

# **THE CIRCLE OF IMPACT LEADERSHIP GUIDES**

**ALL Leadership begins with individual initiative.**

**Its purpose is to create impact that makes a difference that matters.**

**Impact is change. Leaders create change.**

**The Circle of Impact is a model of leadership and change focused on creating impact.**

***The Circle of Impact is designed for conversation and reflection.  
They are not formulas but tools for achieving clarity and alignment.  
The Guides can be used in planning, training, evaluation and design.***

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**Circle of Impact Leadership Guides**

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# THE CIRCLE OF IMPACT

Integrating the Three Dimensions of Leadership for Making a Difference That Matters



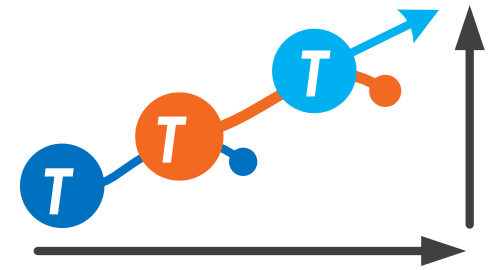
*Leaders Take Initiative to Create Impact with Ideas, through Relationships within Social & Organizational Structures.*

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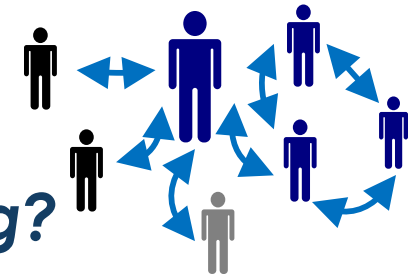
# THE FIVE IMPACT QUESTIONS

1. *What has Changed in my Life and Work? How am I in Transition?*



2. *What is My Impact?*

3. *Who am I Impacting?*



4. *What Opportunities Do I Have Now?*



5. *What Problems Have I Created? What Obstacles Do I Face?*



*The Circle of Impact*

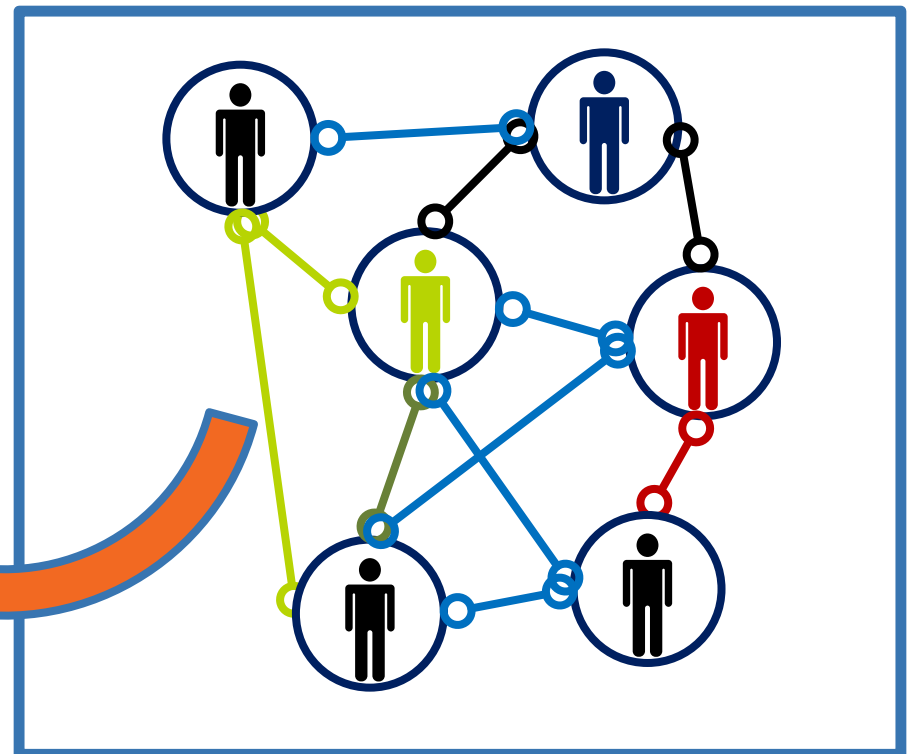
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# Networks of Relationships



## HIERARCHICAL STRUCTURE

*Leadership by Institutional Authority  
Impact through Delegated Responsibility  
Mission = Institutional Integrity*



## NETWORK OF RELATIONSHIPS

*Leadership by Social Trust  
Impact through Personal Initiative / Shared Responsibility  
Mission = the Difference that Matters  
through Individual and Collective Action*

