

Renewal Coaching: Sustainable Change for Individuals and Organizations

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Douglas Reeves and Elle Allison*

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1. Research Update: What's New for 2009?

- Education is a revenue source, not an expense source – state-specific data available free from Dr. Reeves at DReeves@LeadandLearn.com
- When you have to cut the budget . . . *The Implementation Audit*
- Help your state, province, or district eliminate unnecessary and expensive mandates with PIM (Planning, Implementation, and Monitoring) analysis
- Teacher stress and anxiety – applying the lessons of student efficacy to adults

2. What You Already Know About Change Failure

- Think of specific examples of failed change initiatives. What were the common causes?
- Think of specific examples of successful change initiatives. What were the common causes?
- We do not need more theory or information about change. We need a system for implementing, assessing, and monitoring effective individual and organizational change

3. The Renewal Imperative

- Multidimensional on-line assessment with personalized feedback
- Resilience – one of seven elements of the framework. Try the Resilience assessment now.

* Dr. Reeves and Dr. Allison are the authors of the new book *Renewal Coaching*, published in March 2009 by Jossey-Bass. Dr. Reeves is the founder of The Leadership and Learning Center. He has worked on every continent with leaders in education, government, business, and nonprofit organizations. The author of more than twenty books on leadership and organizational effectiveness, he has twice been named to the Harvard Distinguished Authors Series and was named the Brock International Laureate for his contributions to research. He can be reached at DReeves@RenewalCoaching.com. Dr. Allison is the founder of Wisdom Out and has worked with education, scientific, medical, and governmental organizations to promote the application of wisdom in daily life. She can be reached at EAllison@RenewalCoaching.com.

RESILIENCE ASSESSMENT

For a computerized administration of this assessment, log on to www.RenewalCoaching.com

Instructions: Respond to each of the following statements quickly, providing your first impulse as the answer. A response of 10 is the strongest possible agreement, and 0 is the strongest possible disagreement. There are no correct answers. However, the assessment will be most useful to you if you provide the most authentic response, and that is likely to be the first response that comes to mind.

Statement	Strongly Disagree → Strongly Agree
1. Almost every week, I encounter a situation that is past my breaking point. I don't know if I can bounce back from it.	0 1 2 3 4 5 6 7 8 9 10
2. When I encounter failure, the causes are almost always factors beyond my control.	0 1 2 3 4 5 6 7 8 9 10
3. I have recently suffered a professional disappointment, and I doubt I can ever make it up to my boss or my organization.	0 1 2 3 4 5 6 7 8 9 10
4. I have recently suffered a personal relationship loss, and I probably will not ever have another chance for a similar relationship success.	0 1 2 3 4 5 6 7 8 9 10
5. If I ask for help from colleagues, they will know that I am incapable of doing adequate work on my own.	0 1 2 3 4 5 6 7 8 9 10
6. When I encounter silence in a personal relationship, it usually means that the other person is disappointed or angry with me.	0 1 2 3 4 5 6 7 8 9 10
7. When I think of tragic events in the news or in history, most of them were just unavoidable.	0 1 2 3 4 5 6 7 8 9 10
8. The significant changes that have happened in my life were usually caused by forces outside my control.	0 1 2 3 4 5 6 7 8 9 10

9. In the past year, I have attempted to make a major personal change, but outside influences prevented me from following through on the change.	0 1 2 3 4 5 6 7 8 9 10
10. In the past year, I have attempted to make an important professional or educational change, but I could not get the support from organizations and institutions to make it work.	0 1 2 3 4 5 6 7 8 9 10

Total score: _____

0–25 You are an amazingly resilient person. When you encounter disappointments, you bounce back, confident in your ability to learn from the experience and almost certain that you can influence the results the next time. This strong confidence in your ability and healthy skepticism of the influences of the outside world will generally serve you well. However, others may sometimes see your confidence as cockiness or arrogance. Your confidence in the superiority of your influence on the world can also appear to be indifference to the forces of nature and society. You may also underestimate powerful social forces that should sometimes be taken more seriously.

26–50 You are a moderately resilient person, fairly confident in your abilities to withstand the slings and arrows of outrageous fortune, or at least of daily life. Your amiability and self-confidence are balanced by a healthy understanding of outside influences on your personal and professional success. Your equanimity, however, can be interpreted by others as being a bit wishy-washy or inconsistent, so you will benefit from clarifying your analysis of situations. For example, when you encounter a disappointment, it will be helpful if you articulate clearly where your personal responsibility begins and the impact of outside forces ends.

51–75 You will benefit from an explicit focus on improving your personal resilience. Your life experiences have influenced your thought patterns in a troubling way, robbing you of confidence in your own abilities to influence your future. This can create a sense of fatalism that becomes a self-fulfilling prophecy. If you think things cannot improve, then they probably will not. If you believe that your influence on events around you is limited, then you will probably be correct. You would benefit from focusing on some very short-term (one to four day) objectives in which you can demonstrate your ability to influence your own life and have an impact on events around you. Rather than pursue an overwhelmingly large objective and risk disappointment, consider the pursuit of a series of small victories. The cumulative effect of them might surprise you.

