

Resources

- Project Implicit / Implicit Association Test (IAT)
 - <https://implicit.harvard.edu/implicit/>
- Readings:
 - Goleman, Daniel. 2004. "What Makes a Leader?". *Harvard Business Review*. January 2004.
 - Greenwald, Anthony G. and Banaji, Mahzarin R. 2013. *Blindspot: Hidden Biases of Good People*. New York: Delacorte Press.
 - Kegan, Robert and Lahey, Lisa. 2009. *Immunity to Change*. Boston: Harvard Business Press.

Behavior Change
(Making it Stick)

Robert Kegan, PhD and Lisa Lahey, PhD from Harvard University published *Immunity to Change* in 2009, providing insights as to why individuals and organizations have difficulty with change, and offering a road map to address and achieve change. To begin, one must identify their improvement goal. Afterwards, one should complete the "map" below. By completing this exercise, an individual brings awareness and mindfulness to the change approach, uncovering the psychological and emotional barriers to change.

| Column 1 | Column 2 | Column 3 | Column 4 |
|--------------------------------|---|---|--|
| What is your improvement goal? | What are you doing that works against completing your goal? | What are your competing commitments that work against completing your goal? | What are the assumptions you are making that are keeping you from attaining your goal? |
| Response: | Response: | Response: | Response: |

Adapted from: Kegan, Robert and Lahey, Lisa. 2009. *Immunity to Change*. Boston: Harvard Business Press.