

Immunity Map

Robert Kegan & Lisa Lahey



1. COMMITMENTS

2. DOING / NOT DOING



3. COMPETING
COMMITMENTS

4. BIG ASSUMPTION(S)

5. EXPERIMENT(S)

Doing:

WORRY BOX

Change is important because:

I'll test my assumption(s) by:

Not Doing:

I'm committed to:

and measure:

As described in The Humanizing Work Show, Episode 120
<https://www.humanizingwork.com/immunity-to-change/>



Immunity Map: Leadership Example

Robert Kegan & Lisa Lahey



1. COMMITMENTS

Give clear direction about what I want people to do

Change is important because:

1. People are more likely to do the right thing
2. More motivated
3. I can delegate more effectively

2. DOING / NOT DOING

Doing:

1. Giving vague directions
2. Accepting work that doesn't meet my standards

Not Doing:

1. Checking for understanding after giving directions



3. COMPETING COMMITMENTS

WORRY BOX

People will feel micromanaged
 People will think I'm controlling and autocratic
 People won't like me
 My staff will quit

I'm committed to:

Not being perceived as a controlling and autocratic leader

Creating a workplace where people have autonomy

4. BIG ASSUMPTION(S)

If I give clear directions people will think I'm controlling.

There's no way to be clear without being autocratic.

5. EXPERIMENT(S)

I'll test my assumption(s) by:
 Giving clear direction that points to purpose and provides well-defined enabling constraints within which my staff can self-organize and be autonomous

and measure:

How comfortable I feel giving instructions this way

Team complaints about micro-management

Whether team seems to do the right thing with the direction



Immunity Map: Peter's Example

Robert Kegan & Lisa Lahey



1. COMMITMENTS

Focus! Say "no" to less important things so I have time for what matters most

Change is important because:

1. Exhausted all the time
2. Family suffers
3. Not making a big impact

2. DOING / NOT DOING

Doing:

- Say yes to every gig
- Book every CSM, CSPO, CAL, Individual coaching, org coaching, TLC 360s that I can squeeze in
- Write blogs, create new visuals, read everything someone suggests

Not Doing:

- Say no to anything
- Block time for family
- Block time for health, meditation, prayer
- Deciding what is most important to me



3. COMPETING COMMITMENTS

WORRY BOX

If I turn things down, people will stop calling, income won't be enough for family needs. I wasted years of my life (and \$\$\$) on music stuff. I won't be seen as a super human...

I'm committed to:

- Providing for my family
- Excellence in everything I do
- Being a "renaissance man"
- Integrating disparate fields into a greater whole

4. BIG ASSUMPTION(S)

If I don't do it all, I'm not as valuable

I need to regularly make music to be happy

If I made less money, my family would be disappointed

5. EXPERIMENT(S)

I'll test my assumption(s) by: Say no to every trumpet gig I get a call for in the next two weeks

and measure:

How does it feel when I say no?



Immunity Map: Team Example

Robert Kegan & Lisa Lahey



1. COMMITMENTS

Finish things we start

Change is important because:

1. That's what customers pay us for.
2. We'll see results more often.
3. We'll be more motivated because we'll be having a real

2. DOING / NOT DOING

Doing:

- Carrying unfinished work from one sprint to the next
- Preferring to work in our specialties over helping with other tasks on WIP
- Starting something new rather than helping other team members finish
- Taking on extra requests mid-sprint
- Saying "yes" anytime a VIP asks us to do something



3. COMPETING COMMITMENTS

WORRY BOX

- We'll get less done in the end
- Team members will be less motivated
- Stakeholders will be upset with us

We're committed to:

- Getting lots done
- Keeping team motivated
- Making stakeholders happy

4. BIG ASSUMPTION(S)

- If we don't say "yes" to stakeholder requests, they'll get upset, and bad things will happen to us.
- If we don't let everyone focus on their specialties, key team members will get bored and leave.
- If we don't work on more things in parallel, we won't meet our commitments.

5. EXPERIMENT(S)

We'll test our assumption(s) by:

- Try a small WIP limit for a sprint, see what happens to our productivity and morale.
- Make interruptions visible, see if we could have said "no" to some of them.

and measure:

Productivity compared to previous sprints

Team morale

