

Good morning and
welcome to **WEDNESDAY**
at ILK



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Check in

What did we do yesterday?

What did you learn?

What leadership improvement opportunities are you considering?



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A documented 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?

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

Heifetz and Linsky, Cambridge Leadership Associates

There are two types of challenges we face

Technical Challenges

Have a solution that is already known (knowledge and capacity exist to solve the problem) and can be solved by an authority or expert

Adaptive Challenges

Have no known solution- skills are outside the person's repertoire

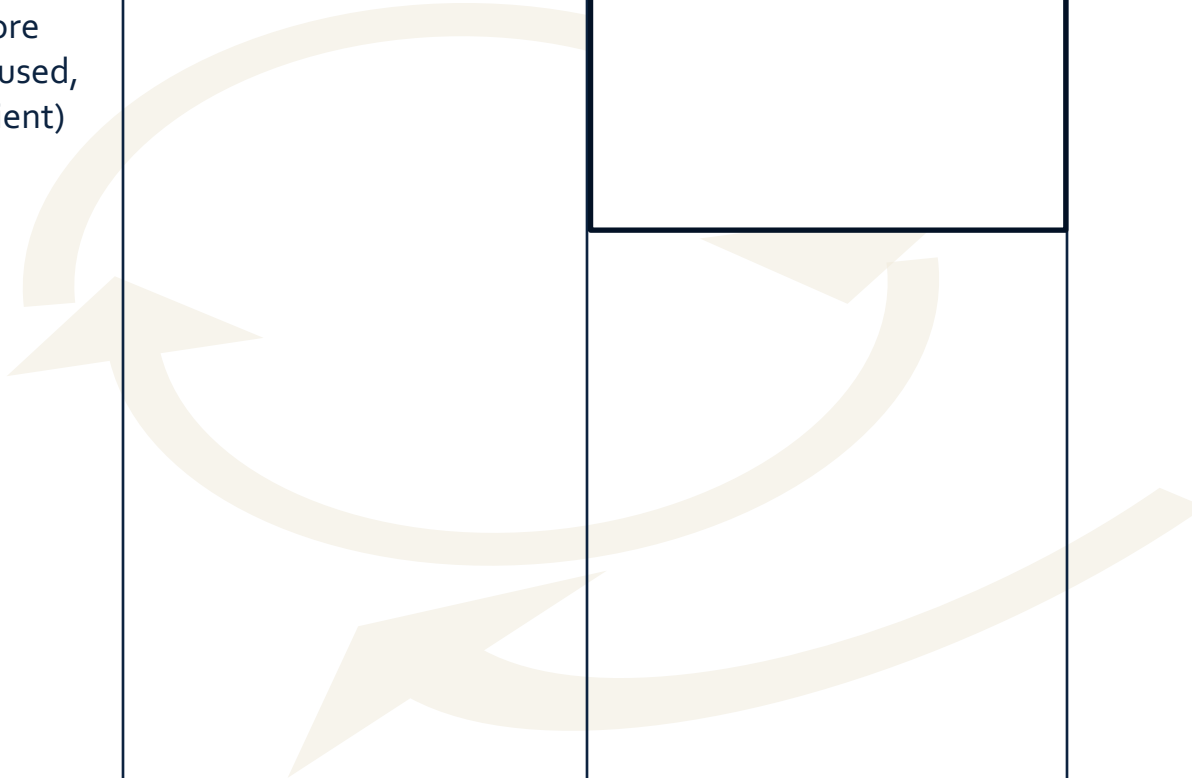
Require growing into a solution requiring mind and heart to operate differently

What is your ONE BIG THING?

- What did your evaluators ask of YOU?
- It must be true for YOU
- It must implicate YOU
- There's room for improvement—it's a stretch
- It's stated affirmatively
- It's important to YOU
 - On a scale of 1-5, it's a 4+ or a 5

1. Commitment (Improvement Goal)	2. Doing/Not doing Instead	3. Hidden/ Competing Commitments	4. Big Assumptions
Having people stop wasting my time so I have more time to listen.		Worry Box:	

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What are you doing or not doing?

- The list should include things that work against your column one goal
- They must be behaviors that other people see
- Don't include what you would do differently
- Don't worry about why you do these things

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The Worry Box helps give you Column 3 data

- If I imagine myself trying to do the opposite of column 2 items, what is the most uncomfortable, worrisome or outright scary feeling that comes up for me?
- Try to feel it so you can record it accurately
- Get to the YUK! level of feeling, even loathsome!!
- Do not record the *idea of a feeling*, record the feeling
- If you haven't found a genuine "oh, sh**!!" feeling, you're not there yet
- You need to find where you are unprotected from something that feels dangerous

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What's really happening?

- We do not merely have these fears, we sensibly, or artfully, protect ourselves from them.
- We are not only afraid, we take action to combat our fears, defending ourselves from what terrifies us.
- We are actively (but not consciously) committed to making sure the things we are afraid of do not happen. Ever.

A good
column 3
will show
you your
genius in
column 2

- Each column 3 entry is clearly a commitment to self-protection.
- Each column 3 entry makes the obstructive behaviors in column 2 make PERFECT SENSE!
- Merely eliminating column 2 behaviors will not work (It's January 4)
- You should feel stuck because you are moving in two opposite directions at the same time...one foot on the gas and one on the brake. "I'm screwed!"
- If you don't see your hidden immune system, keep working at the fears...what's under what you already identified?

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Column 4
identifies
what core
assumptions
sustain your
immune
system

- What do you assume that supports the effectiveness of your competing commitments in column 3?
- In other words, what assumptions justify your fears?

Column 4 identifies what core assumptions sustain your immune system

- We see our assumptions as truths, incontrovertible facts, accurate representations of how we & the world *are*.
- They are assumptions that may or may not be true. If we believe them to be true, they are BIG ASSUMPTIONS but they are out of sight.
- A constructed reality will contain blind spots and adaptive challenges making visible a world you have not allowed yourself to venture into.
- Moving from an assumption we are subject to, to be an object, where we can take a perspective on it from outside ourselves, is where greater capacity gets created!!!

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What is your BIG ASSUMPTION?

Safe (enough)
Modest
Actionable
Research based
Tests your assumption

- After entering as many assumptions as you can (use the back if needed), choose 1 that you would like to test.
- Working with a partner, create a test you are willing to try to see whether or not your big assumption happens.
- Do not pick something that truly terrifies you. Pick something that only makes you nervous.
- Help your partner concoct a test that will actually prove the assumption is true or false.

1

Unconsciously
Immune

2

Consciously
Immune

3

Consciously
released

4

Unconsciously
released



