



CHAPTER 1

The Road to Renewal

The Renewal Coaching Workbook is designed to be used by professional coaches, their clients (sometimes called “coachees” in the coaching profession), and colleagues within organizations who are seeking to create sustainable change for individuals and team members. The book is divided into four parts: preparation, learning, reflection, and sustaining. Each chapter contains interactive exercises and many opportunities for reflection. Whether you are working alone, with a coach, or in a seminar, each interactive exercise offers valuable insights to help you achieve renewal. At the end of this chapter, there is a special note for professional coaches. If you are participating in a formal Renewal Coaching seminar, then you will complete Part One before the seminar, Part Two during the seminar, and Parts Three and Four after the seminar.



THE SEVEN ELEMENTS OF RENEWAL COACHING

Your journey toward renewal consists of seven elements:

- Recognition—Finding patterns of toxicity and renewal
- Reality—Confronting change killers in work and life
- Reciprocity—Coaching in harmony
- Resilience—Coaching through pain
- Resonance—Coaching with emotional intelligence





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Relationship—Nurturing the personal elements of coaching

Renewal—Creating energy, meaning, and freedom to sustain the journey

For each element of the Renewal Coaching framework you will find assessments to explore your strengths and challenges in each area. Throughout the workbook you will be guided on different paths of reflection that will vary according to your responses to the assessments. Therefore, completing the assessments will be essential for this workbook to be productive for you.



WHY CHANGE FAILS

You already know a great deal about why change fails and succeeds. Think about change efforts that have failed at work or in other organizations in which you have been involved. Consider personal change efforts you have begun with sincerity but, for one reason or another, in which you did not see the results you hoped to achieve. List at least five of these change efforts in the following table along with a few words about why the change effort failed.

Change Effort	Why Change Failed



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Now review the changes you listed. What are the common elements of the failure of change based on your own experience?

When we have asked this question of people in seminars around the world, the results have been astonishingly consistent, crossing cultural, economic, and occupational boundaries. Commonly mentioned causes for failure include the following:

- “Too much too soon”
- “Inadequate buy-in from people who actually had to implement the change”
- “Big fanfare followed by no support or implementation”
- “Top-down directives without explanation, listening, or empathy”
- “Failure to consider the emotional losses associated with change”

These comments are the tip of a very large iceberg of regret and dissatisfaction when people are given the opportunity to discuss why change has failed. Now consider the other side of the equation. Think about change efforts you have seen at work or other organizations that have succeeded. Consider personal change efforts where you saw results over a sustained period of time. List at least five of these change efforts in the following table along with a few words about why each change effort succeeded.

Change Effort	Why Change Succeeded

(continued)



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Change Effort	Why Change Succeeded

Now consider the common elements of these successful changes. What do you notice about the reasons for successful change in organizations and in your personal life?

You have just proven to yourself two things: you know what needs to change and you know why change has failed. Nevertheless, you remain frustrated that individual and organizational change is elusive. You are not alone. With thousands of people in public seminars, we have found many different examples of failed and successful change, but we find one absolutely consistent result: people can list many more failed changes than successful ones, but they are not mystified about the causes. In fact, they are consistently articulate and detailed in their explanations for why change failed. This creates two levels of perplexity. First, with regard to most of the changes, people knew what to do—create better communication at work, employ technology more effectively, make better food selections, treat colleagues kindly, and so on—but their knowledge of what to do was not



sufficient to sustain the change. Second, they know why their past change efforts failed. These are insightful and analytical people, just as you are. Therefore, if simply knowing the facts were sufficient, change would not be so difficult. This is why *recognition* is an essential element of Renewal Coaching, but it is only one of the seven elements of the framework. If we have learned anything about sustainable change, it is this compelling and persistent fact: knowledge is not enough. Therefore, you cannot selectively use the chapters from this workbook or the elements of Renewal Coaching as you might select items from the appetizer section of a menu. Every element is critical and interdependent.



