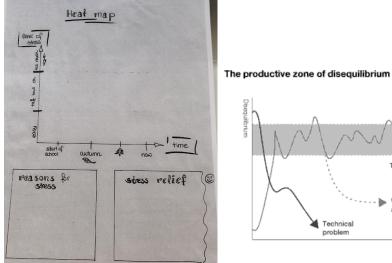
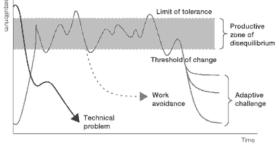
Support TOOL CARD

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	 Questions that help to structure the session: 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?







Source: Adapted from Ronald A. Heifetz and Donald L. Laurie, "Mobilizing Adaptive Work: Beyond Visionary Leadership," in *The Leader's Change Handbook*, eds. Jay A. Conger, Gretchen M. Spreitzer, and Edward E. Lawler III (San Francisco: Jossey-Base, 1996).

Advices	/
Sources	concept by Ronald Heifetz, Founding Director of the <u>Center for Public Leadership</u> at the <u>John F. Kennedy School</u> <u>of Government</u> , <u>Harvard University</u> , co-founder of <u>Cambridge Leadership Associates</u>
Proposed by	Teach First Deutschland tutor