

## Personal Power, Authority and Leadership

The following notes are based on Steiner's article on power and authority, (Steiner, 1987). There has been a pre-occupation with power being regarded as 'the capacity to control other people'. Steiner's interest is in broadening the notion of power, identifying seven sources of personal powerfulness. Furthermore, that each source has the potential to impact across a continuum of influence. Table 1 below lays out the main features of Steiner's framework.

	<i>Too much</i>	<i>Balanced</i>	<i>Too little</i>
<b>Groundedness</b>	Stubborn; immovable; dull and stony	Stand one's ground; to be rooted and to take our place	Unstable; easy to push around
<b>Passion</b>	Fantastist; fixated (eg. sexual/violent)	Invigorating; sexuality; the power to create, transform and inflame with energy	Unexcitable; boring, gutless
<b>Control</b>	Pre-occupied with competitiveness – winning/losing/ best/worst/right/wrong	Proactively manipulate environment and/or people, either physically or psychologically	Regarded as having no/little self-control; externalise controlling factors ('stuff' has nothing to do with them)
<b>Love</b>	Excessive personal sacrifice; give too much of self and neglect self	Nurture, heal; capacity to bind people and therefore enable; instil hope to encourage even in direst circumstances	Cold; unlovable (of self and others)
<b>Knowledge</b>	Over reliant on power of knowledge	Knowledge of science, wisdom, intuition and vision informs the here and now	Ignorance
<b>Transcendence</b>	Detached from earthly reality and connection; mystic masking derangement	Doesn't fear death; unified with the cosmos; separates material from the spiritual; retains sense of power regardless of material circumstances	Insensitive to connection with others and environment

The seventh source is that of **communication** which Steiner sees as combined with any of the others, ie. the individual has a terrific capacity to articulate their knowledge, passion, control etc. In its purest form it's comparable with political spin-merchants.

Individuals may have access to a combination of sources and demonstrate them at either end of the continuum. Clearly, those with most effective power are those who reflect it at the balance point.