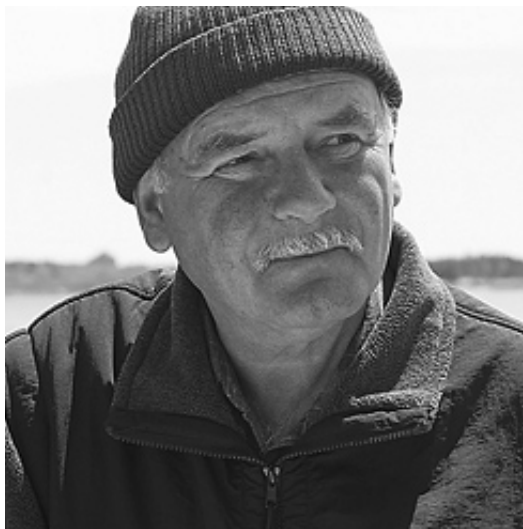


personal power profile

PERSONAL POWER PROFILE

An instrument designed to measure an individual's stage of personal power



Personal Power Products

PERSONAL POWER PROFILE

By Janet Hagberg and Terry Donovan

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personal power profile

PERSONAL POWER PROFILE

This profile follows the ideas and behaviors described in Janet Hagberg's book *Real Power: Stages of Personal Power in Organizations*. Ms. Hagberg describes six progressive stages of personal power: Powerlessness, Power by Association, Power by Achievement, Power by Reflection, (The Wall) Power by Purpose, and Power by Wisdom.

While these stages may appear at first to be quite strait forward and simple, the more deeply you look, the more may be revealed to you.

You can use or understand this six stage model on several different levels. Primarily applicable to your work life, the ideas are equally practical in everyday living. In fact, you can use this model to understand yourself, your relationships, and your organization from a personal power perspective.

You will have a Home Stage where you function most often. You will also have elements of all five other stages that will guide your actions in certain situations but not the majority of situations. As your Home Stage progresses from Stage 1 to Stage 6 you must acknowledge and pass through each stage. The knowledge and experience gained at each stage are needed to progress to the next stage.

HOW TO USE THIS PROFILE

The authors designed this profile: 1) to provide individual insights on stages of personal power, 2) as a preparatory tool for courses in leadership, power and management, 3) as a discussion tool between managers and employees, and 4) as an assessment tool in the course of personal renewal.

This profile was not designed as a tool for employment selection or for psychological measurement and assessment. Use of the profile for these purposes would be inappropriate.

Do not try to pursue the stages of power as if they were tasks to be accomplished or a pinnacle to be achieved. There is wisdom in letting a natural process, people or events guide you. There is wisdom in being open to the next thing life has in store.

personal power profile

BEGIN THE PROFILE HERE

Scale: 1=Not descriptive of me; 5=Very descriptive of me

1. I feel my work behavior and non-work behavior becoming more integrated and less separate.					<input type="checkbox"/>
2. I am a take charge, get things done person.			<input type="checkbox"/>		
3. I feel helpless over my life/work problems.	<input type="checkbox"/>				
4. I have a life purpose for which I would die.					<input type="checkbox"/>
5. I am at peace.					<input type="checkbox"/>
6. I work hard to be confident.			<input type="checkbox"/>		
7. I tell others about my weaknesses and mistakes.				<input type="checkbox"/>	
8. I model feminine and masculine behavior traits as ways to reach goals.				<input type="checkbox"/>	
9. I make decisions out of a quiet inner sense of calm.					<input type="checkbox"/>
10. I know someone that I want to be like.		<input type="checkbox"/>			
11. I am just beginning to learn the unwritten rules and values of the organization.		<input type="checkbox"/>			
12. I usually see myself as a casualty of someone else's actions.	<input type="checkbox"/>				
13. I make poor decisions most of the time.	<input type="checkbox"/>				
14. I believe power belongs to those who earn it.			<input type="checkbox"/>		
15. I schedule regular time to be alone.					<input type="checkbox"/>
16. I prefer asking question that may or may not have an answer.					<input type="checkbox"/>
17. I am sought by others to be a mentor/guide.				<input type="checkbox"/>	
18. I believe I have "made it" in the eyes of society.			<input type="checkbox"/>		
19. I feel secure when someone else is taking care of me.	<input type="checkbox"/>				
20. I feel I am a number and not an individual.	<input type="checkbox"/>				
21. I like the challenge of responsibility.			<input type="checkbox"/>		

