

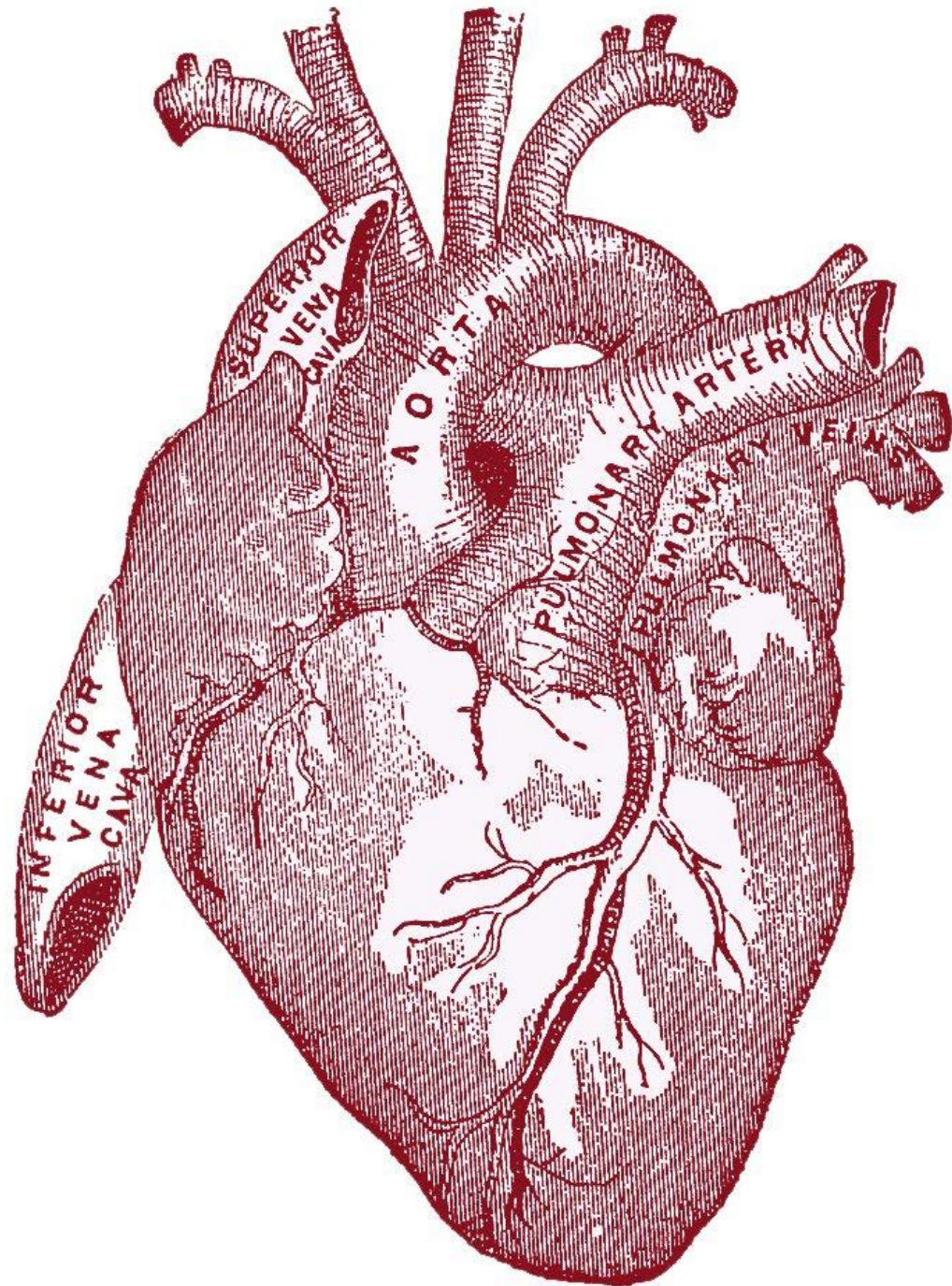
Immunity to Change

JCU
Scott J. Allen, Ph.D.
12.2.15

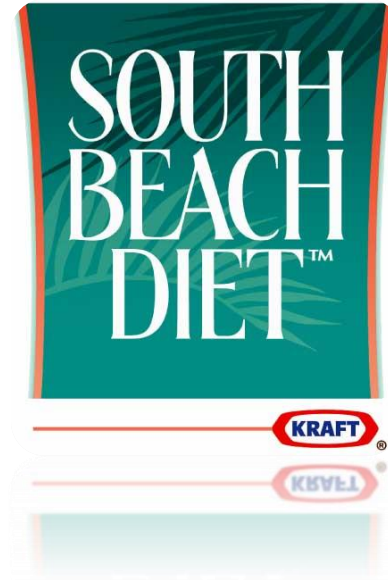
Immunity to Change

Robert Kegan and Lisa Lahey

Harvard University



Another Study...



107%



We Are All Fascinating Case Studies...

Create insight into why change is so difficult –
bringing to light hidden barriers

Inward Bound...



A Few Thoughts

- Fast moving learning space
- We will be “constructing a map”
- The basic rhythm of the workshop...
 - Ask you a question
 - Give you time to think
 - Invite you to check in with a neighbor
 - We’ ll start the process over
- Today is about *great* conversations

Ground Rules

- Your role as partner
 - **Not to push, pull, or challenge.** Take your partner where they are and follow their pace and most important, *listen*.
- Your role as speaker
 - You decide how much you share
- **Important!** Ask me questions when I am unclear with directions...This activity is like a math equation

