

COMPETING COMMITMENTS

In a fiercely competitive world, the capacity to change and adapt is more critical than ever, whether that means adopting new strategies, embracing new processes, working in different structures or learning new skills. But even when individuals and organizations seem passionately committed to a new course of action, it often fails to take hold.

This highly practical process, grounded in the work of Harvard psychologists Robert Kegan and Lisa Lahey, is designed to help people surface the unrecognized "competing commitments" that undermine their expressed commitments. A common example might be a leader's public commitment to encouraging members of his team to take more initiative and authority, set against his unacknowledged competing commitment to hold onto control and avoid mistakes at any cost. The result is immunity to change and the maintenance of the status quo.

The goal of this work is to help leaders and teams to understand the full range of factors that influence their actions, and to free more of their energy to productive use.