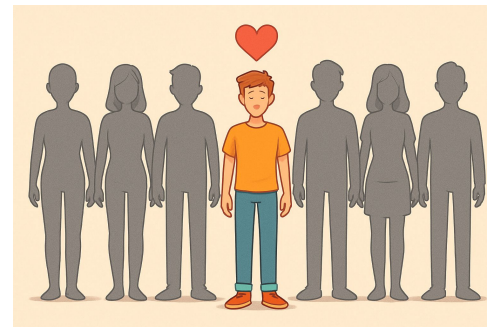
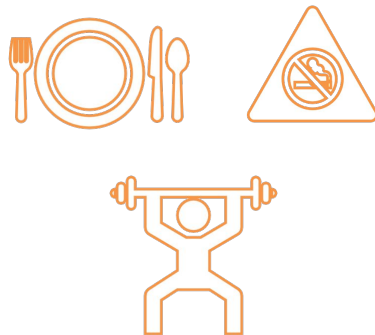


Immunity to Change

Meaningful Change

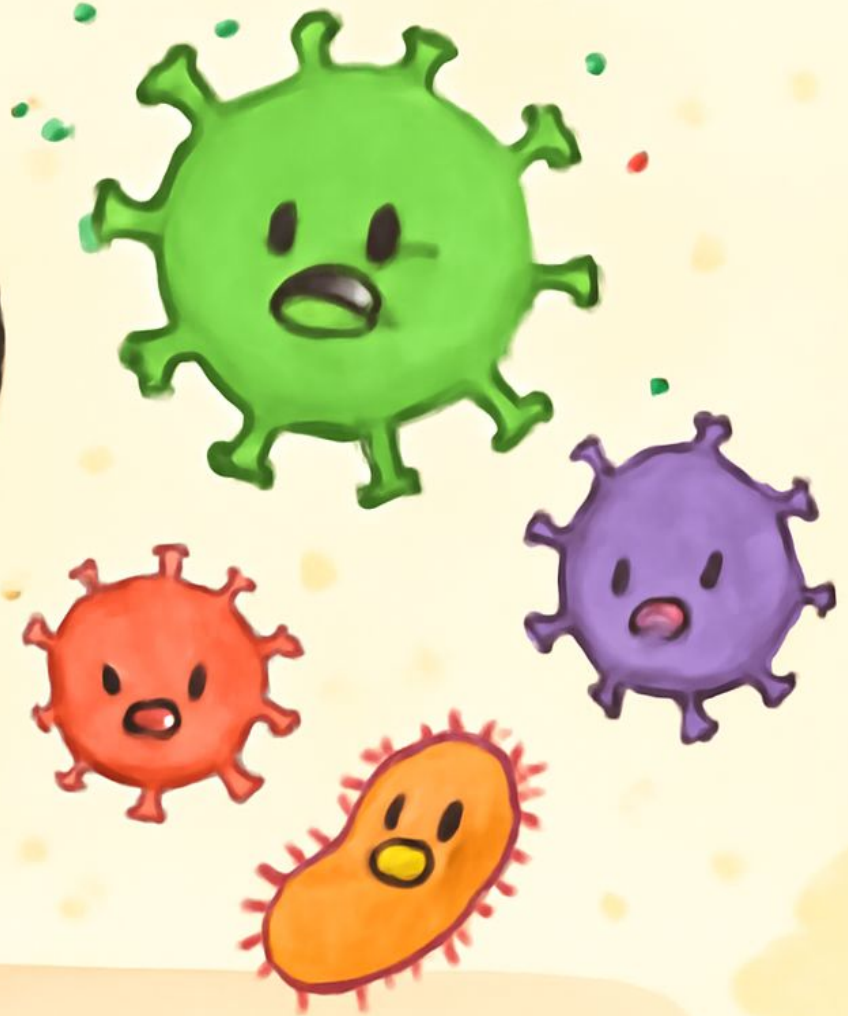
- can be difficult
- even when stakes are high
- literally life and death



Only 1 in 7 patients is actually able to make the change in diet and lifestyle although their life is at stake

IMMUNE SYSTEM

Protects us usually but can sometimes make a mistake and put us at risk by rejecting the change we need to embrace



To uncover the hidden dynamic....

X-ray or an Immunity map



Overcoming immunity: 3 premises

01



Doesn't require the elimination of all anxiety-management systems – transform it

02



It is not change that causes anxiety; it is the feeling that we are without defenses in the presence of what we see as danger

03



Our immune systems *can* be overcome

Compliance and Safety



As you zoom into your Xrays, you could have a mix of emotions



Staying on the surface or thinking cognitively is not going to bring up any new insight



Keep your safety harness on – take a pause, reach out to a coach etc



Take your time – do it at your own pace

Getting started...