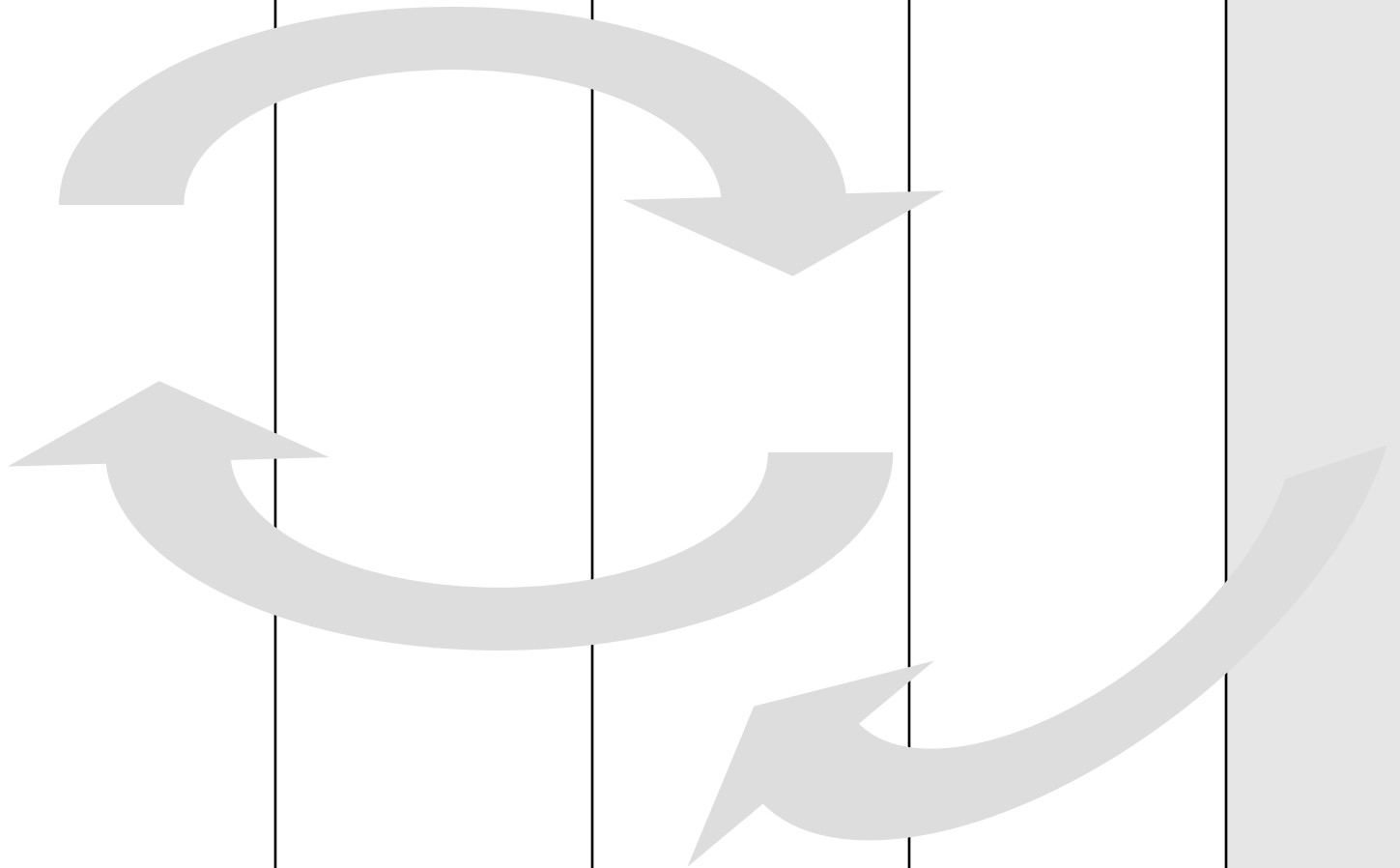


1

2

3

4



A Warm Up Question

Imagine you were to invite 5 or 6 people to a meeting (Let your self be at the table as well). These could be co-workers, family members and loved ones. They intend you well and they are on your side. You ask them one question:

“Given you know me well, can you identify one or two areas for improvement that you think would help me be a more effective individual?”

Note: Multiple people may give you the same feedback

A Warm Up Question

List the five people (including you) and list one or two suggestions each may have for you. Do all of this in the left shaded column.

Sample:

Mom – (1) Be more outgoing (2) Take a stand

Janet – (1) your temper (2) share your feelings

Pair & Share

- When you are ready, feel free to check in with your partner.
- I'll give you a "time to switch" warning.
- Any questions? Just raise your hand and I will come around.
- *Remember the ground rules about partnering.*

Next Question...

Based on the feedback listed, choose one that you believe to be true and area in which you could improve. Write “my commitment” under the number one in column one.

Please note: You do *not* need to have confidence that you could get better at it, you are simply willing to explore it for the sake of this activity.

Here are some additional criteria...

Column One Entries

1. It's true for you.
2. It is a behavior you own and have control over.
3. There's room for improvement.
4. It's important to you (4 or 5).

A Quick Pause...

How many have a three?

How many have a four?

How many have a five?

Sample Map “Janet”

Column 1 My Improvement Goal			
