

The Resilient Professor™

SELF-GUIDED WORKBOOK



Michael Alleruzzo

Educator | Speaker | Coach | Consultant

WELCOME AND THANK YOU!

Thank you for your interest in my program.

I hope this self-guided workbook acts as a positive start to your resilience journey or adds a new instrument to your professional development toolkit.

This guide is for you to use as a framework for working through your more difficult challenges. I hope it is a valuable resource toward solving your next professional challenge.

Please feel free to share it with your college professor colleagues for their development.

If you...

- Have feedback on my program
- Have questions about the program
- Want to bring me to your campus to offer the program as a workshop for your faculty
- Wish to discuss engaging in some 1:1 coaching sessions with me

Please visit my website, email me, or connect with me on LinkedIn!

Website

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AWARD-WINNING COLLEGE PROFESSOR

CERTIFIED LEADERSHIP COACH

The Resilient Professor™

FACULTY CHALLENGE AUDIT
Where do your professional challenges / stressors exist?

Check all that apply. Make notes as appropriate.



COURSES

☐ Topic / Level / Modality / Other



STUDENTS

☐ Behaviors / Expectations / Accountability / Other



SCHEDULE

☐ Days / Times / Other



WORKLOAD

☐ # Courses / # Students / Work-Life Balance / Other



COMPENSATION

☐ Salary / Overload Opportunities / Grant Opportunities / Retirement Plan / Benefits / Other



LEADERSHIP

☐ Chair / Dean / Provost / Other



INSTITUTION

☐ Service Expectation / Research Support / Development Support / Resources / Other



WORKSPACE

☐ Classroom / Office / Technology / Other



MISC.

☐ Colleagues / Culture / “Justice” in Decisions / Campus Climate / Other

MY CHALLENGE TO ANALYZE FOR TODAY IS...

The Resilient Professor™

STEPS FOR SUCCESS

Prioritize

...an important challenge you are facing.

And get yourself into a mindset toward a positive, productive solution.

Analyze

...it's sources, dynamics, context, etc.

Being able to (objectively) analyze the situation you face is critical. This means diagnosing the elements of the situation, its dynamics, the power equation, and key stakeholder perspectives.

Even though this may be a familiar situation, it may exist in a new context, for example, with a new key stakeholder. How can you approach this situation afresh?

Visualize

...what a positive, productive solution / outcome might look like.

At the conclusion of the situation, how do you want to feel and be seen? What will the relationship between you and the key stakeholders look like? (ally / adversary)

Strategize

...how to achieve your desired solution / outcome.

First, when you are faced with a (perhaps similar) situation, how do you initially respond? Do you attempt to come to a solution that will satisfy you, as well as the key stakeholders? Are you assertive, aggressive, or forceful? Do you try to ignore the situation in the hope that it will go away? Understanding your natural style is essential to ensure that you are aware of your potential reactions to a situation. This can be learned through assessments, feedback from external observers, or your own internal reflection of past challenges. This knowledge will help you identify which strategies will support the goal you wish to achieve for this situation.

Next, assess your options for action, and for each, dig deeper into what that implementation would look like, and how well you think it will result in your desired outcome.

Mobilize

...the necessary resources (time / people / energy) and take action.

Then, take the appropriate action toward your desired outcome. Monitor the situation along the way for red flags and the need for possible adjustments.

Realize

...how well things worked out – through reflection, evaluation, and learning.

After the situation has “concluded”, objectively reflect on it. What did you learn from the situation and how you handled it? How did it go? Might it have gone better? If so, how? Might there be anything to consider for the next challenge?

Energize

...yourself by focusing forward in a positive, productive way.

PRIORITIZE

...an important challenge you are facing.

Mindset Matters

- Why is this important to me? Given my other responsibilities, how critical of a priority is this?
- How can I detach from any initial biases and approach this situation afresh?
- How objectively and carefully can I balance alternative strategies?

ANALYZE

...it's sources, dynamics, context, etc.

Situation Factors

Context

- What might have triggered / caused this situation?
- What do I (need to) know about this situation?
- How similar / different is this to previous situations?
- What are the situation's dynamics?
- What if this situation is not resolved well?
- What is the 'Power Equation'?

Internal

- What elements are within my control?
- What biases / assumptions might I be bringing to this situation?
- How might I be contributing to this situation?
- What emotional state am I in, and how might that be affecting my perception?
- What impact is this situation having on me right now?

External

- What elements are outside of my control?
- What do I (need to) know about this person / faction?
- What biases / assumptions might they have?
- How might they see this situation?
- How might they be perfectly rational in acting the way they are?

