

Immunity to Change: A Tool for Developmental Growth

Deborah Helsing, EdD

July 14, 2016

minds at work

[ABOUT](#)

[PROGRAMS & SERVICES](#)

[BOOKS & PUBLICATIONS](#)

[PRESS](#)

[CONTACT](#)

[SIGN IN](#)

Helping individuals, teams, and organizations make personal and collective change.



Coaching for
Individuals

[LEARN MORE](#)



Coach
Development

[LEARN MORE](#)



Organizational
Services

[LEARN MORE](#)

As Featured In...

The New York Times



MSNBC



	1. Commitment (Improvement Goal)	2. Doing/Not Doing (vs. 1)	3. Competing Commitment	4. Big Assumption
	<p>What is your optimal development goal?</p> <p><u>Column Criteria:</u></p> <ul style="list-style-type: none"> • True for you • Implicates you • Room for improvement • Important to you (4 or 5) 	<p>What are you currently doing and not doing that gets in the way of your column 1 commitment?</p> <p><u>Column Criteria:</u></p> <ul style="list-style-type: none"> • Behaviors (not emotions or ways of being) that get in the way of or work against column 1 commitment 	<p>1. Imagine doing the opposite of your column 2 behaviors. What fears or worries come up for you? Enter those into the "fear box."</p> <p>2. Drawing on the idea that you may have a commitment to keep yourself from feeling that fear, turn your fear into a "commitment statement."</p> <p><u>Column Criteria:</u></p> <ul style="list-style-type: none"> • Follows from fear • Commitment to self-protection • Is NOT noble • Shows why column 2 behaviors make good sense • Feels powerful (4 or 5) 	<p>What assumptions must you making that show how your column 3 entries make perfectly good sense? Or, complete an "if, then": "If (opposite of col. 3), then..."</p> <p><u>Column Criteria:</u></p> <ul style="list-style-type: none"> • Makes column 3 commitment absolutely necessary • Has a bad conclusion for you • Displays a smaller world • Feels powerful (4 or 5)

1. Commitment	2. Doing/Not Doing	3. Hidden/Competing Commitment	4. Big Assumption(s)
<p>I am committed to getting better at building closer and more collaborative work relationships in which I am more trusting of people and give them the benefit of the doubt.</p> <p>(This is extremely important to me – a “5 out of 5” – if I am going to move my career and business to the next level, I no longer have the capacity to do so much by myself. I’ve got to be able to broaden my network, work more effectively with others, and be able to rely on others.)</p>	<p>I started and maintain my own business, which means I only minimally work with others and work with them only on my terms.</p> <p>When I work with others, we work online rather than in person.</p> <p>I set unattainably high expectations for work and work habits – for myself and for others – which set up everyone involved to fail.</p> <p>When others do not meet my expectations, I push them away.</p> <p>I don’t let others see whether/when I do not meet my own expectations.</p> <p>I do not keep in touch with people in my network.</p> <p>I pay a lot of attention to ways that others have “wronged” me.</p>	<p>Fears/worries: others will not understand me, will see my failures and weaknesses, will hurt me, leave me, let me down. I will not be able to work in the ways I like to, will have to step outside my comfort zone, will lose autonomy, control.</p> <p>I am also committed to...</p> <p>...not allowing others to control me, tell me what to do or how to do it.</p> <p>...not opening myself up to be hurt, misunderstood, marginalized, or abandoned by others.</p> <p>... not compromising my habits and preferences.</p>	<p>If I work more collaboratively, I won’t be able to do what I need to do to take care of myself (esp. regarding sleep, diet).</p> <p>I assume if am more open and trusting with others, I will be hurt and lose my autonomy/independence.</p> <p>Working collaboratively means working with constraints. I will not be able to be innovative and work with others. These can’t exist together. Others will hold me down.</p> <p>I assume that if I care about others’ ideas, I will not be true to myself. I will reshape myself to meet their expectations and become a puppet.</p> <p>I assume I should dismiss others’ ideas because they don’t understand me (and what I value) well enough.</p> <p>I assume I should keep my ideas to myself. What I think and feel are mine. If I let others know my thoughts and feelings, I will be vulnerable. They will control me, manipulate me, constrain me. They will pigeon-hole me as a black woman who is incapable of influencing outside my community.</p>

Improvement Goal	Doing/Not Doing	Hidden/Competing Commitment	Big Assumption
<p>To be more excited and inspired in work by connecting more with my own passions, and trusting my own distinctness</p>	<p>I work at things I am not that interested in.</p> <p>I work in ways that are more established, following what is expected).</p>	<p>Worries: Looking unsuccessful; others' disapproval.</p> <p>I am also committed to not losing the high regard of those who evaluate me.</p> <p>To not running any reputational, social, economic risks.</p> <p>To not looking unsuccessful.</p> <p>To not pursuing an unknown/unproven trail.</p>	<p>I assume my safest route to success is to perform exceptionally well in ways that are expected and well-established.</p> <p>I assume that if I am not highly regarded I will be a failure.</p>