COLUMN TOTALS →

A B C D E F

personal power profile

Scale: 1=Not descriptive of me; 5=Very descriptive of me

22. I depend on my boss for direction.	<input type="checkbox"/>					
23. I do tasks that primarily help me achieve my goals.		<input type="checkbox"/>				
24. I know power is infinite.				<input type="checkbox"/>		
25. I am an apprentice.	<input type="checkbox"/>					
26. I give my power away.						<input type="checkbox"/>
27. I like to associate with powerful people.	<input type="checkbox"/>					
28. I believe my future accomplishments will depend on a reflective personal style.				<input type="checkbox"/>		
29. I am connected at all times to a spiritual source.						<input type="checkbox"/>
30. I want career/life advancement but I have little knowledge of how to proceed.	<input type="checkbox"/>					
31. I have an inner connection with a higher power, which guides my daily life.					<input type="checkbox"/>	
32. I consciously imitate other people's behavior.	<input type="checkbox"/>					
33. I don't make any decisions without talking with as many people as possible.	<input type="checkbox"/>					
34. I choose to act honestly even if it means losing something I want.				<input type="checkbox"/>		
35. I sometimes have to manipulate others to get things done.	<input type="checkbox"/>					
36. I laugh at my mistakes and share those mistakes with others.					<input type="checkbox"/>	
37. I am humble.						<input type="checkbox"/>
38. I believe power means having control.			<input type="checkbox"/>			
39. I am powerful only when the group is powerful.					<input type="checkbox"/>	
40. I can accept criticism without defensiveness.					<input type="checkbox"/>	
41. I see no gain in risk-taking.	<input type="checkbox"/>					
42. I appreciate my weaknesses.					<input type="checkbox"/>	
43. I accept my death without fear or regret.						<input type="checkbox"/>

COLUMN TOTALS →

A B C D E F

personal power profile

Scale: 1=Not descriptive of me; 5=Very descriptive of me

44. I am learning "the ropes".		<input type="checkbox"/>				
45. I see my ego getting smaller and less significant all the time.					<input type="checkbox"/>	
46. I know how to use the "political system" to be successful in my career.			<input type="checkbox"/>			
47. I think my personal values are more dissimilar than similar to my co-workers in the organizations.				<input type="checkbox"/>		
48. I am beginning to understand which skills and abilities I need to develop to advance my career.		<input type="checkbox"/>				
49. I am courageous.						<input type="checkbox"/>
50. I have confidence in a life purpose, even if it puts my own interests at risk.					<input type="checkbox"/>	
51. I frequently question my self-worth.	<input type="checkbox"/>					
52. I am able to be myself within my organization.				<input type="checkbox"/>		
53. I believe that rewards from the organization motivate me less than they used to.				<input type="checkbox"/>		
54. I believe in the motto "an eye for an eye, a tooth for a tooth."	<input type="checkbox"/>					
55. I am fearless.						<input type="checkbox"/>
56. I define my self-concept according to how people I respect feel about me.		<input type="checkbox"/>				
57. I have surrendered to a larger purpose.						<input type="checkbox"/>
58. I derive as much from my community life as I do from my job.				<input type="checkbox"/>		
59. I am self-sacrificing.						<input type="checkbox"/>
60. I work for salary, title, office placement or number of people I could supervise.			<input type="checkbox"/>			
61. I know that I am stuck in my job.		<input type="checkbox"/>				
62. I know little about how my organization makes decisions.	<input type="checkbox"/>					
63. I am proud of my accomplishments.			<input type="checkbox"/>			
64. I am one of the winners in life.			<input type="checkbox"/>			
65. I see my reasons for work and for living as one and the same.					<input type="checkbox"/>	

