



change

**TRANSFORMATIONAL
LEARNING: DIAGNOSING &
OVERCOMING
THE IMMUNITY TO CHANGE**

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minds at work

COUNTRY LEADERSHIP PROGRAM

→ for
Health System
Change



A recent heart study showed:

that when heart doctors tell their seriously at-risk heart patients that they will literally die if they do not make changes to their personal lives— diet, exercise, smoking...

how many out of 7 patients do you think are actually able to make the change?

Default Models of Change

“Just do it”



“New Year’s Resolution”



“

“The single biggest failure of leadership is to treat **adaptive** challenges like **technical** problems”

Heifetz and Linsky, Cambridge Leadership Associates

”

Technical vs. Adaptive Challenges

Technical

- Has a solution that's already known (knowledge and capacity already exist)
- Can be solved by an authority or an expert, or by tested procedures, norms, systems

Adaptive

- Has no known solution; solution is outside people's current repertoire
- Can only be addressed through changes in people's priorities, beliefs, habits and loyalties

*Most challenges involve **BOTH** technical and adaptive dimensions*

OUR APPROACH TO CHANGE: OVERTURNING THE IMMUNITY TO CHANGE (Based on 30 years of Research)



Research tells us that the single biggest failure of leadership is to treat adaptive challenges like technical problems (Heifetz & Linsky)



Technical problems can be solved directly through new behaviors



In contrast, adaptive challenges require individuals to change their mindsets (because our behaviors are the result of our mindset)

