TABLE OF CONTENTS FOR IMMUNITY TO CHANGE SESSION

Part 1: See your immune system

Part 2: Overturn your immune system

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Pls do not distribute these materials; for your use only

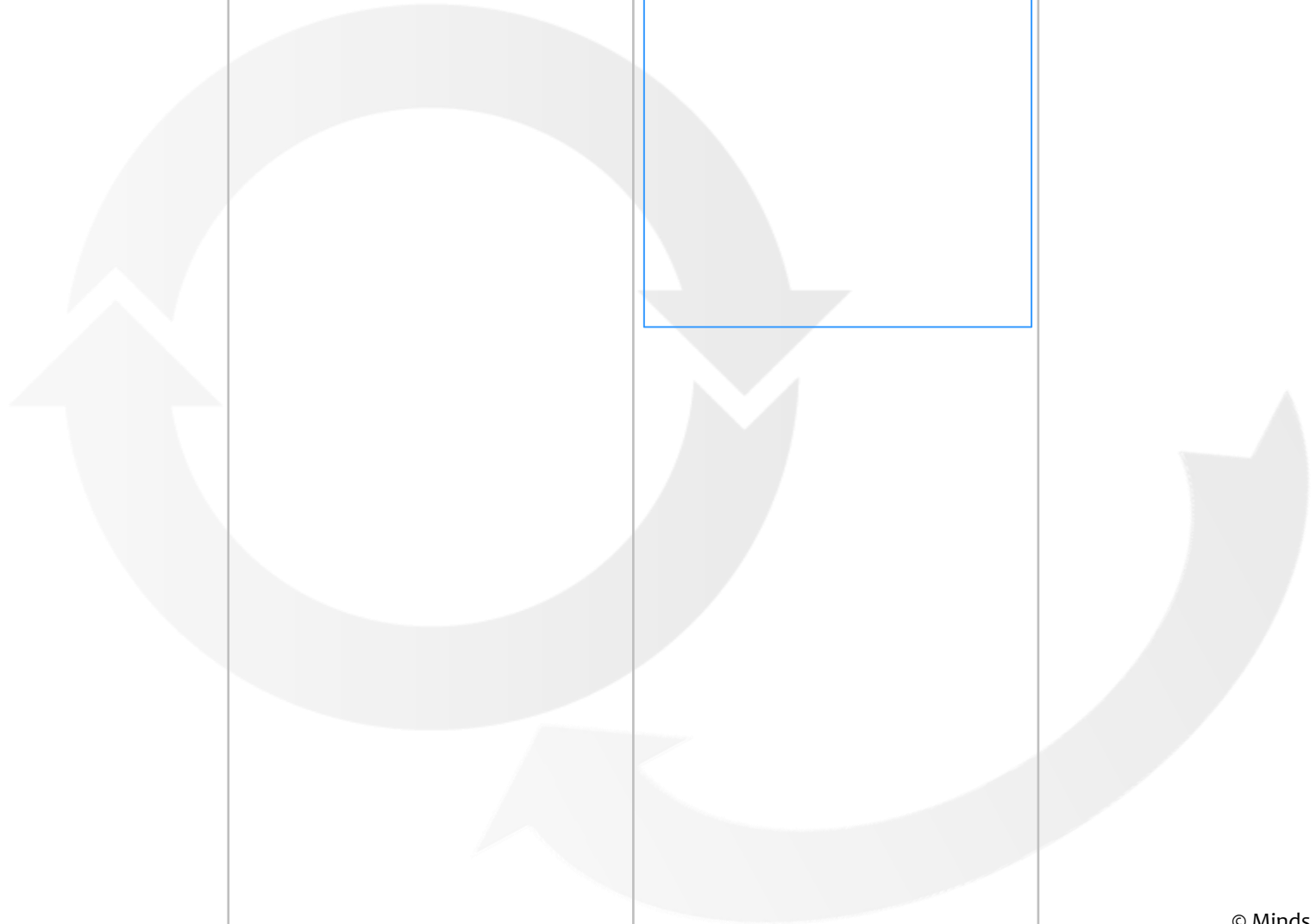# IMMUNITY TO CHANGE MAP

1. COMMITMENT (IMPROVEMENT GOAL)	2. DOING/NOT DOING (VS #1)	3. COMPETING COMMITTMENTS	4. BIG ASSUMPTIONS

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IMMUNITY MAP QUESTIONS AND CRITERIA