COLUMN TOTALS →

A B C D E F

personal power profile

Scale: 1=Not descriptive of me; 5=Very descriptive of me

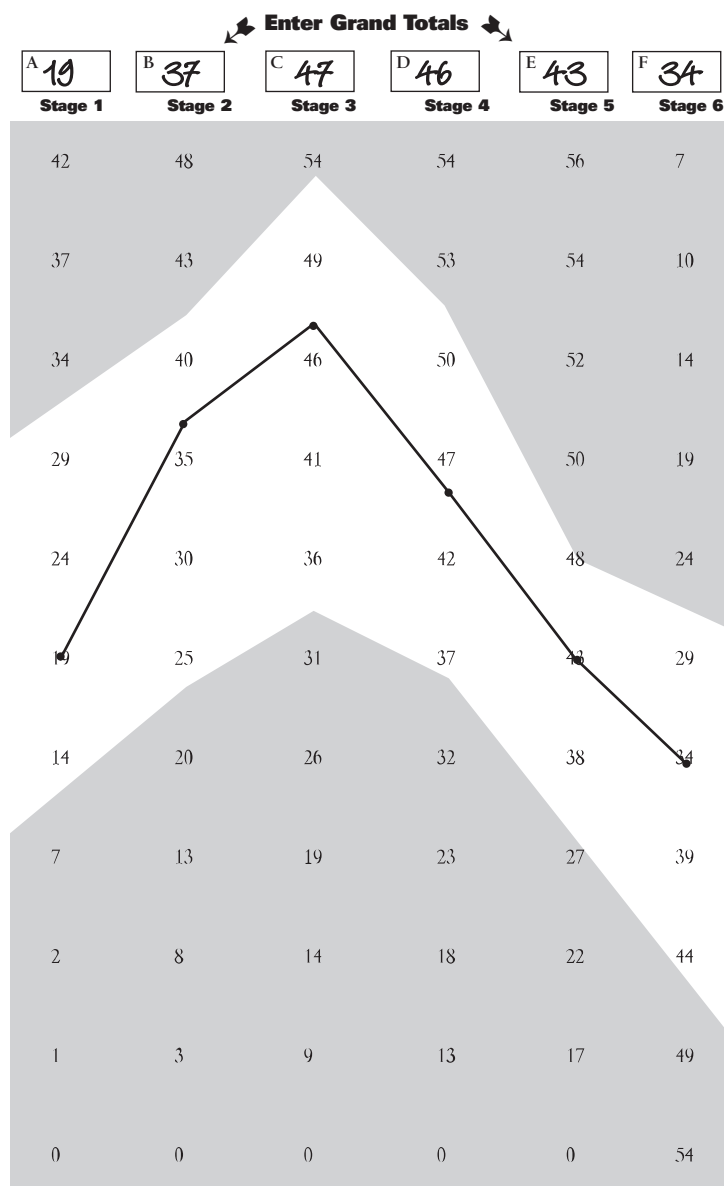
66. I have an inner capacity for long periods of solitude and silence.				<input type="checkbox"/>		
67. I recognize power around me and in others but I possess little power.		<input type="checkbox"/>				
68. I speak out when I am asked to do something I don't believe in.				<input type="checkbox"/>		
69. I know I am not liked by my co-workers.	<input type="checkbox"/>					
70. I trust my inner voice.				<input type="checkbox"/>		
71. I am wise.						<input type="checkbox"/>
72. I will feel better when others consider me successful.			<input type="checkbox"/>			

COLUMN TOTALS →

	A	B	C	D	E	F
Column totals from page 5						
Column totals from page 6						
Column totals from page 7						
Column totals from this page.						
GRAND TOTALS (Transfer Grand Totals to Your Personal Power Profile grid on page 10)						

PLOTTING YOUR PROFILE

1. Transfer your Grand Totals for A-F from page 8 to the A-F boxes on your Personal Power Profile graph sheet on page 10.
2. Plot each number on the grid directly beneath it. Put a dot (•) there. Connect your dots to form a shape (profile like a mountain peak, valley or slope). See sample. Your shape may be different from the sample.



