

Circles of Influence

Sort one situation into what you can control, what you can influence, and what you can only be concerned about. Then spend your energy where it can create movement.

The situation: _____



How to use it: 1. Pick one specific situation. 2. List everything you are thinking about on sticky notes, without sorting. 3. Place each note in a circle. Disagreement is useful: it reveals assumptions about authority and responsibility. 4. Turn the circles into actions on the next page.

From circles to actions

The value of the model is not perfect classification. It is the conversation it creates: where can we act, where can we influence, and where do we need to accept uncertainty?

Control → action

- What can we do now?
- What decision can we make?
- What information can we gather?
- What commitment can we make?

Influence → strategy

- Who do we need to talk to?
- What evidence would help?
- What objection should we understand?
- What small action could build trust?

Concern → accept or monitor

- Is any part of this actionable?
- What would make it actionable?
- Do we need to monitor this risk?
- Can we stop spending energy on it for now?

Action plan

NEXT STEP	CIRCLE	OWNER	BY WHEN

What we will stop worrying about for now

When we will review the circles again