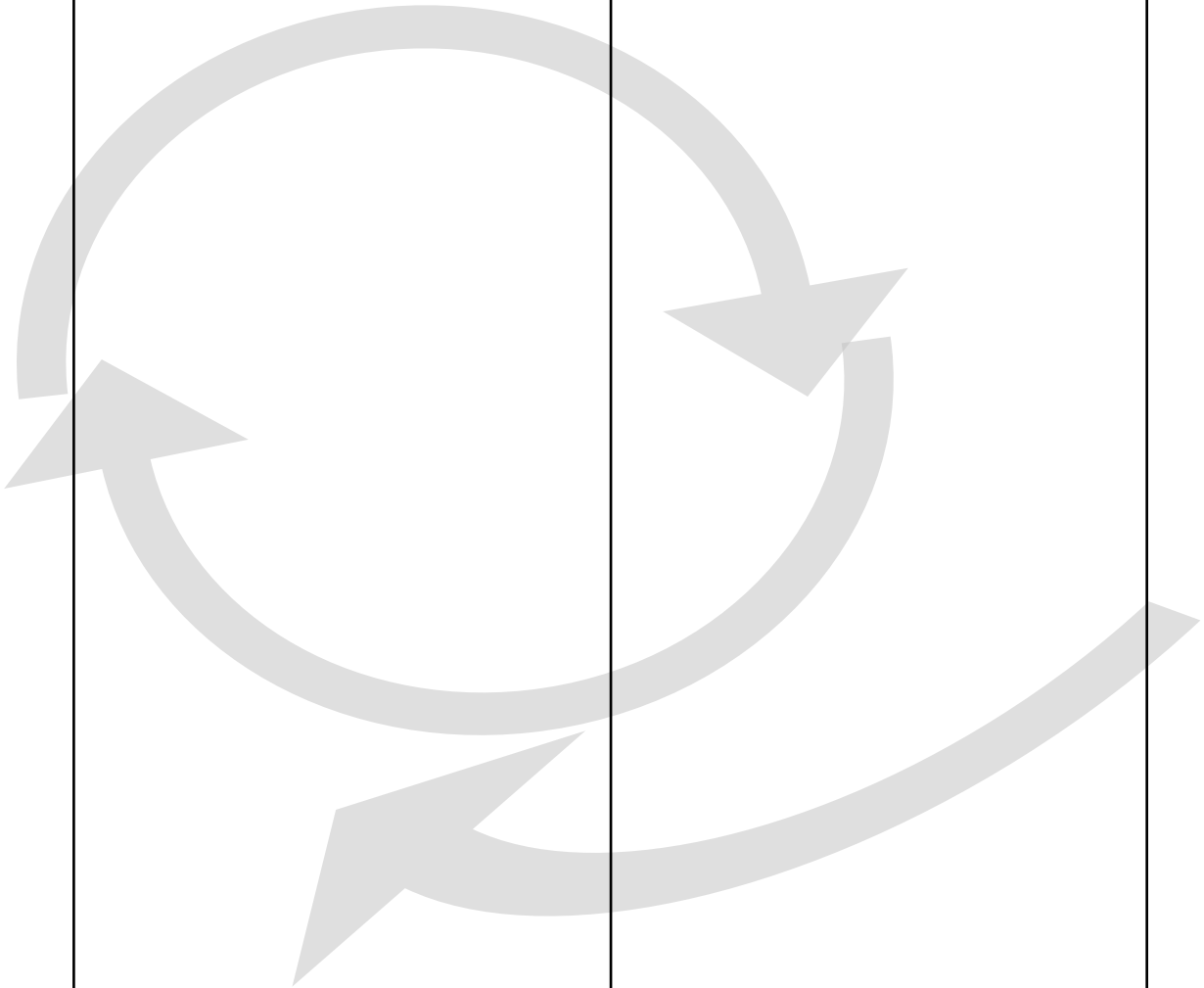


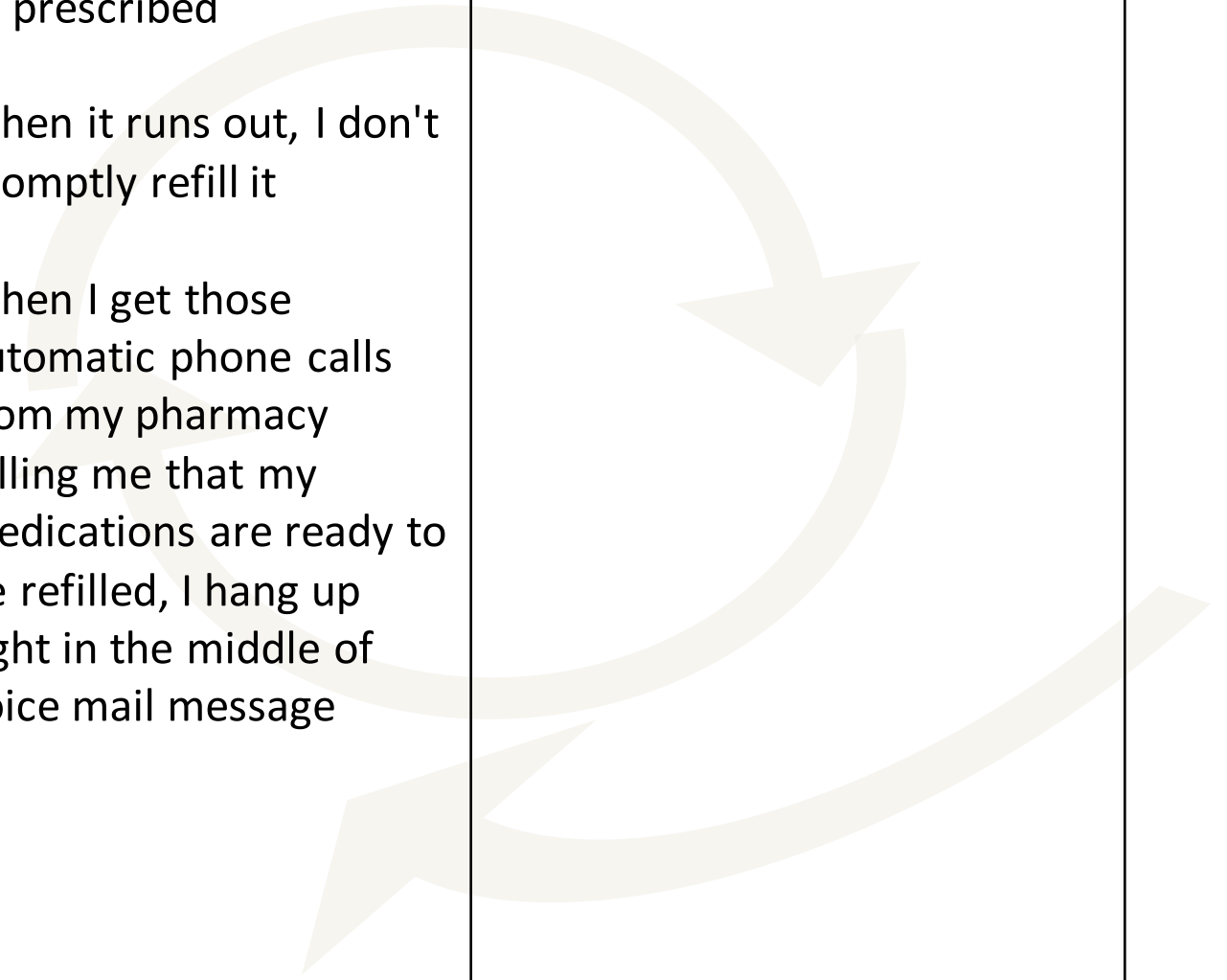
Therefore, we must find a way to examine and change our limiting mindsets to address adaptive challenges



