

Sample Tools from The “Energizing Change” Toolkit

THE EIGHT ESSENTIAL SKILLS FOR ENERGIZING CHANGE

**Laying the Personal Foundation
for Effective and Sustainable Leadership**

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THE SPARKS CENTER

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**THE SPARKS CENTER
TOP TEN TIPS FOR SUCCESS
IN COMMUNITY BUILDING AND ENGAGEMENT**

Think big, start small

Identify and expand “islands of success” rather than trying to contract oceans of failure

Don’t confuse means with ends

When you are next confronted with a problem, before you try to solve it focus first on the opportunity to build a relationship

Substitute creativity and connections for cash

Remember that everyone and everything is a potential asset—we don’t lack for resources as much as for resourcefulness

Meet ‘em where they are

Build on your own pleasures and make things fun for others

Look for new ways to capture people’s imagination

Don’t be so worried about making mistakes but make NEW mistakes!

DON'T SIT ON YOUR ASSETS™

A. PAST SUCCESSES OF YOUR ORGANIZATION

B. PAST SUCCESSES YOU HAVE EACH BEEN A PART OF (WITH KEY ELEMENTS)

C. POCKETS OF PEOPLE

All the informal gatherings of people on your campus (if you are at a university) and/or in your community. *Who* gathers *Where* and *When*? You need to know *where* you can find them in order to connect with them and make use of them as an asset.

D. TREASURES

Those special places, events, and “living treasures” that are truly distinctive about your community, whose disappearance would make your community less the place that it is.

E. PLEASURE TREASURES

What you do for fun.

F. TALENT POOL

Informal talents, strengths and interests of your own or of others you know or have access to.

G. THE TIES THAT BIND

Personal and organizational connections participants have in other parts of the university and in the broader community

H. FORGET ME NOTS

Things which used to exist but do not currently exist

I. NOT SO HOTS

Things which might appear to be “negatives” that you can turn into an asset (E.g. Gilroy’s garlic, International Falls’ cold temps and icy wind)

J. CLOSE AT HANDS

Assets that are one step removed

K. WHAT’S OUT THERE

A.C.E. CHALLENGE

“WON’T IT BE GREAT WHEN ...”

Among the numerous priorities you have for your work right now, which ONE would you say you want to make *sure* you complete in the next three months?

In connection with that priority, how will you know “success” when you see it? *What will you be able to count up or see in a specific moment?*

Please articulate an objective for the quarter that would meet the “A.C.E. Challenge.” That is, it should be stated in a way that is *achievable*, *clear* and *engaging*. To me a good indicator of “*achievability*” is that you have articulated it at a scale that is no smaller than would be satisfying to you, but no larger than you would stake your job on. It should be largely within your own control. “*Clear*” means that you would definitely be able to recognize your success when you see it in the terms you are defining. “*Engaging*” means that it at least captures your own imagination.

Another way of saying this is “I will make sure that this next quarter does not come to an end without me having at least _____”

FIRED UP

It is a much better "Burnout Buster" strategy to expand ISLANDS OF SUCCESS than to try to contract oceans of failure

I want each of you to write down one experience that energized you (ideally at your current work) and the ingredient(s)/element(s) that made it feel energizing to you.

I called this activity "Fired Up" or "Fine Moments" rather than "Building on Success," as I used to, because people often do not define things they have done as successes unless they seem large scale.

An experience I had that energized me was

One key element that made this energizing for me was ____

After writing this down, share your experience and your "Energizing Element" with a partner.

THESE ARE A FEW OF MY FAVORITE ING_s

Identify 5-10 activities at work and non-work that are energizing
Each activity needs to end in an "ing" * Be very specific and detailed with
"modifiers" * List most energizing activities first

Remember, on the one to ten scale, a "ten" is something that is so energizing you would do it even if no one paid you one dollar! A "one" is so draining that even if someone offered you a million dollars to do this all day everyday for a year, you would not be able to do it! Start with your 8's, 9's, 10's 1's and 2's.