1. COMMITMENT (IMPROVEMENT GOAL)	2. DOING/NOT DOING (VS #1)	3. COMPETING COMMITTMENTS	4. BIG ASSUMPTIONS
What's the One Big Thing you want to get better at that would make the biggest difference to your effectiveness or leadership?	What are you doing and not doing that **work against your goal?**	Imagine doing the **opposite** of each of your Column 2 behaviors. What fears or worries come up? **TIP: Really picture yourself in the situation.**	What assumptions are you making that show how your Col. 3 entries make good sense? Or complete this: "If (opposite of col. 3), then …?"

Why important? If you could make progress on this goal, what would be different/better?

Drawing on the idea that you may have a commitment to keep yourself from feeling that worry or fear, reword your worry into a "commitment statement." This will be a self-protective goal.

Criteria

Column 1:
- ✓ Is of high interest & importance to you
- ✓ It implicates you
- ✓ It's stated affirmatively
- ✓ Is not an outcome

Criteria

Column 2:
- ✓ They are behaviors, not emotions or ways of being
- ✓ They get in the way of your Improvement Goal
- ✓ They are not explanations why you do these things, or what you should do instead!

Criteria

Column 3:
- ✓ Preserves the danger in the Worry Box
- ✓ Is not noble
- ✓ Shows why Col 2 behaviors make good sense
- ✓ Is in tension with Col 1
- ✓ Shows your Immune System and feels powerful

Criteria

Column 4:
- ✓ Can connect back to col. 3 fears and take them deeper
- ✓ Often *feels* true (even if you *know* it's wrong)
- ✓ Displays a limited world (either-or thinking)

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EXAMPLE ITC MAP

1. COMMITMENT (IMPROVEMENT GOAL)	2. DOING/NOT DOING (VS #1)	3. COMPETING COMMITTMENTS	4. BIG ASSUMPTIONS
To not avoid conflict => To give more timely and specific feedback to my team members Why important? My team isn't as effective as it could be. I'm sure they could do better if I could get better at giving them more direct feedback	I don't state my opinion firmly-- I sugar-coat my words & dance around the message I make indirect comments and hope the person gets my message I avoid the difficult conversation and talk about other topics	Worries/ Fears: I'll offend the person; I won't be liked; I'll damage my reputation; I'll upset the person; I'll hurt our relationship To not offending people To not being disliked To not losing my reputation as the nice guy To not upsetting people To not hurt my relationships	I will be disliked if I am direct with people If I'm disliked, people won't want to work with me Being nice is why people like me and enjoy working for and with me Being nice keeps me safe and peaceful and protects my relationships There are no costs to my being nice

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DESIGN A TEST OF YOUR BIG ASSUMPTION

THE BIG ASSUMPTION I AM TESTING	WHAT I WILL DO	DATA I WILL COLLECT	IN ORDER TO LEARN THIS ABOUT MY BIG ASSUMPTION

DIRECTIONS TO DESIGN A TEST OF YOUR BIG ASSUMPTION

THE BIG ASSUMPTION I AM TESTING	WHAT I WILL DO	DATA I WILL COLLECT	IN ORDER TO LEARN THIS ABOUT MY BIG ASSUMPTION

Choose from your ITC map one of your Big Assumptions and enter it here.
 	
The Big Assumption you choose needs to be:
 	
• One you are *genuinely open to exploring*
• *Testable:*
  – *it can be safely tested*
  – *It is a single assumption (it does not have multiple parts to it; see next slide for an example)*
	Write down what you are going to do. Be safe, small, and specific!
	
	What could you find out that would let you know if/when your Big Assumption is not 100% accurate?
	
