

# Leadership and the Effective Use of Power: Power Intelligence®

## With Julie Diamond

Online

FarCoaching



**EMANA**



Training in English.  
Simultaneous translation into Spanish.



*This opportunity arises thanks to the collaboration with our colleagues at **Far Coaching**, with whom we have designed and organized the training program.*

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## Presentation

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It's no surprise that leaders' behavior sets the tone for organizational culture. But what's less known is how power shapes that behavior. Research shows that stepping into a role of power alters our perceptions, judgment, and behavior. And **how leaders use their power has an outsized effect on the performance of others, and on organizational culture.** Power plays a role in:

- Engagement—do people have opportunities to contribute, grow, and develop?
- Psychological Safety—are people able to ask questions, share opinions, without fear of negative consequences?
- Equity and respect—do people feel the workplace is safe, free from bias, and that opportunities are based on merit, and allocated fairly?
- Decision making — Is decision making jeopardized because of leaders' overconfidence, or because critical insights aren't being voiced?

- Innovation and risk taking—do people feel free to take risks, think outside the box, make mistakes?

Even the most emotionally intelligent and well-meaning leaders are not always aware of the impact their power has on others, because in the presence of power, people are less willing to speak up, trust their perceptions, and take risks. They give less honest—and less accurate—feedback. The result? The more impact you have, the harder it is for you to see it. You're leading through a distorting lens of power.

**This course introduces Power Intelligence® a framework and leadership development methodology that enables leaders to navigate the challenges of their high-power roles, creating better outcomes for themselves, their teams, and their organizations.**

## Content

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Through presentation, interactions, and experiential activities, this lively session will help participants:

- **Assess** the effects of power on self-insight and identity, and the challenges this creates for leaders.
- **Identify and navigate** the “traps of power,” the psychological influences of power that lead to leader derailment, conflict, and power struggles.
- **Employ** the many kinds of power, and use them appropriately to the context.
- **Support** their clients in high power roles create more psychological safety, open up conversations, and increase engagement.
- **Recognize** their own relationship to rank and power and know how it influences their work with others.
- **Draw upon** the 7 behavioral dimensions of power use to support their clients in the effective and ethical use of power.



Online

## Metodology

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Julie’s special area of focus for the past 30 years has been on the topic of power, a topic that is often misunderstood and maligned. Bringing together her **three decades of work as a coach and development professional**, Julie embarked on a multi-year study to **define the competencies of effective use of power** by surveying several hundred leaders, coaches, and subject-matter experts about their experiences of good and bad uses of power in leadership roles.

Combining close to a hundred critical incidents with three decades of experience coaching and consulting leaders across the globe, and across sectors, industries, roles, and functions, seven types of behavior relating to power use emerged. Internal consistency and

inter-rater reliability were established in several rounds of testing with more than a thousand employees and leaders from hundreds of organizations. Framed in the positive—as good use of power—these are the seven behavioral dimensions and the Diamond Power Index® scale associated with each.

Complementing the scales, **Julie identified the three central developmental levers for using power well, the three “keys of Power Intelligence®”** – knowing and using your power consciously, understanding and regulating your subjective sense of power, and inhabiting a role of power, with intention and accountability.

## Teached by

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### **JULIE DIAMOND**

She is an author, executive coach, and the CEO and founder of Diamond Leadership, a which provides leadership and talent development services to its global clients.

For over 25 years' Julie has been at the forefront of creating transformational learning and development opportunities, across a range of sectors, from graduate degree programs to leader development programs for Fortune 500 companies to government agencies, labor unions to NGOs. Julie knows how to bring clarity to complex and profound concepts, and her authentic and dynamic facilitation style creates real understanding and a deeply impactful learning process. Diamond Leadership clients include Intel, NASA, Tata Consultancy, Greenpeace, Citibank, The NHS, Target, The United States Department of Interior, and others.

Julie is the author of ***Power: A User's Guide***, a handbook for using power effectively and ethically, no matter your role. Her writing on leadership and power has appeared in Harvard Business Review, and other platforms. Julie is also the developer of the Diamond Power Index, a tool that helps leaders understand how they're applying their power and how to do so with greater impact.



Online

## Objectives

The goal of this training is to help coaches **understand how power influences behavior, attitudes, and judgment and the behavior of those around them.**

We will build a working knowledge of the framework and tools of Power Intelligence® to help leaders navigate the traps that power creates, and to master the skills for using power productively, to bring out the best in the people they lead.



## Adressed to

A healthy organizational culture is one in which power is used well, and people are free to take risks, engage freely, and bring their best selves to work. Therefore, **it is vital for those who work with leaders and with organizations to understand the dynamics of power**, how it creates unintended effects, and how people can use power to unleash the creative potential and generative capacity of their teams and organizations.

This course is **for executive and leadership coaches, consultants, trainers, and development professionals who work with leaders and teams**. It's designed to equip you with a set of tools and methods for helping your clients navigate the effects of a high-power role and challenging power dynamics.





### CERTIFICATION:

Emana will certify attendance to this program and, in order to obtain it, it will be necessary to complete at least **80% of the training.**

### MORE INFORMATION:

If you need any further information, please send an email to [iarrotegi@emana.net](mailto:iarrotegi@emana.net) and we will write or call you back within 48 hours.

### IMPORTANT:

- **Places are limited** and will be handled in rigorous order of registration.
- The course will be given in **English with simultaneous translation into Spanish.**

Online

### PRICE AND REGISTRATION:

STANDARD

**495€ + IVA 21%**

(Standard price for workshop attendance)

**REGISTRATION**

If you want to subscribe, click here.



Training in English.  
Simultaneous translation into Spanish.

### DURATION: 12 HOURS



Online



Medium level



Medium duration

**DATES:**

Date: From **20<sup>th</sup> of March - 10<sup>th</sup> of April 2025**

- **Time:** from 16:00 to 19:00 h.
- **Online sessions**
  - » 20<sup>th</sup> and 27<sup>th</sup> of March
  - » 3<sup>rd</sup> and 10<sup>th</sup> of April



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MARCH 2025

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 **Zoom Sessions will NOT be recorded.**

A joint effort by

**EMANA** y  **Far**Coaching