76–100 You have suffered serious personal and professional setbacks, and because you are convinced that these disappointments are beyond your control, you are heading toward a future of despair unless you take serious and immediate corrective action. Your support structure at home and at work may have abandoned you as your cloud of bleak disappointment tends to scare away those who might try to offer assistance. While you may think that you are simply being open and honest about the way the world is, your views can strike others as bleak and foreboding, and therefore even people who care about you do not spend much time around you. That makes for a very lonely and disappointing life, which worsens the cycle of solitude, anger, and cynicism in which you find yourself. Fortunately, there are skills you can develop that will lead to resilience and renewal, but this will require some intense focus and concentration on a daily, even an hourly, basis. You will need to check your thought patterns for accuracy and engage in resilience exercises that will allow you demonstrate your impact on your life and on the world around you. You deserve to have a much happier life than you have right now.

Examples, reflections, evidence, illustrations relevant to resilience for me:

4. The Leader's Essential Role in Resilience and Renewal – Shifting the Focus to the Greater Good

“Moon Shots” [Hamel, Gary, Harvard Business Review, February 2009]

- Serve higher purpose
- Community and citizenship
- Reconstruct foundations
- Eliminate pathologies of hierarchy
- Reduce fear and increase trust

5. The Hallmarks of Resilience

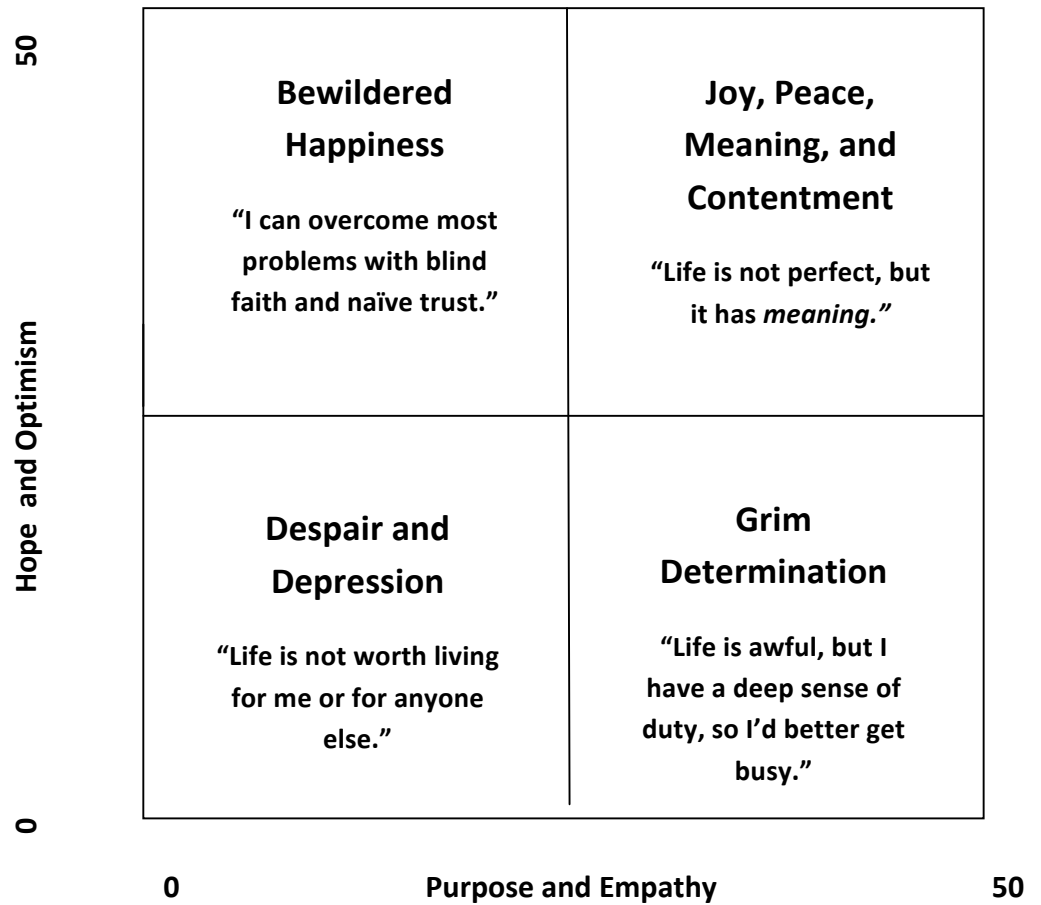
- Balance rigidity and flexibility – lessons from metallurgy
- Reciprocity - integrally related to Resilience
- Sense of history – from adversity to renewal
- Exercise of control, mastery, impact in decisive, consistent, and visible ways

6. Creating Renewal for Your Organization

- Personal commitments to the greater good
- The “Triple Bottom Line” – student success, environment, community
- Sustaining renewal: recreate accountability capture stories, purpose and meaning at every opportunity

7. Creating H.O.P.E.

- **Hope – The best days are in the future**
- **Optimism – Things are getting better**
- **Purpose – People count on me**
- **Empathy – The pain of other people affects me deeply**
- **HOPE Inventory – rate each factor 1 to 25 and provide evidence, examples, or interactions to support your rating**



How Leaders Build H.O.P.E.:

- **Make an EXTERNAL focus part of every staff meeting, board meeting, and public forum**
- **Treasure Hunts – identify, document, and replicate effective practice**
- **Personal and specific appreciation**

To learn more about Renewal Coaching, including information about our free on-line assessments and free study guides, and to share your personal stories of renewal for the global Renewal Coaching network, go to www.RenewalCoaching.com or e-mail DReeves@RenewalCoaching.com.