-take charge or voice my opinion when I disagree with the direction of the group.			

Question Two

What are examples of behaviors and actions that you are doing or not doing that undermine (perhaps quite inadvertently) your column one commitment?

In a way, you are telling on yourself.

List at least five examples and remember...

Column Two Entries

1. Write “Doing/Not Doing” in column two.
2. Name *behaviors*, not just disposition. (e.g., “I fly off the handle and get mad or I avoid the conversation)
3. Be clear how it undermines or works *against* the column one commitment.
4. This is not *why* or *what you should do* about it– just what are doing/not doing.
5. Listen closely to your partner’s answers and benchmark them with 2, 3, 4 above.

Sample Map “Janet”

My Improvement Goal	Doing / Not Doing		
<p>-take charge or voice my opinion when I disagree with the direction of the group.</p>	<p>-Avoid people and situations that are intimidating</p> <p>-Do not speak up in meetings when I have a good idea</p> <p>-Avoid speaking in public especially in front of my peers.</p> <p>-Do not take charge (even when I have the correct answers)</p> <p>-Second guess and doubt my abilities</p> <p>-Get mad at myself for not stepping up</p>		

Pair & Share

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A Quick Thought

Column One Commitments

They are often *Sincere* and *Rarely Successful*

Because...they do not take into account the complexity and larger powers behind what is happening.

Commitments

In fact, we each have a number of commitments.

We may even hold commitments that give rise to the behavior(s) listed in Column Two.

