

## INDEX

### (form), 105; Best Case: Mediating Questions (form), A 105-106; Best Case: Voicing Theories (form), 106-107; AA Services, 12 dichotomy of potential and despair, dealing with, 12; Acceptance, 109-110, 123 engagements, essential prerequisite for, 11–12; essentials, 101–119; feedback, 107–108; focus, 102; How Strong Is Your Accountability, 9, 84, 102, 114–115 Action, 92–93; Brainstorm Actions for Your Strategies (form), 94; Framework? (table), 103; listening, 104–105, 137–138; critical, to take in first 100 days, 93-94; daily disciplines in, mediating questions, 105-106; project management, 102; 249-256; recognition in, 125-127; related to the Renewal reflection, 102; relationship between clients and coaches, 199; Coaching Framework, examples of, 95-96; Renewal Coaching voicing theories, 106-107 in, 237–242; renewal in, 94, 221–222 Coaching conversations, 83, 102, 104, 112, 119; reality, 149–151; Adams, Scott, 246 reciprocity, 161-152; recognition, 125, 133-136; relationship, Allen, D., 244 213-216; renewel, 231-233; resilience, 177-179; resonance, Allie's story, 124–125, 133–136 195-197 Assessment: pre-, 35–76; results, reviewing, 35–76 Coaching relationships, See Relationship Attitudes category, LEAD technique, 93 Collins, J., 223 Audiences, xiii Columbine (CO) school shootings, 218 Compassion, 115 В Compelling Vision of the Greater Good (form), 30 Control myth, 248-249 Baby Boomers, 217-218 Bakke, D. W., 247 Coutu, D., 142 Covey, S. R., 250 Baldwin, C., 247, 267 Crenshaw, D., 245 Basic Coaching Skills (table), 108 Critical actions to take in the first hundred days, 93-94 Behavioral and Emotional Patterns (form), 189-191 Culture of collaboration, 251–252 Belinda's story, 25–26; redemption brainstorming, 28–30; table Cummings, G. T., 113 of talents/skills/interests/assets vs. losses, 26 Best Case: Giving Feedback (form), 107 Best Case: Listening (form), 105 Best Case: Mediating Questions (form), 105-106 Daily disciplines, for renewal, 244-245, 249-256 Best Case: Voicing Theories (form), 106–107 Daly, P. H., 88 Bocchino, Robb and Kathy, 112 Davis's story, 213-216, 260-261 Boris's story, 138-140, 142 Decide to Let Go (form), 208 Bossidy, L., ix Decision analysis matrix, 79-80 Boyatzis, R. E., 115, 186, 187-188 Decisions category, LEAD technique, 93 Brainstorming, 104, 106, 141, 210, 230; Brainstorm Actions for Destructive patterns, recognition of, 124-125 Your Strategies (form), 94; redemption, 28-30 Determine Your Timeline (form), 98 Do-Not-Do List, 254 C Do You Know How Much You Matter to Others? (form), 187 Dweck, C. S., xii Caffarella, R. S., 77 Dwight's story, 138-140, 142 Casciaro, T., 140 Cerney, Mark, 219 Change: causes for failure, 5; failures of, 4-6; and greater good, 31; personal history of, 12–14; success of, 5–6; sustainable, 83 E-mail, 251-252 Change Readiness Matrix, 17-18 Emotional intelligence, coaching with, 181-198 Charan, R., ix EncartaWorld English Dictionary, 92 Chodron, P., 25 encore.org, 219 Clients: and actions, 83; and basic coaching framework, 102; Engagements, essential prerequisite for, 11-12 listening to, 104-105; and 100-Day Renewal Project, 83; and Equifinality, 113 pattern recognition/formative inquiry skills, 123; Evidence category, LEAD technique, 93 relationships with people/networks, 199; rubrics, 145 Execution of plan, 243-257; control myth, 248-249; multitasking Close, but Not Finished score, 145 myth, 245; results myth, 246-248; strategic planning myth, Coaches: accountability, 102; agreement, 102; assessment, 102; 246; time-management myth, 245-246 Basic Coaching Skills (table), 108; basic framework, 102-108; Exemplary performance, 146