ANALYZE

...it's sources, dynamics, context, etc.

Situation Dynamics – Highlight / select all that apply to your chosen challenge.

- **Task** – What should be done
 - **Process** – How something should be done
 - **Relationship** – Interpersonal incompatibilities
 - **Clan** – Involves the organization's culture
 - **Values** – Incompatibility of beliefs and principles that guide peoples' behavior
 - **Goals** – Different views on perceived best outcomes
 - **Power Struggle** – Efforts to gain power or status
 - **Resources** – Allocation of time, people, money, other
 - **Intrapersonal** – Conflict within oneself
 - **Interpersonal** – Conflict between individuals
 - **Substantive / Bureaucratic** – Policies, procedures, resource allocation,
 - **Emotional** – Involving distrust, fear, resentment, relationships
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VISUALIZE

...what a positive, productive outcome / solution might look like.

Primary Question

- As a result of this interaction, do I want to be seen as more ally or adversary?

Consider the following questions:

- What outcome would I like from this situation?
 - What might that look like?
 - What am I willing to risk toward that outcome?
- What obstacles might exist?
 - Are these more internal or external to me?

STRATEGIZE

...how to achieve your desired solution / outcome.

First...Understand Your Natural Style

What is my natural style / strategy when I get in these types of challenging situations?

Collaborative

Looking for the win-win. Finds mutually beneficial solution. Looks to listen, identify shared values, and engage in creative problem solving so that all parties can be most satisfied.

Authoritative

Desire to “win”. Often disregarding the needs of the other stakeholders. Often firmly entrenched in one’s own P.O.V. May use influence to direct outcome.

Compromising

Give in to one goal to potentially have another satisfied. Often negotiate to find the “middle ground”. Has an expectation that the other stakeholder will operate in kind.

Accommodating

Yield to others. Willingly give up on own goals. Selfless, perhaps to the detriment of their own satisfaction. Seeks to maintain harmony at the expense of their own goals.

Avoidant

Ignore one’s own needs. Issue may remain unresolved because of “sidestepping” or withdrawing from issue. May include fear of conflict.

Style Questions

- What might each of these styles look like?
- When has my natural style benefited me?
- When has my natural style inhibited me?
- What changes might I consider making to achieve the solution / outcome I wish to realize for this situation?

STRATEGIZE

...how to achieve your desired solution / outcome.

Next...Review Available Options

Primary Strategies

- Keep your composure
 - Remain calm(!)
 - Be seen in as positive a light as possible
 - Remember the ‘Power Equation’
 - Understand what this person wants
 - Positions are what you want
 - Interests are why you want it
 - Focus on interests first, and positions second – for you and for them
 - Focus on objectively problem-solving over emotions
 - What is the (real) issue here?
 - Think back to the importance of mindset
 - Find a path to a positive outcome – *even if imperfect*
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Questions

- What are my available options for handling this specific situation?
 - Which option is most likely to result in the outcome which I seek?
-

Consider what the implementation of a specific strategy would look like.

- What steps might be necessary to achieve my proposed desired outcome?
- How much time & effort will be needed?
- Will I need the help of others? From whom?
- What might I need to write / say / do?
- What might be the result of this action / How might the other person / faction react?
- What if this doesn’t work – or goes really bad?

MOBILIZE

...the necessary resources (time / people / energy) and take action.

Implement a Strategy

- Put the (serious) time and effort into the strategy.
 - Along the way...
 - Monitor for potential red flags.
 - Make necessary shifts as the dynamics evolve.
-

REALIZE

...how well things worked out – through reflection, evaluation, and learning.

After the situation has “concluded”...

Reflect

Take some time to:

- Step back and analyze the situation fully.
- Consider journaling your experience.
- Perhaps enlist a confidant...
...for an objective P.O.V. of the situation, your analysis of it, your handling of it, and the outcome.

Evaluate

Ask yourself:

- What new information do I now have?
- How did my response work out in comparison to my desired outcome?
 - What went well?
 - What could have gone better?

Learn

Consider:

- How might I now see things in a new way?
- What might I do differently next time to realize a better outcome (if needed)?

***If faced with a similar situation in the future, with a similar desired outcome,
how well do I think my response will lead me toward that?***

ENERGIZE

...yourself by focusing forward in a positive, productive way.

This can be done at any time, but it is especially important after a difficult challenge. It focuses forward to gratitude, which moves our mindset to positivity and productivity.

