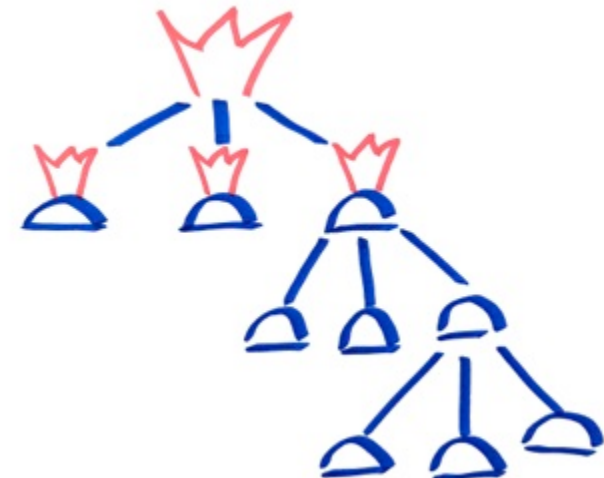
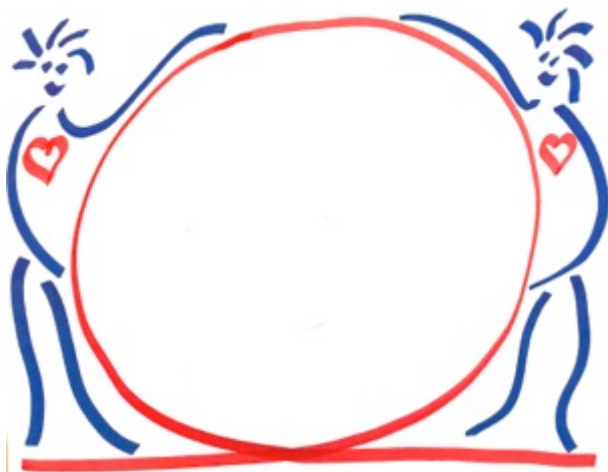


