

# As a leader are you Powerful or Powerless in the Virtual Space?

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Global Forum  
20<sup>th</sup> June 2023



# What do we mean by “power”?

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Power – not a „thing“ – Power happens in relationships

- Power to
- Power over
- Power with



## Research process

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- 2.5 years (2019 to 2021) with 20 leaders as co-researchers
- 12 cultures, 10 companies
- 10 women, 10 men
- Collaborative inquiry – Power and owning the process

# Research process

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1. Secondary research – existing research about Power and research about virtual collaboration
2. 1<sup>st</sup> Person Inquiry – looking at my own experience over the last 20 years

# 7 Propositions

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# Proposition 1: Mixing connections generates power differentials



## Proposition 2: No camera for more power

No camera = more openness!



VS



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## Proposition 3: Hierarchical power and technology can cut people off from their power

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*When executives do not know what they don't know! Unlearning is essential!*



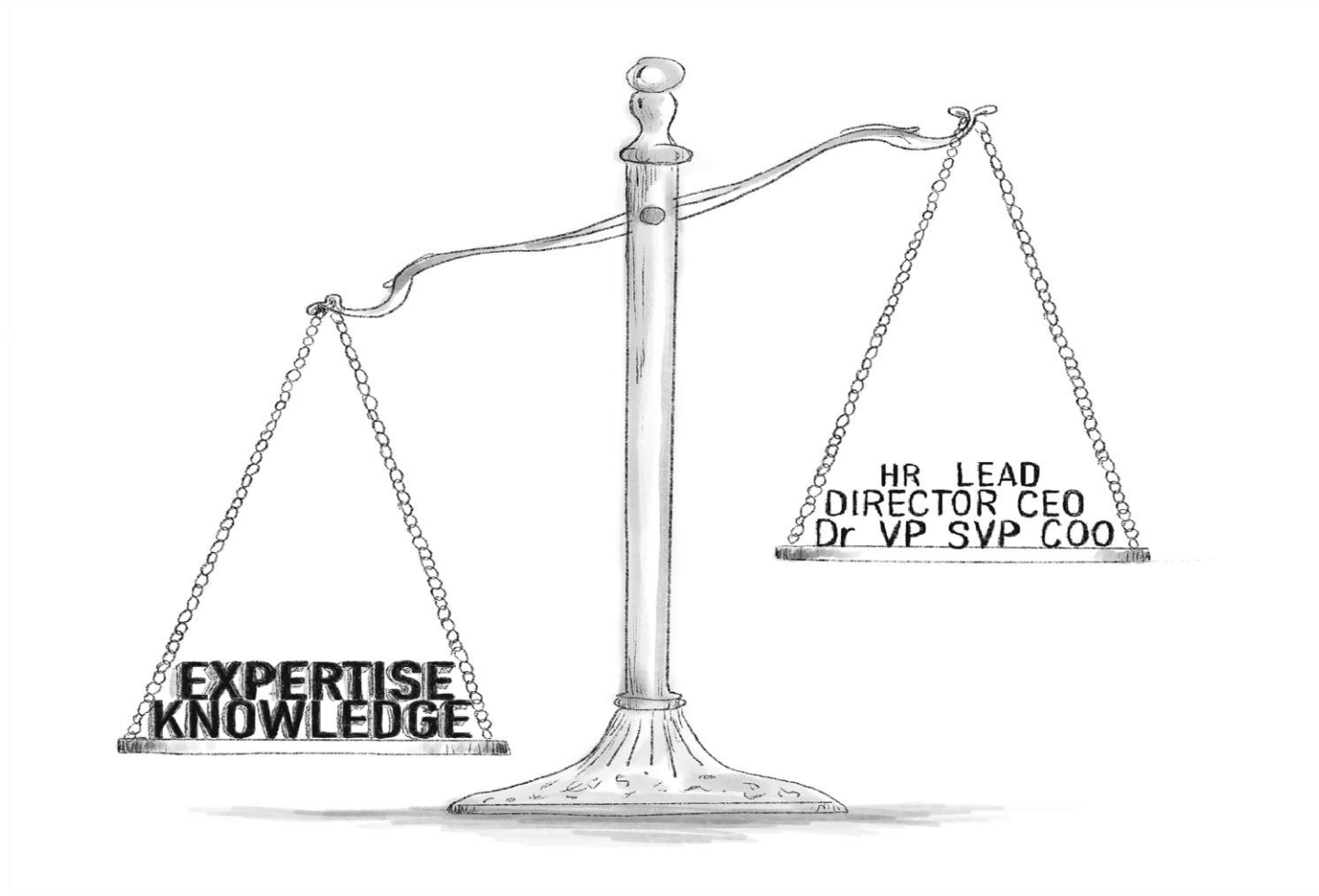
*Technology is being overestimated in the short term and underestimated in the long term.*





# Proposition 4: Knowledge and expertise as important sources of power in the virtual space

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## Proposition 5: Language is ACTION with power, not power in action!

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***Language is NOT transfer of information, it is ACTION!***



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## Proposition 6: Power unfolds when silence speaks up

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*Feel the silence, don't fill it!*



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# Proposition 7: When the human body gets in the way – the virtual space neutralises gender differences and titles.



In the “new” world of working,  
**culture needs to be designed!**

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*Lead technology, do not let it lead you!*



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# Comments, questions?

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Your experience



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# Research process overview



<b>Wave 1</b> Individual – Jan./Feb. 2019	Groups 1,2,3 - April/May 2019	Groups 1,2,3 - June/July 2019	Groups of 1,2,3 – October – December 2019
<b>Wave 2</b> Individual – May/June 2020	Groups 1& 2 – October 2020 March 2021	Groups 1 & 2 – January 2021 May 2021	Groups 1 & 2 – March 2021 June 2021

\* BGMS: Collaboration platform called ,Black Gazelle Meeting Space'

