



Toolkit Page 61 What to Avoid Assessment

If you find that knee-jerk reactions often get in the way of your team's work, then consider using this assessment to look at what you are doing currently.

1. Which knee-jerk reactions do you (individually) use most often? (This is a risky one. Only address it in a team meeting if Level 3 relationships are pretty strong.)
2. Which knee-jerk reactions would your customers and suppliers say that your team uses?
3. What's your intent when you use these knee-jerk reactions? Although knee-jerks get activated well before we can determine intentions and goals. So, in retrospect, look back on some places where you as an individual or this team gave in to knee-jerk reactions and identify the intent that prompted these responses. For example, "a fear that we would lose," "I know they'll go along once they understand what we're talking about," "we needed to show who was in control of this meeting" and the list goes on.

4. What impact do these reactions usually have? (Or, what reactions could these knee-jerk reactions have on others?)

5. What are the circumstances that seem to trigger these reactions?

6. How could you catch yourself before using these reactions?

7. How could you catch yourself and change course even when you are in the midst of using one of these reactions?

© **2010 Rick Maurer**. Rick uses his Change without Migraines™ to advise organizations on how to lead change effectively. He is author of many books including *Beyond the Wall of Resistance*. In 2009, he created the Change Management Open Source Project, a free resource for people interested in change in organizations. You can access the open source project as well as many free articles and tools from his web site: www.rickmaurer.com