Column 1

**Commitment/
Improvement goal**

Identify a single goal that would excite you personally if you were able to make big gains on this goal

Would clearly enable you to add more value to the company

Goal should not be technical that you can accomplish by learning some new skill

Can consider inputs from manager, peer, team and family

Example

Column 1

Commitment/ Improvement goal

Be firmer and more decisive in my communication with others especially when I know what the right thing to do is

Check if..

Important to you
– would be a big
deal if you could
get dramatically
better at this

Important to
someone around
you. You know that
others would value
it if you could get
better at this

Accomplishing this
goal primarily
implicates you.
Changes 'you' have
to make

Start out by saying
affirmatively what
you want to become
rather than what
you want to stop
being

If the current draft falls short in any of these respects, *don't worry*.
However, you should *not continue* to the 2nd column

The fearless inventory

<p>Column 1</p> <p>Commitment/ Improvement goal</p>	<p>Column 2</p> <p>Doing/not doing instead</p>
<p>Be firmer and more decisive in my communication with others especially when I know what the right thing to do is</p>	<p>Inventory of all the things you are doing or not doing that work against your 1st column goal</p>

Clarification

The more concrete behaviours you can list, the better

The more items you can enter here and the more honest you are the greater the eventual diagnostic power of your map

Make sure that everything you enter provides a picture of your working against your goal in Column

1

No 'why' at the moment. No ideas or plans to stop doing these

Example

Column 1 Commitment/ Improvement goal	Column 2 Doing/not doing instead
<p>Be firmer and more decisive in my communication with others especially when I know what the right thing to do is</p>	<ul style="list-style-type: none">• I often say no problem or no worries though I know it's not ok and I had to be firm about timelines• I give many chances for people to realize their mistakes• I go quiet hoping my silence will convey my view• I anticipate and list out all that will happen after I share my decision• I use humour as a way to do damage control (diluting the message)• I prioritize status quo or peace of mind over being firm

Step 1

Column 1 Commitment	Column 2 Doing/not doing instead	Column 3 Hidden competing commitments
Be firmer and more decisive in my communication with others especially when I know what the right thing to do is	<ul style="list-style-type: none">• I often say no problem or no worries though I know it's not ok and I had to be firm about timelines• I give many chances for people to realize their mistakes• I go quiet hoping my silence will convey my view• I anticipate and list out all that will happen after I share my decision• I use humour as a way to do damage control (diluting the message)• I give in to how things are currently	<div>Worry box:</div> <div>Worry box: Example: I worry that current tasks will get delayed I fear making the other person feel miserable about themselves I am petrified of justifying and defending myself (shiver) I worry that I will be seen as impulsive if I don't anticipate (as against the 'calm and thorough' person I am known to be) I feel exhausted thinking of new issues that may crop up coz of being firm</div>

Step 2

Column 3

Hidden competing commitments

Worry box:

I worry that current tasks will get delayed

I fear making the other person feel miserable about themselves

I am petrified of justifying and defending myself (shiver)

I worry that I will be seen as impulsive if I don't anticipate (as against the 'calm and thorough' person I am known to be)

I feel exhausted thinking of new issues that may crop up coz of being firm

Convert each fear into a 3rd column commitment.

Each will be a commitment to not having the things you'd fear the most occur

E.g. if your fear is 'I will lose credibility', the commitment will be 'I am committed to not losing credibility'

See if these conditions are true

Each one is a commitment to self-protection. Each tightly tied to a particular fear.

Each commitment makes some (or all) of the obstructive behaviours in column 2 perfectly sensible

Helps you see exactly why trying to succeed merely by eliminating Col 2 behaviours won't work

You feel stuck because you see that you are moving in two opposite directions at the same time

If you get good entries in your 3rd column your map should stop looking like a collection of notes in response to a bunch of separate questions. It should be a single, whole thing across 3 columns

The Big Assumptions

Column 1 Commitment	Column 2 Doing/not doing instead	Column 3 Hidden competing commitments	Column 4 Big Assumptions
Be firmer and more decisive in my communication with others especially when I know what the right thing to do is	<ul style="list-style-type: none"> • I often say no problem or no worries though I know it's not ok and I had to be firm about timelines • I give many chances for people to realize their mistakes • I go quiet hoping my silence will convey my view • I anticipate and list out all that will happen after I share my decision • I use humour as a way to do damage control (diluting the message) • I give in to how things are currently 	<ul style="list-style-type: none"> • I am committed to not letting current tasks get delayed • Committed to not making others feel miserable about themselves • Committed to not justifying my decisions or explaining myself • Committed to not be seen as impulsive/not thinking through all possibilities/consequences • I am committed to not letting new issues crop up 	Think of all the possible assumptions a person who has such commitments (in col 3) might hold

