



Seeing power in groups and organisations

Power operates in visible, hidden and invisible ways (see page 37 of our guide, *It's All About Power*, for a discussion on this) to create inequality and exclusion in the social sector. To tackle this, we need to address all these forms of power, but that's tricky if we can't see them.

This activity will help you get under the surface of power in any situation and think through the steps you can take to address it.

Jot down your thoughts on the Power Iceberg or think more deeply using Freeroll Writing. If you can, get different perspectives from others to help you see forms of power you might miss.

1. Thinking of power as an iceberg can help draw attention to the way power operates in both obvious and more subtle ways to create inequality and exclusion.
2. Visible power is the observable rules and processes.
3. Hidden power is influencing or agenda setting behind the scenes.
4. Invisible power is internalised, shaping what feels possible.
5. Think about the way that power might be operating in each of these ways in turn.
6. Finally, think about the power you have to create change at each level (you could use the 'Seeing individual power' activity to help you). What steps can you take to shift a situation and how might people be able to assume greater power for themselves?

