

# Coaching when there is resistance

Longitudinal Session #4  
COMSEP COACHING  
CERTIFICATE PROGRAM  
January 2025



# COMSEP

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**Better Health for All Patients  
Through Pediatric Education**



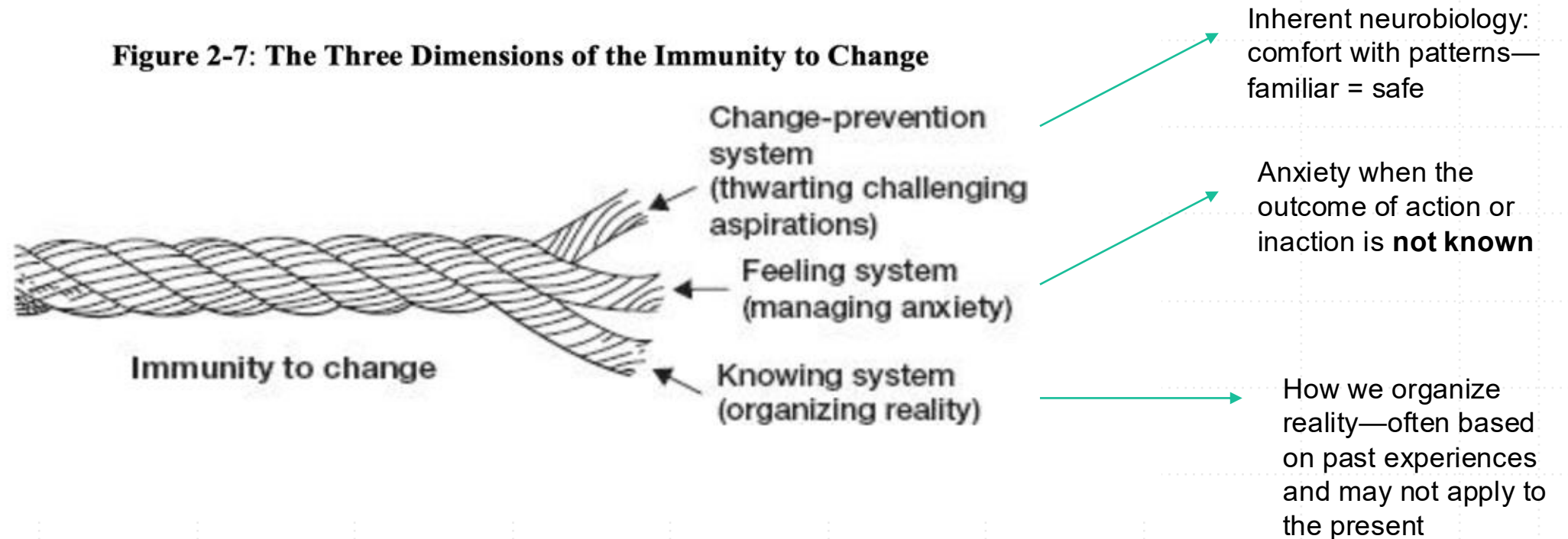
# Checking in

- What have you noticed as you use a coaching approach?
- Is there something you want to explore today?

How do you sense when there might be resistance to change when using the coaching approach?



# At baseline, humans are immune to change!



From Immunity to Change. R. Kegan and LL Lahey



# What might get in the way?

Resource gap

Competing  
commitments

Stages of change  
(precontemplation-  
contemplation-  
action-maintenance-  
termination)

Old stories

Inner critic



# Immunity to change model

Commitment/Goals

Doing/not doing  
instead

Hidden competing  
commitments

Big Assumptions



# Immunity to change model



Commitment/Goals

The diagram consists of four light blue rounded rectangular boxes with green borders, arranged horizontally. Each box is partially overlapped by a solid blue rounded rectangle above it. The boxes contain the following text from left to right: 'Commitment/Goals', 'Doing/not doing instead', 'Hidden competing commitments', and 'Big Assumptions'. A purple arrow points upwards from the text 'What you say you want or will do' to the 'Commitment/Goals' box.

Doing/not doing  
instead

Hidden competing  
commitments

Big Assumptions

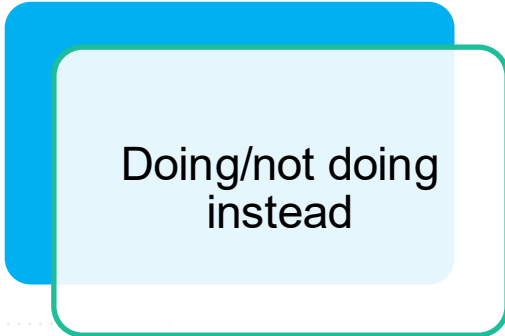
What you say you want or  
will do



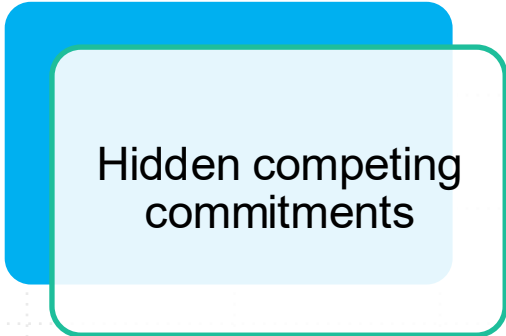
# Immunity to change model



Commitment/Goals



Doing/not doing  
instead



Hidden competing  
commitments



Big Assumptions



This is what you discover  
When you step back and reflect  
keep going deeper!



