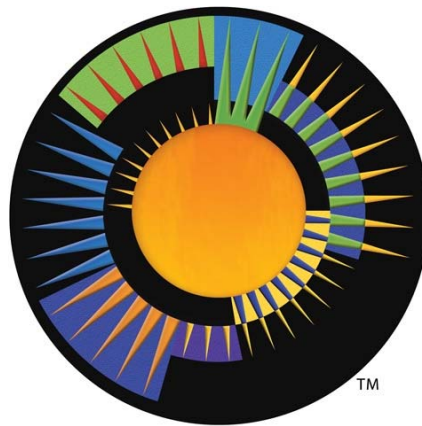


A Study Guide for Renewal Coaching:

Sustainable Change for Individuals and Organizations



RENEWAL
COACHING

Douglas Reeves, Ph.D.
Elle Allison, Ph.D.

Please also visit www.renewalcoaching.com

Online Assessments
SKYPE Dr. Reeves and
Dr. Allison into your
Book Study Group!

Page 2

Conferences and
Keynotes

Page 16

Become a Renewal
Coach

Page 17



Renewal Coaching

Douglas B. Reeves Chairman of Renewal Coaching and the Leadership and Learning Center, is the author of more than twenty books and fifty articles on leadership and organizational effectiveness. He was twice named to the Harvard Distinguished Authors Series and was recently named the Brock International Laureate for his pioneering research. His work appears in national journals, magazines, and newspapers and his work has been translated into six languages.

Elle Allison President of Renewal Coaching, has worked with clients in health care, business, education, nonprofit organizations, and government agencies. She is the founder of Wisdom Out, (www.wisdomout.com), and is president of Renewal Coaching. Elle is a member of the National Speakers Association and is an engaging keynoter and trainer of coaches.

Before you begin: Take the online Renewal Coaching Assessments

Welcome to Renewal Coaching! We are pleased that you or your team has chosen to read our book and discuss the ideas we present. Our sincerest hope is that the ideas you find in Renewal Coaching contribute positively to your work and life.

We wrote Renewal Coaching with several audiences in mind:

- Coaches employed by organizations
- External coaches who work for themselves or who are contracted to coach within organizations
- Leaders who use coaching (or wish to use coaching) as a management approach
- The growing number of people who find themselves in the role of “coach” --front-line supervisors, middle managers, teachers and anyone who influences others

Before you begin, go to www.renewalcoaching.com and take the seven online assessments for each of the seven Renewal Coaching elements. By experiencing the assessments, coaches gain insight about how to use them with clients or the people they lead. You will receive an email with your personal results. These results suggest areas of strengths to leverage, and challenges to address, in order to create a climate of renewal in your life and work.

SKYPE Doug or Elle into your study group session!

Would you like Doug or Elle to participate in one of your book study group sessions? We would be happy to schedule a time with your group to engage in dialogue, hold a Q & A, or relate the Renewal Coaching concepts to your work situation. To schedule time with us, please contact Cathy Shulkin, Vice President at CShulkin@RenewalCoaching.com or at (01) 978 740 3001, ext. 12.

Hints and Tips for Holding a Successful Book Study Group

Always read something that will make you look good if you die in the middle of it.
~P.J. O'Rourke

Step 1: Gather together between five to fifteen people who share an interest in the topic of Renewal Coaching. We wrote this book for coaches, leaders who coach, and anyone interested in renewal and sustainable change. Therefore, your group can include people who have a variety of perspectives about the topics, which makes for rich conversation.

Step 2: Reach consensus on the reading and discussion schedule. Get the dates, times and locations of the meetings on a calendar and publish it for members.

Step 3: Determine the group objective. Why do we want to read this book? What do we want to learn? How will we share these ideas with other people in our lives and work?

Step 4: Discuss and agree on issues related to confidentiality. Practicing coaches may want to change the names of clients and organizations they discuss as they relate the ideas in the book to their work, during the course of the book study conversations.

Step 5: Take the online Renewal Coaching Assessments.