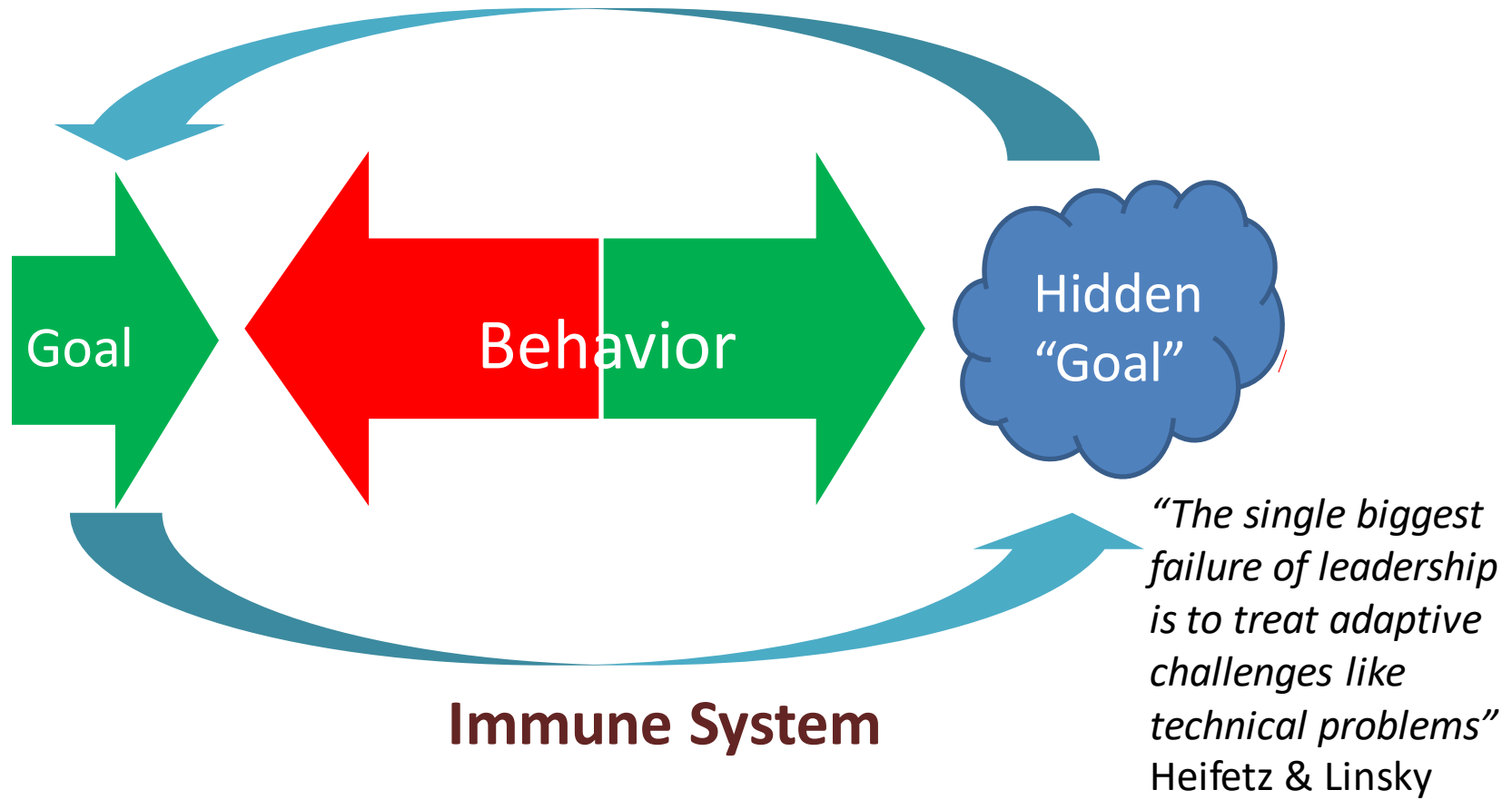
The Immunity-to-Change approach is designed to reveal adaptive challenges and limiting mindsets and to provide a pathway to overcome those limitations