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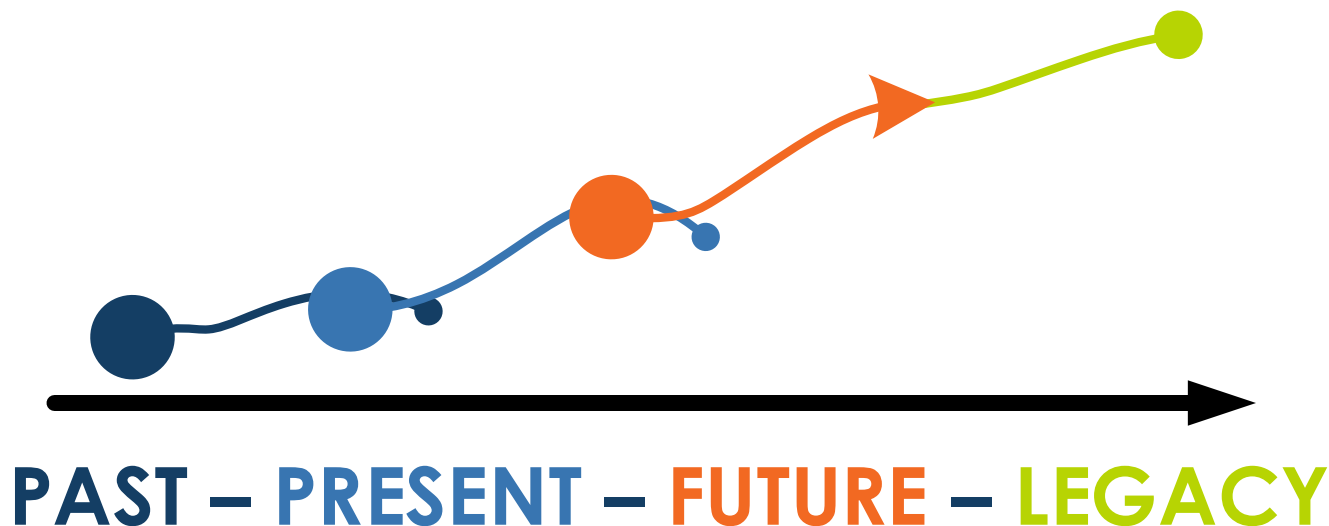
# FOUR TIME FRAMES OF LEADERSHIP

Our **Past** is a time of learning and discovery.

Our **Present** is a time of action.

Our **Future** is a time of impact.

Our **Legacy** is how we will be remembered.



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# 12 TRANSITION POINTS

1. What used to be easy is now hard.
2. We find that our performance has reached a plateau, neither getting better or worse.
3. We are clearly not doing well, as our life and work are in decline.
4. We lose our job, and are forced to rethink who we are and what we have to offer an employer.
5. We are unhappy in our current life and work situation.
6. We are tired of doing the same thing over and over.
7. We don't know how to spend our time at work.
8. Our relationships are not healthy.
9. We are confronted with life decisions that have no easy answer or application.
10. We are thrust into a leadership role in which we feel unprepared.
11. We are entering a new stage of life.
12. We have a general uncertainty about life and work purpose.

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# CIRCLE OF IMPACT CHANGE MODEL

## STEP 1. ACKNOWLEDGE THE CHANGE THAT YOU ARE IN

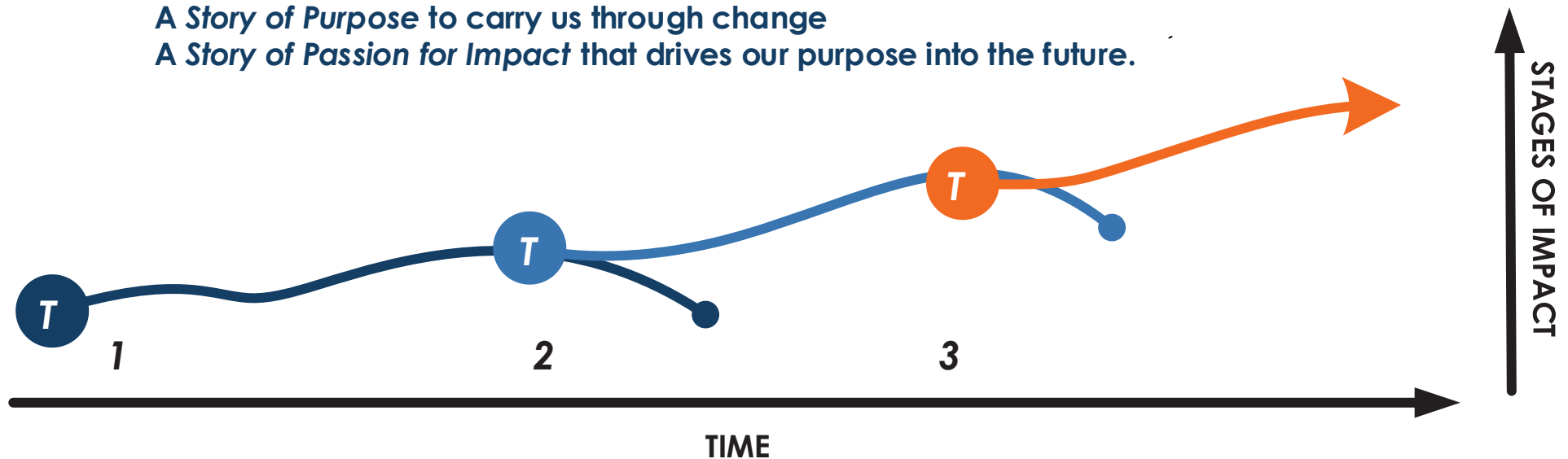
4 Attitudes towards Change  
12 Transition Points  
Transition – the Continuity of Change

