Immunity Map Worksheet

Find the full article, "How to Overcome Immunity to Change," in the May 2011 archives at **experiencelife.com.**

Improvement Goal

What I'd need to do differently:

Choose a goal that would make a big difference, one you truly want to achieve. Ask yourself (or imagine asking a group of people who know you well): *What is the single most powerful change I could I make to improve my life (or work performance, relationship, finances, etc.)?*

Next, specify what concrete behaviors are necessary to achieve this goal. Frame them as positive statements (for example, "delegate more" vs. "stop doing all the work myself").

Behaviors That Go Against My Goal

Ask yourself (or an imagined observer): *What's the thing you do, or don't do, that most gets in the way of your goal?*

Take stock of the things you do *instead* of the behaviors that could create positive change.

You don't need to explain or understand your obstructionist behaviors. Just notice them and write them down. Define your actions, not your feelings.

Hidden Competing Commitments

Worry Box:

Competing Commitments:

Your fears go into a "worry box" at the top of this column. They can point you to your competing commitments, which you list below the worry box.

When you write down your hidden commitments, you are now able to see across the three columns how you have one foot on the gas pedal (column 1) and one foot on the brake pedal (column 3). This is the immune system "protecting" you from feared, undesireable outcomes.

Big Assumptions

Big assumptions, says Lahey, "are the beliefs and internalized truths we hold about how the world works, how we work, and how people respond to us. They are assumptions that make each hidden commitment feel necessary."

Look for assumptions that anchor and inform your specific hidden commitments. Notice how your assumptions lead to the very behaviors that undermine, rather than support, your goal.

Worksheet courtesy of Robert Kegan and Lisa Lahey.
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