Reconnect with what brings you meaning and joy

In Your Work

- What are some of my gifts related to my work as a college professor?
 - What about being a college professor brings me joy?
 - Who in my profession (or industry) inspires me?
-

Outside Your Work

- What are some of my gifts outside of my work as a college professor?
 - What outside of being a college professor brings me joy?
 - Who outside of my profession (or industry) inspires me?
-

Move Forward With Intention

- How might I leverage my gifts / that which brings me joy?
- What might I learn from the people who inspire me?
- What do I want to accomplish in the next (academic) year?

CHALLENGE ANALYSIS – CHECKLIST

Use this tool to quickly assess the situation, your goals, and options.

PRIORITIZE



Why is this important to me?

☐

Consider this situation afresh.

☐

ANALYZE



What might have triggered / caused this situation?

☐

Analyze how this situation is similar / different from others I have experienced in the past.

☐

Analyze this situation, its sources, dynamics and Power Equation.

☐

Analyze what elements are within my control and out of my control.

☐

Analyze what / how I am thinking and feeling right now (my emotional state).

☐

Analyze the impact this situation is having on me right now.

☐

Analyze how I might be contributing to this situation (my biases, assumptions, etc.).

☐

Analyze the perspective of the other person / faction (their biases, assumptions, etc.).

☐

Analyze the impact this situation might have if it is ignored or not resolved well.

☐

VISUALIZE



Decide how I want to be seen by the 'other side' (ally / adversary).

☐

Picture what outcome I would like for this situation (and how that would look).

☐

Consider what obstacles might exist toward this desired outcome (internal / external).

☐

STRATEGIZE



How do I naturally respond when I face a similar challenge, or when I feel this way?

☐

Consider how past similar situations have resulted when I have responded in my natural way.

☐

Recheck my emotional state – *Remain calm* – remember the importance of mindset.

☐

Review my available response options and which might result in my desired outcome (and risks).

☐

Understand positions and interests.

☐

MOBILIZE



What will implementing these possible strategies look like? (Time / Energy / People)

☐

REALIZE



Take the time to reflect on the situation, evaluate how it went, and what I learned.

☐

Consider enlisting the perspective of a valued confidant.

☐

ENERGIZE



What is my plan for focusing forward in a positive, productive, healthy way?

☐

FINAL FOCUS

What am I willing to do for a successful outcome for my (challenge / course / students / self)?

What is one goal I want to set?

To achieve this goal...

- What mindset must I adopt?
- What competence must I develop?
- What commitment will be necessary?
- What resources do I need?



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Educator | Speaker | Coach | Consultant



SERVICES FOR COLLEGE PROFESSORS

The Resilient Professor™

College professors face unique workplace challenges. These have been exacerbated since 2020. Faculty should feel confident and successful as educators, researchers, advisors, and mentors. They deserve to feel welcomed and included, as members of a thriving academic community. And they want to realize optimistic outcomes that include positive course evaluations, contract renewals, and opportunities for tenure and promotion.

Too often they are met with external obstacles that threaten this success. Common faculty frustrations include student defiance, feelings of injustice due to arbitrary decision-making by administration, unproductive meetings, administrative communication issues, and university systems that hinder rather than support faculty. College professors are frustrated, exhausted, and confused – and they need help to best cope in the face of these challenges.

Free consultation.
Want more information?
Visit my website:
www.michaelalleruzzo.com

The Resilient Professor™ is a strategic system for managing challenges in higher education. My program helps college professors analyze what they can do to navigate through and around these challenges in healthy ways. As an outlet for faculty to engage in a formal model for self-reflection and problem-solving, I believe my program helps lead to healthier college faculty, and as such, healthier college students, and healthier college classrooms.

COACHING FOR COLLEGE PROFESSORS

I'm a college professor. I'm a coach. And I coach college professors.

In addition to being a college professor for 25 years, I am a certified leadership coach, and I have helped other college professors with their unique career challenges. Topics that often benefit from coaching include student issues, administrative expectations, work-life balance difficulties, and time management strategies.



My Mission

To use my knowledge of leadership outside the classroom, and support my clients in their development, helping them to grow professionally and personally.

My Values

- *Integrity* – do the right thing, the right way, the first time, for the right reason
- *Care* – show respect for everyone's feelings, opinions, and individual differences
- *Engagement* – act in ways that are dynamic, charismatic, and inspiring
- *Communication* – provide feedback that is positive, constructive, objective, and practical
- *Excellence* – champion high standards, and challenge others to do the same

Award-Winning College Professor | Certified Leadership Coach

"Michael is someone who truly loves helping others grow both professionally and personally."

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