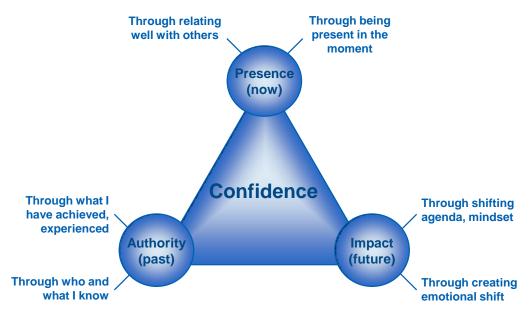


Authority, Presence and Impact (API)

Personal power and influence can be divided into three main aspects:



Authority: which derives from who you know or what you have done in the past. Your achievements and experience may be embodied in titles, qualifications or role. It may also be embedded in your curriculum vitae, references, how you are introduced or how you refer to knowledge and experience. Exercising and referencing one's authority can open doors and achieve initial attention. However, it doesn't, by itself, create lasting relationship or affect change. Over-exercising or over-referring to one's authority can lead to a negative effect, with other people wondering why you are trying so hard to promote yourself or resenting what they consider to be showing off. Authority is physically manifest when people stand straight and tall.

Presence: is the ability to develop relationship and rapport both quickly and with a wide range of people. People who have a high amount of presence command attention and respect in a wide range of situations and a large number of people find them easy to relate to. To have high quality presence requires individuals to have immediacy and skills in being able to closely act with those to whom they are relating. It is physically manifest when people are open-armed, almost embracing those around them.

Impact: those people with high levels of impact can shift the direction of a meeting, conversation or event. They have the ability to intervene in a way that shifts or reframes the way issues under discussion are being perceived and addressed. The other aspect of impact is the ability to shift the emotional climate of a meeting, relationship or conversation by the skilful introduction of a different emotional energy, such as the introduction of humour, assertive focused challenge or the expression of collectively felt but unexpressed feeling. It is often physically expressed by stepping or sitting forward to create energy and momentum.