INTERPRETING YOUR PROFILE

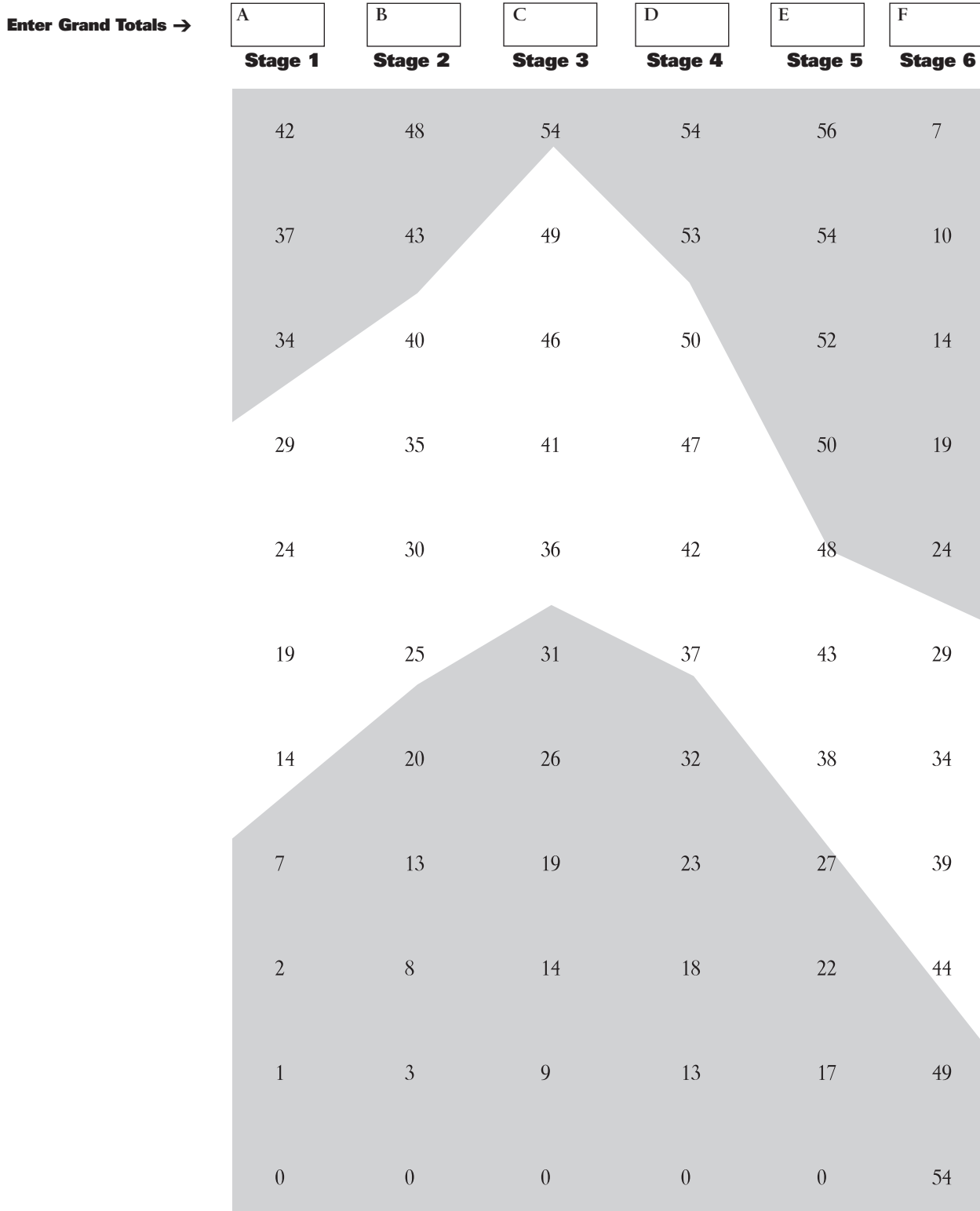
1. The highest peak of your mountain is your Home Stage where you spend most of your time. Disregard your numbers. Focus only on the shape; the mountain peaks or valleys. Your second highest peak is your second highest stage; third peak is third highest, stage and so on.
2. The white area of the grid represents the scores of 85% of the people who take the Profile.
3. For more interpretation of your profile turn to page 11.

← SAMPLE PLOT

This person's highest peak is Stage 3, their Home Stage. Second highest is Stage 2; third is Stage 4, etc.

personal power profile

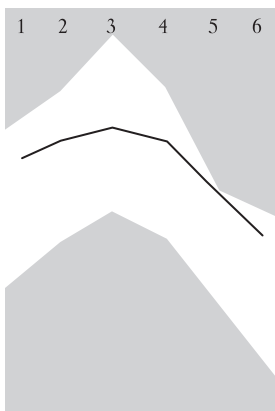
YOUR PERSONAL POWER PROFILE



personal power profile

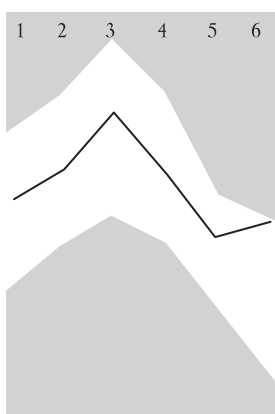
INTERPRETING YOUR PERSONAL POWER PROFILE.