Exemplary score, 145

Best Case: Giving Feedback (form), 107; Best Case: Listening

# Index

F	Lobo, M. S., 140
Feedback, 35, 107–108, 112, 162	Loss, as a source of inspiration, 25–26
Focus, 102; scheduled time for, 253	Lynch, J., 207
Foundations of Renewal Coaching seminar, 82 Frankl, Viktor, 25	M
Frustration, readiness for, 17	Marco and Maria's story, 165–168, 177–179
Full Belly Project, 220	Marie's story, 79–81; decision analysis, 81; Do It! list, 81–82;
Fullan, M., 246	potential downsides of, 80–81
G	MBA Oath (Harvard Business School), 22–23 McCormick, M. H., 250–251
	McKee, A., 115, 186, 188
Getting stuck, 256–257 Giving back, 267–270; sharing on blogs/social networking sites,	Meaning, 113; finding, 19-32; Laney's story, 19-20; Reflection on
270–271; telling your story, reasons for, 267–268; Your	Laney's Story (form), 21
Renewal Story (form), 269–270	Meaningful life/work, 217 Mediating questions, 105–106
Golden mean, finding, 78–79	Merriam, S. B., 77
Goleman, D., 181 Good to Great: Why Some Companies Make the Leap and	Millennial Generation, 217
Others Don't (Collins), 223	Mindfulness, 115–116
Grand Canyon transparent-floored bridge, as illustration of	Multitasking myth, 245 Murrah Federal Building bombing (Oklahoma City), 218
change, 11 Greater good, 21–23, 241; belief in, 116; benefits of working for,	My Three Biggest Mistakes (form), 128
90; and change, 31; Compelling Vision of the Greater Good	Myth of Multitasking, The: How "Doing It All" Gets Nothing Done
(form), 30; form, 91–92; lifetime of, 31; as a manifestation of	(Crenshaw), 245
the answer to needs, 31–32; in organizations, 22–24; pausing	N co
for, 254–255; personal, discovering, 24–25; pursuit of, 24; team/organizational, 31	
team, organizational, or	Nance-Nash, S., 84 "Needs improvement label, 35
Н	Next of Kin Registry (NOKR), 219
Hard Facts, Dangerous Half-Truths, and Total Nonsense	Not Ready score. '45
(Pfeffer/Sutton), 247–248	
Heart of Change, Inc., 112	00
High-powered actions, 92–93 Hitting bottom, 12–13	100 day literature, and leaders, 86–87
Honesty, 111–112	100-Day Renewal Project, 7–8, 83–100, 147–149; assembling, 97–99; defined, 83; Determine Your Timeline (form), 98;
H.O.P.E., 171–174; Empathy score, 171; Hope score, 171; matrix,	execution of, 237; final comments about, 99;
173–174; Optimism score, 171; Purpose score, 171; Understanding H.O.P.E. (form), 172–173	hope/faith/certainty, 88; Identify People and Networks
How Will You Get Behind the People Who Get Behind You?	(form), 99; involving people/networks, 98–99; leadership, 88; milestones reached during, 86; momentum, 87; One Hundred
(form), 210	Days (form), 85; power of one hundred days, 84–85; promises
Howard, Wallace, 218–219	of, 83–84; sample action steps, 131; timeline, 97–98; trust,
Howe, N., 217 Humility, 110–111	87–88; Work Initiatives (form), 89–90
Transmity, 110 111	100-Day Renewal Project: execution of, 243–257; revising, 242 Organization renewal, 219
I	Organizational Change Readiness Assessment, 15
Identify People and Networks (form), 99	Organizational greater good, 31
•	Organizational leaders/managers, xiii
J	Organizational resilience, 164 Organizations, greater good in, 22–24
Jane's story, 182–183, 185	Organizations, greater good in, 22–24
Jock Brandis story, 220–221, 241	P
K	Pain, coaching through, 161–162
Karen and Cheryl's story, 154–156, 161–162	Pattern recognition, 127
Kauffman, C., 142	Peace, scheduled time for, 253
Kotter, J. P., 243, 246	Performance levels, 147 Personal Change Readiness Assessment, 16
L	Personal greater good, discovering, 24–25
	Personal history of change, 12–14
Law of Initiative Fatigue, 243–244	Personal renewal, 218–219
LEAD technique, 93–94, 132, 147, 159, 176, 193, 210, 229, 242, 265	Peters, Tom, 137–138 Pfeffer, J., 243, 247
Learn category, LEAD technique, 93	Pre-assessment, 35–76; Reality Assessment (form), 43–47;
Learning, readiness for, 17	Reciprocity Assessment (form), 48–53; Recognition
Learning from Success (form), 130	Assessment (form), 36–42; Relationship Assessment (form),
Listening, 104–105	66–70; Renewal Assessment (form), 71–76; Resilience