Step 6: Decide how to read the book. Options are many and varied. For example, the group could read one or several chapters at a time and discuss each in an open fashion at each meeting. Or, each member can read all the chapters, but different people could take the lead on different chapters.

Step 7: Use the questions and exercises in this study guide to provoke the conversation and relate the ideas in the book to your professional and personal life.

Step 8: Hold the book study. Some groups find it helpful to appoint a facilitator who watches the time and refers the group to the study guide. Also consider appointing a recorder who summarizes key ideas.

Step 9: Enjoy the stimulating conversation and camaraderie that comes from sharing and developing ideas together. At the end of the study, evaluate the results of the study and plan for the next one!

I suggest that the only books that influence us are those for which we are ready, and which have gone a little farther down our particular path than we have yet got ourselves.

~E.M. Forster, Two Cheers for Democracy, 1951

Chapter 1: From Resistance to Renewal

Ultimately the rewards and punishments associated with achieving short-term objectives are not sufficient to sustain change.

Questions to Consider Before Reading the Chapter:

1. We often hear that real change is exceptionally difficult for people and organizations. What is your personal theory about change? What does it take for you to change fundamental beliefs, practices, or habits?
2. What kind of coaching have you experienced either as a coach or a client? What did it allow you to accomplish or what did it allow your client to accomplish? What effects are still present today either for you or for your client?
3. How can losses be inspiration for growth, invention, and personal renewal?

Questions to Consider While Reading the Chapter:

1. Can you relate to the story about Miriam and Jose'? Why does Renewal Coaching ask if "more" is enough?
2. Why do you show up for work each day? How does your response to that question help or hinder you as you coach other people?
3. Why does a personal vision of what we call the *greater good* encourage personal and organizational renewal?
4. Consider the brief definitions of each element of the Renewal Framework:
 - Recognition – Finding patterns of toxicity and renewal
 - Resilience – Confronting change killers in work and life
 - Reciprocity – Coaching in harmony
 - Resilience – Coaching through pain
 - Resonance – Coaching with emotional intelligence
 - Relationship – Nurturing the personal elements of coaching
 - Renewal – Creating energy, meaning, and freedom to sustain the journey

Discuss your personal understanding of each so far.

5. Compare Figures 1.1 (pg. 15) and 1.2 (pg. 19). What insights do you have about the failings of traditional coaching models? Why is sustainability connected to meaningful work?
6. Explain the difference between the various paths to renewal as featured in Figure 1.3 (pg. 21). Where are you personally on the matrix? Who do you know who exemplifies the Renewal quadrant? Someone who is motivated and strengthened by meaningful action?
7. Between now and the next meeting, ask people you know to tell you about what gives their life and work meaning.

Chapter 2: The Renewal Coaching Framework An Overview

The renewal coach will resist the impulse to solve short-term problems at the expense of developing the long-term insight and wisdom of the client.

Questions to Consider Before Reading the Chapter:

1. Recognition: Why would a coach ask clients to identify helpful and destructive patterns in life and work? Do you believe a person can change patterns?
2. How does a coach help other people to see hard truths without judging or discouraging them?
3. What does a coach learn from coaching others?
4. How do people bounce back from loss and pain?
5. What responsibility does a coach have to resonate hope and optimism in every coaching situation?
6. How do personal relationships support or undermine performance? Why does this matter to a coach?
7. What renews you?

Questions to Consider While Reading the Chapter:

1. When have you been at the crossroads between despair and renewal? Are you or someone you know there now? Explain how Renewal Coaching could make a difference.
2. What attracts you to Renewal Coaching?
3. Where will you start with Renewal Coaching?
 - If you are interested in Renewal Coaching from a personal development perspective, you might want to begin by reviewing the results of your personal online assessments of the seven Renewal Coaching elements and reading each correlating chapter.
 - If you have had coaching and wish to choose to focus on certain elements of the Renewal Coaching model, proceed to those chapters.
 - If you are a coach or a leader who uses coaching (or wants to use coaching) as a way to inspire and motivate others, you might want to ask someone to take the assessments and allow you to interact with them as they consider their personal results.
4. If you are interested in becoming a Renewal Coach, either inside your organization or as your own business, consider attending the Renewal Coaching conferences and becoming a licensed Renewal Coach. Email or call Catherine Shulkin, Vice President at cshulkin@renewalcoaching.com (01) 978 740 3001, ext. 12

Chapter 3: Recognition

Sweat the small stuff, because even small changes can have an important impact on final results.

