

Immunity to Change Process

Instructions

1: Commitment (Improvement Goal)	2: Doing/Not Doing Instead	3: Hidden Competing Commitments	4: Big Assumptions
<p>A goal that would excite you personally if you were able to make significant progress toward it.</p> <p>What belongs here?</p> <ul style="list-style-type: none"> Something important to you Something important to someone around you Something that focuses on changes <i>you</i> need to make <p>What doesn't belong here?</p> <ul style="list-style-type: none"> A goal focused on changes others need to make A goal that you need others in order to accomplish 	<p>Things you are doing or not doing that work against your Column 1 goal</p> <p>What belongs here?</p> <ul style="list-style-type: none"> Specific behaviors As many behaviors as you can think of that undermine your Column 1 goal <p>What doesn't belong here?</p> <ul style="list-style-type: none"> Feelings Things that others are doing or not doing Reasons why you do or don't do things 	<div> <p>Worry Box</p> <p>If I imagine trying to do the <i>opposite</i> of the entries in Column 2, what are the most uncomfortable feelings that arise?</p> <p>I worry I will...</p> </div> <p>Convert each fear into a possible commitment</p> <p>What belongs here?</p> <ul style="list-style-type: none"> Commitments that keep the things in our worry box from occurring Commitments that make Column 2 behaviors sensible <p>What doesn't belong here?</p> <ul style="list-style-type: none"> Commitments to "fix" behaviors in Column 2 	<p>Assumptions underlying Column 3 commitments</p> <p>What belongs here?</p> <ul style="list-style-type: none"> Assumptions that may or may not be true Assumptions that, if true, make one or more Column 3 commitments unavoidable As many potential big assumptions as you can think of If – then statements
<p>Next Steps:</p> <p>What big assumption gets in your way most?</p> <p>How might you test this assumption?</p> <p>What outcomes would confirm or contest your big assumption?</p> <p>Who could serve as your support system?</p>			

Adapted from Kegan & Lahey: Immunity to Change

Example

1: Commitment (Improvement Goal)	2: Doing/Not Doing Instead	3: Hidden Competing Commitments	4: Big Assumptions
Stop committing to things I don't have enough time to do well	<p>Saying yes</p> <p>Offering to help without checking calendar first</p> <p>Telling myself I can fit it in (rationalizing)</p>	<div style="border: 1px solid black; padding: 10px; margin-bottom: 10px;"> <p>Worry Box I'll miss out on something. I won't be seen as adding value.</p> </div> <p>To be part of things</p> <p>To be seen as valuable</p> <p>To get compliments from coworkers</p> <p>To be seen as dependable</p>	<p>If I don't participate in something, others will realize they can get along fine without me.</p> <p>If I say no, others won't see me for the helper I like to be.</p> <p>If I say no, others will be angry.</p> <p>If I say no, someone else will get recognized for being helpful.</p> <p>If I say no, I won't get opportunities in the future.</p>
<p>Next Steps:</p> <p>What big assumption gets in your way most? <i>If I say no, others will be angry.</i></p> <p>How might you test this assumption? <i>The next time I'm asked to do something, I will check my calendar first and ask myself: Do I truly have the time needed to do this well? If the answer is no, I will say "I'm sorry – I just don't have the time to give this the attention it deserves."</i></p> <p>What outcomes would confirm or contest your big assumption? <i>Confirm: Frowning, sighing Contest: Saying "I understand", "It's OK", smiling.</i></p> <p>Who could serve as your support system? <i>Coworker Alice, friend Hakeem</i></p>			

Partner Interviews

1: Commitment (Improvement Goal)	2: Doing/Not Doing Instead	3: Hidden Competing Commitments	4: Big Assumptions
<p>Check: Is this commitment something that your partner can directly control?</p>	<p>Check: Has your partner listed specific behaviors (things you can see or hear)?</p>	<div> <p>Worry Box</p> <p>Ask: If you imagine trying to do the <i>opposite</i> of the entries in Column 2, what are the most uncomfortable feelings that arise for you?</p> </div> <p>Ask: What commitments are preventing the things you're afraid of from happening?</p>	<p>Ask: What assumptions might your commitments be based on?</p> <p>Check: Are these if-then statements?</p>