Find the profile with the mountain peak at the same stage as you. The description may indicate what your score represents. If your profile looks similar to two descriptions, choose the one closest to your situation.



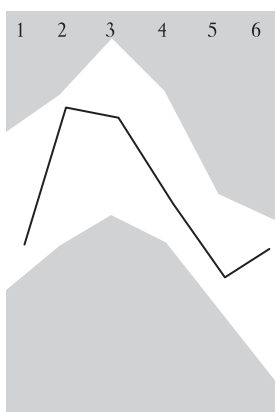
Transition

This profile describes people who are uncertain about their personal power. They can be moving internally (inside themselves) and trying to sort out how they want to be in the outside world. It could also describe people who feel they must be different at home than they are at work.



In Charge

This profile describes people who enjoy and are comfortable with direct power over people, knowledge, and processes. They are people who like to run things. They can be at the height of their career or in a second career. Wherever they are, they like to be involved, busy, feeling competent, challenged. They see few barriers to success, just not enough hours in the day.



Apprentice

People with this profile are generally working or learning to cultivate personal power. They desire some directions from others so work can be done competently or correctly. This typically happens in a new job or new learning situation where “learning the ropes” is important.

personal power profile



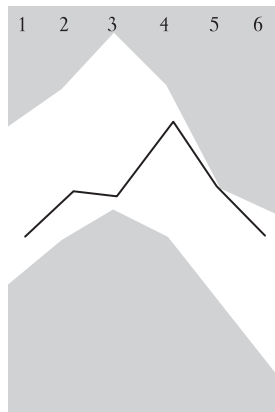
Changing or Crisis

This profile represents a temporary loss of power over decisions or a lack of a familiar power base. These people may be in the middle of major change in life or work; new job, loss of job, new boss. They are off balance and feel a loss of confidence. It could represent a crisis at hand.



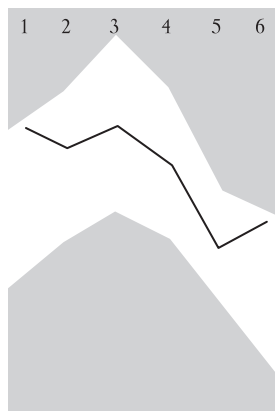
Confusion

This profile represents people who aren't sure if they should be in charge or who they should be when in charge. They may be caught in a work transition and feel unsure or frustrated, seeking external signals to give them confidence. They feel very responsible and at the same time powerless to act.



Self-Reflective

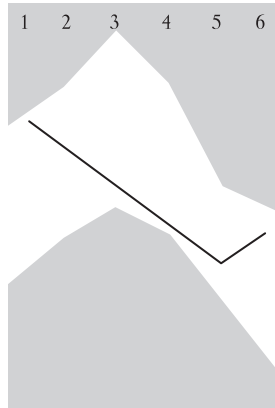
For this person, personal power derives from personal values and modeling a reflective style rather than through positions or accomplishments. This profile represents people on an inner journey becoming clear about values and lessening the external pressure to perform a certain way. They are becoming more self-accepting and genuine. They take risks they couldn't take previously.



Frustrated

This profile suggests a confident competent person feeling powerless in one part of their life or work. The higher the Stage 1 score, the higher the frustration or trapped feeling. This shape may suggest a mini-crisis at work or home.

personal power profile



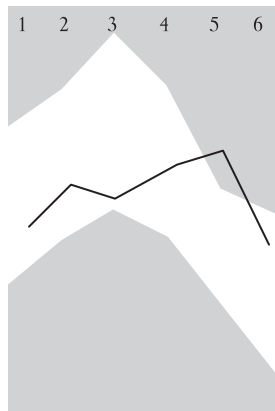
Newcomer or Traumatic Event

People with this profile are frequently new on the job and unaware of their competence, yet in this particular job everything is confusing, confidence is fragile. It could also indicate a recent traumatic event leaving people powerless and angry in life/work. Paradoxically it is also the profile of a true Stage 6 person.



Inner Shift

This profile represents the beginning stages of reflection, asking what personal power is all about. It represents a turning to the inside in a competent person, at ease with their skill. There may be confusion with cultural pulls that are inconsistent with newly emerging inner feelings. This person wants answers but can only find questions.