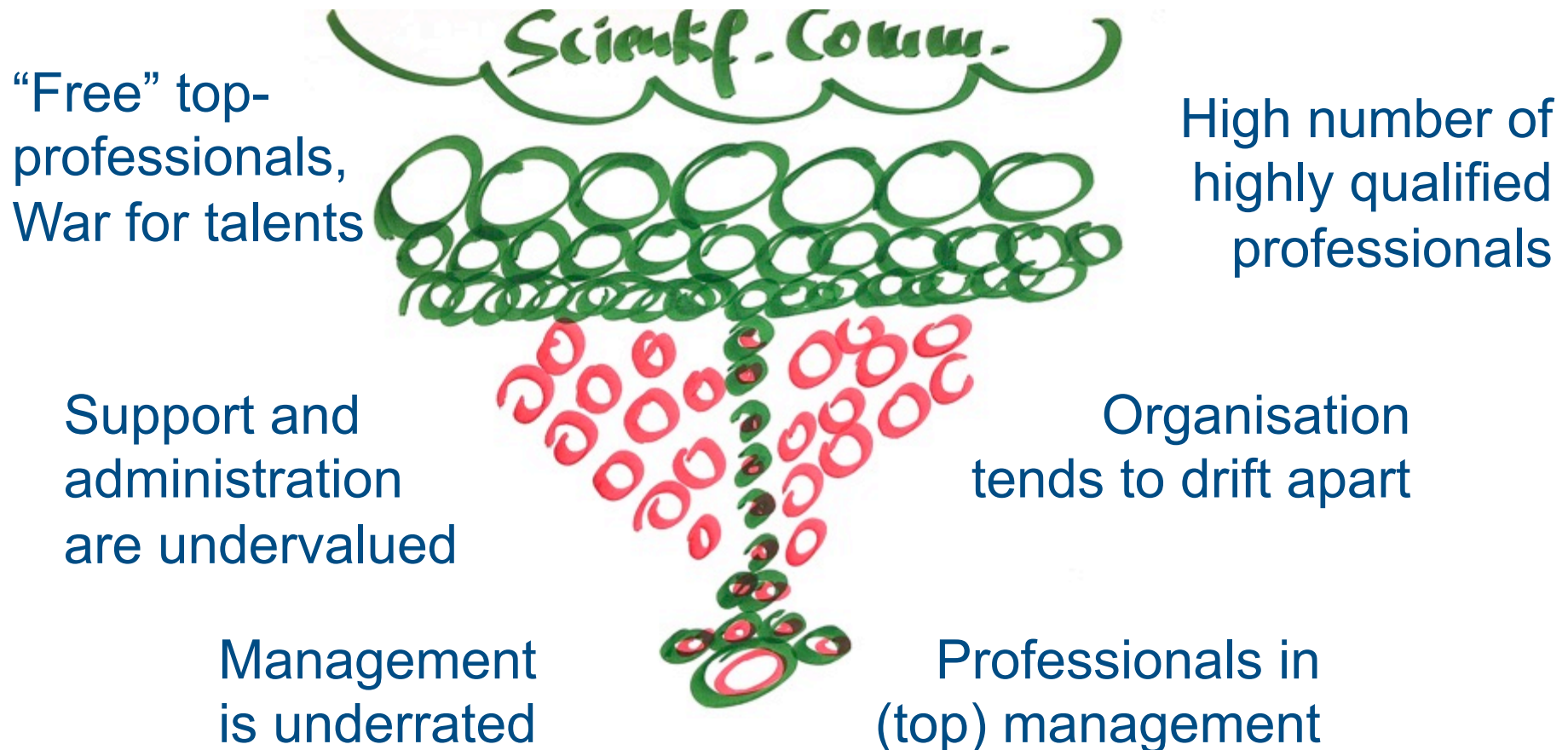
DR. MARIA  
SPINDLER

## Five Power Dilemmata in Scientific Expert Organisations For Support and Administrative Work



# Universities as Scientific “Expert Organisations”

Scientific community  
home, standards for success, education, credits, ...



## Core Dilemma

Power-over, power-under relations are unconsciously embedded in expert organisations regarding administration, support and management

and at the same time

Support, administration and leadership are urgently needed for seeing and acting through the whole and holding the organisation together.

