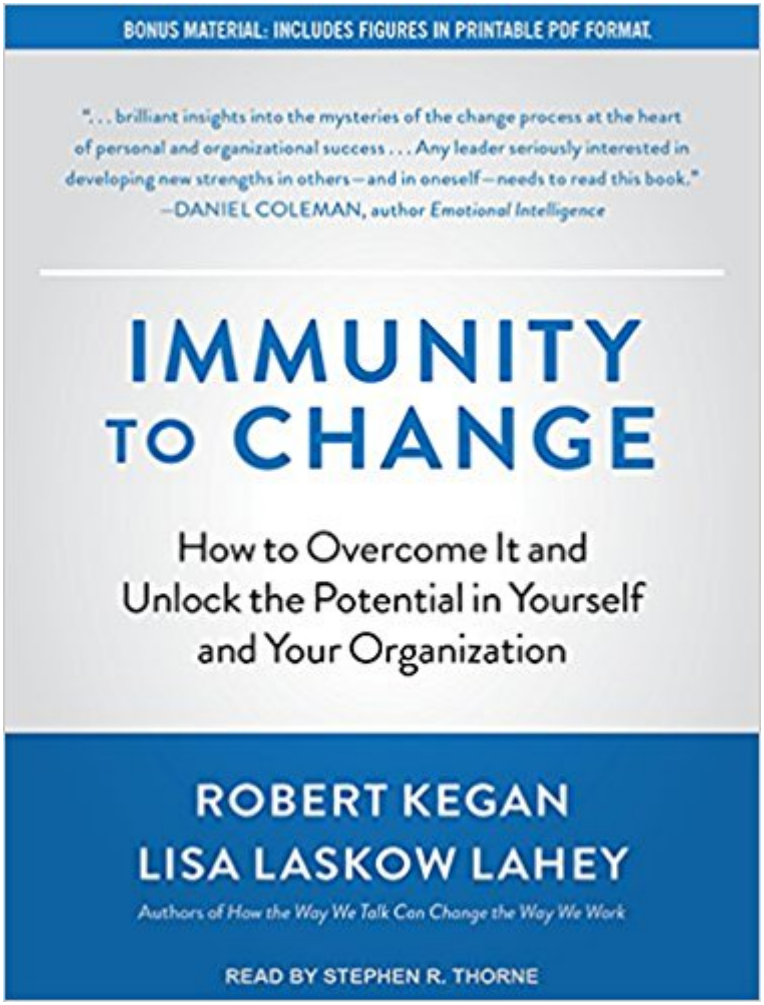
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Immunity To Change: How To Overcome It And Unlock The Potential In Yourself And Your Organization



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Synopsis

A recent study showed that when doctors tell heart patients they will die if they don’t change their habits, only one in seven will be able to follow through successfully. Desire and motivation aren’t enough: even when it’s literally a matter of life or death, the ability to change remains maddeningly elusive. Given that the status quo is so potent, how can we change ourselves and our organizations? In Immunity to Change, authors Robert Kegan and Lisa Laskow Lahey show how our individual beliefs-along with the collective mind-sets in our organizations-combine to create a natural but powerful immunity to change. By revealing how this mechanism holds us back, Kegan and Lahey give us the keys to unlock our potential and finally move forward. And by pinpointing and uprooting our own immunities to change, we can bring our organizations forward with us. This persuasive and practical book, filled with hands-on diagnostics and compelling case studies, delivers the tools you need to overcome the forces of inertia and transform your life and your work.

Book Information

Audio CD

Publisher: Tantor Audio; MP3 Una edition (September 6, 2016)

Language: English

ISBN-10: 1515959333

ISBN-13: 978-1515959335

Product Dimensions: 5.3 x 0.6 x 7.4 inches

Shipping Weight: 3.2 ounces (View shipping rates and policies)

Average Customer Review: 4.4 out of 5 stars 125 customer reviews

Best Sellers Rank: #825,136 in Books (See Top 100 in Books) #129 inÃ Â Books > Books on CD > Business > Career #512 inÃ Â Books > Books on CD > Business > General #767 inÃ Â Books > Books on CD > Health, Mind & Body > Self Help

Customer Reviews

Robert Kegan is the William and Miriam Meehan Professor of Adult Learning and Professional Development at the Harvard Graduate School of Education, and author of The Evolving Self and In Over Our Heads.Lisa Laskow Lahey, a Harvard-educated adult developmental psychologist, is cofounder of the consulting group Minds at Work.Stephen R. Thorne is a professional actor and a member of the Trinity Repertory Company in Providence, Rhode Island. He has played Hamlet, Henry V, and Tom Joad, among many other roles. Stephen has narrated over fifty audiobooks.