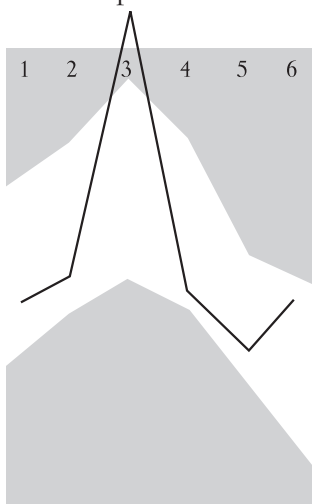
Wisdom

People led by an inner and spiritual vision, possibly out of sync with external demands. They are usually behind the scenes, trusted people who have high inner security. They have no desire for power but are attractive to others for their unusual insight. Their high self-acceptance balances low ego needs. Organizations need to protect them.

personal power profile

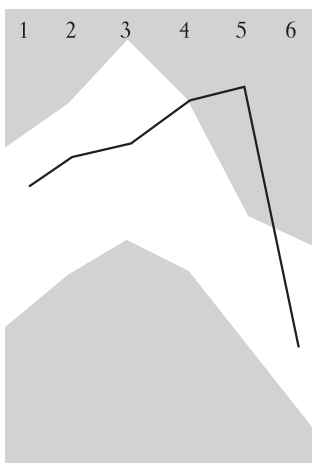
OUTSIDE THE NORM PROFILES

These people feel stronger about their stage of power than 85% of the people who took this profile.



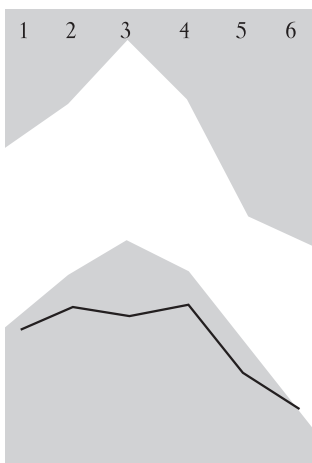
Hard Driving

This profile suggests very high achievers who enjoy challenges and competitions in everything they do, or a person who is on a difficult, strenuous assignment. It may suggest over compensation on one area of life to the detriment of other areas.



Trying Too Hard

These people feel they have to work incredibly hard to be themselves (stages 4 or 5) in their current environment at home or work and it leads to over compensation or trying too hard.



Low Interest

These people do not feel strongly about the questions, are consistently unsure, and may even be sad or depressed. They may not even want to participate in taking this profile.

personal power profile

ASK YOURSELF THESE QUESTIONS

Partner with one or two other people and discuss these two questions:

1. What aspect of yourself came into clearer focus?
2. What risk are you willing to take to deepen your relationship with personal power and/or organizational power?

SUMMARY

At this point you may be asking the most basic questions of all -SO WHAT? Hopefully, you are attending a seminar or class on power or leadership while completing this profile. Your instructor can give you information about the stages, what they represent and how they function in the workplace and at home. He/she can also give you suggestions on how you can move to another stage if you so desire. A summary of the six Stages of Personal Power appears on the next page.

You might also wonder how to manage people at different stages, or how to be a more effective leader. Some people want to know how to better relate to their spouse who is at a different stage of power from them. Others just want to know more about the six stages.

For more detailed or particular questions we recommend you read the book on which this material was based. It is *Real Power*, 3rd Edition published by Sheffield Publishing, Salem, Wisconsin, 2003.

If you would like to purchase *Real Power* or additional copies of this *Personal Power Profile*, refer to the order form in the back of this booklet.

personal power profile

STAGES OF PERSONAL POWER

	Description	Characteristics	To Move	Deterrent
Stage 1: Powerlessness	Manipulation	Secure and dependent Low in self-esteem Uninformed Helpless but not hopeless	Gain self-esteem or skill	Fear
Stage 2: Power by Association	Magic	Apprentices Learning the culture Dependent on supervisor/leader New self awareness	Gain confidence, take risks	Need for security Lack of confidence
Stage 3: Power by Achievement	Control over resources and decisions	Mature ego Realistic and competitive Expert Ambitious	Embracing integrity Search inside	Not knowing you are stuck Confusion
Stage 4: Power by Reflection	Influence	Reflective/confused Competent in collaboration Strong Comfortable with personal style Skilled at mentoring Showing true leadership	Let go of ego Face fear	Ego control No life purpose
The Wall	Place of Inner choices	Moving beyond your intellect Letting go of control Embracing your shadow Finding intimacy with your Higher Power Glimpsing wisdom	See pain as opportunity for growth	Personal will
Stage 5: Power by Purpose	Inner vision	Self-accepting Spiritual Courageous, calm Conscience of the organization Humble Confident of life calling Generous in empowering others	Understand the uni- verse	Lack of faith Unwillingness to sacrifice enough.
Stage 6: Power by Wisdom	Self sacrifice	Integrating shadow Unafraid of death Powerless Quiet in service Conscience of the community Compassion for the world	Transcend humanness	