Column Three - Question One

Write “The Worry Box” in the box in the next column.

Look at the behaviors in Column Two. If you were to consider changing these behaviors can you identify feelings of *fear*, *discomfort* or a *sense of loss*? What would you be giving up?

List 4-5 in the worry box in Column Three.

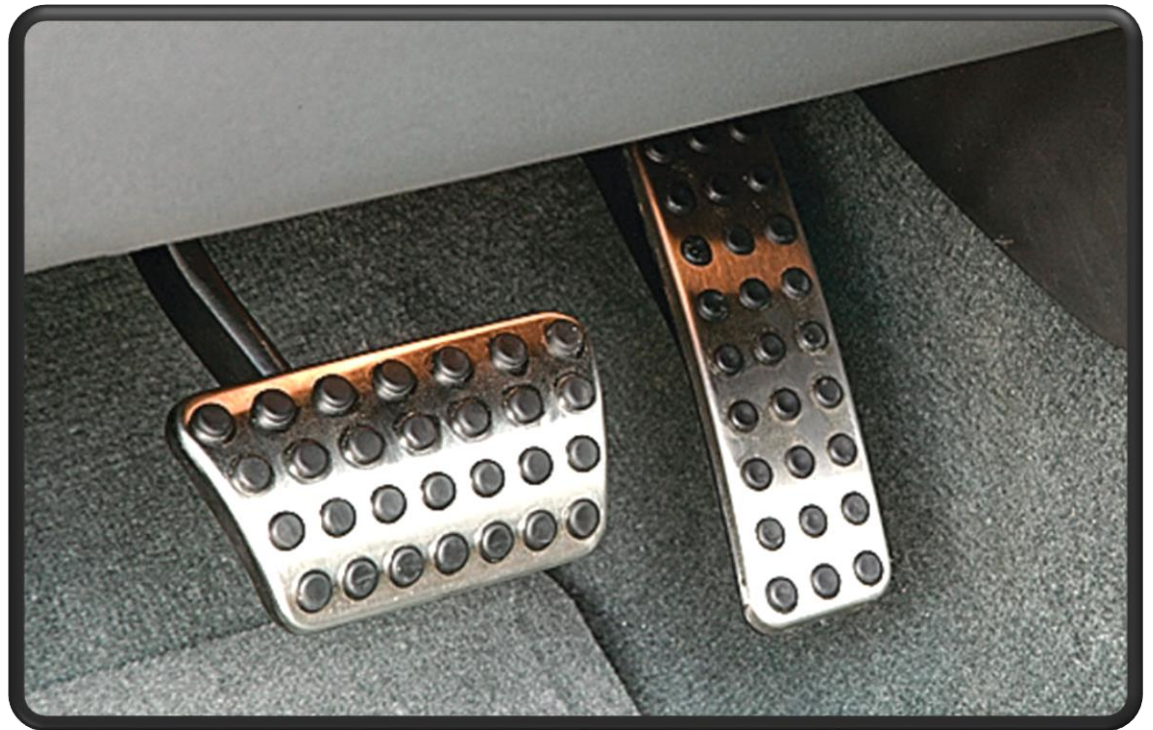
Column Three - Question Two

Based on your answer to the first question, identify potential “competing commitments” that you hold.

Commitments that may *prevent* your column one goal from occurring.

It Should Be Clear...

How the you have one foot on the gas and one foot on the brake...



Column Three Entries

1. Write “Competing Commitments” at the top of Column Three.
2. These should be commitments to **self-protection** *and not* commitments that are noble or frivolous in nature.
 - Noble = I am committed to family, I am committed to my studies, I am committed to being all I can be, I am committed to my spouse.
3. The commitments show why the Column Two behaviors make all the sense in the world!
4. These should feel powerful (4 or 5).
5. If you are not highly interest or even intrigued by what you have, please call me over...

