New Power

How it's changing the 21 st century – and why you need to know

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'Power is the ability to produce intended results'- Bertrand Russell

Old power works like a currency, it is held by a few, new power is made by many, it is open and peer driven, works like a current.

At the Oscar awards, God and Harvey Weinstein were both mentioned 34 times in acceptance speeches between 1966 and 2016. With the #Me too movement, Harvey Weinstein became history and his company went bankrupt.

No one was the boss of the #Metoo movement and no one knew where it would go next. That is new power.

New power models are enabled by the activity of the crowd-without that these models are just empty vessels.

Old power models ask us to comply or consume. New power models demand that we share ideas, create new content, even shape community thinking.

A tale of two mindsets

Old Power Values	New Power Values
Formal governance	Informal networked, self organization
Competition	Collaboration
Confidentiality, Discretion	Radical Transparency
Expertise	Maker Culture
Long term affiliation and loyalty	Short Term conditional affiliation

The big challenge with confidentiality and transparency is the 'need to know ' vs 'right to know expectation'

The New Power compass

**New Power
Modell prize**

Co Opters

**ISIS
Uber
Facebook**

Crowds

**Wikipedia
Airbnb
LinkedIn**

**Old Power
Model**

Castles

**Apple
Nobel Prize
IRS
NSA**

Cheerleaders

**The Guardian
Unilever
Patagonia**

Old Power Values   **New Power Values**

In communication terms, the old era was about saying something to 'make it stick', in the new era, we say something to 'make it spread'

The future will be won by those who can spread their ideas better, faster and more durably

Pepsi ran a poor ad in the USA in 2017 that united the back lives movement, the anti trump movement etc. , all united against Pepsi. Pepsi scrapped the spot and apologized to Jenner Kendall, the model in the ad.

Old power brands created by big corporations are typically accompanied by strict rules, use pantone color 7507C only etc. etc. New brands like #GivingTuesday evolve without rules.

Whether an organization is creating, chasing, or embracing a storm, some lessons stand out. One , urgency matters

Any new power community has three key actors – its participants, its super participants, and the owner of the platform.

At the heart of every new platform is a great feedback loop.

Many new power structures will not work without the reputation systems that manage risk and reward collaborative behavior.

Because of this aggression, Uber has become a target for regulators. Their own drivers also revolted vs the policies that changed abruptly from Uber management.

Two Funding skills

Old Power Funding skills	New Power Funding skills
Traditional salesmanship	Universally accepted storytelling
Proven credentials and technical expertise	A compelling group or personal narrative
Ability to develop elite patronage	Ability to mobilize a crowd
Capacity to navigate complex bureaucratic systems	Capacity to navigate complex community dynamics
Creating exclusivity	Creating a participation premium

Brewdog with its anti establishment stance created a huge business of new beer. Finally they sold 23 % stake to a PE firm for $265 million, a combination of a new power business succumbing to old power structure

In the new power world, more bosses does not mean better governance.

In the new power world, viral = vital

Decision Tree for new power

Strategy	**Do you need the involvement of the crowd for a better outcome? Does the crowd need you?**
Legitimacy	**Do you have enough legitimacy to engage and ensure that you are not ignored or crowd jacked?**
Control	**Are you willing to ceded some control to the crowd within the parameters you set and accept unexpected outcomes**
Commitment	**Are you prepared to sustain the engagement of the crowd and feed their agency over the long term?**

Lego saved its company by embracing new power

Lego had many fan events and then turned these into a technology platform with Lego super users etc.

The Lego ideas platform took engagement from fans, if the idea gets approval from 10,000 fans, then Lego will make it for you.

In the new power world, we need solution seekers and not problem solvers, we need shapeshifters and not disruptors.

Signal, structure and shape are the three new power leadership capabilities. Today's leaders need to succeed not just with institutions, but with crowds

The Leadership compass

	Old Power Values	New Power Values
New Power Model	**Co Opters** **Mark Zuckerberg** **Travis Kalanick** **Trump**	**Crowds** **Candidate Obama** **Lady gaga** **Pope Francis**
Old Power Model	**Castles** **Jack Welch** **Pope benedict** **Kim Jong Un**	**Cheerleaders** **President Obama** **Howard Shultz**

TED has changed the way ideas spread.

TED was an annual conference in the 1990s in Long Beach California. Chris Anderson took over TED in the early 2000s and decided to post the content on the web. There was a big revolt as TED people felt that ticket sales to the event would drop. In fact the reverse happened.

If TED had remained a closed door event, it would not have kept its relevance. The World Economic Forum is facing a similar challenge and has created the local forums to stay relevant

By opening up talks Ted created a huge hunger for people wanting to share their own ideas. The TED team created TEDx, with the x standing for self organized.

Today there are 30,000 TEDx talks delivered in 130 countries, a far cry from the closed door Long beach California model of the 1990s

Feedback and recognition are highly valued by the new power set. This is because their lives are punctuated by the validation of others.

In 2015, MTV ran a survey asking people born after 2000 what they would like to be called. The winner …

…The Founder's generation

Founders build things
Founders feel real ownership
Founders experience the joys and terrors of transparency
Founders do many jobs
founders are all in and always on

Workers are becoming more transient, work itself is becoming more atomized and impermanent.

As work becomes more tenuous, an organized voice for workers becomes more critical.

A small glimpse of this is coworker.org