

Immunity to Change and how to overcome it

With transformation work, encountering and overcoming resistances is an intrinsic part of the change game. When change triggers automatic and unconscious defence mechanisms in people, teams and organisations it can easily sabotage any conscious transformative process. In many cases, people are not aware of these phenomena, but rather strongly identified with them and stuck in their patterns. Kegan and Lahey (2009) define this as “**Immunity to Change**”, “hidden commitments” with underlying (and unconscious!) root cause that competes and conflicts with a stated commitment to change. These hidden commitments cause people – and teams and organisations - to resist change and to fail to realise their best intentions. It takes experience to spot such phenomena and to defuse or utilize any deviating construct arising in the space appropriately. And fortunately, these patterns tend to have recognizable sequences.

CONTENT:

In this module we will look at the process of change when it hits resistance. Leaders usually have a good idea about which of their behaviours gets in their own way – and in the way of their team members and the team’s performance. This might be anything from their autocrating leadership style, not delegating, micromanagent, telling rather than listening, etc. We have a closer look at how the best intentions get sabotaged by unconscious competing commitments. Participants are guided to find their underlying assumptions that keep certain behaviours in place. In uncovering and rewiring wrong mappings in their meaning making systems, they regain a wider choice and awareness and thus regain leadership and team effectiveness.

IMPROVEMENT GOAL	DOING / NOT DOING (INSTEAD)	HIDDEN / COMPETING GOALS	MY BIG ASSUMPTIONS
	<p>I DON'T TAKE MY MEDS REGULARLY...</p> <p>I STOP TAKING THEM FOR LONG PERIODS...</p> <p>I DON'T REFILL THEM PROMPTLY...</p> <p>I DON'T KEEP THEM IN A PLACE I CAN SEE THEM...</p> <p>I HANG UP ON AUTOMATED PHONE MESSAGE REMINDERS...</p>	<p>THAT I'LL FEEL LIKE AN OLD MAN.</p> <p>THAT I'LL HAVE TO FACE THAT I'M ON MY WAY OUT...</p> <p>THAT I'M DEPRESSED.</p> <p>TO NOT FEELING LIKE AN OLD MAN.</p> <p>TO NOT ACCEPTING THAT I'M ON MY WAY OUT...</p> <p>TO NOT FEELING DEPRESSED...</p>	<p>IF I HUNG IN THERE A DRUG EVERYDAY FOR THE REST OF MY LIFE & PERSON IN AN OLD PERSON, AM I FEELING... HEALTHY, BUT PEOPLE DON'T TAKE ANY MEDICATIONS...</p> <p>MY PEERS, WHO I FEEL AS HEALTHY, DON'T TAKE ANY MEDS...</p> <p>THERE IS NO WAY TO TAKE MEDS DAILY - AM I FEEL OLD + DEPRESSED...</p> <p>TAKING MEDS DAILY WILL SLOWLY MAKE ME FEEL THAT I'M AN OLD MAN.</p>

METHODS:

- Interactive and practical introduction to change theories (Kegan & Lahey, Immunity to Change, Theory U)
- Immunity to Change Mapping for Individuals and Teams
- Practical applications, Individual reflections, group exercises
- Collective Discussion of Implications for Leadership and Organizational Development

Target audience:	Leaders or coaches interested in experiencing/facilitating personal growth, change and transformation in teams and organisations; senior leaders interested in overcoming cultural/systemic immunities to change in themselves and their teams.
Faculty:	Anne Caspari & Johann Entz-von Zerssen, Experts in Leadership Development, Coaching & Sensemaking
Language :	English or German
Investment:	800,- Euro
Dates:	09.30 - 17.30 o'clock, Date TBA, or on request
Location:	Cocreation Loft Berlin
Contact:	Anne Caspari, anne.caspari@ezc.partners +49 151 67322208