ACTIVITY– High Energizing - Work	A NUMBER FROM 1 TO 10

INGs Chart

Each activity needs to end in an "ing" * Be very specific and detailed * List most energizing activities first

ACTIVITY– High Energizing - Personal	A NUMBER FROM 1 TO 10

INGs Chart

Each activity needs to end in an "ing" * Be very specific and detailed * List most energizing activities first

ACTIVITY-Draining-Work	A NUMBER FROM 1 TO 10

INGs Chart

Each activity needs to end in an "ing" * Be very specific and detailed * List most energizing activities first

ACTIVITY– Draining - Personal-	A NUMBER FROM 1 TO 10

Key Points re INGs

For Yourself

Don't get too excited about fancy job titles vs. your actual activities

Identify your most energizing activities with good detail re "modifiers"

Expand your energizers rather than trying to contract your drainers

Make slots in your calendar for the next 9 or 10 on your list not for the next task. Always schedule a 9 or 10 for the time before you leave work. That is, plan ahead so that when you have a low ING ahead that you just cannot transform into a higher ING or get rid of, you do not let the work day end on a low ING.

Make sure you schedule at least three 9's or 10's each day.

Take an action step on one of your **"PoTENTIALs"** that is a 5, 6, or 7 that could become an 8, 9, or 10 with a few changes/modifiers

Apply the "Sudoku Principle" and schedule blocks in pairs so you follow a log ING with a higher ING trying to get the total as close to 10 as possible

Schedule 50% of your time for the next week with your most energizing INGs before your time gets filled up with drainers

Set up a way to monitor for the "75% Test" each quarter

Ask someone you trust at work to share their energizers and drainers and tell them you want to support each other when you have a low ING to deal with.

Talk with your supervisor about your high INGs that you want to make more space for and your lowest INGs and what you need to change

For People With Whom You Work

Do the INGs exercise with those who report to you so that you can know what energizes and drains them

Don't "Pass on the Dysfunction" (POD) just because you have lots of low INGs in your job

Try to engage people based on the INGs that energize them the most

At least be sympathetic to those who you know will be engaging in low INGs

Try to move tasks around so that those for whom a certain ING is a 2 might be able to trade that responsibility to someone for whom it is a 7

Set up INGs swapping parties to facilitate three-way trades

What thoughts do YOU have of at least 2-3 concrete ideas for what you will change this month to manage your time differently now that you know about INGs?

GOOD LIFE INDEX

Whether you are aiming to optimize your prospects for success in your leadership work, avoid burnout, or just be successful at a project you are undertaking, there are two essential questions to consider:

“What is truly important?” and “What is enough?”

The Good Life Index is a planning and monitoring tool to help you articulate your own vision of “success” in monthly terms, define what is “enough” to help you know what to aim at, and what to check in with to see if you are on track. These should be quantifiable, achievable elements of your personal vision of success. What is critical to living a good life? Often these are small daily things.

Frame these in terms of one month by completing the phrase:

“For me a successful month is a month in which I experience ...”

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Frame these in the positive.

List ten items and make sure that at least three items are work-related.

This is a first draft so don't get too worried about making them perfect yet. Draft your own and then share yours with a partner.

GUIDING VISION

This activity speaks to *how* you want to do your engagement and/or leadership work.

Think of an activity in which you feel comfortable, confident, and have an experience of "flow." Then fill in the two blanks below in the phrase

"I want to do my leadership work the way that I

(the activity)

in that _____

LEADERSHIP GROWTH

“When I think about **HOW I WANT TO GROW IN MY LEADERSHIP**, the two core elements of how I already am that I want to build on are

_____ and _____.

” (e.g. Compassionate, clear-headed)

A third attribute I aspire to embody more consistently is

_____. (e.g. Courageous,

Self-nurturing,)

“IF I WERE ALREADY THE KIND OF LEADER I AM ASPIRING TO BECOME MORE CONSISTENTLY OF _____ (one adjective), AND I WERE FACED WITH THIS DECISION, WHAT WOULD I BE SAYING TO MYSELF RIGHT NOW??

THEN ASK YOURSELF: “IF I WERE SAYING THAT, WHAT SMALL STEP WOULD I TAKE?”

Please remember the practice is as follows: whenever you are being called upon to make a decision, try, whenever possible, to PAUSE and slow down the decision-making process to give yourself time to reflect and get clear on what you would be *saying to yourself* if you were already the kind of leader you are working to become. The key here is NOT about just trying to shift your pattern of action per se but about changing your internal narrative. Skillful leadership is not just about being able to make quick decisions as some people often suggest but about being able to make thoughtful, intentional decisions.

The important thing is not to try to take some giant steps in this regard but take a lot of small steps in the right direction.