

Support TOOL CARD
Heat Map

Objectives	Help the teacher to realize when during the year, he/she had stressful time to better anticipate during the year after
Target	Beginning teachers during their first years
When	For coaching sessions, mid-year feedback or end-of-year feedback sessions
Methodology and timing	<p>Questions that help to structure the session:</p> <ul style="list-style-type: none"> – What were factors of stress? – What was a technical, what was an adaptive challenge? – How has the person defined and solved the challenges, with which tools? – What helps the person? Which resources does he/she have to rely on? – What do he/she have to keep in mind to prevent negative stress?
<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="width: 45%;"> </div> <div style="width: 45%;"> <p>The productive zone of disequilibrium</p> <p><small>Source: Adapted from Ronald A. Heifetz and Donald L. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in <i>The Leader's Change Handbook</i>, eds. Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III (San Francisco: Jossey-Bass, 1998).</small></p> </div> </div>	
Advices	/
Sources	concept by Ronald Heifetz, Founding Director of the Center for Public Leadership at the John F. Kennedy School of Government, Harvard University , co-founder of Cambridge Leadership Associates
Proposed by	<i>Teach First Deutschland</i> tutor