	What could you do to see if you can uncover or generate that information? Safe actions:
	
	- Read something that *counters your Big Assumption*
	
	- Interview someone whose behavior *counters your Big Assumption*
	
	- Conduct a thought experiment on a time you did something that countered your Big Assumption… *and nothing terrible happened*
		Write down what you'll be paying attention to (during and possibly after your experiment) that will help you learn.
		
		Some of your data may be external (what happens in real time when you conduct your experiment)
		
		Some of it will be internal (the feelings and thoughts that take place within you)
		
		Is there anyone else who can share their response or observations?
			Write down what you think you might learn about your Big Assumption.
			
			Are you looking to learn:
			
			• with whom or in what situations your Big Assumption is not accurate?
			
			• how you may have agency in generating disconfirming data?
			
			• if it's possible to experience an upside if it turns out your Big Assumption is inaccurate?

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DESIGN A TEST OF YOUR BIG ASSUMPTION

THE BIG ASSUMPTION I AM TESTING	WHAT I WILL DO	DATA I WILL COLLECT	IN ORDER TO LEARN THIS ABOUT MY BIG ASSUMPTION
• Being nice keeps me safe and peaceful and protects my relationships • There are no costs to my being nice	I'm due to meet individually with each member of my leadership team next week. I'll plan for them like I usually do. And then I'll watch myself "being nice". I will ask the person what s/he is taking away from our meeting. I'll write down everything what they say so I don't forget.	How do I feel when I'm nice? When I sugar coat? How do I feel about myself? What does the person walk away with?	Does being nice bring me a feeling of peace and safety? Does it work as well as I think it does?

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LEARNING FROM A TEST OF YOUR BIG ASSUMPTION

THE BIG ASSUMPTION I TESTED IS …	WHAT I DID	HERE IS WHAT HAPPENED (THE DATA I COLLECTED)	THIS IS WHAT IT TELLS ME ABOUT MY BIG ASSUMPTION

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DIRECTIONS: LEARNING FROM A TEST OF YOUR BIG ASSUMPTION

THE BIG ASSUMPTION I TESTED IS …	WHAT I DID	HERE IS WHAT HAPPENED (THE DATA I COLLECTED)	THIS IS WHAT IT TELLS ME ABOUT MY BIG ASSUMPTION
Enter the Big Assumption you tested here.	*Write down what you did and/ or said.* This may be different from what you had planned to do/say.	Enter: • What others did and/or said • Anything else that happened • What you were thinking or feeling during and after your experiment Try to just observe and describe the data rather than interpreting or evaluating what happened. (Practice staying low on the Ladder of Inference).	**What did you learn about the accuracy of your BA based on that data?** How does what you observed during your experiment line up with your Assumption? Do the data you collected bear out what your Big Assumption predicted or says is always true? What got your attention?

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LEARNING FROM A TEST OF YOUR BIG ASSUMPTION

THE BIG ASSUMPTION I TESTED IS …	WHAT I DID	HERE IS WHAT HAPPENED (THE DATA I COLLECTED)	THIS IS WHAT IT TELLS ME ABOUT MY BIG ASSUMPTION
• Being nice keeps me safe and peaceful and protects my relationships • There are no costs to my being nice	I met individually with each member of my leadership team and then watched myself "being nice". I only asked Sunji what she was taking away from our conversation. I wrote down everything I noticed right away.	Outside: I only asked one person what she was taking away from our conversation. She said "This deliverable has a tighter timeline than I realized. I'm concerned that with everything else on my plate, I won't get it done on time." That wasn't my message. And then we had to spend more time discussing her concern. Inside: When I sugar coated: I felt tense and worried that I was showing I was hiding something I felt crappy about myself, like I was weak. I felt relief that the conversation was over and nothing bad happened, but also felt bad that nothing productive happened. Felt like it was a waste of time. I felt worst of all after the conversation with Sunji bc I knew for sure she didn't get it. I realized those bad feelings hung over into my next meeting.	Being nice has costs to me and to the other person. In a certain way, being nice protects me in the moment but I pay a price even then for being indirect. And I paid a price even later in the day. On top of it, I see that I actually caused Sunji to worry about something that was beside my point. I see that if I was more direct with her, she could be more effective dealing with what's on her plate.