Questions to Consider Before Reading the Chapter:

1. What are the results of your Recognition Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. Have you have come across an organization that is defined by certain practices or emotions? Where certain ways of doing things are scaled up and down the organizational ladder? These practices and emotions may be expressed as rules or even policy, such as *"We have an open door policy around here."* Or, they may be implicit but apparent to everyone such as *"Don't bring up ideas that are not already defined in the strategic plan."* What patterns are in your life or organization? Where did they originate? Which ones are helpful? Which ones are destructive?
3. Where have you been successful in your life and work? What patterns of behavior, emotions, and habits do you think contributed to your success? Where do you think you've been less successful in life and work? Again, what patterns repeat in these scenarios?
4. Why do you think leaders especially can have a blind spot when it comes to recognizing the patterns they enact?

Questions to Consider While Reading the Chapter:

1. What small practice, belief, or emotion could you change that could make a big difference in your life or in your organization? What could that lead to?
2. Why are emotional patterns clues to patterns of behavior in the organization?
3. What is the role of the coach who is supporting a person who is gripped by strong emotions?
4. How do patterns of emotions give clues to what makes a person happy? What does that have to do with renewal?
5. Keep track of what you do each day that makes you happy. What jumps out at you? What would you do more of? What would do less of? Why does that matter?
6. Where would you begin the conversation with someone who scores in each range of the Recognition Assessment?

Chapter 4: Reality

By focusing on reality, we pursue neither cynicism nor contempt for great dreams,
but a healthy balance.

Questions to Consider Before Reading the Chapter:

1. What are the results of your Reality Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. Coaching is always about supporting others in accomplishing something extraordinary. In fact, achieving a greater good is the hallmark of Renewal Coaching. Why do you think then, that this chapter encourages coaches to help clients take time to face the change killers in work and life? Doesn't this just waste precious time and pander to those who are negative?
3. For one week, track the troublesome issues you spend your time on. See what categories emerge. For example issues related to people, policy, important issues, unimportant issues?

Questions to Consider While Reading the Chapter:

1. What evidence do you have that you or your organization is operating with a healthy balance of reality and optimism?
2. What are the verbal clues that you or someone you coach is engaging in “mind reading” and making assumptions? What could you ask them that would bring this to their attention?
3. Read about snakes, wasps, and mosquitoes on pages 87-97. How would you add to these descriptions? How would you as a coach, support someone who is facing hardship from people and situations in each of the three categories?
4. What is the value of skepticism to personal and organizational renewal? What is the value of optimism to personal and organizational renewal?
5. Gather up or call to mind, artifacts from your life or your organization's history where positive outcomes were achieved. Evaluate the artifacts according to the extent to which they were made with a healthy dose of reality. What would you replicate in the future?
6. Where would you begin the conversation with someone who scores in each range of the Reality Assessment?

Chapter 5: Reciprocity

The coach, leader, and organization all learning with an open heart and an open mind.

Questions to Consider Before Reading the Chapter:

1. What are the results of your Reciprocity Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. How do you judge your personal capacity for both giving and receiving? How does that impact your effectiveness as a coach or as a leader?
3. Do you think it is easy or difficult for people to both give and receive equally and willingly? Why might this be difficult for some people? What attitudes contribute to a healthy balance of giving and receiving?
4. Who do you believe benefits from coaching?