### Index

Assessment (form), 54-59; Resonance Assessment (form), Renewal Coaching: in action, 237-242; assessments, 35-76; 60 - 65client, 35; elements of, 3-4, 101; as feedback-intensive Princeton Survey Research Associates International, 217 reflective process, 35; Foundations of Renewal Coaching Priority setting, 79–82 seminar, 82; as leadership coaching model, 101; Professional coaches, 9; and renewal coaching framework, 9; pre-assessment, 35-76; and proactive stance toward living a special note for, 8-9 meaningful life, 25; Renewal Coach values, 108-119; using as Project management, 102 a development process with co-workers, 238 Renewal Coaching framework, 238; elements of, 7; greater good, R 21-23; interpersonal relationships, emphasis on, 8-9; and professional coaches, 9; successful application of, 259-265 Rameau, J.-P., 153 Renewal Coaching, LLC, 9 Reality, 3, 136, 137-151; actions related to, 95; coaching Renewal Coaching Workbook, 82 conversation, 149-151; moments of, 138-141; Reality Renewal in My Life (form), 222–223 Assessment Review (form), 138; as strength, 141-142; as a RenewalCoaching.com, 7-8, 35, 238; Change Readiness weakness, 142-147 Assessment, 14; Getting Unstuck, clicking on, 257 Reality Assessment (form), 43-47, 142-143 Resilience, 3, 163-179; actions related to, 95; building through Reciprocity, 3, 153-162; actions related to, 95; coaching H.O.P.E., 171-174; coaching conversations, 177-179; conversations, 161-162; next steps in the 100-Day Renewal defined, 163; features of resilient behavior, 163; next steps in Project, 159-161; Reciprocity Assessment (form), 48-53; the 100-Day Renewal Project, 175-177; organizational, 164; Reciprocity Assessment Review (form), 154; renewal prominent features of, 163; public examples of, 163-164; moments, 154-156; as a strength, 156-157; as a weakness renewal moments, 165-168; Resilience Assessment Review 157-159 (form), 164; sample action steps, 175; as a strength, 168-169; Recognition, 3, 7, 123-136; in action, 125-127; actions related to, as a weakness, 169-171 95; coaching conversation, 125, 133-136; of destructive Resilience Assessment (form), 54-59 patterns, 124-125; essence of, 123; Learning from Success Resistance, readiness for, 17 (form), 130; My Three Biggest Mistakes (form), 128; STOP Resonance, 3, 181-198; actions related to, 96; Behavioral and technique, 126-127; as a strength, 127-129; as a weakness, Emotional Patterns (form), 189–191; coaching conversations, 129 - 131195–197. Do You Know How Much You Matter to Others? Recognition Assessment (form), 36–42 (forn), 187; Jane's story, 182-183, 185; next steps in the Recognition Assessment Review (form), 124 100-Day Renewal Project, 192–194; and renewal, 198; Redemption brainstorming, 28–30 Resonance Assessment Review (form), 182; Resonance in Reeves, D. B., 243, 246, 254 Action: Your Turn (form), 184; resonant leaders, 181; sample Reflection on Renewal Coaching Values (form), 117-119 Relationship, 4, 199–216; actions related to, 96; coaching action steps, 193-194; as a strength, 185-186; waking up to, 191-192; as a weakness, 188 conversations, 213–216; Davis's story, 200–202; Decide to Let Go (form), 208; How Will You Get Behind the People Who Resonance Assessment (form), 60-65 Get Behind