# Five Power Qualities

## Power Awareness



**Power over**  
**Power under**  
Survival  
Fear



**Power against**  
Fairness  
Aggression



**Self-empower**  
Stepping up  
Letting go  
Grief



**Power With**  
Connection  
Empathy



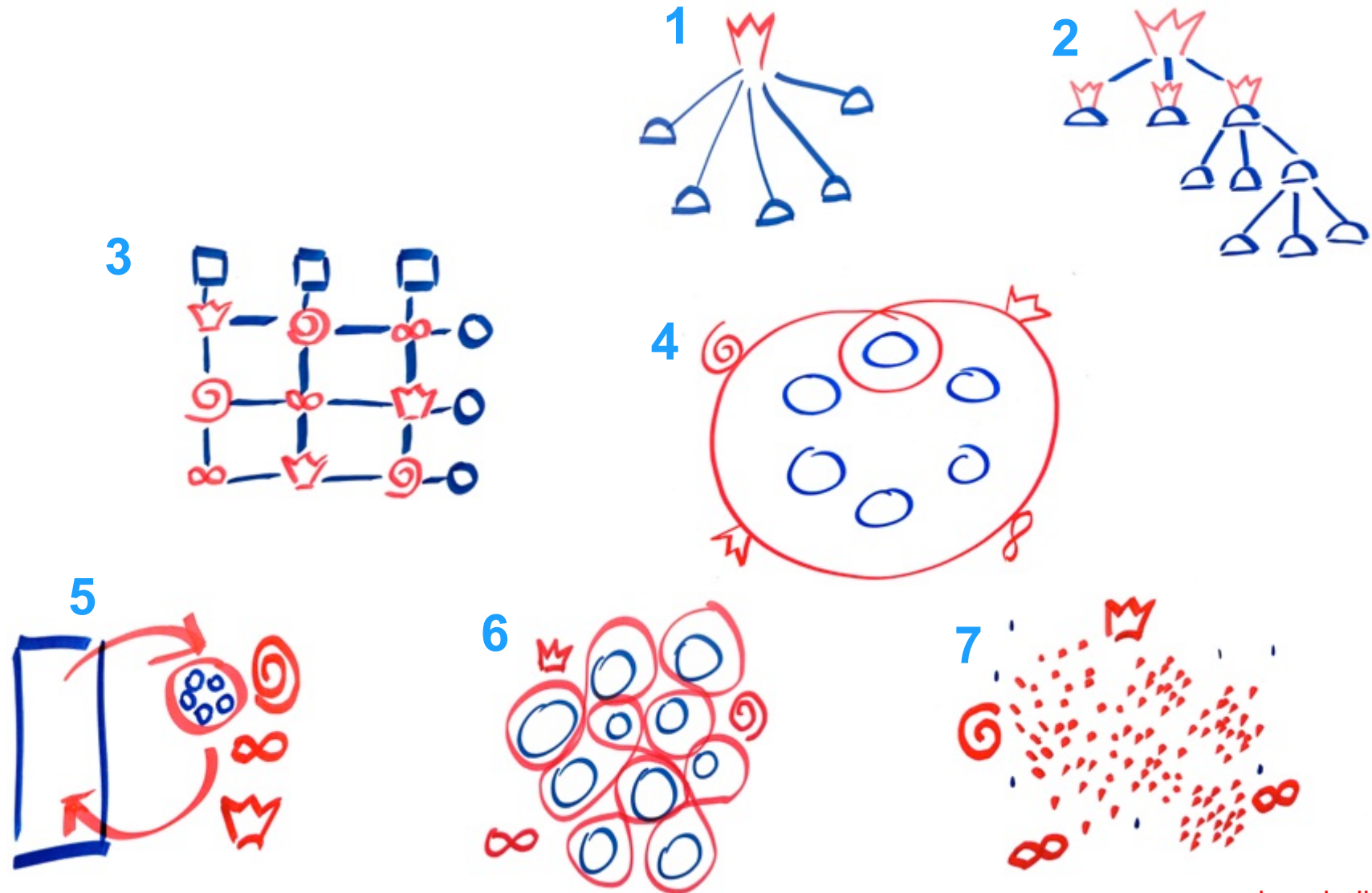
**Power for**  
**A shared Future**  
Embracing Whole  
Joy

