

# The Sphere of Leadership™ Tool

**3. High Level Stakeholding**  
Who you need to work with: People

**Detail Level Affiliations**  
Partners, teams, collaborators, networks

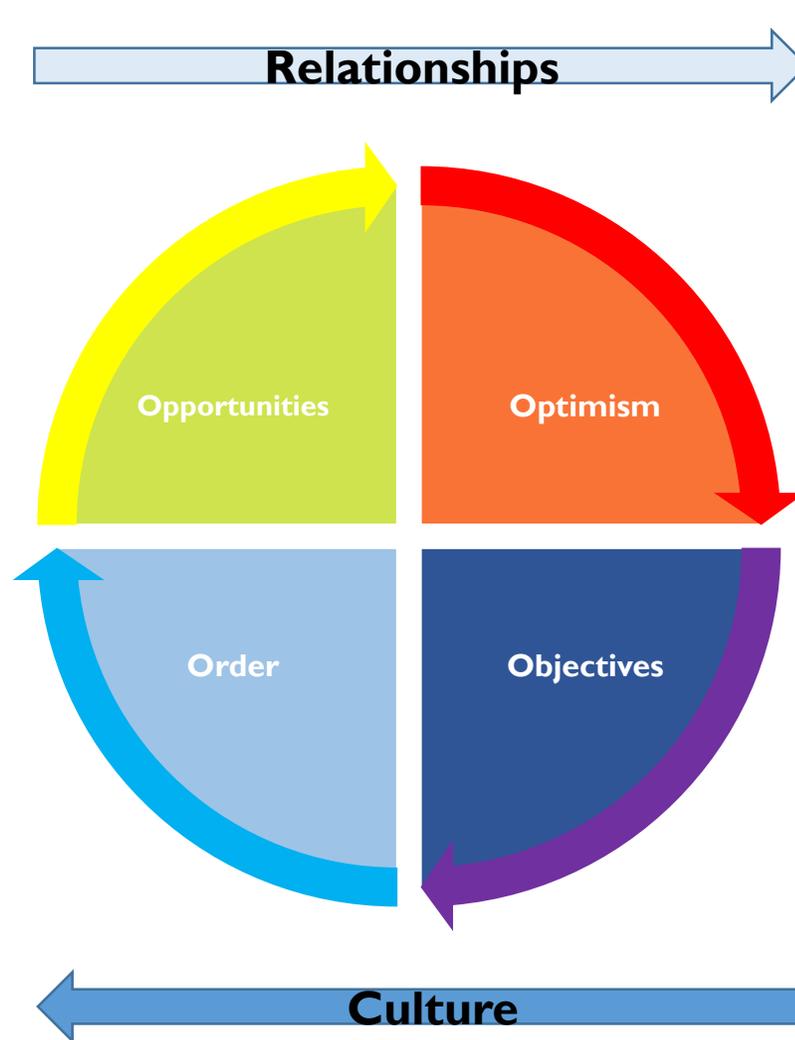
**Deep Level Connections**  
Resistors, competitors, enablers

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**2. High Level System**  
What you need to be allowed to do: Power