Sample Map “Janet”

My Improvement Goal	Doing / Not Doing	Competing Commitments	
<p>-take charge or voice my opinion when I disagree with the direction of the group.</p>	<p>-Avoid people and situations that are intimidating</p> <p>-Do not speak up in meetings when I have a good idea</p> <p>-Avoid speaking in public especially in front of my peers.</p> <p>-Do not take charge (even when I have the correct answers)</p> <p>-Second guess and doubt my abilities</p> <p>-Get mad at myself for not stepping up</p>	<div data-bbox="1027 444 1335 761" style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p>Worry Box Look dumb/stupid Feel unsafe/exposed Lose control My fears come true Lose friendships Seen as overbearing</p> </div> <p>-I am committed to maintaining control</p> <p>-I am committed to being safe</p> <p>-I am committed to not looking foolish in front of others</p> <p>-I am committed to maintaining harmony</p>	

Pair & Share

- When you are ready, feel free to check in with your partner.
- I'll give you a "time to switch" warning.
- Any questions? Just raise your hand and I will come around.
- *Remember the ground rules about partnering.*

A Few Thoughts

Column 1 is felt and “real” – Column Three makes it difficult for Column One Commitment to “live” –
For example...

We are all committed to some kind of self-protection –
but it can reduce effectiveness with other goals we
want to accomplish.

Column Three is the source behind column Two
behaviors.

The Immune System

Holding our competing commitments as a system helps us better understand what we are up against (Foot on the brake and the gas).

Kegan calls this an ***immune system***. Immune systems protect us and save lives – but we can develop immunities to things that will help us.

In fact, the immune system can reject new material that could help us, or even help us thrive.

Perhaps creating an “Immunity to Change”

Big Assumptions

- Establish reality for each of us. Each of us is “constructing” our big assumption(s).
- Big assumptions (BAs) allow us to look at something we normally cannot see.
- Surfacing BAs and inner contradictions will help us develop deeper capacity and complexity.
- BAs are seldom discussable, because they are rarely “see-able.” Big A’s shape reality and can serve as a lever for disturbing immune systems.

Sample Map “Janet”

My Improvement Goal	Doing / Not Doing	Competing Commitments	Big Assumptions
<p>-take charge or voice my opinion when I disagree with the direction of the group.</p>	<p>- Avoid people and situations that are intimidating</p> <p>-Do not speak up in meetings when I have a good idea</p> <p>-Avoid speaking in public especially in front of my peers.</p> <p>-Do not take charge when I disagree with the direction of the group.</p> <p>-Second guess and doubt my abilities</p> <p>-Get mad at myself for not stepping up</p>	<div data-bbox="1027 491 1335 808" style="border: 1px solid black; background-color: #e0f2f7; padding: 10px; margin-bottom: 10px;"> <p>Worry Box Look dumb/stupid Feel unsafe/exposed Lose control My fears come true Lose friendships Seen as overbearing</p> </div> <p>-I am committed to maintaining control</p> <p>-I am committed to being safe</p> <p>-I am committed to not looking foolish in front of others</p> <p>-I am committed to maintaining harmony</p>	<p>-I assume that if I am not in control I may look incompetent in front of my peers, supervisors, etc.</p> <p>-I assume that if I do not maintain harmony with those around me they will leave or reject me.</p>

Criteria for High-Quality Column #4 Entries

1. In other words, what happens if your column three commitment does not happen? It makes the 3rd column commitment absolutely necessary.
2. It has a “Big-Time-Bad” conclusion ***for you.***
3. It truncates your world.
4. Feels real to you (4 or 5).

Robert Kegan



How Does This Apply?

As an employee, your column 2 Behaviors “show up” to those who work and live with you. What is good and bad about this? How do your competing commitments help or hurt you in the work environment? How do the BAs drive your behavior?

Walk & Talk

What is the biography of your big assumptions/commitments?

Where do they come from and how have they served you well?

What are some safe/actionable tests you can run?

Next Steps

Validate your results with someone close

Talk through your results with a trusted advisor

Read “Immunity to Change”

Design a safe-actionable experiment

Write the biography of your big assumptions

Observe being in the grip of the competing commitments/big assumptions

Watch your thoughts; they become words. **Watch your words; they become actions.** Watch your actions; they become habit. **Watch your habits; they become character.** Watch your character; it becomes your destiny.

– Lao Tzu

