

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.***

**Dr. Ed Brenegar
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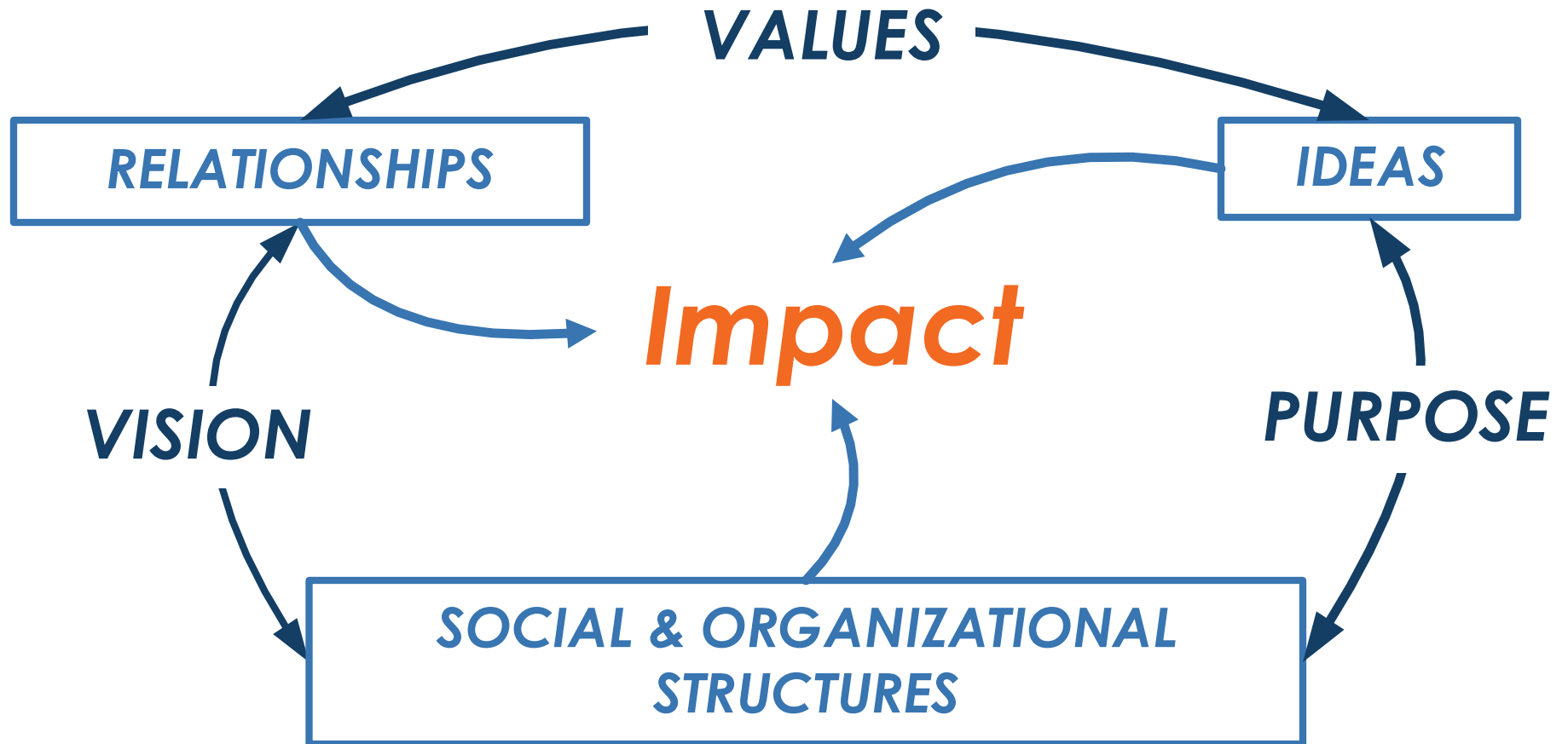
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Circle of Impact Leadership Guides

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THE CIRCLE OF IMPACT

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



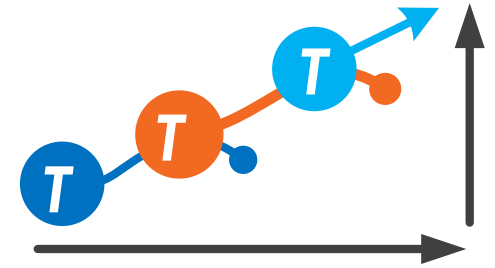
Leaders Take Initiative to Create Impact with Ideas, through Relationships within Social & Organizational Structures.

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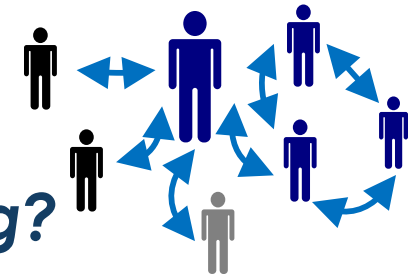
THE FIVE IMPACT QUESTIONS

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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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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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?



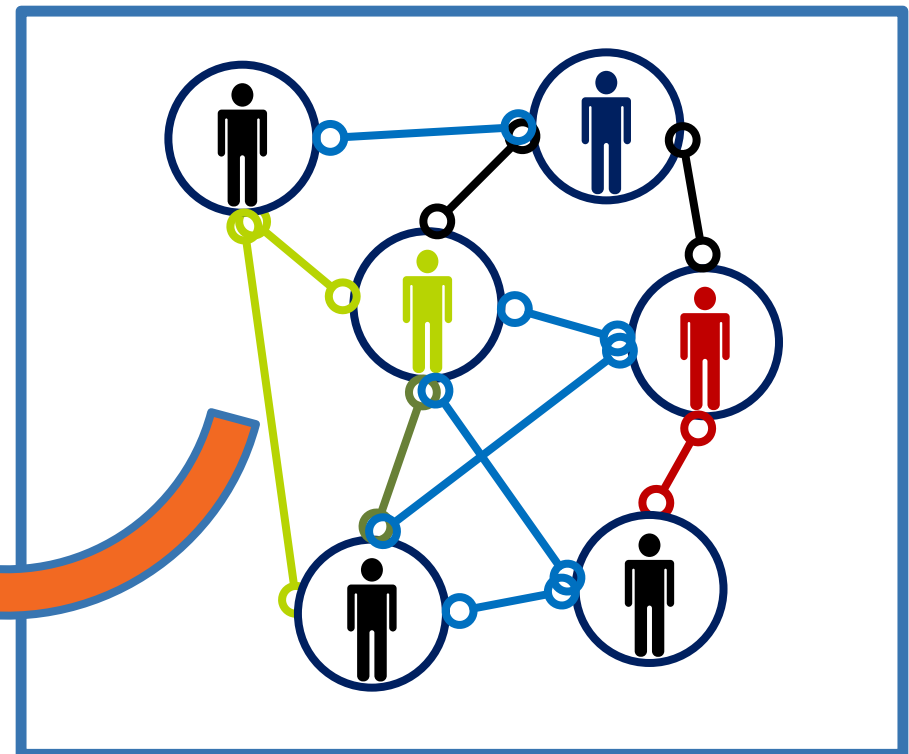
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Networks of Relationships



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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