

Skill Building: Immunity to Change

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Sound Familiar?

If you're not part of the solution, you're part of the problem.

What About This?

If you're not part of the
problem, you can't be
part of the solution.

Adam Kahane: *Collaborating With the Enemy*

“Collaborating with others, especially those who do not agree with or like or trust us, requires us to join with them, shoulder to shoulder, as peers and equals.”

Adam Kahane, *Collaborating With the Enemy*

System Leader Skills

1. See the larger system
2. Foster reflection and generative conversations
3. Shift the collective focus from reactive problem solving to co-creating the future

Foster Reflection and Generative Conversations

- Think about our thinking
- See that problems “out there” are also “in here”
- Really *hear* points of view different from our own

Critical when responsibility for the solution resides within the “followers”

As leaders, we don't have the answers.

What's With the Name...

Immunity to change ?

Immunity to Change is a Self-Sustaining SYSTEM



Immunity to Change Purpose

Uncover unexamined beliefs and assumptions that may be holding us back

Instill a more conscious and constructive set of beliefs

Can be done on an individual basis or as a group.

The Process

1. Identify a goal
2. Make a list of things that you are doing, or not doing, that works directly against your goal
3. Consider your Big Worry: If you imagine trying to do the opposite of your behaviors in #2, what feelings arise? Convert each of these fears into a possible commitment.
4. Name the big assumptions which may be underlying these commitments

Example

1. Identify a goal

Stop committing to things I don't have enough time to do well

2. Make a list of things that you are doing or not doing that works directly against your goal

Saying yes, offering to help without checking calendar

3. Consider your Big Worry: If you imagine trying to do the opposite of your behaviors in #2, what feelings arise? Convert each of these fears into a possible commitment.

I'll miss out on something.

Committed to be part of things, to be seen as valuable.

4. Name the big assumptions which may be underlying these commitments.

If I don't participate in something, others will realize they can get along fine without me.

If I say no, others will be angry.

Try It!

Pick one finding from yesterday's consensus workshop that would excite you personally if you were able to make big gains on this goal.

Avoid a goal that you could accomplish by learning a new technical skill.

On Your Own:

Columns 1 & 2

Partner Interviews:

Columns 3 & 4

I've Completed My Worksheet. Now What?

1. Choose the big assumption that gets in your way most.

If I say no, others will be angry.

2. Plan a test.

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."

3. Identify a support system – someone you can give a heads up, ask for feedback, etc.

4. Plan for data collection. What outcomes would confirm or contest your big assumption?

Confirm: Frowning, sighing

Contest: Saying "I understand", "It's OK", smiling

5. Draw conclusions

What's Next?

On Your Own:
Next Steps

With Your Partner:
Debrief

References

Kahane, A. (2017). *Collaborating with the enemy*. Oakland, CA: Berrett-Koehler.

Kegan, R. & Lahey, L. (2009). *Immunity to change*. Boston: Harvard Business School Publishing.