PERSONAL POWER PRODUCT DESCRIPTIONS

SELF-SCORING INVENTORIES

Learning Styles Inventory

An instrument to measure individual learning styles. Your learning style is the unique way in which you go about gathering information, sorting it out, and making decisions. You are more likely to find meaning and satisfaction in your life and work if you are aware of your best and most enjoyable style of learning. The four learning styles are Enthusiastic, Imaginative, Logical and Practical.

Learning Styles Inventory-Online

The Learning Styles Inventory is also available in an online, web-based version.

Personal Power Profile

An instrument to measure an individuals stage of personal power. This profile follows the ideas and behaviors described in Janet Hagberg's book *Real Power: Stages of Personal Power in Organizations*. The book describes six progressive stages of personal power: Powerlessness, Power by Association, Power by Achievement, Power by Reflection, (The Wall), Power by Purpose and Power by Wisdom.

Personal Power Profile-Online

The Personal Power Profile is also available in an online, web-based version.

Conflict Resolution Tool

An instrument to measure the way individuals approach conflict. The four conflict styles are Asserters, Empathizers, Analyzers, and Harmonizers. A unique feature of this tool is a model, which teaches a skill that all four styles can use to modify their behavior in conflict and thus be more successful in resolving it.

Spiritual Life Inventory

An instrument to measure an individual's stage of spiritual development. The inventory complements the ideas and behaviors described in Janet Hagberg and Rev. Dr. Robert Guelich's book *Critical Journey: Stages in the Life of Faith*. The book describes seven stages of a person's spiritual life: Recognition of God, The Life of Discipleship, The Productive Life, The Journey Inward, The Wall, The Journey Outward, The Life of Love.

Faith Styles Inventory

Many people have attended worship and church functions for years without feeling a part of it or feel guilty or detached from worship or prayer that is not personally meaningful. This simple inventory shows you your most comfortable faith style and what will be most meaningful for our style. There are four faith styles highlighted in this inventory; Connectors, Nurturers, Thinkers and Developers. We all have all four of the faith styles within us but we lean towards our most preferred and comfortable faith style.

**RESOURCES FOR
THE INNER LIFE**

Scripture as Invitation to the Inner Life

- **Discernment Cards:** A personally selected set of 64 scripture cards invite us into a deeper life of faith. Cards are stored in a lovely purple velvet bag.

Going Deeper Retreat Guides

- **A retreat with Teresa of Avila:** What Do You Want of Me? Download this retreat and spend time with a 16th century reformer and woman of deep faith.
- **A retreat with 5 of the most courageous women in scripture:** Tamar, Rahab, Ruth, Bathsheba, and Mary. Find out why they are the only five women in the genealogy of Jesus. Download this retreat.

Poetry For the Inner Life

Conversing with God: 16 Poems for the inner life. Written with real life, real questions, and a heart for God. Janet Hagberg, author.

Icons For the Inner Life

- **Thin Places:** 10 Places in our lives where we get a glimpse of God through insights or events in our daily lives. Images on black paper. Janet Hagberg, iconographer.
- **Resting in God series:** 10 “icons” depicting the ways in which we rest in God and depend on God’s presence. Images on black paper. Janet Hagberg, iconographer.

BOOKS

Real Power: Stages of Personal Power in Organizations by Janet Hagberg

A dynamic book about power—real, personal power—for forward looking people and organizations who want to harness their own power for the common good. It takes people on a journey beyond achievement and success to a stance in which power comes from their inner core and they lead from their souls.

Critical Journey: Stages in the Life of Faith by Janet Hagberg and Rev. Dr. Robert Guelich

Their goal is to help us understand where we are on our individual faith journeys and also appreciate where others are in theirs. The *Critical Journey* does not reveal exactly how or when we need to move along in our personal pilgrimages. It describes seven stages of the spiritual journey and illustrates how people act and think while in these stages.

Living into the Light: An e-Book of essays about the journey to the heart of God. Download only. Small segments available at reduced prices. Book consists of 36 chapters. Available only at www.janethagberg.com