Questions to Consider While Reading the Chapter:

1. What value could an effective Renewal Coach have in helping an individual or organization increase the balance of both giving and receiving? What becomes possible when people and organizations have this balance?
2. How is it possible that coaches of a single leader influence the client's entire organization or system?
3. How can coaches reflect on what they learn from clients? How should they use what they learn from one client to support another client?
4. What could happen in an organization where leaders are being coached? How could you tell that the coaching was making a difference in the way the leader responds to challenges? What would you hear people say?
5. Bring the professional development plan for your team, department, or organization to the book study meeting. Evaluate it for evidence of reciprocity among stakeholders. What seems to be the beliefs and thinking behind the plan? Where is there room for an increase of reciprocity?
6. Where would you begin the conversation with someone who scores in each range of the Reality Assessment?

Chapter 6: Resilience

Resilience is the ability to bounce back from painful experiences with a transformed perspective.

Questions to Consider Before Reading the Chapter:

1. What are the results of your Resilience Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. Do you think you are resilient? Do the people in your life think you are resilient?
3. Ask your co-workers and family members to tell you about the times they were proud of the way they bounced back from setbacks. What surprises you about what they share?
4. What stops people from bouncing back from setbacks? Is it the same for organizations?
5. Look for news stories of people and organizations overcoming hardships and turning them into opportunities. What are your observations and inferences about the process of becoming resilient?

Questions to Consider While Reading the Chapter:

1. Why does renewal depend on resilience?
2. What questions can a coach ask clients who feel unequal to the difficult situations they face? How does coaching support a sense of efficacy?
3. Why does change require resiliency in the people involved? Why are people more vulnerable during times of change? What can you take away from the story about Chris Barstow found on page 142-143?
4. Why do the authors say “Nostalgia has the power to negate resiliency?” What relationship does nostalgia have to the challenge of sustainable change?
5. Discuss whether or not people and organizations can be resilient in the face of challenge, adversity, and loss without having an altered perspective.
6. Read the list of resilience strategies on pages 148-149. What would you add?
7. Where would you begin the conversation with someone who scores in each range of the Resonance Assessment?

Chapter 7: Resonance

Who do you know who is really great to be around? What do they make you feel capable of accomplishing in your own life?

Questions to Consider Before Reading the Chapter:

1. What are the results of your Resonance Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. Try this: For four days, identify situations that feel negative, discouraging, or tense. Each time, deliberately and mindfully project a positive presence of hope and compassion. Use pages 160-162 in the text book to record what happens.
3. Who do you know who is really great to be around? Why? Who likes to be around you? Why?
4. Try this: For one day notice when you feel yourself falling into an emotional funk. Can you stop yourself? If not, what is the effect on the people around you?

Questions to Consider While Reading the Chapter:

1. How are emotions contagious? Why does this matter to a coach or to a leader?
2. What questions could a coach ask a person who is not aware of the ways their dissonance is impacting others?
3. According to McKee, Boyatzis, and Johnston (2008) resonance “supports higher productivity, creativity, a sense of unity, a sense of purpose, and better results.” What do you think about that claim?
4. What if a whole organization could be resonant? Do you think that is possible? Skim Chapter 3 again (Recognition) and discuss how changes in behavioral and emotional patterns can increase resonance.
5. What should a coach or leader do with a person who is consistently dissonant? Where would being resonant make a difference for this person?
6. How does being resonant differ from simply having a positive attitude?
7. Where would you begin the conversation with someone who scores in each range of the Resonance Assessment?

Chapter 8: Relationship

Every relationship is a series of conversations.

Questions to Consider Before Reading the Chapter:

1. What are the results of your Relationship Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. How do you caretake the best relationships in your personal life and work right now? What specifically do you do or say on a regular basis that signals to the other people that they matter to you?
3. What do you think is the ideal relationship between a coach and client? How do you think that shifts if the coach is also the manager or supervisor or leader in the organization?

Questions to Consider While Reading the Chapter:

1. How do strong relationships form around a common passion or greater good? What is the expected of a coach
2. Why do relationships improve when people focus on improving themselves or expanding their perspectives?
3. Is it too strong to say that passion, intimacy, and commitment are required for remarkable relationships in life and work? How do these terms relate to the relationship between coach and client? Client and the organization? Client and the work itself?
4. How do coaches and clients *treat every coaching conversation as if it matters*? How does that extend to personal and work relationships? What can a coach teach a client about this? What can a client teach a coach about this?
5. When is it appropriate for a coach to purposefully cause disequilibrium in a client? How do coaches assure this strategy provides support for the client?
6. How can coaches recognize the greatness of their clients using the technique described in the book called *I See You*?
7. Where would you begin the conversation with someone who scores in each range of the Relationship Assessment?

