

Sphere of influence:

To improve morale it can be very beneficial to shift the focus of conversation away from what we can't control towards what we can control. According to Steven Covey's model there are three categories of control in our lives/work.

Category	Definition	Action
No Control/No Influence	<p>These are the things that matter that are out of our control or beyond ability to influence. For example,</p> <ul style="list-style-type: none"> • The weather • Competitor behaviour • Market place • Consumer behaviour • Some corporate decisions 	<p>Ensure your direct reports have clarity around this.</p> <p>Ask yourself, "Am I ready to let go of this? Am I resolved to stop thinking about it, complaining about it, and letting it bother me?"</p>
Control and influence and impact	<p>Identify what are the things over which we have the final say; we determine the outcome.</p> <p>Eg: Your attitude towards others at work.</p> <p>how long you work, Performance and motivation, How engaged you are.</p>	<p>Set priorities, Decide where will you invest your energy, and think about what would make the biggest difference if you did it tomorrow.</p>
Boundary ie some Influence	<p>These are issues that we can influence, although we alone do not determine the outcome.</p> <p>Often there are more things in this category than we initially realize, stakeholder analysis can be helpful in expanding this.</p>	<p>Identify how you can increase your influence and control, who can you partner with, what behaviour can you change.</p>

Reference

The Seven Habits of Highly Effective People by Stephen R. Covey, Simon & Schuster 1992.