**Dilemma:** Support and administration  
have to take on shared leadership

Although

They often do not have the formal power  
function

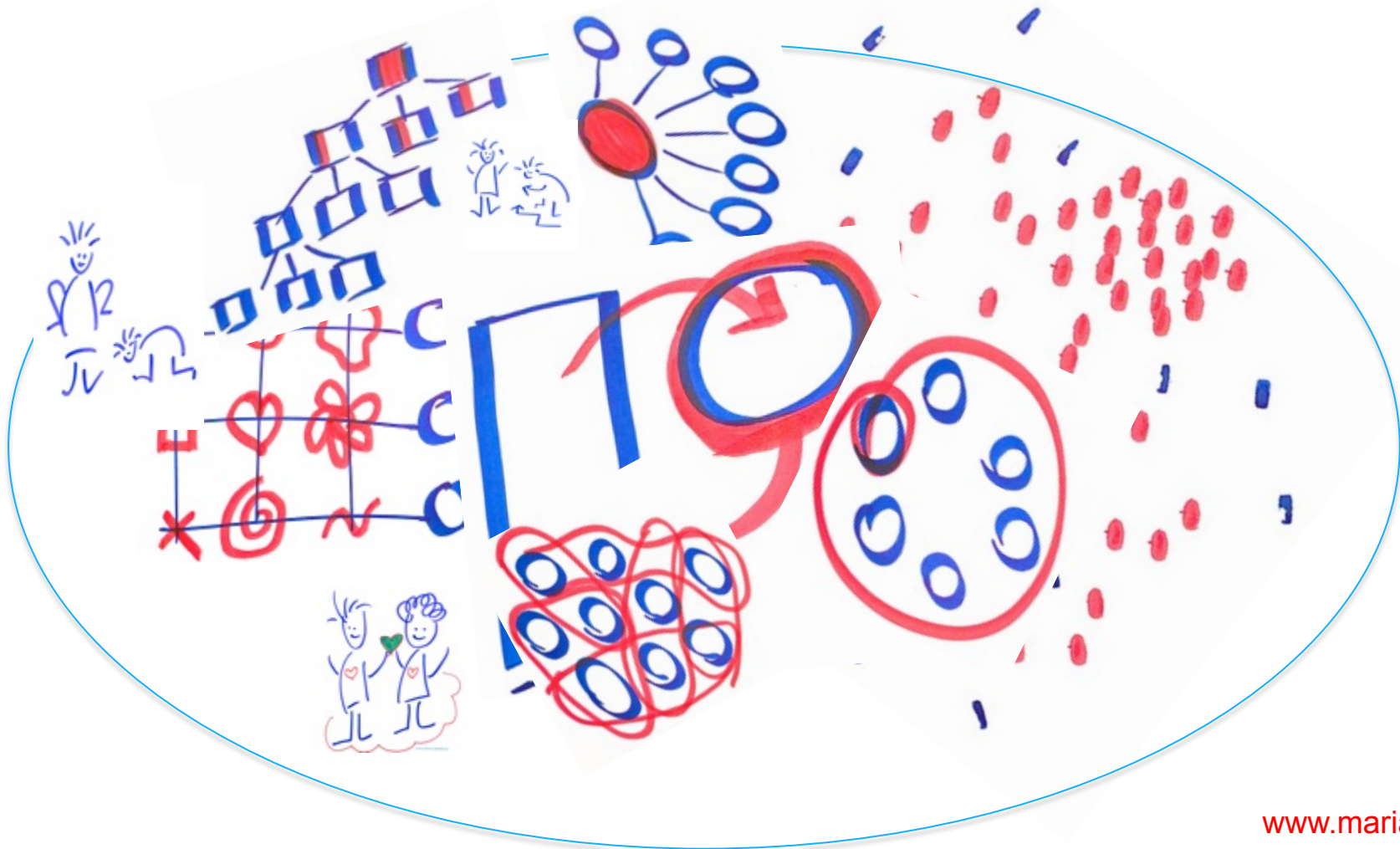
# Formal structures have different power complexity and leadership requests





**Dilemma:** Support and administration have to embrace all structures and power qualities in order to lead although

## Being just one part of the whole at the same time



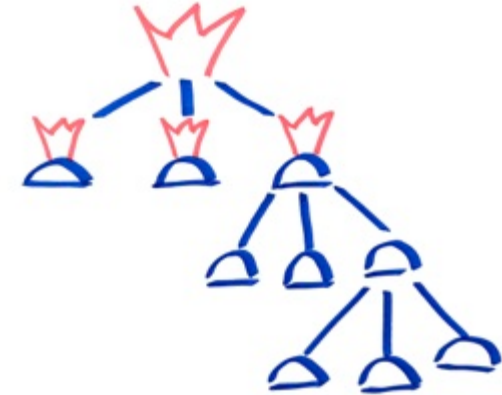
**Dilemma:** Support and administration have to take on a future co-creating and service-oriented leadership as service

Although

Leadership as service is often seen as leadership from the power-over, power-under perception.



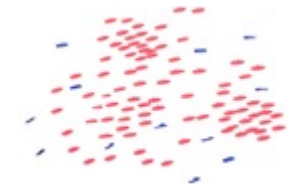
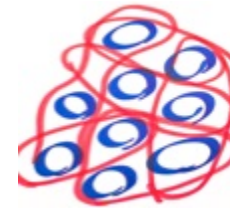
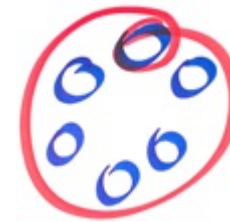
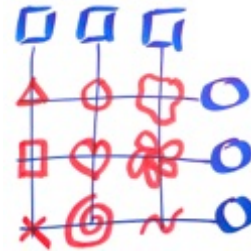
Clear, linear  
power structures  
are stable and  
unquestionable



