

Core Competency 16: Manage power and influence

Description:

Understand the organization’s history and political climate; use the political process (internal/external and official/unofficial) to accomplish goals; understand the impact of your use of power on the organization and the community.

Rationale:

While a certain degree of power accompanies the position of jail leader, the ability to use it effectively and in a responsible manner is a personal attribute. It is especially important that jail leaders understand both the limits and the widespread impact of their power and influence on internal operations as well as external stakeholders.

Requires knowledge of:	Requires skill in:	Requires ability to:
The nature of power and influence, how they relate to the organizational vision/mission, and the legacy of how their use or misuse has affected the jail over time	Identifying formal/ informal sources of power associated with both the office (position) and the leader personally Recognizing how power can be used to support the jail’s vision/mission Determining which sources of power (and how much) are most appropriate to use in a given situation Recognizing what mistakes were made regarding the use of power in the past and avoid repeating them Understanding why the use of unilateral position-based power is often resented and counterproductive	Analyze situations Be comfortable with power and influence Weigh alternatives Apply power judiciously Learn from past mistakes Avoid over-reliance on unilateral power
The agendas of those with external power and influence (e.g., policy-makers, politicians, community leaders, unions, and others who impact jail management and operations)	Monitoring legislation and court decisions Networking; keeping abreast of the current political climate (without becoming consumed by it) Interpersonal communications, especially non-evaluative listening Understanding and positively influencing various agendas that impact the jail	Be perceptive and accessible Listen and communicate in a non-confrontational manner Influence others Respect power without being intimidated by it Be confident and persuasive