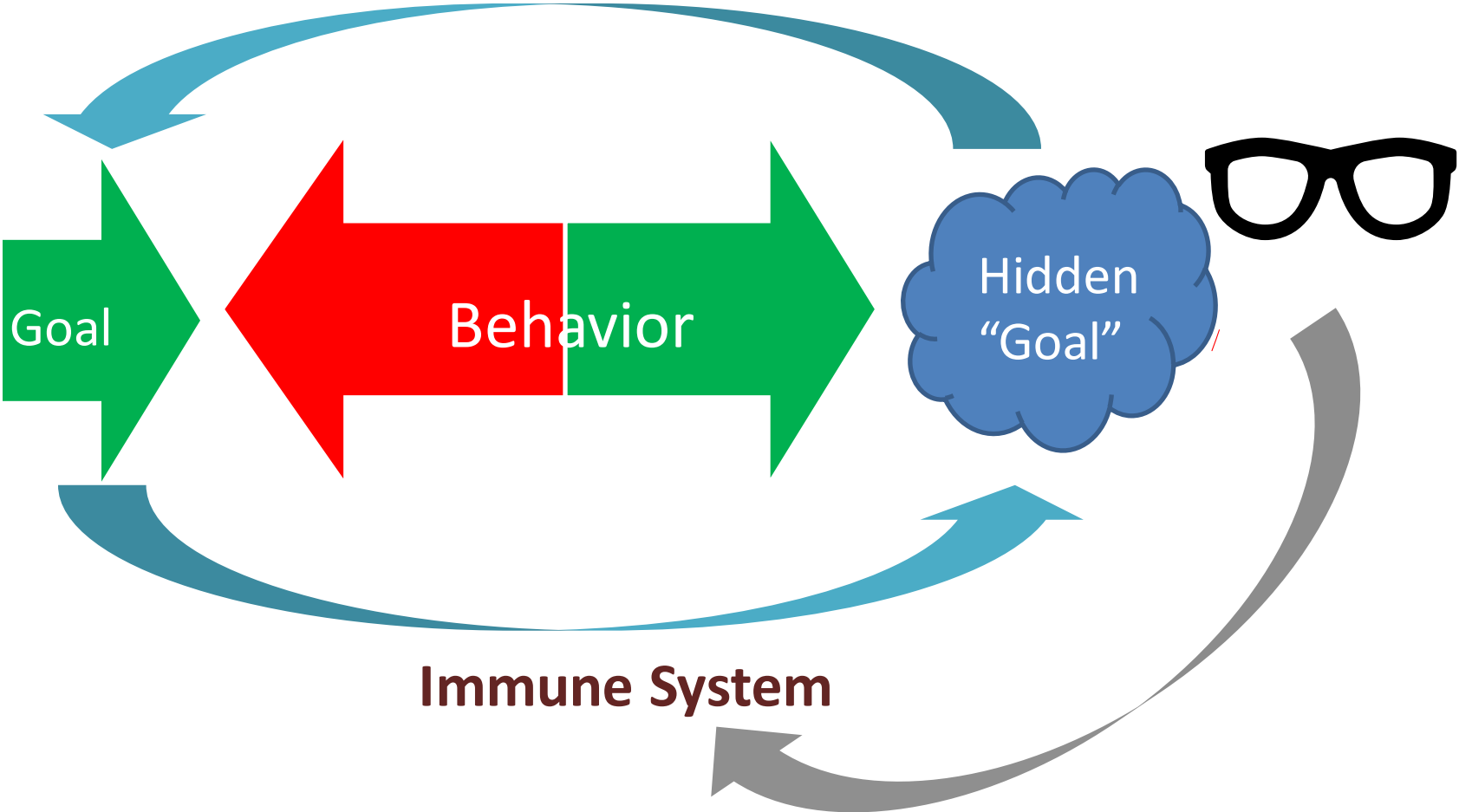
Immunity to Change Tool Surfaces the Adaptive Work

