



Understanding Immunity to Change

Why We Get Stuck and How to Break Through



1 Identify Your Goal: Be clear and specific about what you want to change and why.



2 Uncover Current Behaviours: What are you doing that hinders progress?



3 Explore Hidden Beliefs: What assumptions or fears hold you back?



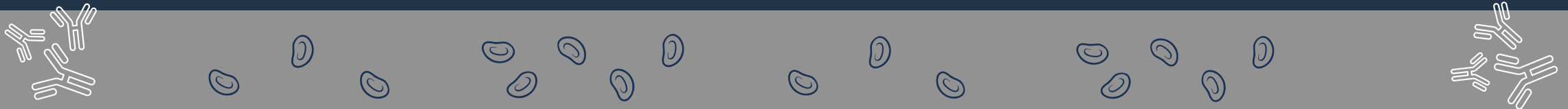
4 Challenge Competing Commitments: Reframe your fears or assumptions.



5 Experiment: Test new behaviors to align with your goal.



6 Do a little dance: Celebrate your liberation from the oppression of habits.





Understanding Immunity to Change

Why We Get Stuck and How to Break Through



- What to do: Define a personal or organizational improvement goal that matters deeply and feels important to achieve.
- Key question: What do I want to improve or change in my behaviour or performance?
- Example: "I want to foster a culture of shared accountability and responsibility to empower my team."



- What to do: Reflect on the current actions or inactions that contradict the stated goal.
- Key question: What am I doing (or not doing) that works against achieving this goal?
- Example: "I tend to retain ownership of tasks rather than fostering shared responsibility, which limits my team's ability to step up."



- What to do: Explore why the problematic behaviour persists by identifying "competing commitments." These are unconscious commitments or fears that conflict with the stated goal.
- Key question: What fear or concern might be motivating the counterproductive behaviour?
- Example: "I'm committed to maintaining control to ensure success, which prevents me from creating opportunities for shared ownership."



- What to do: Identify the underlying beliefs (big assumptions) that drive the competing commitments. These assumptions often feel like truths but can limit progress.
- Key question: What belief sustains my competing commitment?
- Example: "If I don't oversee every detail myself, the project will fail, and I'll be seen as incompetent."



- What to do: Develop experiments or small actions to test whether the big assumptions are valid. This helps weaken the power of the assumptions and opens pathways for new behaviours.
- Key question: How can I challenge or disprove this assumption in a low-stakes way?
- Example: Invite a team member to co-own a project and agree on shared responsibilities. Support them as needed while observing how shared ownership impacts outcomes."



- What to do: Use insights from the experiments to intentionally adopt new behaviours that align with the stated goal. Continuously reflect on progress and adjust actions.
- Key question: What new behaviours can I practice to replace the old ones?
- Example: Gradually increase delegation, celebrate successes, and resist reverting to old patterns of control.