**Detail Level Governance**  
Laws, rules, protocols, standards, roles, authority

**Deep Level Behaviours**  
Traditions, norms, beliefs, habits, sanctions, risks



**4. High Level Organisation**  
What you need to succeed: Plans

**Detail Level Capabilities**  
Strategy, capacity, skills, resources, confidence

**Deep Level Trust**  
Morale, wellbeing, interdependencies

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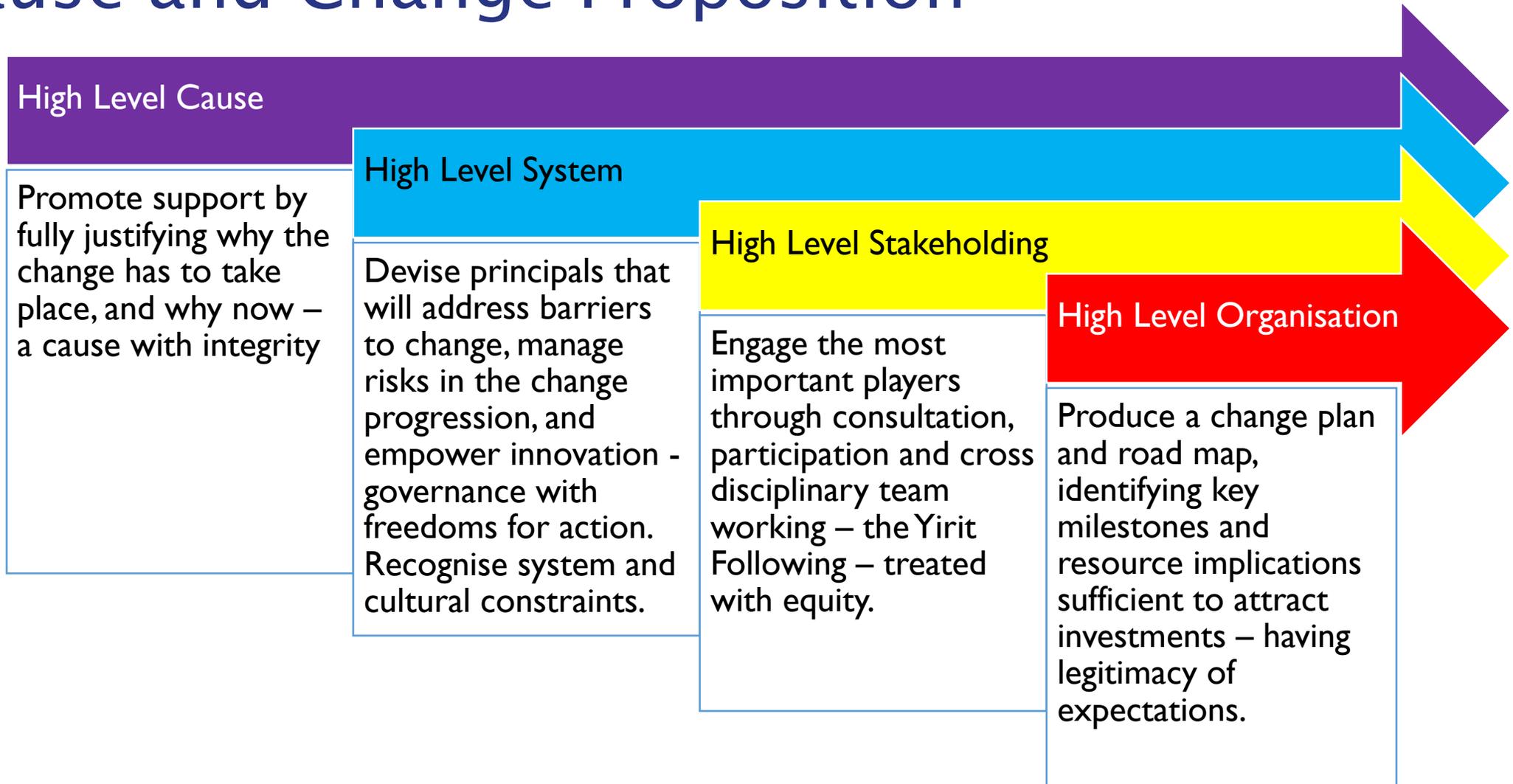
**1. High Level Cause**  
What you want to do: Purpose

**Detail Level Leadership**  
Goals, vision, benefits, impact, outcomes

**Deep Level Meanings**  
Values, aspirations, incentives, motivations



# First Stage: High Level Cause and Change Proposition



# Second Stage: Detail Level Leadership and Change Operation

## Detail Level Leadership

Clearly articulate and promote a compelling case for action by relating change objectives to impact results and benefits that also maximise social value

## Detail Level Governance

Apply the design principals in change governance practices, decision making, accountabilities, assurance, monitoring and evaluating towards accomplishing ongoing productivity

## Detail Level Affiliation

Mobilise leadership teams and change champions, construct collaborations and harness support, realising opportunities whilst building social capital

## Detail Level Capabilities

Organise the change journey by developing and regularly updating detailed plans and budgets, investing in training for new skill requirements and handling change, and creating confidence in the leadership strategy