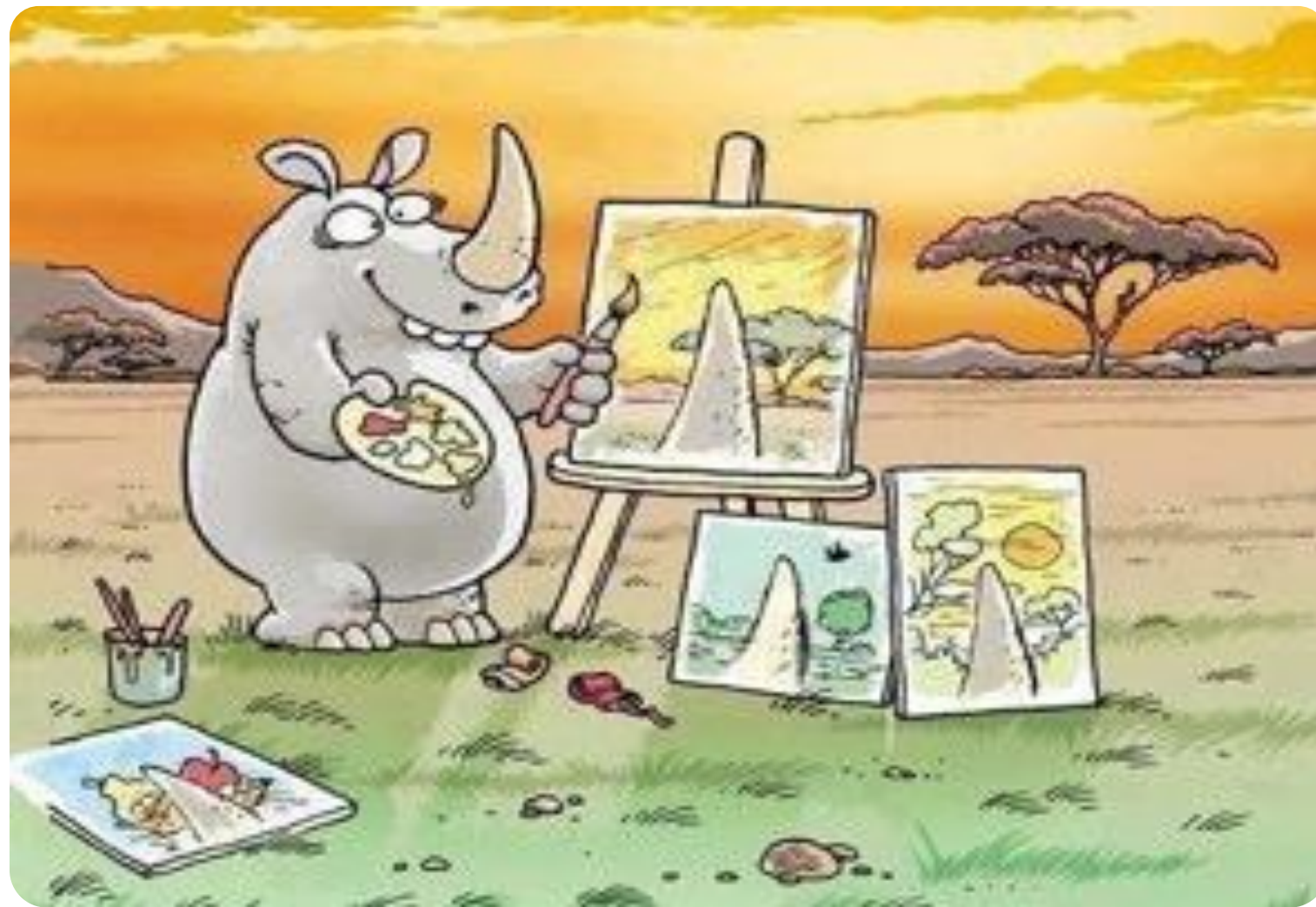
1. Improvement Goal	2. Doing/Not Doing (instead of #1)	3. Competing/ Hidden Commitment	4. Big Assumptions
			

