

Immunity to Change (Page 1 of 2)

1. List what sort's of things if they were to happen more frequently in your work setting would you experience as being more supportive of your own ongoing development at work?
e.g. We need to discuss why some people do not work as hard as others.

2. Think about one commitment or conviction that you hold is actually implied in your earlier response? Write that commitment in the first column on the next page
e.g. I am committed to being honest with people

3. Think about what you are doing or not doing that prevents you from realizing that commitment and write those items in column two.
e.g. I tell people I like their work even when it is not very good.

4. Now this is the tricky part. What commitment do you hold that are in conflict with your commitment in column one that may be why you are not reaching your declared commitment.
e.g. I am committed to people liking me.

5. So what is the big assumption behind your competing commitment, list that in column four.
e.g. I assume that if I give people honest feedback on their work they will not like me.

6. Now you have something you can work with. Can you find ways to test your big assumption (column four) to see if it is true? Maybe you will find your big assumption is not true, only partially true or the reality is just different then what you thought. One-way to test the assumption used in our example is to find a way to say to someone "What I liked about your work is xxxxxx and you could make it even better if you xxxxxx." and see if that makes them dislike you. What could test your big assumption?

You can expand your tests and see how much you can change your big assumption which may in turn make your competing commitment less, not relevant and therefore allow you to really pursue your commitment in column one.

It may also be that your commitment in column one is only what you think others want to hear and it is not really your commitment at all. It's just you, go ahead and be honest and see if you can uncover something that allows you to move forward in some way.

There are many ways to discover your immunity to change. Contact us to explore other ways of managing change in your life, work or life's work.

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1) Commitment	2) What I am doing or not doing that prevents my commitment from being fully realized?	3) Competing Commitments	4) Big Assumption
I am committed to being honest with people.	I tell people I like their work even when it is not very good.	I am committed to people liking me.	I assume that if I give people honest feedback on their work they will not like me.

Adapted from “How the Way We Talk Can Change the Way We Work”, Robert Kegan & Lisa Laskow Lahey