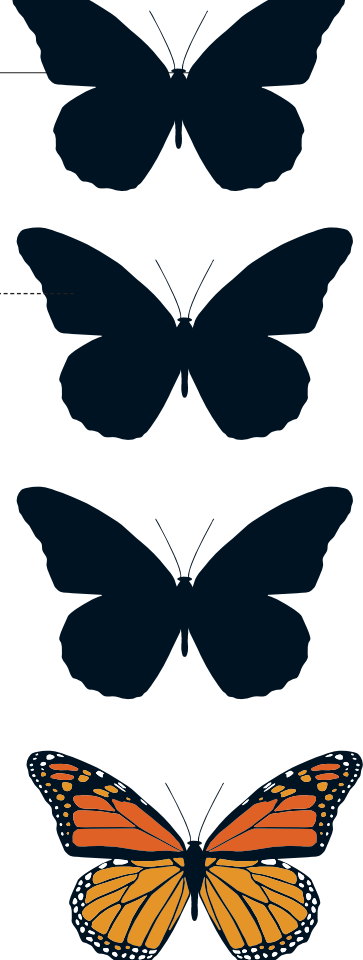


QUIZ:

What's Your Power Persona?



1 Growing up, did you feel that...

- a. your caretakers didn't pay much attention to your needs as a child?
- b. you could outsmart the authority figures in your family system?
- c. one of your parents was the main disciplinarian?
- d. there was an evenhanded balance of power between your parents?

- c. constantly feel like you are moving faster than others around you?
- d. expect senior management to consider the greater good as well as the bottom line?

2 As a child did you...

- a. take on adult responsibilities to keep the family system functioning (e.g. working through summer vacation or parenting a sibling)?
- b. serve as a primary source of emotional support for one of your parents?
- c. strive to emulate the dominant authority figure in your family?
- d. get praised for questioning the status quo?

4 In the workplace do you...

- a. find it difficult to speak up if you feel you are being overlooked, underpaid or treated unfairly?
- b. avoid meetings you consider unnecessary?
- c. get feedback that others feel intimidated by your reactions or tone?
- d. tend to be the first person to question outdated assumptions or processes?

3 On the job do you...

- a. consistently do the "grunt work" others avoid?
- b. focus more on results than process?

5 When dealing with co-workers, do you find yourself...

- a. noticing details that others miss?
- b. withdrawing from your peers under pressure?
- c. being asked your opinion in business situations where there are no official rules to guide the group?
- d. making sure to credit others for their ideas and contributions?

STYLE	STRENGTH	BLIND SPOTS	EXAMPLES
Pleasers	Highly intuitive Good listeners Superb diplomats Hardworking	Difficulty advocating for themselves Need for external validation Loyal to a fault Personalize professional criticism	Cynthia Cooper Thich Nhat Hanh Elie Wiesel Mother Teresa
Charmers	Produce incentive-driven results Master problem solvers Powerful change agents Keen sense of how to influence others	Focused on results — not process May overextend themselves Tendency to isolate See emotional vulnerability as weakness	Darryl Strawberry Angelina Jolie Ivan Boesky Frank Sinatra
Commanders	Strong will to win Respect for authority and hierarchy Resilient and decisive leaders Self-confident	Values system over individual Intolerant and insensitive Impatient Tunnel vision	Jack Welch Norman Schwarzkopf Margaret Thatcher George Washington
Inspirers	Charismatic Lead by example Visionary Treat others as equals	Politically naive Trouble dealing with red tape Emphasize strategy over tactics Risk burnout	Jimmy Carter Richard Branson Margaret Mead Joseph Campbell

ANSWERS:

Most people operate across quadrants and can exhibit the strengths and/or blind spots associated with more than one power style, depending upon the situation.

MOSTLY A, you're a "Pleaser"

Pleasing as a style exemplifies people that wield power by attempting to connect with others at a personal level. Scarcity issues within the family system are at the heart of this style. Due to outside stressors, which can range from financial struggles to preoccupation with a sick relative, Pleasers often didn't get the attention they craved from their caretakers early in life. As a result, Pleasers often grow up hungry for validation and are hardwired to take care of others. They are also easily triggered by the withdrawal of approval.

The *Charmer* power style is exemplified by people with an intensity of focus that both intimidates and seduces others into compliance. Charmers often have little respect for formal authority because they were required to soothe an emotionally needy parent in life. Whether they came from a broken home or simply a home where one of the parents turned to the kids rather than their spouse for emotional support, Charmers often learned to triangulate and manipulate others to get their needs met.

MOSTLY B, you're a "Charmer"

MOSTLY C, you're a "Commander"

Commanders operate with a results orientation and tend to foster a sense of urgency in others. The family dynamic underlying the Commander power style tends to be a model of rigid adherence to rules and a strict hierarchy of authority. Often, a Commander has grown up in a family system devoted to sports, religion, the military, or any larger system that reinforces discipline and a strict code of conduct.

The *Inspirer* power style is characterized by individuals who tend to be innovative thinkers and operate with a consistent commitment to the greater good. Inspirers have an altruistic reflex that causes them to support people and causes they believe in without stopping to calculate what's in it for them first. The family systems that foster Inspirers often value self-expression over conformity, and the caregivers in such systems are often willing to make personal sacrifices to achieve professional excellence in areas such as artistic performance or scientific excellence.

MOSTLY D, you're an "Inspirer"