1. Improvement Goal	2. Doing/ Not Doing		
<p>To get better at taking my daily prescription</p> <p>5: Because taking it will lower my cholesterol and my doctor says it will prevent me from having a heart attack</p>	<p>I don't take it every day as prescribed</p> <p>When it runs out, I don't promptly refill it</p> <p>When I get those automatic phone calls from my pharmacy telling me that my medications are ready to be refilled, I hang up right in the middle of voice mail message</p>		

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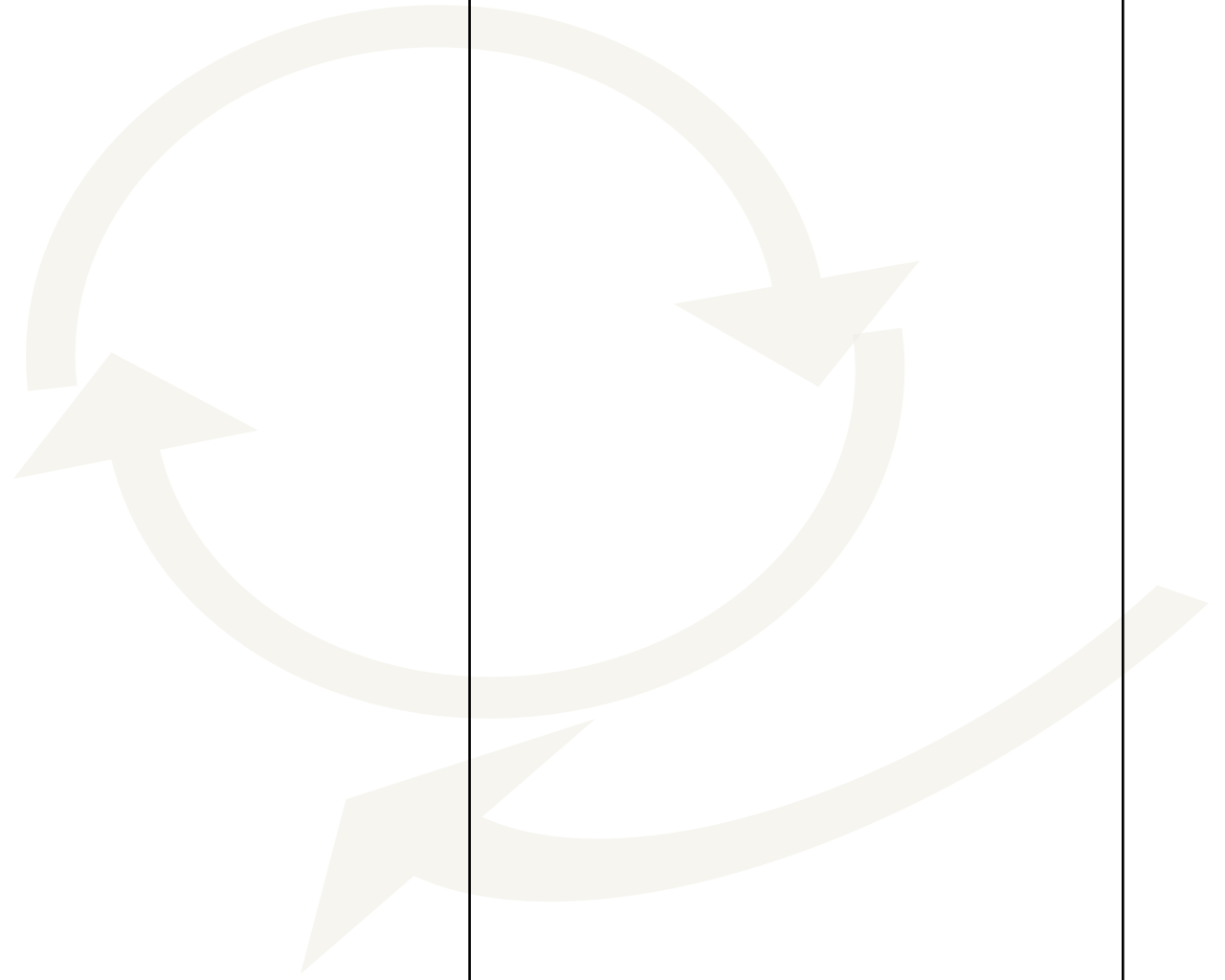
Overturning An Immune System