Chapter 9: Renewal

Renewal gives individuals and organizations the energy
to sustain focus and passion over the long haul.

Questions to Consider Before Reading the Chapter:

1. What are the results of your Relationship Assessment (www.renewalcoaching.com)? Highlight those sentences that jump out at you for whatever reason – either because they resonate with you or because they trouble you. Talk it over with someone who won't judge you.
2. What is your understanding of the difference between empathy and compassion? Think about some examples in your own life where you felt empathy or compassion. How did you express it? What happened next?
3. What do you do to maintain your energy on a day-to-day basis? What is your plan for renewal as you take steps to achieve long term goals? How do the organizations you belong to promote or inhibit renewal?

Questions to Consider While Reading the Chapter:

1. What is the importance of renewal to individuals and organizations working toward a greater good? What happens if the greater good is clear, but renewal is elusive?
2. How do hardships and challenges relate to resilience and renewal? What are the dangers of adversity without renewal?
3. Discuss this assertion: “Renewal is not easy, but it is effortless in that it requires surrender. It asks you to stop all the “doing” for a while and come back and rest with the essence of what led you to this moment in your life” (pg. 196).
4. Who in your life or work is depleted of energy and needs to renew? In your opinion, which elements of the Renewal Coaching framework would be most helpful for them?
5. How does reducing negative thoughts contribute to renewal?
6. Where are the opportunities for mentoring others in your life and work? How can the organizations you belong to implement formal mentoring programs either within the organization or for outside non-profit organizations?
7. What intrigues you about being a Renewal Coach or bringing the concept of Renewal Coaching into your organization? Who else needs to know about this approach? What first steps will you take?
7. Where would you begin the conversation with someone who scores in each range of _____ the Renewal Assessment?

Chapter 10: The Renewal Coach

Traditional coaching formulations are not sustainable if they focus exclusively on individual work. We can be efficient and effective – and miserable.

Questions to Consider Before Reading the Chapter:

1. How do you define coaching? How does coaching compare with mentoring, consulting, and supervising? What are the similarities and differences?
2. Why is coaching often mentioned as a development strategy of people who are leading change? How do you think having a coach could make a difference to change leaders?
3. What are your assumptions about coaching? What are your personal attitudes about coaching? How do you explain the role and benefits of coaching?

Questions to Consider While Reading the Chapter:

1. Read the Renewal Coaching case study on pages 213-219. What surprises you about what it takes to establish the Renewal Coaching relationship?
2. Take the Change Readiness assessments found on pages 246-249 of the text book. Add up your scores and plot your results on the matrix found on page 250.
3. What is the value of the coaching agreement? Can you imagine situations where having or not having a coaching agreement would make a difference?
4. If you are a coach inside of an organization, what questions do you have of the contracting agent? How will you make sure the Renewal Coaching process is supported within the organization? What do you need to know about the expectations around reporting and accountability?
5. What is the role of feedback within the coaching relationship? How would you support clients as they analyze the opportunities and challenges that come up in the seven Renewal Coaching assessments they take? How will you use the assessments in a formative approach to development?
6. How will you establish guidelines about how you will use assessment, interviews, observations, and document reviews to augment your knowledge of your clients? How does this change if you are a leader who coaches and supervises the people you coach?
7. What intrigues you about being a Renewal Coach or bringing the concept of Renewal Coaching into your organization? Who else needs to know about this approach? What first steps will you take?

Chapter 11: The Profession of Coaching

Although independent coaches, like other professionals, are engaged in providing a service to clients, they must also run a business.

Questions to Consider Before Reading the Chapter:

1. What is your experience to date with selling a professional service? What do you know about this? What do you need to know?
2. Why is coaching often mentioned as a development strategy of people who are leading change? How do you think having a coach could make a difference to leaders of change?
3. What are your assumptions about coaching? What are your personal attitudes about coaching? How would you explain the role and benefits of coaching to skeptics?