Everything by Kegan is excellent. This book is an absolutely wonderful way to think about adult development and change. The distinction between technical solutions and adaptive solutions is an important one, and highlights how little we know about how to apply our own energies in the direction of our goals. Change is possible, but most of us simply don’t know how it actually works. It is a great relief that brilliant people like Kegan are looking into this, and for the interested reader that is willing to put in the work, this will no doubt be a value asset. What I appreciated the most was that the book de-constructs our patterns and the different areas of our personality/habits that actually feed into those, such underlying big assumptions or commitments. This part stuck with me and reminded me to always think about my own habits along the lines of those questions.

New insights on to why we say we want something and compeating subconsious assumtions stops us.This book will help on detecting the underlying reasons that stops us from changing, checking them out "counciously", make experiments to know if they are true or not, and finally and maybe gradually change.With experiments, guidance to how to and advises on details, change is now more ours. Definitelly a good way to know ourselves and even misconceptions we have on the world, that uncounciously stops us from a positive change.

In my experience, the most powerful take-away from Kegan’s book is his model of psychological development, and the implications of each stage. Very valuable, too, is the approach of looking for hidden motivations for resistance to change.We all face issues in our own lives that we want to change, yet seem unable to do so. Change the self is never easy, though the framework laid out in this book makes the process easier.

Another great book I read in 2013 is Immunity to Change a book I think many of us will learn much from as we try to shape and reshape our organizations in to flexible and agile forces of excellence. In the book the author writes:"We had been studying the evolution of mental development from the outside, as it were, seeking to describe the structure of each way of meaning-making, why it created the reality it did, what changed in a structure when it evolved. But now, without our quite realizing it, we were finding our way into the inner dynamics, in particular a sort of ÃƒÂ¢Ã â ¬Ã Å“master motiveÃƒÂ¢Ã â ¬Ã Â• that keeps us on our current plateau. We uncovered a phenomenon we call ÃƒÂ¢Ã â ¬Ã Å“the immunity to change,ÃƒÂ¢Ã â ¬Ã Â• a heretofore hidden dynamic that actively (and brilliantly) prevents us from changing because of its devotion to preserving our existing way of making meaning."How do we destroy this locked in way of thinking and create innovative thinkers

and doers is what the book focuses on in way that will help you continually improve yourself as an individual and your organization.

Interesting book with some thought provoking ideas. Read this as required reading for a master's level class. It definitely provides some food for thought so far as getting to the root of what may be holding you back. But as others have mentioned, I felt like it dragged on a bit at times. There is a lot to be said for the idea of "a lot in a little." But I suppose some of that could be attributed to this covering concepts that are really difficult to put into words and aren't necessarily a one size fits all. Definitely worth the read. But I do wonder if this is more fitting for younger folks working their way towards management or leadership positions. At my age (40), I'm not really certain change is quite so cut and dry as this process.

This book helpt people grow to more seniority in THE best way thinkable. It is hands on, direct and makes a complex concept extremely easy to implement. It films a gap in personal Development and can help people overcome f.e THE Peter principle and limiting beliefs. In Some cases it is a bit lenghty, other than that Great!

As a worksite wellness specialist, I am constantly reminded of how difficult sustained behavior change can be. Despite strong desire and sincere commitment, most people fail in their attempt to permanently change their behavior. This book offers an explanation as to why.According to Kegan and Lahey, behavior change consists of two types: technical and adaptive. Technical behavior change involves the acquisition of new knowledge and/or skills which are then applied to achieving the new desired behavior. The necessary knowledge and skill are usually easily identified and straight forward in nature.Most behavior change, however, also involves an adaptive element within the mind. This adaptive element requires a change in mindset, in addition to the acquisition of new knowledge and skills. Our mindset is made up of feelings, anxieties and motivations based on unconscious assumptions that can and often do result in equally strong desires and commitments not to change. The mindset is driven by "big assumptions" which create an immunity to change. Our mindset often sees our attempts at behavior change as being "life threatening."This book lays out a theory and framework for how individuals and organizations can identify and change their mindsets and their underlying supportive assumptions.The book is divided into three sections. The first lays out the underlying theory and change framework. Chapter 1 is especially tough reading, so don't get frustrated, discouraged or bogged down in it. The rest of the book is better. Section two is about

case examples which serve as good illustrations of the theory and framework. You can gain an understanding from the cases that will help you to make sense of what you read in Chapter 1. The cases also do a good job of filling in the blanks, or in clearing up any confusion. The third section walks the reader through the process of applying the immunity to change framework to your own personal or organizational change initiatives.By recognizing the need to identify and address the "sociocentric and psychocentric perspectives," of behavior change, this book adds to the current change management literature. If you are involved in the world of behavior change, you will definitely want to read this book.

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