

# FOUR FRAMES FOR VIEWING PERSONAL CHANGE

by Geoff Bellman--Excerpts from *The Beauty of the Beast*, Berrett—Koehler, 2000

## THE REACH FOR RENEWAL

### 1. Pursue life.

- What do you aspire to in your life?
- How do you currently realize these life aspirations through what you do?
- How do your aspirations fit with the world that surrounds you?
- What opportunities are there to engage important others in these questions?

### 2. Commit to a compelling unknown.

- What are the best outcomes you hope to see from your life?
- What could you attempt that would be potentially good for you and exciting to people around you?
- Describe some projects in your life that were especially exciting to you. What made them that way?
- What must your life work have to contain in order for you to commit strongly to it?

### 3. Take a grand leap.

- What would be a truly great and scary leap forward for you?
- What do you find most compelling about making this great leap?
- What frightens you about the leap?
- How could you decide whether to take this leap?

### 4. Face the future ready to learn.

- How do you uphold the importance of learning?
- Where have you demonstrated humility?
- What do you need to learn? What are your key unanswered questions?
- How might you show a readiness to learn in the midst of change?

### 5. Create irrational positive expectations.

- Describe successful experiences you have had in which trust and hope were essential elements.
- What does trust mean to you? How do you demonstrate it?
- What do you hope for each day of your life?
- How do you hope your work here will support your life outside of work?

# THE ROOTS OF RENEWAL

## 6. Renewal takes root in the past.

- What are the essential values and purposes that make you what you are, without which you would cease to be?
- Which of these are most important to your future?
- How are you supporting the continuation of these from your past into your future?
- Who would be especially important to engage in this effort?

## 7. New effort relies on old resources.

- Recall experiences from your past that allowed you to be who you are today.
- What special experience and abilities, connections and culture, have you developed over the years?
- What from your past is especially important to your future?
- What could you do to make assure that your efforts at change build on your personal history?

## 8. Change doesn't make sense.

- What part of you thinks the changes you are considering making are “nonsense”? How would you express that?
- How do you appreciate yourself with all your effort, history, and patterns—whatever those might be?
- How do you insure the changes you are considering really make sense for you?
- What could you do to help yourself feel good about yourself while making changes in your life?

## 9. You fall back on the familiar.

- What are some of your old and familiar ways? Give a positive and a negative example.
- Describe experiences in which you relied on old ways past their usefulness.
- What are your reactions when your established ways are challenged?
- What are you doing to demonstrate your openness to new ways?

## 10. You spend years preparing not to change.

- What is one habit of yours, and how is it valuable to you?
- What are some examples of habits you used to have that you have dropped or replaced?
- When you have changed, what caused you to change?
- How could you reconsider your life habits to make sure they are serving you well?

# THE RESPONSE TO RENEWAL

## 11. There is no right answer.

- How does your way of working keep you open to information you might need?
- What larger purpose do you uphold that guides almost every decision you make?
- How do you choose? What's your process? Describe it.
- Describe experiences in which you have come up with good alternatives and made good choices.

## 12. Find the creative tension.

- If creative tension is defined as an important gap between what you've got and what you want, what are three important gaps you are now working with?
- How do your aspirations, values, or goals figure in the gaps you've identified?
- Tell about an experience in which you did a good job helping yourself and others understand a gap that needed action.
- Give examples of how the gaps you experience are different from other people's gaps.

## 13. Make the complex simple.

- Think through some examples of how you deal with complexity in your life.
- How do you make the complex simple for yourself and for others?
- How do people react to your simplifying of situations? ? What can you learn from this?

## 14. Create informed choice.

- Describe an experience in which you were able to make a better choice because of the array of options before you. How did you feel about that?
- How could you regularly expand people's array of options?
- What do you do when working with others to help them make better choices?
- How do you help other people build their commitment to decisions?

## 15. Engage everyone.

- What are your underlying assumptions about how people ought to be involved in change that affects them—whether at work, at home, or in the community?
- Tell of a successful change experience in which the key people affected were successfully involved in making change.
- How would your efforts to help others change be affected if you were suddenly required to engage everyone involved?

# THE REALITIES OF RENEWAL

## 16. You will be asked for more than you offered.

- Consider changes you have made in the last few years: What made those changes more and less successful?
- Describe changes you have undertaken that ended up taking a lot more effort than you originally intended.
- What do you typically do when you find the personal change you intended requires much more effort than you had originally intended to give? Do you have patterns of doing this?
- How do you deal with others when they begin to give up because of the magnitude of effort required?

## 17. Sustaining renewal is always the challenge.

- Describe two examples of personal change that you initiated and sustained for years?
- What is the difference for you in initiating personal change and sustaining it?
- What do you do over the long term to sustain the personal changes you wish to make?
- What and who around you helps you sustain personal change and make the new behavior part of who you are?

## 18. Renewal requires loss.

- What are personal experiences have you had in which loss and pain accompanied success and happiness?
- What is your first response to an important loss in your life (a friend, a parent, a project, a game)? Have you noticed any patterns in how you respond to loss—whatever it might be?
- What have you learned about the pain that often accompanies change?
- What could you do to make it more likely that you will embrace change the next time it happens?

## 19. If it's worth doing, it's worth doing slowly.

- How do you assure yourself that you are moving at a pace and with an intensity appropriate to your work and life?
- Recall an experience in which you faced time pressures--and succeeded. What allowed you to succeed?
- What is your response when the time you have to complete something is sharply reduced?
- How do you make it less likely that you experience time binds in your life?

## 20. You make renewal happen here and now.

- Recall three times when you took responsibility for taking action here and now—rather than sitting around and waiting for someone else to make things happen.
- What have you done recently that demonstrates your commitment to making things happen here and now?
- Do you have a bias about people and/or organizations as aids or deterrents to change?
- How have you used the power of organizations to aid you in bringing about change?