Powerful  
Perpetrator  
Knowing  
Responsible

Powerless  
Victim  
Not knowing  
Dependent

Complex structures  
open for the future  
of the whole organisation  
and require leadership as service



### **Stepping up**

Own Intention

Motivation

Risk: being seen



### **Collaboration**

Touch, connect

accept

Risk: being rejected



### **Co-creating future**

Unknown future

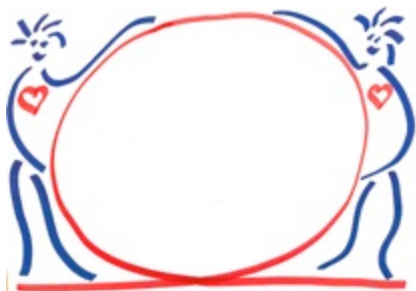
Act-learn-act-learn

Risk: being blamed

# Dilemma

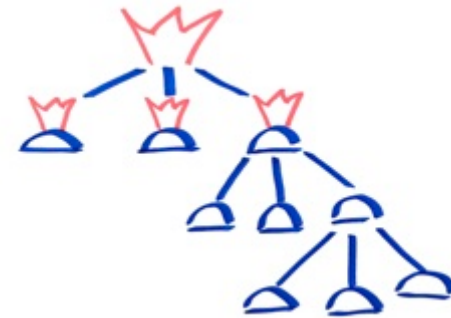
## Long term leadership

Open and hold space,  
structures, utopia, co-create



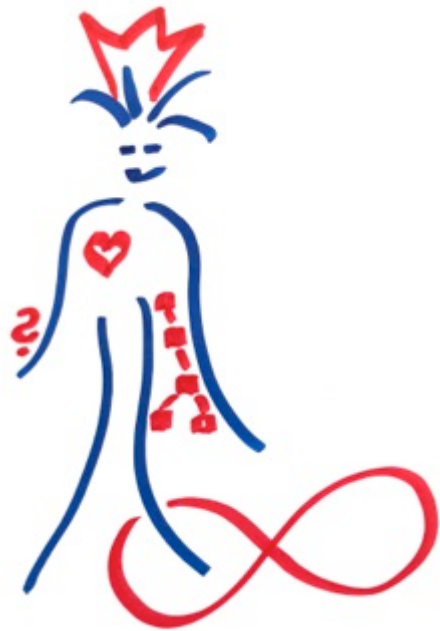
## Short term

Top-down tasks  
Consciously or unconsciously



