

Pre-Work

Transformation starts with you: Immunity to Change

Immunity to Change is a framework created by Dr. Robert Kegan and Dr. Lisa Lahey to help us create meaningful, lasting change in ourselves and our organizations. Step 1 is to create a personal improvement goal. **We'd like for each of you to prepare and bring a clear goal, which you will use in session.** To create your goal, consider:

If you could get better at ONE THING – One Big Thing that would make the biggest difference to your happiness and/or effectiveness – what would it be?

Note this is NOT something you're trying to accomplish. We are asking you to identify the most valuable and important improvement you could make. This goal could focus on work or non-work dimensions of your life.

Goal Questions

- If you could get better at one single thing and that thing would have an outsized impact on multiple areas of your life and/or leadership, what would that be?
- What development goals have been tough to make progress towards?
- What has caused frustration on your team? How might a shift in your leadership transform that pattern?
- Finally – **ask others for their input.** We encourage you to ask 2-3 colleagues any of the above questions to help you crystallize your goal.

Construct Your Goal

We invite you to use this general formula to craft your goal:

I am committed to becoming the type of leader who [_____], so that [_____]

Examples:

- **Get better at saying NO** → I am committed to becoming the type of leader who can say no so that the most important priorities in my professional and personal life get the attention they deserve.
- **Delegate more** → I am committed to fully delegating decision-making authority to my direct reports in defined areas, so that we increase speed and build leadership capacity.
- **Be more collaborative** → I am committed to becoming more collaborative, so that our work is stronger and inclusive of more ideas and so that, at home and in work, I'm more able to share the load.
- **Strategic Leadership** → I am committed to protecting time for strategic workforce planning and saying no to reactive requests, so that we lead ahead of growth instead of chasing it.

