



*Legislative policy may be passed by elected assemblies, but the shaping of cultural values and ideas occurs outside the legislature on an ongoing basis. In free societies, this is the responsibility of independent organizations. This is why well-run independent organizations can become an informal, yet integral, part of the governing process.*

# INDEPENDENT ORGANIZATIONS

Part of the governing process

## What is power?

Power is the ability to impose, extend, or enforce one's will—usually upon the actions and behaviour of others. It originates from three primary sources (personality, property, and organization), and is applied by one or more of three different levers: **the capacity to punish**, **the capacity to reward**, and **the capacity to change beliefs**.

The first two levers (punishment and reward) can be used to **motivate** people to do another's will. For example, if you don't obey the government's rules, at some point, a police officer will show up at your door and haul you away to be punished. Similarly, employees are motivated to do the will of their employers by the promise of pay (reward).