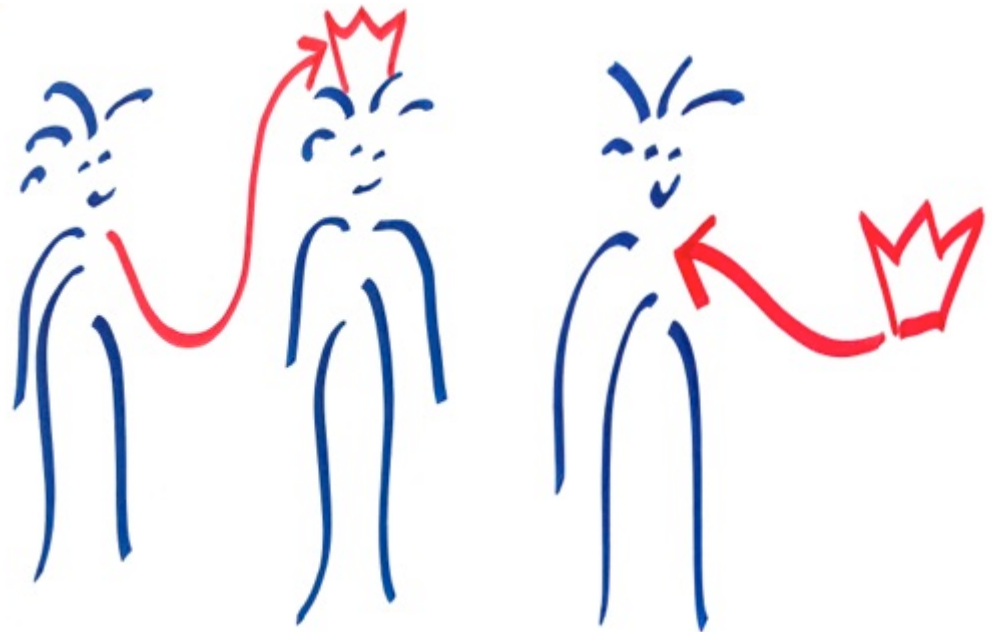
# Dilemma

**Authentic power**



Stepping into own  
Awareness and voice  
Embracing in love

**Used to external power**



Give away  
Power

Borrow  
Power

# Dilemma of Emotions

## Love

Unites  
Embraces



## Fear

Separates  
Excludes



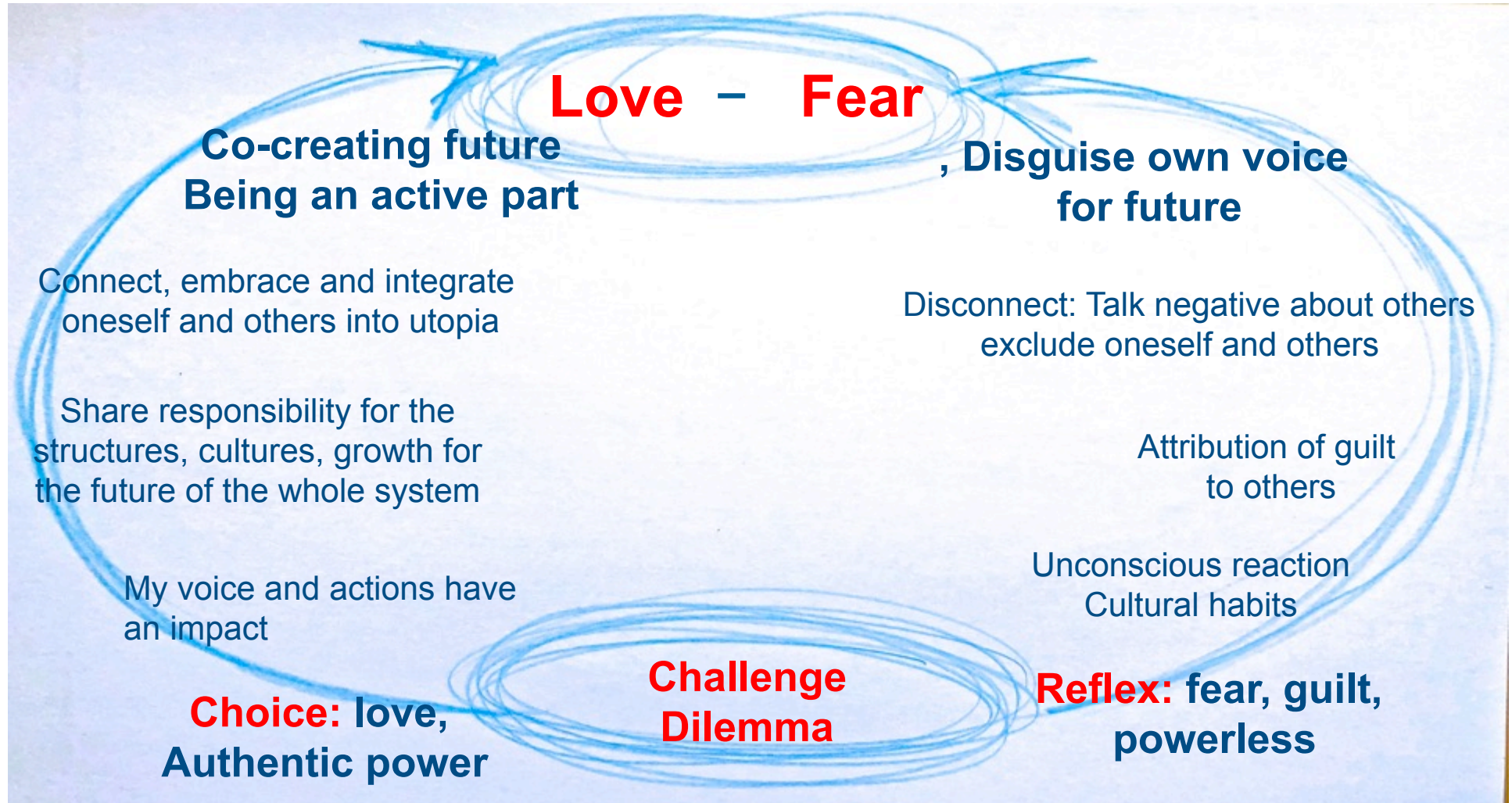
## Solution

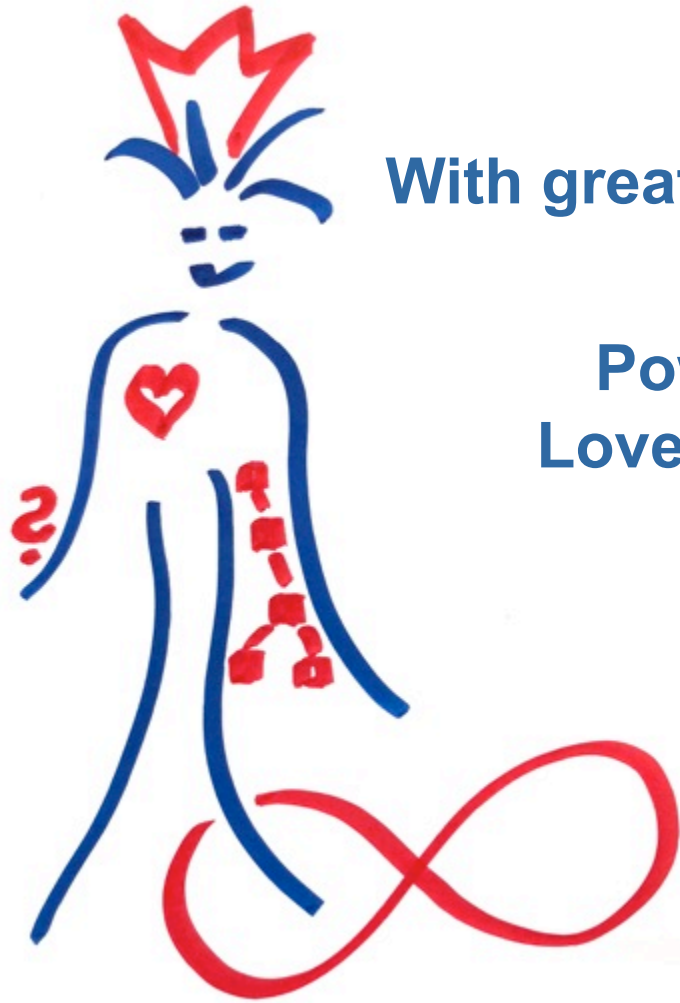
Awareness  
Choice





# We need an awareness for the power patterns we generate with each thought and action





**Nobody has the right to obey**

Hannah Arendt

**With great power comes great responsibility**

Spider Man

**Power without love is reckless  
Love without power is sentimental**

Martin Luther King

**When we own the story  
we can write the ending**

Brenè Brown



# Die Neu-Ordnung der Macht

Was uns im Innersten  
zusammenhält



Dr. Maria Spindler

Queens  
Worlds  
Verlag

Maria has been an organisational consultant for more than 25 years at universities, foundations, and administrative and political organisations as well as in economics (including the finance and insurance sectors and the production industries),

She is book author, lecturer at universities and speaker on organised power relations for inventing tailor-made organisations, leadership systems and structures for co-creating our future.

Maria founded the global Journal “Challenging Organisations and Society”

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