



STEPHEN COVEY'S CIRCLES OF INFLUENCE

WELCOME TO THE GUIDE

When you know change is coming but have no idea when or what it will bring, it's easy to feel like you've lost control.



Outspire workshop at Ashridge House



| | | | | | |
|--|--|--|--|--|--|
| | | | | | |
|--|--|--|--|--|--|



When change is coming but no one quite knows when or what it means, it's easy to feel powerless.

That sense of drift can be exhausting: the waiting, the speculation, the silence.

This is where Stephen Covey's idea of Circles of Influence becomes a quiet anchor. Imagine three circles:

- **The Outer Circle:** everything that's out of your control: decisions, restructures, strategy, timing.
- **The Middle Circle:** things you can influence: relationships, tone, collaboration, the way you show up.
- **The Inner Circle:** what you can control: your mindset, energy, curiosity, and response to uncertainty.

When the outer circle expands, as it does in times like this, our instinct is to stare at it, worry about it, and try to fix it. But power returns the moment you step back inside your own circle.

Even when direction isn't clear, you can:

- Strengthen your connections and support others.
- Continue learning; sharpen a skill or deepen your self-awareness.
- Stay open and generous in your interpretation of events.
- Hold yourself to the standard you'd want to see in the "new normal," whatever it becomes.

WHY IT MATTERS

Because influence doesn't always look like control, it often starts as composure.

You may not know what's next. But how you use this in-between time, how you show up, steady, curious, and kind, will shape what comes next more than you think.

Want to know more - read 'The 7 Habits of Highly Effective People by Stephen Covey'