Questions to Consider While Reading the Chapter:

1. What organizational knowledge and skill do you have that will make you an excellent coach regardless of what industry you decide to coach in?
2. As you assess your current opportunities as a coach? Where is the intersection between market demand, your own personal passion, and your expertise?
3. What is your plan for becoming a world-class coach who is known for the remarkable way you interact with others and that allows them to complete in their own lives?
4. Professional coaches collect and maintain data about their coaching and the impact it has on the client and the client's organization. What data will you collect and analyze? How will you organize this data so that it can be given as feedback to the client? How will you use it in your development as a coach?
5. What service will you provide for the fees you charge? Can clients contact you in between coaching conversations either by phone or email? Can they ask for "just in time coaching" if you are available? What written communication will you send clients?
6. How will you ethically market your coaching services? Will you donate a percentage of your service and support each year? How will you decide your fees?
7. What is the extra value and exceptional service you will give your clients? How will you exceed their expectations?
8. What legal and professional services do you need to arrange for so that you can set up your coaching practice to support the reputation you are seeking to establish?

Chapter 12: The Business of Coaching

You need more cash coming in than going out

Questions to Consider Before Reading the Chapter:

1. What do you know about managing cash flow and analyzing monthly profit and loss statements? What do you need to learn?
2. How will you fund the start-up of your individual coaching practice? If this is a second career for you and you are moving from working in an organization to working on your own, what is the minimum amount of start-up equipment you need?
3. Do you have a source of income you that you can maintain for the first two years while your coaching practice starts to make a profit? Do you have the support of family and friends who want to see you succeed?

Questions to Consider While Reading the Chapter:

1. What will be your process for billing clients and collecting fees due? Will you expect payment up front for the entire coaching engagement?
2. What is your philosophy about using credit to fund growth in your business? The authors propose that you avoid borrowing. How will you make that work? What are the advantages and disadvantages of taking on partners or investors?
3. What “horror” stories do you know of about professionals who discount their services? What do the authors mean by “better free than discounted?” Do you agree with their practice? What is your policy and how will you communicate it?
4. What advantage will you give your clients in these important areas: Quality, personalized services, follow-up support, responsiveness to individual client needs, other unique capabilities you offer? Using the table provided on page 287, compare yourself to a competitor. Where are your advantages? Where will you improve or clarify your advantages?
5. What are the advantages and disadvantages of working independently vs. building a coaching organization vs. being employed as an internal coach within an organization?
6. What will you do in the next 30 days to become a licensed Renewal Coach? How about the next 100 Days? How do you want to participate in the Renewal Coaching community?
7. What is the greater good you hope to create as a Renewal Coach? Why does this matter to you? With whom will you share your dream?

Become A Licensed Renewal Coach

When you become a Renewal Coach you join a prestigious global network of coaches who support individuals and organization toward sustainable change.

Here is a sample of the extraordinary benefits you gain as a licensed Renewal Coach:

- ✓ Hot Line support - personalized responses to questions and challenges at no additional charge for three years
- ✓ Exclusive access to Renewal Coaching assessments
- ✓ Exclusive access to Renewal Coaching research reports
- ✓ Private access to monthly conference calls and Webinars
- ✓ Operations Manual - everything you need to develop, manage, and market your professional coaching practice, either as an independent professional or as a coach within an organization
- ✓ Letterhead and business cards
- ✓ Access to the Licensed Coaches section of the Renewal Coaching web site
- ✓ Three coaching calls with your clients with a Renewal Coaching Institute faculty member

Renewal Coaching

Salem, MA
www.renewalcoaching.com



- ✓ Have you always wanted to coach others?
- ✓ Are you seeking a fulfilling, rewarding, lucrative second career where you can maintain your independence and work for yourself?

For additional information please contact Catherine Shulkin at:

CS hulkin@RenewalCoaching.com or at (01) 978 740 3001, ext. 12.