Consider these criteria

Some assumptions you may regard as true, some you see right away as not true; some unsure

Each big assumption, if taken as true, makes one or more of the 3rd col commitments inevitable

The big assumptions make visible a bigger world that, until now, you have not allowed yourself to venture into

The Big Assumptions

Column 1 Commitment	Column 2 Doing/not doing instead	Column 3 Hidden competing commitments	Column 4 Big Assumptions
Be firmer and more decisive in my communication with others especially when I know what the right thing to do is	<ul style="list-style-type: none"> • I often say no problem or no worries though I know it's not ok and I had to be firm about timelines • I give many chances for people to realize their mistakes • I go quiet hoping my silence will convey my view • I anticipate and list out all that will happen after I share my decision • I use humour as a way to do damage control (diluting the message) • I give in to how things are currently 	<ul style="list-style-type: none"> • I am committed to not letting current tasks get delayed • Committed to not making others feel miserable about themselves • Committed to not justifying my decisions or explaining myself • Committed to not be seen as impulsive/not thinking through all possibilities/consequences • I am committed to not letting new issues crop up 	<p>I assume that I need to put in more time and effort if things change</p> <p>I assume explanations & discussions will further damage relationships</p> <p>I assume I am accountable for how I treat others keeping all the info about their past/challenges in mind</p> <p>I assume I have to take full accountability of the new issues that arise</p>

Overcoming your ITC

Be ready to devote a few months to this process

**30 mins a week
12 weeks**

Choose what form of support will work best for you

**On your own
Partner/coach**

Consider the variety of tasks and activities that may help you

Three phases

01

Opening Moves:
Setting the Stage



Honing your map
Initial survey

02

Middle Game: Digging
into the work



Continuum of progress
Self-observations
Biography of big assumptions
Testing the big assumptions

03

End Game: Consolidating
your learning



Follow-up survey
Identifying hooks and releases
Future progress

Continuum of progress

Commitment	First steps forward	Significant progress	Success
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<p>I want to be better at increasing the number of things I delegate to people in order to have fewer things on my plate.</p>	<p>Meet with my team and let them know what behavior I'm trying to change, why and how.</p>	<p>My team would notice the change in the work I do personally and their shift in workload.</p>	<p>I would be able to clearly identify every item that comes up as something I should do or, if it should be delegated, to whom it should go and how.</p>
	<p>Role-play through some examples, integrating them into what types of tasks or responsibilities should go to whom and how they'd like it to happen.</p>	<p>They would likely have to empower their people more, passing on the next level of work so they could absorb what I give them. I believe they would feel more important and more trusted.</p>	<p>My team would become so comfortable taking on larger responsibilities that the work would start going directly to them, releasing me from the need to delegate at all.</p>
	<p>Prioritize items based on ease, importance, and ability and then start doing them.</p>	<p>My team would see my contribution toward longer-term planning increase, giving them more confidence that we have a direction and are paying attention to staying on course.</p>	<p>I would have at my fingertips the pulse of the market, our plan of attack, and our performance at a market level at any moment.</p>
	<p>Review at monthly staff meetings how I did and how they did. Adjust our plan as appropriate.</p> <p>Review in six months to evaluate the longer-term impact on my performance and role in leadership vs. our expectations.</p>		

Testing Big Assumptions

- Choose one Big Assumption from your list
 - It's a powerful one (has a strong hold on you)
 - It is testable
- Which one jumps out at you as the one that most gets in your way?
- Changing which one would make the biggest, most positive difference for you?
- Is it so catastrophic that you could never test it? (a Big A with words like die, be fired or have a nervous breakdown isn't ripe for testing quite yet)

Step 1: Write out a testable version of your big assumption

I assume that if.....

E.g. I assume that if I say no, others will see me as cold and uncaring

Step 2: Design your first experiment to challenge it

Ask yourself – “what behaviour changes would give me good information about the accuracy of my big assumption?”

Plan what you will actually do/say to make sure you have a fair test.

E.g. Situation that most frequently activates this big assumption is when team members confide in me about other team members.

