Our external approach to transformational leadership is about developing and mastering nine spheres of influence.

Of these nine, most managers rely exclusively on two or three, throwing away two-thirds of their potential to get results.

Some, like positive reinforcement, are relatively easy to learn; others like charisma, require a great deal of skill, time and effort.

**Enhance Your Social Influence by:**
- Moving from Selfish to Social Power
- Shifting from Positional to Personal Influence
- Enhancing Your Influence by Changing Your Spheres of Influence

**Great Leaders as Experts at Using the Nine Spheres of Power**
- Charisma
- Vision
- Authority
- Expertise
- Punishment
- Positive Reinforcement
- Persuasion
- Coaching
- Relationship

*and they never stop getting better.*