Improvement Goal	Doing/Not Doing	Hidden/Competing Commitment	Big Assumption
<p>To better developing the “being” side (vs. he “doing”), specifically, to develop a stance oriented “just” to deep understanding (without instrumentality or ulterior purpose).</p>	<p>Tendency to drive toward solution, jump in with “the answer,” save the day.</p> <p>Look for (maybe even set up) situations where I am needed to make the difference.</p> <p>Don’t listen well once I have made up my mind.</p>	<p>Worries: Not being the hero, not being indispensable.</p> <p>I am also committed to not lose being the hero.</p> <p>To not lose feeling indispensable.</p>	<p>I assume I will not feel deeply satisfied unless I am being the hero.</p> <p>I assume the metric I use for “satisfaction” is the only one that will work for me.</p>

Improvement Goal	Doing/Not Doing	Hidden/Competing Commitment	Big Assumption
<p>I am committed to getting better at letting others take on more and figure things out for themselves so that I can maintain my priorities.</p>	<p>When someone asks for help, I say “sure, no problem.” I tell them it is easy for me to fix.</p> <p>I don’t tell my boss or others above her that this is a problem.</p>	<p>Fears/worries – it will escalate and come back as negative feedback in my report, it won’t get done (or done right), hurting their feelings.</p> <p>I am committed to not jeopardizing my status as someone who makes things work.</p> <p>I am committed to not abandoning others.</p> <p>I am committed to not being a whiny employee.</p>	<p>I assume that I am the only one that can fix it, that they can’t.</p> <p>I assume that I if I don’t get thanks from people, they don’t realize my worth.</p> <p>I assume if I don’t prove my worth, they won’t see the value that I bring to the team.</p> <p>If I don’t prove what I can do, they might think it is because I can’t do it/can’t figure something out.</p>
<p>© Minds at Work</p>			

Unconsciously Immune

Consciously Immune

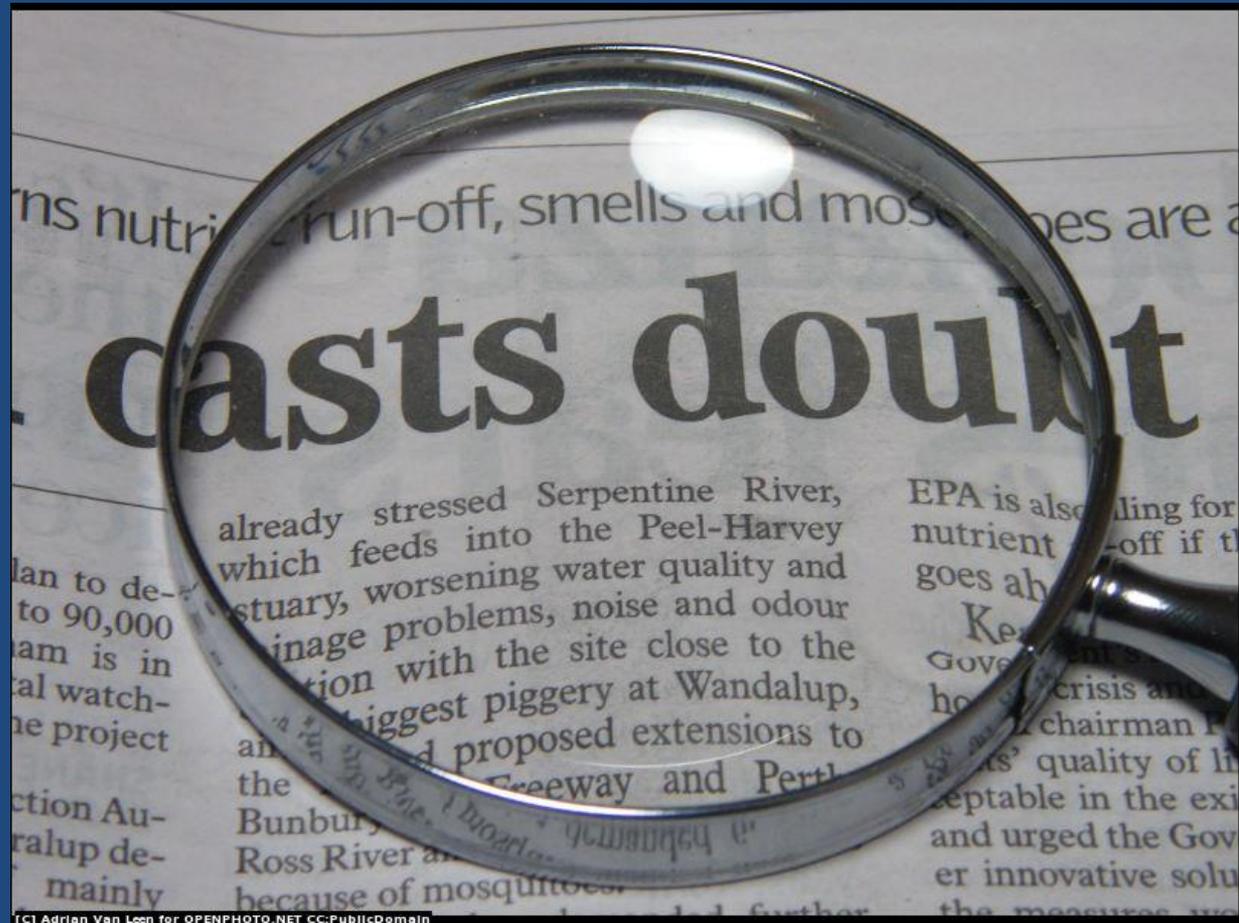
Follow Up Work
to Overturning
Your Immune
System

