

The Three Rings

Concern, influence, control (Introduction; Chapter 6)

In the outer ring is everything you are concerned about but can neither control nor affect. In the middle ring is influence: the things you cannot control but can affect. In the centre is the only ring where control is real: your own attention, interpretation and action. The Compensating Power Principle: the less control a leader feels in the centre, the more they reach for it in the outer rings.

List what is currently occupying you in each ring. Be honest about which ring each item truly belongs in, not the ring you would like it to be in.

Concern <i>What I am worrying about that I can neither control nor affect</i>	
Influence <i>What I cannot control but can affect, and how</i>	
Control <i>My own attention, interpretation and action</i>	

Then answer

Which item in the outer two rings have I been treating as if it were in the centre? What has that been costing, and what would I do with the attention if I gave it back?