I will say “This is important. I feel for you. I’m disturbed to hear this. You need to take this directly to this person. How can I help you talk directly?” or “I hear your concerns. I want to listen without having to feel the need to fix”

A good test conforms to S-M-A-R-T:

S-M

Safe
Modest

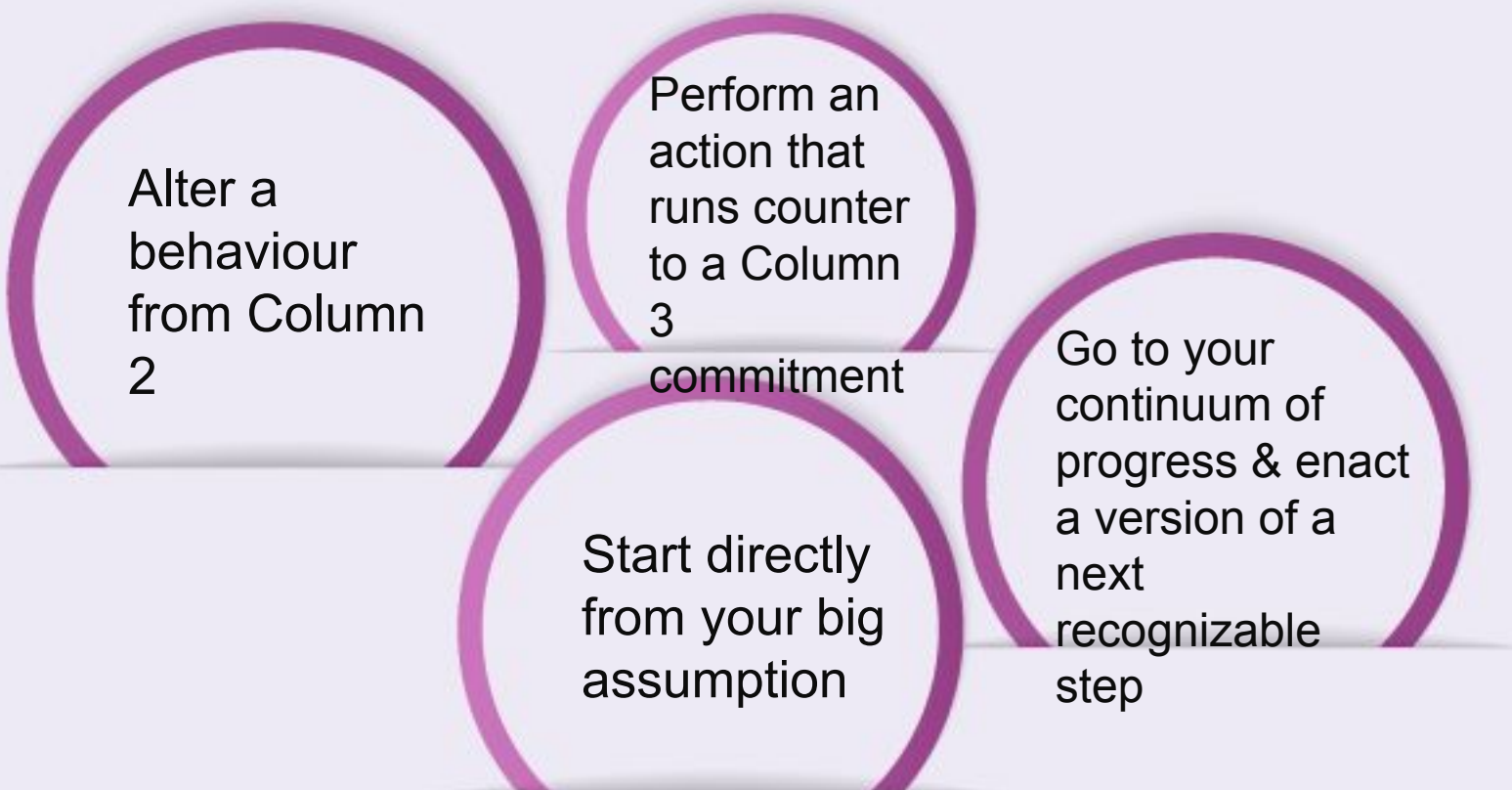
A

Actionable

R – T

Research stance
Test assumption

4 options to choose the behaviour you could change



Alter a
behaviour
from Column
2

Perform an
action that
runs counter
to a Column
3
commitment

Start directly
from your big
assumption

Go to your
continuum of
progress & enact
a version of a
next
recognizable
step

Preparing for the test

Consider implications of tone of voice, body language, choice of words

Consider if there is a more productive approach to take than your typical way of saying things

Be prepared with alternative strategies for handling things that are often negative triggers for you

Tune into your emotional channel frequently – feelings may change throughout your test

See and hear what is occurring with as little judgment as possible

Stay attuned to noticing words, actions, non-verbals (don't slip into interpreting another person's reactions)

*Go ahead
and run the
test!*

1 Design
the test

2 Run the test

3 Interpret tests
of your big
assumption



Guide sheets

For designing
a good test

For running it
and
interpreting
the results

For
identifying
hooks and
releases

*How do I
know if I am
done?*

When you no longer
need to stop, think and
plan in order to
interrupt your Big
Assumption



More doors waiting to be opened