energy.

What do you stand for? When you speak about your values and act accordingly, you increase your power because you are confident in your assertions. The power is palpable—and effective.

Once you figure out where you stand ... take one.



DISCIPLINE

is an orderly pattern of behavior that increases both clarity as well as the likelihood of a desired outcome.

Many would agree that the essence of great management is discipline. Others would emphasize that trust starts with discipline. I agree with both. The Power Compass offers the view that there are five specific areas where a leader can choose to exercise discipline. Specifically, a Chief chooses to:

- envision
- strategize
- plan tactics
- implement and measure
- adjust

Envision

Everyone wants to be part of something meaningful and important. Many believe that it is the duty of an individual high in the organization to provide a gripping vision for the rest of the organization to follow. However, I believe that everyone can choose his or her own vision—one that is personally compelling. Being Chief is not about dictating an organization's beliefs; it's about helping to shape them along with each member of the team.

Strategize

It is true that those at the top of any organization determine strategy, set goals, and allocate resources to support a vision. Even if you're given a strategy to work with from your boss (if you have one!), you might find that you need to develop your own strategy to accomplish the job. And when you include members of your team to do it, you're more likely to perform better as a unit.

Plan Tactics

The quality of detailed tactical planning behind each component of a strategy will directly impact the probability of the strategy's success. Develop your own strategy and encourage all members of your team to set their own work goals and make sure their input is heard.

Implement and Measure

Success occurs when you plan the work and work the plan. All members of an organization have a role to play and are accountable for the quality they put into their part of implementation. Measuring with granularity maximizes the chance of success at each step of a process, particularly when you can use leading indicators that are predictive of success, rather than lagging indicators that simply measure results.

Adjust

Things change. Organizations that succeed are those where everyone in the group consistently looks for opportunities created by change and then exploits them with open lines of communication and quick, disciplined adjustment. This is the ultimate goal of a completely engaged workforce. It's not easy but it's critical to long-term success.

Succeeding as a Chief and/or enabling a team of Chiefs is about creating an environment that encourages every individual to engage in their own form of self-discipline and where everyone can feel powerful. That's not to say discipline never comes from above, but by empowering each member of an organization to be accountable, discipline from above will not be required as frequently. Discipline brings clarity to any situation, increasing an individual's power.



SUPPORT

is the act or process of promoting the interests or causes of another that increases influence.

Many would agree that the leaders who succeed offer great support for (rather than receive support from) others.

The Power Compass offers the view that there are five specific areas where a leader can choose to provide support. Specifically, a Chief chooses to:

- model
- inspire
- enable
- encourage
- question

Model

My Dad taught me to do more than simply talk the talk; he was the talk. The credibility required to build trust and earn respect comes with consistency. Try to consistently align what you do to who you are. In addition, there is simply no better way to lose the credibility you need to guide others than to say one thing and do another.

Inspire

People are often motivated by others who consistently do the right things, the right way. As with modeling, leaders inspire others to want to follow them because of who they are rather than by simply what they say. Doing things that are visibly consistent with your values is the best way to inspire others.

Enable

In service to others, look for opportunities to both help people expand their knowledge and abilities and provide freedom for individuals to exercise new capabilities—in essence, enabling the individuals to choose to be Chiefs themselves. Everyone benefits when people learn new things and feel empowered and accountable.

Encourage

Everyone likes to be recognized. All forms of recognition can increase engagement, from simple thankyou's to more elaborate and formal awards for small or large groups. In all cases, as individuals receive encouragement, they are more likely to feel confident and supported as they continue to grow.

Question:

Cultivate curiosity. To understand the connection between people and ideas, ask a lot of questions. You can also use the technique of questioning to challenge others in their assumptions and to expand their thinking about new opportunities. A central part of questioning is the ability to truly listen to what is being offered to you.

Being Chief and enabling a team of Chiefs is more about giving support than receiving it. People feel powerful when they serve others. Service is the highest form of leadership and a key to sustainable growth.

And it creates the kind of influence that truly powerful people wield—the kind that resonates and uplifts.



CREATIVITY

is the ability to bring into existence. Alignment of creative choices amplifies power and increases impact.

Instead of adhering to the more traditional definition of creativity, which links it to innovation, I propose that creativity is the ability to manifest, or create, the future. The Power Compass offers the view that leaders create in five specific areas. Specifically, a Chief chooses to consciously:

- feel
- think
- speak
- write
- act

Feel

Perhaps your strongest energy and greatest truth come from your emotions. Feelings provide a great window into your unique and personal truth and are expressed through an accurate personal barometer—your body. When you learn to tune into your body’s signals, it won’t mislead you. Trust your instincts, intuition, and “gut feelings,” and listen to them.

Think

Active thinking is the conscious awareness of the creative process. Therefore, try to manage your thoughts. With practice, you can change negative patterns as soon as you become aware of them. You can use optimistic future scenarios, while focusing on the positive nature of what is happening, and take advantage of the powers of visualization to improve performance and build energy.

Speak

Spoken words have inspired and incited. Speeches have always been an effective tool to influence people. Relationships can be strengthened or weakened based on the care used with the spoken word. Select your words carefully.

Write

Understand the power of the pen as a creative force to influence others. You might choose to believe the energy created by your written word can influence others and impact life. Your written word is no less powerful in its ability to positively influence your own behavior and to create your future.

Act

Your actions offer the most visible form of creation. You can take conscious action that builds on your feelings, thoughts, speech, and writing, and hold yourself accountable for your actions because you understand that action is powerful.

Do you know people who seem to have “tailwinds” that help them move with ease in everything they do? I do! When I act in a way that is synchronized with who I am, I find that things seem to happen more easily for me, too. When synchronized, I experience an increase in my power, and I find that my happiness increases as well.

Chiefs do not manifest the future by barking orders from above but rather by connecting different forms of internal and external creativity to maintain and convey integrity and to unite an organization of people around its goals. That’s how groups create real power. Creating the future is not about waving a magic wand; creativity is a concrete practice that enables, and even catalyzes, a team of Chiefs infused with a purpose. Creative solutions make an impact—on people, organizations, and societies. Real power sometimes comes from the unlikeliest of places.

BEING CHIEF™

supporting Chiefs at all levels