

Diane Tracy

THE POWERFUL AND A RISE

# THE POWER PYRAMID

## Diane Tracy

By the author of The First  
Book of Common-Sense Management

HOW  
TO GET  
POWER  
BY  
GIVING  
IT  
AWAY

658.407  
Tracy



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# POWER PYRAMID

Diane Tracy

HOW  
TO GET  
POWER  
BY  
GIVING  
IT  
AWAY

In order to get power you have to give it away—one of the great, yet seldom recognized paradoxes of the business world. Diane Tracy, author of *The First Book of Common-Sense Management*, clearly demonstrates how managers can gain ultimate power for themselves by giving power to people who work for them, and how power-sharing will benefit the ultimate goals of the organization. Through the Power Pyramid and Ten Principles for Empowering People, she shows:

- **Why a clear definition of responsibility is the foundation of power**
- **Why authority must be commensurate with responsibility**
- **The importance of training and of setting high standards of excellence**
- **How knowledge and information are critical to a person's power**
- **How people are empowered when they receive honest feedback on a consistent basis**
- **The effect of recognition on a person's motivation to perform**
- **How a manager's trust increases the people's faith in themselves**
- **The paradoxical effect of giving workers permission to fail—and thereby sufficient latitude also to succeed**
- **Why respect for the individual is the key to releasing one's personal power**

*(continued on back flap)*







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ALSO BY DIANE TRACY:

*The First Book of Common-Sense Management*



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**THE  
POWER  
PYRAMID**

**How to Get Power  
by Giving It Away**

**Diane Tracy**

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# THE POWER PYRAMID



## How to run any organisation

1. Authority
2. Co. muscle
3. Process
- 4.
5. Change

## Types of power

1. Compensation power
2. Coercive power
3. Traditional & Charismatic power
4. Organisational power

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# INTRODUCTION

Power. It is what everyone wants and no one seems to have enough of. World leaders, housewives, business executives, lovers—in search of that which will enable them to achieve their desired goals. The desire for power is inherent in our very nature and fundamental to our survival. Without it we could accomplish nothing.

The caveman invented fire, Napoleon conquered Europe, and Alexander Graham Bell invented the telephone, all for the same reason. Each wanted more power over his world. This universal quest for power helps shape history; it is one of the driving forces behind all human endeavor.

Nowhere is the pursuit of power more evident than in today's workplace. Managers are constantly striving to increase their arsenal of power, which is how it should be. Some may use power for selfish gain; others may use it to benefit the company. Regardless of how managers use power, the fact remains that without it they are incapable of achieving anything of significance for themselves, other people, the company, or society at large.