

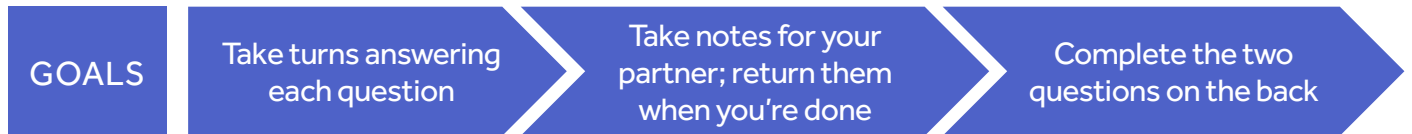


Name of Coachee: \_\_\_\_\_

PEER COACHING CONVERSATION (2 OF 9) (45 MIN)

# DEVELOP YOUR IMPACT NARRATIVE

In this conversation, you will explore your history of impact, its meaning for you, and the impact you can make in the future. Your Impact Driver reflects your preference for the level of impact you care most about. Approaching your work through the lens of your Impact driver can not only **improve the quality, priority, and efficiency of your contribution**, but also the fulfillment you derive from it.



<p>Which aspects of your Impact Driver description resonated with you the most?</p>	<p>Ask your partner to explain the “why” behind their answers until you fully understand.</p>	PEER COACHING TIPS
<p>In your life (inside and outside of work), when have you made an impact that really inspired you?</p>	<p>Dive into the details with requests like, “Tell me more about...”</p>	
<p>In your current work, what impact are you making that is meaningful to you in alignment with your Impact Driver?</p>	<p>Ask questions like, “Why is that important to you?”</p>	
<p>Discuss with your partner what opportunities your respective Impact Drivers could present for you to collaborate to make a greater impact together.</p>	<p>Help your partner explore potential biases and blind spots they might have because of their Impact Driver.</p>	

# POST-CONVERSATION REFLECTION

*"Success isn't about how much money you make, it's about the difference you make in people's lives." - Michelle Obama*

TAKEAWAY

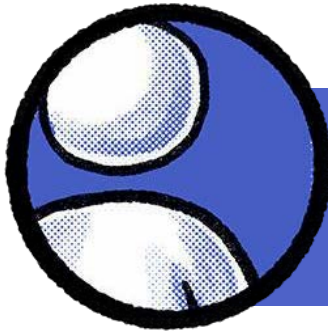
What was your top takeaway from this conversation?



ACTION

What is one specific thing you can do in the next week to act on your insights from this conversation?

NEXT CONVERSATION: Own Your Superpower



## INDIVIDUAL

Change begins with the individual. I can improve people's lives by meeting their needs and finding solutions that overcome their challenges. I like to see a person's eyes light up.

***"All that is valuable in human society depends upon the opportunity for development accorded the individual." –Albert Einstein***

You are fulfilled when you see your work directly impact individuals. You see great potential in the people you serve and will go the extra mile to help them reach their potential. You thrive on personal connection and seeing your efforts come to immediate fruition. You can leverage this inclination to connect and serve people. Not everyone has the foresight it takes to fully understand individuals and design solutions and services for them. You have the direction, clarity and potential to do just that.

### PURPOSE MOMENTS

- See an individual have a breakthrough
- Establish a connection with someone
- See someone successfully use what you've built
- Teach someone something new in a training or as a mentor to new staff
- See someone's eyes light up as a result of your work
- Create communication that is clear and understandable to those that read it
- Impact a greater number of individuals
- Make a deeper impact with individuals.

### PURPOSE POWER-UPS

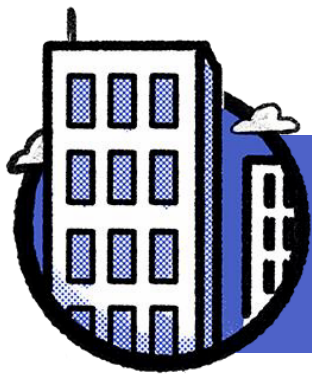
*Building strength in these competencies will help you make a bigger impact on individuals*

- Providing relevant leadership to people based on their individual capabilities
- Relating, listening, and communicating in a way that reaches each person
- Developing others and working with each person's goals and motivators
- Following through on personal commitments
- Scaling impact to reach more people

### POTENTIAL BIASES

- You innately visualize the people who are impacted by your work
- You tend to prioritize individual needs and performance over the needs and performance of teams, organizations, or society, and expect others to do the same
- Vision statements or strategic business planning might seem abstract until you visualize the impact on people
- You tend to focus on individual performance, while others may focus on team or organizational performance, or societal impact
- You may prefer to work directly with people who your work impacts, so you can see that impact. Consider leaning on your HOW driver to reach more individuals and scale your impact
- If you are in a work culture that values organizational or societal impact, you may become disengaged

**personal, one-on-one, customer, client, internal customer, patient, community member, citizen, quality of life, human dignity, individualized, relationship, connection**



## ORGANIZATION

By enabling an organization or team to succeed, I am able to touch the lives of many. I like to see goals and metrics that show the impact at the team or organizational level.