IMMUNITY MAP QUESTIONS AND CRITERIA

1. COMMITMENT (IMPROVEMENT GOAL)	2. DOING/NOT DOING (VS #1)	3. COMPETING COMMITMENTS	4. BIG ASSUMPTIONS
<p>What's the One Big Thing you want to get better at that would make the biggest difference to your effectiveness or leadership?</p> <p><i>Why important? If you could make progress on this goal, what would be different/better?</i></p> <p>Criteria</p> <ul style="list-style-type: none">✓ Is of high interest & importance to you✓ It implicates you✓ It's stated affirmatively✓ Is not an outcome			

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<p>To get better at taking the perspective of other stakeholders (their different priorities, concerns, challenges etc.)</p> <p><i>Why important?</i></p> <p>Without that, we will not be able to truly problem-solve and make progress.</p> <p>© Minds at Work</p>			



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Organizations and Teams Can Also Have Immunities to Change

How do we diagnose and overturn
immune systems at the collective level?

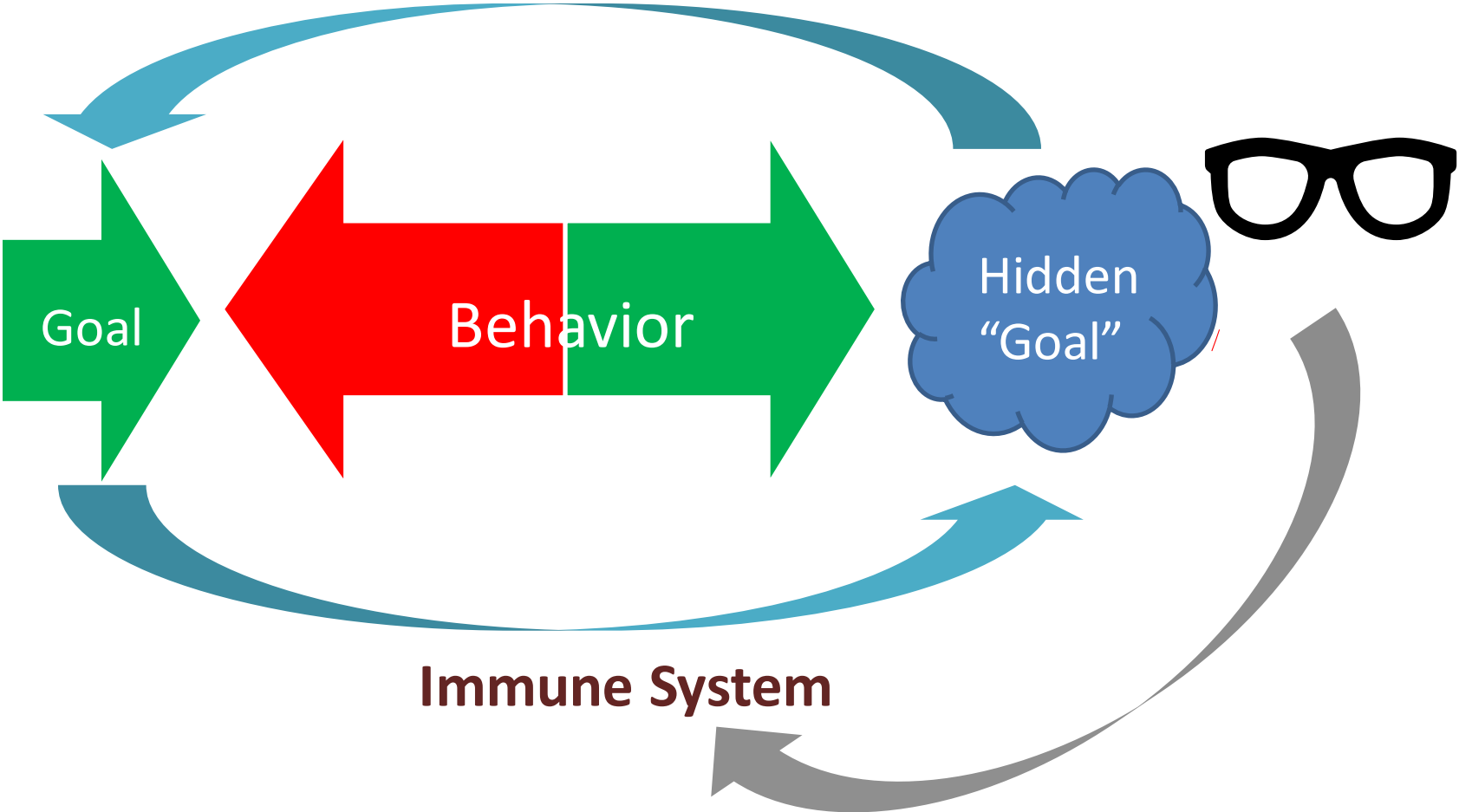
Collective Immune System

COLLECTIVE IMMUNITY MAP			
1. COMMITMENT (IMPROVEMENT GOAL)	2. DOING/NOT DOING (vs #1)	3. HIDDEN COMMITMENTS	4. BIG ASSUMPTIONS
We are committed to getting better at...			

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1. Collective Improvement Goal	2. Doing/ Not Doing	3. Hidden Competing Commitments	4. Big Assumptions
<p>We are committed to getting better at having effective crucial conversations</p>	<ul style="list-style-type: none"> • We take things offline / have 3rd party conversations • We avoid having tough conversations • We promote based on seniority vs. performance • We make excuses for others and tolerate too much B.S. • We collude 	<ul style="list-style-type: none"> • To never damage relationships • To not upset the political applecart • To avoid feeling helpless (we won't succeed in helping change the person's behavior) • To maintain the status quo 	<p>If we tell the truth, then we will damage relationships. We will lose our allies. We will be seen as the "bad guys". We will pay a price politically. Nothing good will come from it.</p> <p>If we stopped colluding, we would damage relationships and everything else above. All of that would make extra work and we'd have to deal with the drama.</p> <p>Having crucial conversations takes away from the daily work. We will miss out on what can be accomplished.</p> <p>It's better to be safe than sorry</p>



