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Immunity to Change

Pavel Dabrytski



A recent medical study showed that when doctors tell their seriously ill heart patients that they will die if they do not make changes to their lifestyle, only one in seven patients is able to make a change.

Kegan, Robert., and Lahey, Lisa Laskow. *Immunity to Change : How to Overcome It and Unlock Potential in Yourself and Your Organization*. Boston, Mass., Harvard Business Press, 2009.

Research shows that the average dieter regains 107 percent of the weight he or she takes off.

Kegan, Robert., and Lahey, Lisa Laskow. *Immunity to Change : How to Overcome It and Unlock Potential in Yourself and Your Organization*. Boston, Mass., Harvard Business Press, 2009.

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Hidden competing commitment

According to Harvard professors, Robert Kegan and Lisa Lahey, people do not resist change. Even when people genuinely commit to change, they subconsciously apply effort toward a **hidden competing commitment**. The result is a stalled effort, which looks like a resistance to change. It is like shoveling sand against the tide.



Examples of our immunity to change

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
High quality communication with my colleagues.	Sometimes I use sarcastic humor to get my point across.	I am committed to maintaining a distance from my white colleagues.	I assume I will lose my authenticity toward my racial group if I get too integrated into the mainstream.
Being a team player.	I don't collaborate enough; I make unilateral decisions too often; I don't really take people's input into account.	I am committed to be the one who gets the credit and to avoiding the frustration of conflict that comes with collaboration.	I assume that no one will appreciate me if I am not seen as the source of success; I assume nothing good will come of my frustration or conflict.

 Kegan, Robert., and Lahey, Lisa Laskow. *Immunity to Change : How to Overcome It and Unlock Potential in Yourself and Your Organization*. Boston, Mass., Harvard Business Press, 2009.

Immunity to change map

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption

Think of an improvement goal you would like introduce to your life.

- not a result or outcome
- implicates you
- important to you
- state it affirmatively

Example from Jane

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to learning how to focus better on multiple tasks that are on my plate</p>			

Example from John

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to be a better leader:</p> <ul style="list-style-type: none"> • identify needs • provide tools • train how to use them 			

Immunity to change map

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption

What are you currently doing and not doing that gets in the way of your column one commitment?

- Behaviours (not emotions) that work against column one.
- Not *why* or *what* you should do about it.

Example from Jane

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to learning how to focus better on multiple tasks that are on my plate</p>	<ul style="list-style-type: none"> • I put my hand up too often to take on additional tasks • I work late to finish • I don't say "no" enough when people ask me to assist, when I am already too busy • I am not vocal enough about how much is already on my plate 		

Example from John

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to be a better leader:</p> <ul style="list-style-type: none"> • identify needs • provide tools • train how to use them 	<ul style="list-style-type: none"> • I don't commit to meetings • I am busy with other activities • I don't delegate 		

Immunity to change map

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption

Imagine doing the opposite of your column two behaviors.

What fears or worries come up?

- Follows from the fear
- Commitment to self-protection
- Is NOT noble
- Show why column two behaviours make good sense!
- Feels powerful

Example from Jane

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to learning how to focus better on multiple tasks that are on my plate</p>	<ul style="list-style-type: none"> • I put my hand up too often to take on additional tasks • I work late to finish • I don't say "no" enough when people ask me to assist, when I am already too busy • I am not vocal enough about how much is already on my plate 	<ul style="list-style-type: none"> • I am full of myself • I don't want to actively participate • Work won't get done • I void responsibility 	

Example from John

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to be a better leader:</p> <ul style="list-style-type: none"> • identify needs • provide tools • train how to use them 	<ul style="list-style-type: none"> • I don't commit to meetings • I am busy with other activities • I don't delegate 	<ul style="list-style-type: none"> • Not seeing the true value • Incompetency • Being judged • Being seen as lazy 	

I am also committed to ...

- Follows from the fear
- Commitment to self-protection
- Is NOT noble
- Show why column two behaviours make good sense!
- Feels powerful

Example from Jane

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to learning how to focus better on multiple tasks that are on my plate</p>	<ul style="list-style-type: none"> • I put my hand up too often to take on additional tasks • I work late to finish • I don't say "no" enough when people ask me to assist, when I am already too busy • I am not vocal enough about how much is already on my plate 	<ul style="list-style-type: none"> • I am full of myself • I don't want to actively participate • Work won't get done • I void responsibility <p>I am also committed to create visibility of being necessary and hard working in order to earn more and not be seen as lazy</p>	

Example from John

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to be a better leader:</p> <ul style="list-style-type: none"> • identify needs • provide tools • train how to use them 	<ul style="list-style-type: none"> • I don't commit to meetings • I am busy with other activities • I don't delegate 	<ul style="list-style-type: none"> • Not seeing the true value • Incompetency • Being judged • Being seen as lazy <p>I am also committed to hide things that I don't know</p>	

Immunity to change map

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption

What assumption must you be making that show how your column three entries make perfectly good sense?

Complete

“If (opposite of column three), then ...”.

- Makes column three commitment absolutely necessary
- Has a ‘bad’ conclusion for you
- Displays a smaller world
- Feels powerful

Example from Jane

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to learning how to focus better on multiple tasks that are on my plate</p>	<ul style="list-style-type: none"> I put my hand up too often to take on additional tasks I work late to finish I don't say "no" enough when people ask me to assist, when I am already too busy I am not vocal enough about how much is already on my plate 	<ul style="list-style-type: none"> I am full of myself I don't want to actively participate Work won't get done I void responsibility <p>I am also committed to create visibility of being necessary and hard working in order to earn more and not be seen as lazy</p>	<p>If I am not committed to create visibility of being necessary then people will think I am lazy</p>

Example from John

Improvement goal	Doing/Not doing	Hidden competing commitment	Big assumption
<p>I am committed to be a better leader:</p> <ul style="list-style-type: none"> • identify needs • provide tools • train how to use them 	<ul style="list-style-type: none"> • I don't commit to meetings • I am busy with other activities • I don't delegate 	<ul style="list-style-type: none"> • Not seeing the true value • Incompetency • Being judged • Being seen as lazy <p>I am also committed to hide things that I don't know</p>	<p>If I don't hide things I don't know then people won't follow me as a leader</p>

Stages of immunity

Stages of coaching using the immunity to change model:

- Unconsciously immune
- Consciously immune
- Consciously released
- Unconsciously released



Big assumption test

My big assumption says:	So, I will change my behavior this way:	And collect the following data:	In order to find out whether:

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website: www.thinkagile.co.ca

email: pavel@thinkagile.co.za

phone: 073 616 3392

slides: www.slideshare.net/paveldabrytski

