

How Power Changes Leaders

Brief Summary

- The impact of status and power is a vital aspect of psychology that leaders have to navigate.
- Evidence suggests that, as a result of power, leaders become:
 - Less aware of how the people around them feel.
 - More task-focussed, missing the social and emotional aspects of work that are vital to collaboration.
 - More likely to express how they feel - both positive and negative - without being aware of the impact of those expressions on the people around them.
- The first step of becoming a leader that sets a tone for good escalation culture is to accept and reflect on the way power impacts their own behaviours.

Exercises

- 1) Reflect on leaders you have worked under. To what extent do they fit, or not, these psychological norms?
- 2) For those leaders who did not seem to be impacted by power - what was it they did to make you feel heard and understood?
- 3) Come up with examples where you might have displayed these behaviours at work.

Resources and links:

https://pure.uva.nl/ws/files/54378462/1_s2.0_S2352250X19300806_main.pdf How hierarchy affects our emotional lives

<https://onlinelibrary.wiley.com/doi/full/10.1111/jan.16531> Study on Unit Leadership and neonatal care that demonstrates the differences between leaders' own perceptions and that of their teams.

<https://pmc.ncbi.nlm.nih.gov/articles/PMC4793767/#sec7-0141076815620614> The role of emotional expression on healthcare outcomes