You? (form), 210; next steps in the 100-Day Respect, 112 Renewal Project, 210-212; person-to-person relation; hips, Results myth, 246-248 199; Relationship Assessment Review (form), 200; Reuben's story, 124-125 Relationship in Action: How Do You Get People to Care? Rode, Margaret, 24 (form), 203-204; Relationships (form), 205-207; sample Roger's story, 231-233 action steps, 211; as a strength, 204-205; taking care of others, Rosenstein, Jay, 218 209-210; as a weakness, 207-209; What Did You Give? Rubric, 145 (form), 209 Relationship Assessment (form), 60-70 Renaldo's story, 24 Savitz, A. W., 24 Renewal, 4, 217-233; in action, 221-222; actions related to, 96; SC Johnson (manufacturer), 23 benefits of, 217; coaching conversations, 231-233; daily Schmoker, M. J., 246 disciplines for, 244-245; exemplars of, 218-219; Jock Scoring guide, 145 Brandis's story, 220-221; as a journey, 223-224; Learning Scoular, P. A., 9 from Jock (form), 221; next steps in the 100-Day Renewal Seminar, prior to, 82 Project, 229-230; of others, 255-256; personal, 218-219; Service, 112–113 personal objectives for, xiv-xv; Renewal Assessment (form), Short-term wins: celebrating, 260-264; Where Are Your 71–76; Renewal Assessment Review (form), 219; Renewal in Short-Term Wins? (form), 263-264 My Life (form), 222–223; return to 100-Day Renewal Project, Shoshanna, B., 115 242; road to, 3–9; as safe topic of conversation, 7; sample Sperling, Jonathan, 218 action steps, 230; as a strength, 223-224; as a weakness Sternberg, R. J., 21 226–228; What a Meaningful Life Creates for Others (form), Stoicism, 116 225; Who Cares About Your Renewal? (form), 239-240 STOP technique, 126-127 Renewal Coach values, 108-119; acceptance, 109-110; Strategic planning myth, 246 accountability, 114-115; compassion, 115; conversations, Strauss, W., 217 114; equifinality, 113; greater good, belief in, 116; honesty, 111-112; humility, 110-111; meaning, 113; mindfulness, Success: capturing the learning, 264–265; measuring, 259–265; returning to the 100-Day Renewal Project, 265-266; What Do 115-116; openness, 111; redemption, 116; Reflection on Renewal Coaching Values (form), 117–119; respect, 112; You Already Know? (form), 260 service, 112–113; table, 110; Your Coaching Values (form), Sustained change, case for, xi-xiii Sutton, R. I., 140, 142-143, 243, 247 Renewal coaches, 7 'Syndrome of sacrifice, stress, and dissonance," 186

## Index

T

Tamika's story, 129–130
Team greater good, 31
Technology, setting boundaries on, 251–252
Teters, Charlene, 218
Theory, defined, 106
Time-management myth, 245–246 Treatise on Harmony (Rameau), 153 Triple Bottom Line: How Today's Best-Run Companies Are Achieving Economic, Social, and Environmental Success—and How You Can Too (Savitz/Weber), 24

Unifying demands for time, 250-251 Universal Nut Sheller, 220

Values vs. tasks, 250 Voicing theories, 106–107

### W

Watkins, M., 88 Weber, K., 24 Websites for Good, 24 Weisbord, M. R., 113 What Did You Give? (form), 209 What Do You Already Know? (form), 260 Where Are Your Short-Term Wins? (form), 263-264 Who Cares About Your Renewal? (form), 239-240 Wicks, Judy, 23 Wisdom Out (www.wisdomout.com), ix, Work Initiatives (form), 89-90 Worley, C. G., 113

Your Renewal Story (form), 269–270













