Getting Out of Your Own Way
3 Frogs sitting on a log; 2 of them decide to jump in the water

How many are left on the log?
Answer: Still 3 Frogs –  
(Because **deciding** is not the same as **doing**)
Have you ever *decided* to do something and *not done it*?
2 Kinds of Challenges

- Acquiring **technical skills**
  - Example: Learning how to be proficient with Mortgage Coach

- Making **adaptive changes**. (where it’s your behavior, not just something you haven’t learned yet)
  - Example: Getting better organized (making changes in the way you choose to use your time) ... so you can find the time and the motivation to learn how to be proficient with Mortgage Coach

- In order to accomplish an **adaptive change**, it is **you yourself who must change**.
- In other words, you’ll need to **get out of your own way**.
Immunity to Change
How to overcome it and unlock the potential in yourself and your organization

Robert Kegan and Lisa Laskow Lahey
An Example of an Adaptive Change

LOAN ORIGINATOR EXPERIENCES “CALL RELUCTANCE” WITH REALTORS
<table>
<thead>
<tr>
<th>1. Improvement goal</th>
<th>2. Doing/not doing</th>
<th>3. Hidden competing commitments</th>
<th>4. Big Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am committed to calling as many Realtors as it takes to generate 5 referrals every week</td>
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<tr>
<td>Column Rules:</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• It's true for you</td>
<td></td>
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<tr>
<td>• It involves you</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• There's really room for improvement</td>
<td></td>
<td></td>
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<tr>
<td>• It's important to you</td>
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<tr>
<td>I procrastinate.</td>
<td>I make a few calls and give up</td>
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<tr>
<td>I check on my pipeline</td>
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<td>When I talk to Realtors, I make small talk</td>
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<td>I don't ask for the referral</td>
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<td>If I do ask and they say they don't have any, I get embarrassed and give up; I don't review my value proposition or ask what I could do to earn their referrals</td>
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Column Rules:
• Behaviors (not emotions)
• It works against column 1
• Not “Why”. Or what you should do about it.
Adaptive Change is Hard

- We tend to resist change as a rule
- When we’re the one who needs to change, we resist it even more.
- We think we’re really committed to make the improvement (adaptive) change – and we are
- But when we struggle to make the change, it’s because we also have a competing commitment
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- Follows from fear  
- Commitment to self protection  
- Show why Column 2 behaviors make good sense! |
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<td>I'm committed to not feeling uncomfortable I'm committed to avoiding unpleasant conversations I'm committed to being liked</td>
<td>I assume ... That if I call until I get enough referrals, I won’t have time to do anything else. That some Realtors will be rude and dismissive, and that this would ruin my day That I will feel rejected, and that this will destroy my motivation to do anything productive</td>
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**Column 4 Rules:**
- See how it sustains your immunity to change
- Has a "Bad" outcome for you
Now, find a way to **Test** your Big Assumption(s)

Call until you get a referral and see how long it actually takes.

See how often (if ever) a Realtor is rude or dismissive; if someone is, see if it really does ruin your day.

Ask yourself (and your Realtors) if your value proposition is strong enough to motivate them to refer; if it isn’t, find a way to strengthen it until it is.

When someone says no, ask yourself if it’s really you that’s being rejected, and whether you really feel less motivated. (Who decides how motivated you are?)
Barriers to Getting Out of Your Own Way

“THE UNEXAMINED LIFE IS NOT WORTH LIVING.”

-- SOCRATES
Many of us, especially if we’re in leadership positions, feel we have to appear omniscient and invulnerable.

We don’t want to ask for help, but our colleagues (and Realtors) can probably see things we don’t see.
Saying, “I don’t know” (Acting/being confused)

- Confusion: We have trouble getting past Column 2; we can’t figure out what our competing commitments might be.
- This is a classic symptom of immunity to change; our own mind blocks our awareness of the competing commitment(s).
- The answers are inside us; we just have to persevere until we find them.
Guy walks into a bar ...
“I quit drinking!!!”
Contact information

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