## STEP 2. USE THE CIRCLE OF IMPACT TO FOCUS ON IMPACT

Circle of Impact Leadership Model  
3 Dimensions of Leadership & 4 Connecting Ideas  
5 Impact Questions

## STEP 3. CREATE THE STORY WE TELL OURSELVES

*A Story of Purpose* to carry us through change  
*A Story of Passion for Impact* that drives our purpose into the future.



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# TRANSITION-THE CONTINUITY OF CHANGE

## 1. TRANSITION, NOT CHANGE

Every person and organization is in transition from what they once were to what they will be. We experience this transition as change. We may see it as performance plateaus and decline. It requires us to change.

## 2. TRANSITION POINTS

What these Transition Points (T) show us is that these are moments of decision and action. There are opportunities within every Transition Point.

## 3. CREATING IMPACT THROUGH TRANSITION POINTS

People manage Transition Points (T) by initiating change to create impact.

People do this by using the Circle of Impact as a guide for planning, decision-making and follow-through on initiatives taken .

## 4. FIVE QUESTIONS EVERY PERSON MUST ASK

To maintain progress from one Transition Point to the next, Ask **The FIVE IMPACT QUESTIONS**.

1. How am I in **Transition**? What has **Changed** in my Life & Work?
2. What is My **Impact**?
3. Who have I **Impacted**?
4. What **Opportunities** Do I Now Have because of the Impact that I am having?
5. What **Problems** Have I Created? What **Obstacles** do I face?



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# FOUR ATTITUDES TOWARDS CHANGE

## CHANGE RECEPTIVE

Adapt to Changes in Circumstances

## CHANGE INITIATOR

Initiate Change to Make a Difference

Impact is the Difference Created Through Change.

Impact is the Difference that Our Mission, Values and Vision make with Our Ideas, through Our Relationships and in Organizations.

## Change-phobics

resist Change

## Change Junkies

only want Change.

Low

Change Tolerance Spectrum

High

*Security and Stability Focused.  
Avoids Risk.  
Resistant to Change.  
Continuity is Impact.*

*Open, Pragmatic, Receptive.  
Calculates Risk in relation to Impact.  
Adapts to and Initiates Change.  
Impact is Change that Makes a Difference.*

*Embraces the excitement of Change.  
Loves the adrenaline of high risk.  
Resists Continuity & Commitment.  
Change is Impact.*

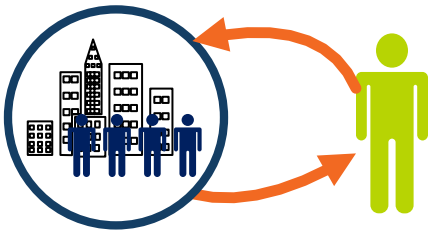
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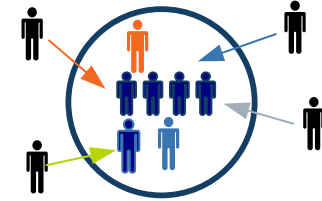
# THE FIVE ACTIONS OF GRATITUDE

## Give Back



Serve people and communities who have made a difference to you.

## Make Welcome



Practice a hospitality of openness and opportunity for people to make a difference.

## Say Thanks



Say Thanks Every Day in appreciation for the contributions that people and communities make.

## Honor Others



Treat people with dignity and respect, honoring their participation and contributions to their organizations and communities.

## Create Goodness



Foster an environment for the creation of goodness through personal initiative.

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