USING THIS BOOK ALONE

We know that although the Renewal Coaching community is vibrant and populated with people who will encourage and support you, many people will choose to pursue renewal as a solitary endeavor. If that is the case for you, then consider some guidelines that will be of particular help. First, share your Renewal Coaching pursuits with someone, even if that person is not a coach. Identify a trusted friend, spouse, sibling, or other person whom you trust and tell him or her you are starting an important activity. Say that you have made a decision to seek greater meaning through pursuit of the greater good, even though you may not be entirely sure what that means. Share your frustrations over previous change efforts you have made. Although you do not need to share every reflection you write in this workbook with this confidant (or even with your coach), you do need to make your pursuit of renewal a safe topic of conversation.

Second, gain support from the online community of renewal coaches and clients. The support is free, you can remain completely anonymous, and you will learn powerful and encouraging stories of renewal. You may be inspired to share some of your own. Just go to www.RenewalCoaching.com to participate. There you will find enthusiastic support for your contributions to the greater good. Third, commit to a personal 100-Day Renewal Project. As you will learn, with the proper focus and feedback an enormous amount can be accomplished in a hundred days. Fourth, take the assessments again at the end of your personal journey; you will be able to see measureable progress and thereby reinforce and sustain your efforts.



USING THIS BOOK IN A SEMINAR

If you are enrolled in a Renewal Coaching seminar or certification institute, complete all of the exercises from the Introduction through Chapter Five before the day of the seminar. In addition, please go online to www.RenewalCoaching.com and complete the pre-assessments for each element of the Renewal Coaching framework, print out your results, and bring them with you to the seminar. Start thinking right now about the subject of your 100-Day Renewal Project. This is no casual undertaking but the spark that will give you energy, persistence, and commitment in the weeks and months ahead.



SPECIAL NOTE FOR PROFESSIONAL COACHES

Even if you are an experienced professional coach and intend to use this book and the techniques in it to assist your clients, it is essential that you complete all of the exercises in the workbook. It is a fundamental ethical principle that coaches will not ask clients to engage in activities, assessments, and reflections that the coaches themselves have not first explored in depth. Recent research by the *Harvard Business Review* reveals some startling findings about the coaching profession (Coutu & Kauffman, 2009). First, the reason that people use coaching is shifting dramatically, with survey respondents saying by a wide margin that coaching is used to “develop high potentials or facilitate transition.” In the past, the authors conclude, “most companies engaged a coach to help fix toxic behavior at the top. Today, most coaching is about developing the capabilities of high-potential performers” (p. 92).

The complexity and variety of issues you will confront as a coach are also changing. The Renewal Coaching framework places a great deal of emphasis on interpersonal relationships. This emphasis may initially seem irrelevant to some clients. Only 3 percent of coaches in the survey said they were initially engaged to attend primarily to nonwork issues such as work-life balance. However, more than 75 percent of coaches in the study reported addressing personal issues with clients. The plain fact is that even when a coach is engaged by an organization and told to improve organizational effectiveness, the line between the professional and the personal are blurred to the point that the distinction is artificial and unhelpful.



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Expert commentary accompanying the Harvard research gave a clarion call to professional coaches for accountability and transparency in their methods. They must be more than a mere sounding board, consultant, or informal advisor. P. Anne Scoular (2009), who teaches coaching at the London Business School, warns, “If a prospective coach can’t tell you exactly what methodology he uses—what he does and what outcomes you can expect—show him the door. Top business coaches are as clear about what they don’t do as about what they deliver” (p. 96). Although most communications between coach and client are confidential, the Renewal Coaching framework is transparent and should be clearly disclosed to your clients and client organizations.

As a professional coach, you already know the value of an alternative perspective and of integrating alternative systems. You have probably already helped clients to identify the gap between the present and their vision for the future. Equipped with the Renewal Coaching framework, you will add value to your present clients and help get coaching relationships that may be stuck to the next level of productivity and satisfaction. You will have a clearer system for asking questions, providing feedback, and delivering results.

Although we publish our research, case studies, assessments, and ideas in the hope that they will be widely used, it is important to note that the term Renewal Coaching is a service mark protected by domestic and international intellectual property laws and may not be used without the express written permission of Renewal Coaching, LLC. If you are interested in becoming a licensed professional renewal coach, please contact us and we will be happy to assist you.

