



Power and Influence for Positive Impact

Syllabus

Power and Influence for Positive Impact is a field guide that helps individuals at any stage of their career understand how power *really* works and develop their own power to gain influence and make an impact—within their professional relationships, organizations, and society at large.

Modules	Leaders Interviewed	Takeaways	Key Exercises
Module 1 Understanding the Nature of Power	<ul style="list-style-type: none"> • Nezuma Ali Mjumbe, Solar Engineer • Pendo Daudi, Director, Barefoot College Zanzibar • Meagan Fallone, Former CEO and Board Member, Barefoot College International • Vikas Birmha, Co-founder and CEO, Gramhal Foundation 	<ul style="list-style-type: none"> • Understand the fundamental elements of power and refute common misconceptions about power • Describe and apply strategies for shifting the balance of power in relationships • Appreciate power as a force that can be harnessed for good or as a source of corruption 	<ul style="list-style-type: none"> • Identify your own personal and positional sources of power • Analyze the power relationships between different parties and identify different power-shifting strategies
Module 2 Building Relational Sources of Power	<ul style="list-style-type: none"> • Lia Grimanis, Founder and CEO, Up with Women • Vera Cordeiro, Founder and President of the Board, Instituto Dara • Claude Grunitzky, CEO, The Equity Alliance and Chairman, TRUE Africa 	<ul style="list-style-type: none"> • Understand how to read and diagnose an organization's political landscape through power mapping • Apply strategies for cultivating and maintaining professional relationships in an authentic and mutually enriching manner 	<ul style="list-style-type: none"> • Analyze patterns in your own professional network and the fit between your network composition and your aspirations
Module 3 Earning Trust and Exercising Influence	<ul style="list-style-type: none"> • Cheryl Dorsey, President, Echoing Green • Jean Rogers, Founder, Sustainability Accounting Standards Board (SASB) • Umaimah Mendhro, Founder and CEO, VIDA 	<ul style="list-style-type: none"> • Understand how to earn people's trust so that you can uncover and respond to what they value • Apply a repertoire of behaviors for leveraging influence in relationships • Navigate difficult conversations and interpersonal conflicts 	<ul style="list-style-type: none"> • Identify and describe stereotypes that may bias our perceptions and impede your or others' ability to earn people's trust • Identify which influence styles will most benefit specific situations • Complete Influence Style Exercise to identify which influence styles and behaviors you use most frequently in various contexts



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Module 4 Encountering Entrenched Power	<ul style="list-style-type: none"> • Nezuma Ali Mjumbe, Solar Engineer • Pendo Daudi, Director, Barefoot College Zanzibar • Meagan Fallone, Former CEO and Board Member, Barefoot College International 	<ul style="list-style-type: none"> • Explain how power hierarchies develop and perpetuate themselves • Understand and apply organizational and cultural strategies for overcoming the impact of stereotypes 	<ul style="list-style-type: none"> • Identify and describe the mechanisms behind the power hierarchies you have experienced
Module 5 Leading Change in Organizations and Society	<ul style="list-style-type: none"> • Vikas Bihma, Co-founder and CEO, Gramhal Foundation • Lia Grimanis, Founder and CEO, Up with Women • Vera Cordeiro, Founder and President of the Board, Instituto Dara • Claude Grunitzky, CEO, The Equity Alliance and Chairman, TRUE Africa 	<ul style="list-style-type: none"> • Understand the different roles that leaders can play and the sources of power they can draw from in launching and sustaining a movement for change • Prepare yourself for the change-leadership roles introduced while recognizing the limits of individual influence • Understand the importance of building collective support in order for change to happen 	<ul style="list-style-type: none"> • Analyze your environment and assess its readiness for change • Perform a stakeholder analysis for a potential change initiative
Module 6 Managing Your Relationship to Power	<ul style="list-style-type: none"> • Cheryl Dorsey, President, Echoing Green • Jean Rogers, Founder, Sustainability Accounting Standards Board (SASB) • Umaimah Mendhro, Founder and CEO, VIDA 	<ul style="list-style-type: none"> • Understand the personal consequences of gaining power and apply strategies for protecting yourself from abuses of power • Apply strategies for democratizing power and for holding the powerful accountable 	<ul style="list-style-type: none"> • Create an action plan that will help you begin to achieve your aspirations, synthesizing what you've learned in the course

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete Modules 1-6 and exercises therein by stated deadlines.