# Third Stage: Deep Level Meanings and Change Effectiveness

## Deep Level Meanings

Ensure results and benefits incentivise the followers you need by linking them to their personal values and aspirations

## Deep Level Behaviours

Use the change process to reform ways of working and cultural norms to embed the changes and achieve and maintain high performance

## Deep Level Connections

Target influential people and organisations that are able to either frustrate or advance progress, dealing with their concerns and agendas to broaden enabling support for the cause and change

## Deep Level Trust

Build a trusting environment where uncertainties arising through change are handled with care and transparency, look after the wellbeing of stakeholders and quickly attend to any distrust or morale issues.

# How to use The Sphere of Leadership™ Tool

- You want to lead change that will have social value. This is your 'cause'. You may not be the sole leader (in fact you probably aren't) but you have identified a cause and your leadership contribution. The place to start is marked on Slide 1 – what you want to do as the high level cause.
- The Sphere of Leadership has Quadrants of Influence which are summarised on Slide 1:
  - Objectives – the place to start and define cause goals, benefits and value - to map out WHY the change/ cause is important
  - Order – where you define what you (and your followers) need to be allowed to do to accomplish the change – HOW the system needs to function and be governed
  - Opportunities – the Quadrant of stakeholding – to engage with WHO needs to be involved to make change happen
  - Optimism – getting WHAT you need to succeed either in place or in your plans
- The first stage (Slide 2) requires you to produce a high level description of your cause and your 'change proposition' to meet your cause objectives. This needs to be sufficiently convincing as to attract the main followers you need
- The second stage slide (Slide 3) outlines some of the detail you will need to work through with your 'change team' to establish a suitable change operation
- The third stage (Slide 4) introduces deep cultural and relationship issues that should be high on your agenda in order to maintain momentum and raise performance as change progresses – particularly follower incentives, behaviour reforms, bridging to other leaders, and building trust in the face of uncertainty.

# Some Leadership Navigation Guide Definitions

- **Behaviour:** where social meaning and purposes are also involved, the result of beliefs and values—both held personally and shared across each group, community or organisation
- **Beliefs:** things members of a culture hold to be true, accepted by all or most members, including common sense everyday knowledge as well as religious statements. Assumptions are shared on right and wrong, same and different, normal and abnormal, and truth and lies
- **Benefits:** the outputs and outcomes arising from the pursuit and achievement of objectives
- **Cause Leaders:** the leadership purpose is to achieve an outcome that contributes to social progress
- **Cause:** a transformational purpose, intention or idea backed up by a compelling leadership narrative on what needs to be done (the vision and mission)
- **Confidence:** assurance in (or) certainty acquired either through experience or personal disposition to be optimistic. Not requiring trust
- **Culture:** the five elements of language, values, norms, beliefs and symbols enabling (communities and groups to have) shared expression of meanings. Culture is never fixed, but always evolving as a constructed framework of meanings
- **Leaders:** people who have frequent and effective leadership moments of influence with the strongest becoming a channel of influence by streaming these moments and attracting followers
- **Norms:** rules for behaviour to give order, stability and social control with rituals, sanctions and power relationships; this includes the division of roles and responsibilities, hierarchies and institutional systems
- **Optimism:** the personal capacity to trust is determined by levels of optimism. There are three sources of optimism: cultural capital, inter-personal capital, and sense of wellbeing
- **Principle:** essential criteria for success based upon evidence and theory
- **Trust:** a positive judgement to submit to uncertainty, given the risks of disappointment. The judgement considers self-interests, the subject matter and the context for trusting
- **Trusting Environment:** where risks to trust uncertainties can be more easily taken because they are carefully assessed and managed, promises are kept, concerns are listened to and acted upon, people are supported at all times and there is openness and a common sense of destiny—and so trust flourishes
- **Yirit Follower:** followers exercising choice to adopt a person as leader (you're it), opting which influences are wanted and accepted and engaging as an active follower in a reciprocal relationship

# Leadership Navigation Guides Series by Bill Mather



The Sphere of Leadership is from the guide:

*The Quadrants of Influence.*

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