Circles of Influence Model (CIM) Instructions

Part I – Identifying groups and individuals in the CIM Chart.

1) **Groups column.** Generally, staff fall into 3 groups with broad functions: *administration*, *operations*, and *programs/services*. Many organizations also have a board or a funding organization. List each group in the CIM Chart in order of organizational influence in the "Group" column.

2) **Transparency column.** Next to each group, indicate the level of transparency – how easily information flows in and out of the group – using "high", "medium", or "low".

3) **Subgroups column**. Identify any subgroups within each group. For example, your Services group may have different programs inside.

4) **Staff positions and column.** List each staff position and stakeholder (or stakeholder group) in each group listed in the Groups column. Keep in mind that staff members and stakeholders may belong to more than one group. Assign a number to each staff member, so that you can easily identify them when you create the CIM.

Part II – Creating the CIM.

1) **Groups.** Groups are created using an open circle. Use the 3 different types of string to create circles on your paper for each group, wherein the thickest can be used for the least transparent group and the thinnest for the most transparent group. The larger the circle, the more influence the group has across the organization. Starting with the groups that have the most influence, create circles for each of your groups, with overlap to indicate the level of inter-group collaboration. Make them as big as you can, using as much of the page as possible.

2) **Subgroups.** Following the directions for creating groups, use the appropriate-sized string to create subgroups within a group or groups. Depending on how many groups and how complex the relationships are, you may want to use a separate piece of paper to "zoom in on" the group.

3) **Individuals.** You can represent individuals using the different sizes of paper circles. The larger the circle, the more influence. Write the number from the CIM Chart associated with each staff member in each of the circles, then cut out the numbered circles. For staff that are in more than one group, try to fit them in the overlap area between the groups. As you put staff in, you may have to adjust your group circles, changing their shape to accommodate the staff. Once you have all of your groups and individuals arranged correctly, glue everything down. You may also want to create a "key" that links staff positions and numbers, if you have extra space on your paper.

4) Relationships. Professional relationships are indicated by drawing straight lines connecting two individuals. The thicker the line, the stronger the relationship. Extra-professional, or personal, relationships are indicated by a curved line connecting two individuals. You may want to use markers to highlight the strength of different relationships, and add a color key to your paper.

5) Communication. Arrowheads indicate communication between two individuals. For example, a large arrowhead adjacent to an individual indicates that this individual communicates a lot with the other person in the relationship. Draw arrowheads along each communication line to show how much each individual communicates with every other individual.

Materials
- Grey yarn, pink yarn, orange thread
- Glue stick
- Scissors
- Tabloid-sized paper (2 sheets)
- Pencil
- Markers
- Circles template

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Circles of Influence Model (CIM) Chart

Influence	Group	Transparency	Subgroups	Staff positions
1				
2				
3				
4				