



# Overcoming your Immunity to Change

## Coaching

*I work with people who are ready to get out of their own way. Counter-intuitive screwball questions are the order of the day (in the nicest way possible)*

*- Simon d'Orsogna*

### About this work...

With the help of a trained *Immunity-to-Change* coach, teams and individuals can learn a strategy for spotting exactly how their resistance shows up, what their innate immunity is protecting and how to change from the inside out. Without this kind of inner growth and shift, lasting change is impossible and crucial change efforts often fail.

Research over decades by professors Robert Kegan and Lisa Laskow Lahey have proven that each person has an inbuilt 'immune system', not just for physical health but for our mental and emotional health too. There is always a hidden reason why we protect the status quo in our lives whether it serves us now or not, even if it jeopardizes our careers and hinders our potential.

To meet this problem, Kegan and Lahey created an elegant system called *Immunity-to-Change*. It is now the subject of three books and has been put to effective use in organisations all over the world. From INSEAD's Manfred Kets de Vries to Integral thinker Ken Wilbur, this approach is celebrated as a significant catalyst to promote adult development.

***A typical ITC Coaching cycle guides clients through a step-by-step process of self-examination and gradual behavioural change. The coachee, supported by the coach, defines the "goal" and identifies the obstacles which hinder success. Working with the coach, the coachee discovers the root cause of blocked progress. At this stage, **success is envisioned and an improvement plan with clear steps and measurable results is designed.*****

***ITC includes the diagnostic map, a tailor-made survey, observations, analysis of incidents and the design and test of different approaches. **Achieving both individual and organisational goals is the aim. The change reported by others in how a person 'turns up' is the true measure of the coaching cycle's effectiveness.*****

**Simon d'Orsogna** Certified Process Consultant & Immunity To Change Coach

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## Format – One-on-One coaching

The full *Immunity-to-Change* coaching arc includes 10 session cycles (~15 contact hours/cycle) over a period of five months elapsed time. A double cycle takes 10 months. Between sessions, the coaching client completes 30-45 minutes exercises.

- Initially we meet in person or via Skype to have a discussion setting expectations from both sides, confirming the 'client-coach match', and making sure the motivation is mutually present for a kick-off.
- Each coaching cycle begins with establishing clear coaching objectives, and how success will be measured by those working closest with the coaching client.
- At the end of each coaching cycle we evaluate the outcomes.
- Once the ITC cycle is completed *ad hoc* sessions can be scheduled, or a second cycle begun.
- A short cycle of ITC coaching can also be arranged for clearly defined issues for those who have already completed a full ITC cycle of coaching.

## Format – Team coaching & Workshops

- ***Immunity-to-Change*** workshops can be offered for teams as a starting point both for the team development process, as well as for the individual ITC arc where some members of the team may be offered a coaching opportunity.
- Workshops can be 'standalone-as-one off', or offered as a series over 6-12 month period to promote team effectiveness, or to address specific team issues.
- Workshops are usually 4 hours in duration – preparation usually includes pre-assessment with interviews or briefing with key individuals, and optionally using team profiling tools (DISC, MBTI, Leadership Circle profiles, Belkin or in-house tools).
- Half-or-full day workshops are designed with focus on how to increase effectiveness and experience growth which relate to team dilemmas or opportunities (eg improving client-oriented practices through simulations).
- Custom-designed workshops are offered to meet specific team or project needs, with a focus on 'adaptive vs. technical change'.

## Simon d'Orsogna

Based in Melbourne, Australia, Simon d'Orsogna has been providing project consultancy, facilitation, and research to the corporate sector, government, education, human services and community services since 1992. Simon provides clients with a range of approaches to strengthen relationships, improve trust, and support innovation.

Simon is one of the few experienced facilitators certified to deliver the *Immunity to Change* coaching from professors Robert Kegan and Lisa Laskow-Lahey in their international ***Immunity-to-Change*** certification. He is pleased to offer this approach to organisations and individuals who seriously wish to enlarge their capacity for creativity, effectiveness, for holding complexity - and taking action.

Simon is a member of the Harvard Institute of Coaching Professional Association, Group Relations Australia, the Australian Facilitators Network, and the Organisational Development Network.

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