Power Audit Worksheet

(PMP Toolbox – Chapter: Power Reordered / Organizational Culture)

Purpose

To help leaders identify how they actually use power — not how they believe they use it.

SECTION A — Personal Reflection

Rate each statement 1 (Rarely True) to 5 (Consistently True).

Decision-Making

- I explain the rationale behind decisions when appropriate.
- I seek input before making major decisions.
- I change my mind when presented with strong evidence.
- I distinguish between urgency and importance.

Accountability

- I address underperformance directly and respectfully.
- I avoid sarcasm or public correction.
- I follow through on stated consequences.
- I keep my promises.

Emotional Use of Power

- I remain steady when challenged.
- I do not withdraw when upset.
- I do not escalate volume or intensity to gain compliance.
- I do not use silence as punishment.

Developmental Orientation

- I ask questions more often than I give directives.
- I expect people to propose solutions.
- I allow others to struggle productively.
- I publicly credit others for success.

SECTION B — Power Under Stress

When under pressure, I tend to:

☐ Over-direct
☐ Withdraw
☐ Delay decisions
☐ Become overly critical
☐ Rescue prematurely
☐ Double down on control

Reflection Question:

What pattern most threatens my credibility?

SECTION C — External Feedback

Ask 3 colleagues to answer:

- What is my most effective use of authority?
- Where do I unintentionally over-control?
- When do I empower well?

Compare perception vs. self-assessment.

Scoring Insight

High Control + Low Transparency = Compliance Culture
High Support + Low Expectation = Dependency Culture
High Clarity + High Accountability = Stewardship Culture