1. Collective Improvement Goal	2. Doing/ Not Doing	3. Hidden Competing Commitments	4. Big Assumptions
<p>We are committed to getting better at having effective crucial conversations</p>	<ul style="list-style-type: none"> We take things offline / have 3rd party conversations We avoid having tough conversations We promote based on seniority vs. performance We make other decisions 	<ul style="list-style-type: none"> To never damage relationships To not upset the political applecart To avoid feeling bad about it, we won't succeed if we do this 	<p>If we tell the truth, we will damage relationships and lose trust. We will lose the trust of the team. We will lose the trust of our superiors. We will lose the trust of our colleagues. We will lose the trust of our customers. We will lose the trust of our partners. We will lose the trust of our investors. We will lose the trust of our community. We will lose the trust of our country. We will lose the trust of our world.</p> <p>Having crucial conversations takes away from the daily work. We will miss out on what can be accomplished.</p> <p>It's better to be safe than sorry</p>

ADAPTIVE CHALLENGE:
 People will need to change their mindsets, not just their skill sets.

Overturning An Immune System



THANK YOU!



1. IMPROVEMENT GOAL

Get better at designing transformative and learner-centered training.

Why important?

-There is no retention (research).

2. DOING / NOT DOING

Doing...

- We end up doing business and usual.
- We overfocus on knowledge.
- All participants are the same

We don't...

- Engage enough with participants, trying to understand their needs & expectations
- We don't focus on the process, on the pedagogy.

3. HIDDEN COMPETING COMMITMENTS

Worries:

- We would be perceived as not effective.
- It is too difficult, we might fail, the risk is higher.
- We will feel weird and be perceived as unprofessional.
- Be perceived as effective.
- Always succeeding, not to fail.
- See us as professional,

4. BIG ASSUMPTIONS

- Unit to be useless to the institution. Get fired.
- The institution doesn't welcome failure.
- My career will be in danger, and for my entire team as well.

TEST REALITY & GATHER DATA