**Individual X-ray/Immunity map**:

|  |  |  |  |
| --- | --- | --- | --- |
| **Visible commitment (Improvement goal)** | **Doing/not doing instead** | **Hidden competing commitments** | **Big assumptions** |
|  |  |  |  |

**Collective X-ray**

|  |  |  |  |
| --- | --- | --- | --- |
| **Collective commitment** | **Doing/not doing instead**  **(***What are we currently doing/not doing that prevents this commitment from being fully realized?)* | **Collective hidden competing commitments**  (*What is the fear if we do other than this? and thus…*) | **Collective big assumptions**  **“***We assume that…”* |
|  |  |  |  |

**Continuum of progress**:

|  |  |  |  |
| --- | --- | --- | --- |
| **Commitment** | **First steps forward** | **Significant progress** | **Success** |
|  |  |  |  |

**Guide sheet for designing a good test of the big assumption**

1a. Write below what you are going to do. (Make sure you are doing something different from what your big assumption would normally have you do).

1b. Jot down how you think your test (1a) will get you information about your big assumption.

2a. Next, what data do you want to collect? In addition to how people react to you, *your feelings* can be a very rich data source.

2b. How will that data help you to confirm or disconfirm your big assumption (BA)? (What results would lead you to believe you BA is correct? What results would lead you to question the validity of your BA?)

2c. Is there anyone you’d like to give a “heads-up” to or ask to serve as an observer who can give you feedback after the fact?

3. Finally, review your test on these criteria:

- Is it safe? (If the worst case were to happen, you could live with the results)

- Is the data relevant to your BA? (See question 2b)

- Is it valid? (the test actually tests your big assumption; see question 1b)

- Are the data sources valid? (Choose sources who are neither out to get you nor trying to protect or save you)

- Might it actually reinforce your big assumption? (Is it designed so that it surely will lead to bad consequences, just as your BA tells you? Are you setting yourself up to fail? Is there any data you could collect that could disconfirm your BA?)

- Can it be done soon? (The person or situation you need in order to enact the test it available, you are reasonably certain you know how to do what you plan, and you can run the test within the next week or so)

**Guide sheet for running tests of the big assumption**:

1. What did you actually do?

2a. What happened? What did people actually say or do when you ran your test? If you asked someone for feedback, what did they say? What were your thoughts and feelings at the time? (these are your data points)

2b. Check the quality of your data to make sure it is valid. Is the data about other people’s responses to you directly observable, or have you snuck in an interpretation? Would someone else in the room agree with your description? Were there any unusual circumstances in your test?

**Guide sheet for interpreting tests of the big assumption**:

1. Take a look at the data you collected. What is your interpretation of what happened?

2. What alternate interpretation can you think of for that same data? When our big assumptions have a powerful hold on us, they direct us to predictable interpretations – ones that keep the big assumption alive and well. An antidote to this tendency is to push yourself to generate at least one additional interpretation of the data.

3. What does your interpretation tell you about the big assumption you tested? What aspects of your big assumption do you believe the data confirm? Which do the data disconfirm? Did any new assumptions emerge?

4. What are your thoughts about a next test of your big assumption? Pick up on what you’ve learned about your big assumption. What next test could you design to learn more? If you have additional big assumptions, you might want to test those too.

**Guide sheet for identifying hooks and releases**

1. Comment on where you now see yourself on the developmental sequence.

2. Have you reached any conclusions or developed any hunches about conditions under which your big assumption is valid? Think about particular situations - who, what, where, and when.

3. Have you reached any conclusions or developed any hunches about conditions under which your big assumption is invalid? Think about particular situations – who, what, where, and when.

4. Do you find your big assumption asserting itself in situations you know it shouldn’t? If so, can you generalize about the conditions under which you are likely (more or less) to find yourself being sucked into the old patterns associated with the big assumption? What still sometimes hooks you?

5. Have you developed key “releases” (e.g., self-talk that unhooks you) that you can readily use to help yourself when recaptured by your big assumption in real time?

6. Have you developed new behaviours or ways of talking to yourself in situations that used to activate your big assumption?

7. To what extent/how often can you use these ‘releases’ to help you from being pulled into old patterns?

8. Consider situations in which you think your big assumption is no longer accurate. What new beliefs or understandings do you hold about “how things work” or what will happen in these situations?

9. Any thoughts about what has enabled you to make the changes you have?