***"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work." – Vince Lombardi***

You are fulfilled when your work is impacting organizations, as working at that level enables a scale of change that adds tangible value to the lives of many. Whether you are working to advance a nonprofit, for-profit business, or startup, you always look to connect your impact to your team or organization. You can leverage this focus to orchestrate better ways to create, build, and run remarkable organizations. Not everyone has the business insight it takes to drive teams and organizational performance. You have the direction, clarity, and potential to do just that.

### PURPOSE MOMENTS

- Help the organization solve outstanding challenges or develop new products and services
- Get a team to have an "a-ha" moment
- Establish clear governance and team accountability
- Get recognized for your impact on the organization by your peers
- Help colleagues create clear, quantifiable goals that are connected to organizational goals
- Help teams develop and become high performing
- See your work directly impact organizational goals

### PURPOSE POWER-UPS

*Building strength in these competencies will help you make a bigger impact on organizations and teams*

- Understanding and perceiving power and influence
- Building strong contacts and networks within the organization
- Setting targets and staging significant milestones to meet crucial organizational goals
- Building know-how of team design, culture and activities
- Promoting cross-departmental collaboration to nurture innovation

### POTENTIAL BIASES

- You innately visualize the teams or organizations impacted by your work
- You tend to prioritize the needs and performance of teams and organizations over the needs and performance of individuals or society at large, and expect others to do the same
- Strategic business planning and team goal setting is more interesting than creating vision statements or developing individual work plans
- When something goes wrong, you worry about the impact on a team or organization
- If you are in a work culture that values individual or societal impact, you may become disengaged

**team performance, institution, organization, organizational performance, management, politics, governance, mission, organizational development**



## SOCIETY

A healthy society will result in healthy individuals and healthy organizations. Therefore, my focus is on how work can impact Society at large. Even small changes, when clever, can have massive impact.

***“Welcome those big, sticky, complicated problems. In them are your most powerful opportunities.”  
– Ralph Marston***

You aspire to tackle high level critical issues that affect the lives of many. Your bigger picture focus enables you to excel at devising visionary ideas and solutions that propel society toward a better tomorrow. You thrive when working toward solutions that have the potential to make a wide-ranging impact. You can leverage this inclination to lead by inspiring people with your futuristic outlook. Not everyone has the vision and inspiration to fully understand the forces that drive society and work towards big scale change. You have the direction, clarity and potential to do just that.

### PURPOSE MOMENTS

- See others promote your ideas
- Facilitate the spread of information between an individual or an organization and the public
- See a community benefit from your work
- See your work have a ripple effect beyond your organization
- Develop best practices you can share with professional networks beyond your organization
- Keep your organization up-to-date on best practices in your field in order to stay relevant to society
- Be involved in something that makes your community and the world a better place
- Create assignments related to scaling impact

### PURPOSE POWER-UPS

*Building strength in these competencies will help you make a bigger impact on society*

- Balancing the interests of multiple stakeholders
- Building strong contacts and networks outside of work and in professional networks
- Managing large scale crises and adversity by upholding a positive and productive attitude
- Pulling together resources, from people to funding, to get things done on a societal level
- Effectively communicating with a wide variety of people and groups of all sizes

### POTENTIAL BIASES

- You innately visualize how your work will impact society at large, which may be in the form of a ripple effect
- You yearn for big picture context to help you connect the dots, and tend to communicate that way as well
- You tend to prioritize the needs of customers or those outside of the organization (vendors, suppliers, etc.) over the needs and performance of individuals, teams and the organization, and expect others to do the same
- Vision statements are more interesting than strategic business planning, team goal setting, or forecasting
- When something goes wrong, you worry about the impact outside of the organization
- Other people's ambitions are often too limited to individual, team or organizational impact. You like scale!

**systemic impact, scaled solutions, societal movement, public, culture, world, nation, civilization, ripple effect, connected**