# Immunity to change model



Commitment/Goals

Doing/not doing  
instead

Hidden competing  
commitments

Big Assumptions

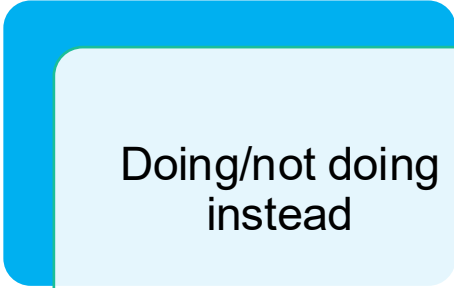
Figuring out what the pay off is  
to keep doing or not doing  
something



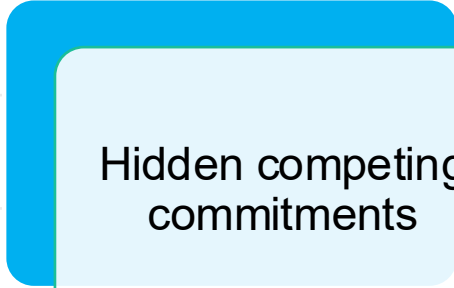
# Immunity to change model



Commitment/Goals



Doing/not doing  
instead



Hidden competing  
commitments

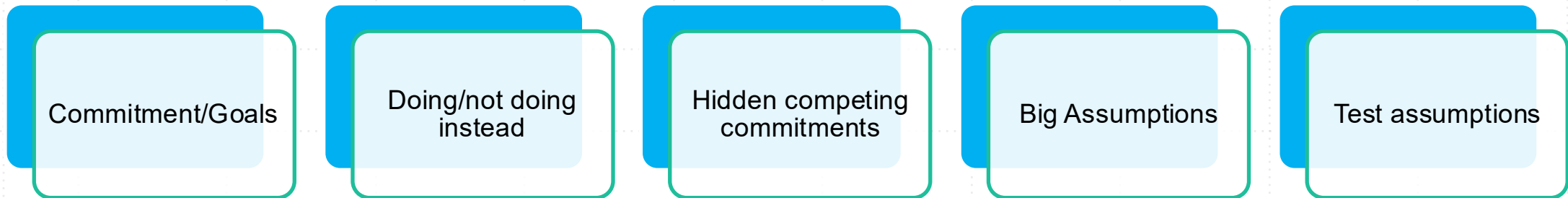


Big Assumptions



Might be stories we tell  
ourselves or realities we  
haven't fully explored

# Immunity to change model



Key element for coaching

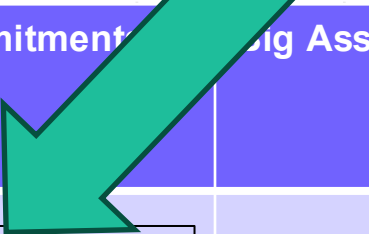


Moving to action  
Doing experiments



# The immunity “X-ray”

Go Deeper!  
Underlying driver



Commitment	Doing/Not Doing	Competing Commitments	Big Assumptions
		<div data-bbox="1258 551 1740 801" style="border: 1px solid black; padding: 5px;">Worry box:</div>	

Tests I will do:

# The immunity “X-ray” worked example

Commitment	Doing/Not Doing	Competing Commitments	Big Assumptions
<p>I will learn to draw. This might be fun and I can do it.</p>	<p>I practice intermittently for a short time—several weeks; I get busy doing other things and then just look at the paper and feel like I should be doing it (guilty).</p>	<div data-bbox="1235 525 1686 801" style="border: 1px solid black; padding: 5px;"><p>Worry box: I won't be good enough; I must do this all the time to get better so I can share.</p></div> <p>I would rather hike when it is nice outside.</p> <p>I don't think about it until late in the day when I am tired</p>	<p>It takes a long time to get “good”</p> <p>there is a certain way of drawing; I need instruction/lessons</p> <p>I need dedicated time every day about 30 minutes to make it worth doing</p>

Tests I will do: 1) find a book or online course for sketching 2) draw for 5 minutes a day and see what happens 3) take photos and go back after 1 month to see what has changed

Immunity to change  
model is a  
framework for  
questions and  
exploration

You can use it real  
time, proactively,  
after the fact or as a  
reflection tool



# Practice and Experiment!





# Next time...

- February 3, 2026 12 ET
- February 4, 2026 3 ET
- Topic: Coaching the struggling learner
- Send us your dilemmas ([ssmit1@uw.edu](mailto:ssmit1@uw.edu) or [LLEGGIO@augusta.edu](mailto:LLEGGIO@augusta.edu))..will bring them forward for discussion in 2026!

# Annotated bibliography



Immunity to Change—Robert Kegan and Lisa Laskow.

A step by step model of exploring resistance in ourselves and in our organizations. Easy to understand examples (including a medical school not changing their curriculum!). Builds heavily on the thought model approach to coaching.