

7 Rules Of Power

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Jeffrey Pfeffer is a Professor at Stanford Graduate School of Business. He argues that power carries negative connotations , but is a tool that can be used for good or evil.

**I thought I would never write another book
on power, I have already written 3**

There are basically 7 rules of power

The 7 Rules of power

1. Get out of your own way
2. Break the rules
3. Appear powerful
4. Build a powerful brand
5. Network relentlessly
6. Use your power
7. Success excuses everything you may have done to acquire power

Power is a tool, like many or most tools it can be used to accomplish great things, horrendously terrible things and everything in between

Research shows that feeling powerful is associated with higher levels of subjective well being.

Research shows that political skill and engaging in political behaviors matter a lot.

The acceptance stage of power will be better reached if you become less judgmental.

Our judgements interfere with a number of our relationships.

**Judgement is a source of unhappiness,
because in comparing it against what we
think it should be, the inevitable
discrepancies have a negative effect.**

Building power and influence requires qualities and skills that can be learned and developed.

Many people in professions like nursing, medicine, academia, doctoral faculty suffer from the imposter syndrome.

One way of getting over the imposter syndrome is to focus on others in high level positions.

Life is not always just and fair is a lesson for everyone, even people of privilege, let alone women or people of color

Self awareness of where you sit in the ecosystem and what you used to do to win something everyone would do well to develop.

‘willing to do what it takes’ also means efforts to build power and get things done in the face of opposition, criticism, setbacks and failure.

If you want power you need to toughen up and become able to persist in the face of opposition.

Lower social class is associated with a more collective versus an individualistic orientation seen in the higher class.

Social class helps predict people's overconfidence, higher class normally exudes more overconfidence.

The importance of executive presence which includes self advocacy and willing to stand out stops Asian origin people from doing well in western cultures. The same was true for women

Research shows that women tend to be lower than men on social dominance orientation, a preference for inequality among social groups.

Disclosing one's vulnerabilities does increase feeling of closeness.

When people tell me they need to be true to themselves, I ask which self?

If you want to have allies, always a good thing , you need to provide them with something so that they will support you

Being liked is a source of power

If you pursue being liked, the danger is that you might be seen as less competent

The gap in salary for agreeableness was higher for men vs women as women are expected to be liked.

A disagreeable personality neither helped or hurt a career according to research.

Rule breaking entails building power and fundamentally undertaking behaviors that are different.

**Because most people follow the rules,
when you break them, you take your
interaction partners by surprise.**

Surprise works because it catches people off guard and also because it affects people's cognitions and emotions.

Conflict is common at the workplace, employees spend at least 3 hours per week engaged in conflict. However, 60 % of workers have never been trained on dealing with conflict.

Between 1800 and 2003, the stronger force in war won 71.5 pc of the battles. Between 1950 and 1999, 51 % of the conflicts were won by the weak.

When underdogs don't play by the conventional rules, when they employ unconventional strategy, they win.

The world is filled with rules others expect us not to break. Most rules are framed by people with power

The world is filled with social conventions like please, thank you , modulating your voice etc.

A lot people blend in too perfectly, they will be undifferentiated from the others. People who want to excel by definition will have to stand out.

People don't break rules for fear of rejection

**Help seeking is uncomfortable for people.
Most people fear being turned down if they
asked for help**

Rules and social conventions are made by those in power to ensure that their power is perpetuated

For those who start from disadvantageous positions, breaking rules is the only way to break through

How you show up is important, a determinant of your career progress. People take you more seriously if you are better dressed

Eye contact increases speaker's credibility, their perception of honesty and the duration of eye contact gets judgment on leadership capability

Anger is a powerful emotion, it is often a smart power move when used well.

Apology is the opposite of anger, it impacts the way you are seen if you apologize.

Nonverbal behaviors associated with power

- More gestures
- More open body posture
- Less interpersonal distance
- More controlled hand gestures
- Louder voice
- More successful interruption of others
- More speaking time
- Longer gazing time
- Look + Talk >> Look + listen

Everyone needs a brand. Think of a short way if describing yourself and accomplishments that brings your expertise together.

The frequent commentary on CEO appearance suggests that CEOs need to think about how they dress and the image they convey.

Do as many things as possible to get known

There is often social disapproval of people who are boastful and braggadocious. Hence you need to get someone else to tell your story

Part of brand building and creating a positive reputation is ensuring you get credit for your work.

Four fundamental networking principles

- Pursue your ‘ weak ties’”
- Become a broker
- Be central
- Create value for others

Enemies tend to last longer and keep grudges more than friends remember favors.

There is no reliable gender difference in strength of the power narrative between men and women.

The desire to be close to perceived power and success affects people's relationships with powerful others.

Everything's for sale, even respectability