- Observe Your Big Assumption in Action
- Stay Alert to Natural Counters
- Write the Biography of Your Big Assumption
- Design a First Test of Your Big Assumption
- Examine the Results of Your First Test
- Develop / Run / Evaluation Further Tests

Consciously Released

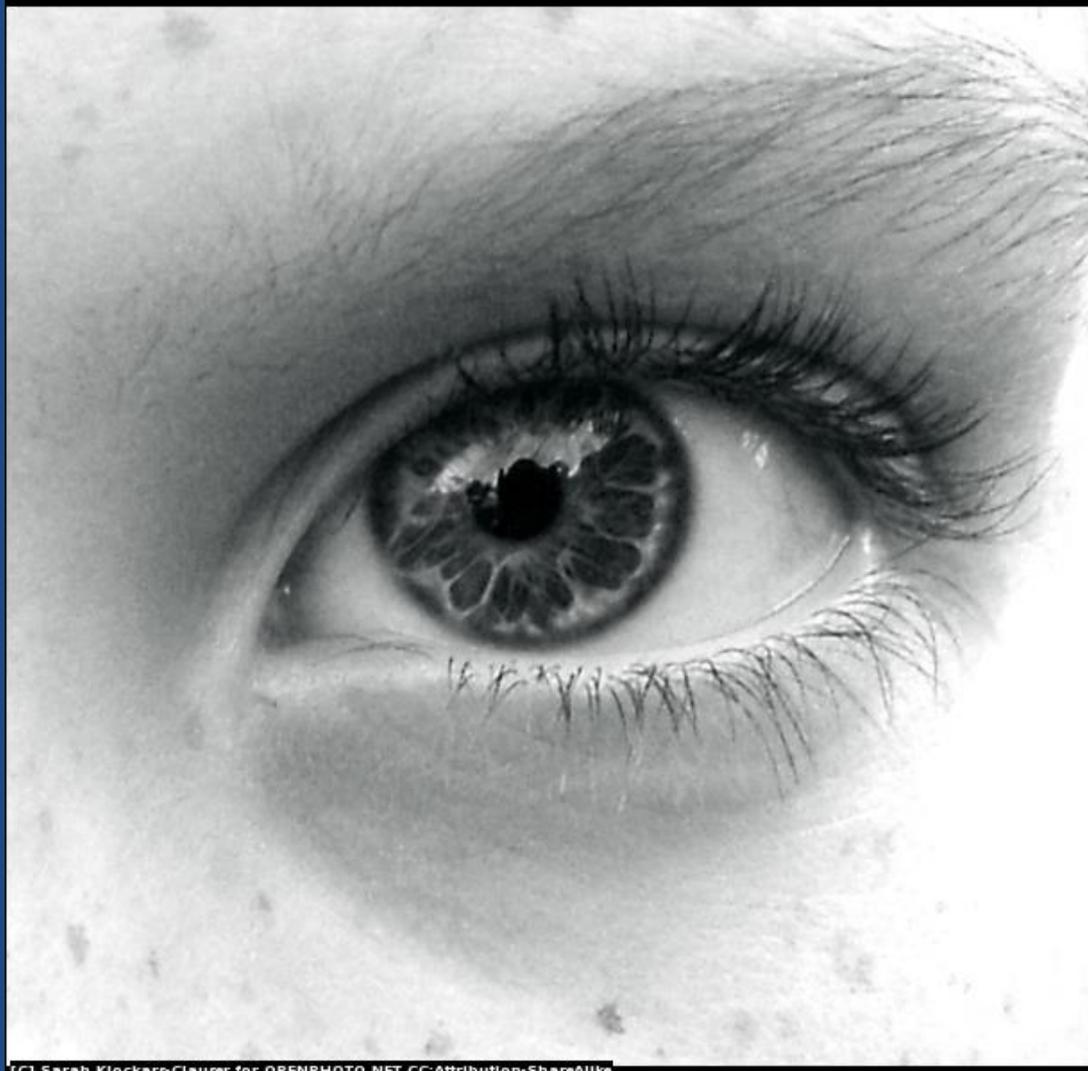
Unconsciously Released

TESTING OUR BIG ASSUMPTIONS





New Year's Resolution Model of Change



© Sarah Klockars-Clauser for OPENPHOTO.NET CC:Attribution-ShareAlike

Is my Big Assumption – in any way – an oversimplification, a distortion?

The Coaching Arc

