

Hal Macomber

The Project Reformer's e-Tip of the Week

036: **Exercise Power Collaboratively**

One of my favorite business writers is Thomas A. Stewart. Stewart wrote for **Fortune Magazine** and **Business 2.0** before joining **Harvard Business Review** as editor. He's not doing much writing anymore. However, he does write the opening essay for each issue of HBR. I open to it each issue. The October lead article is titled "Surprises for New CEOs," a collaboration of Michael Porter, Jay Lorsch, and Nitin Nohria. Their article is a winner. Stewart's commentary is unforgettable. Stewart sums up the article with the following:

"The more power you have, the more important it is to exercise that power collaboratively."

HBR's target readers are the leaders of our companies. Stewart's one sentence conclusion is good advice for all of us who find we are accumulating power and authority. This is especially appropriate for project managers on big, or complex, or troubled projects. It's also practical advice. Project leaders can't be in all places at once. Projects by nature are distributed in their organization and execution. Sharing power with project performers only accumulates more power for the leader. The organization functions better when each member is in the position to act with authority. Try it. Explore with your team how you can share power with them.

The Project Leaders' Studio™

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