

Anna

Design, running, and interpretation of third test

My third test happened spontaneously – so I didn’t have a design ahead of time. But in the midst of the situation I knew, “this is a chance for me to run a test.”

My Big Assumption Says:	<p>I assume I won’t be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family-focused and will not make a significant impact in the world.</p>
So in Order to Test it I Changed my Behavior This Way:	<p>I was at a conference and happened to sit next to someone from an educational foundation. When I saw his nametag and realized where he was from, I thought about whether and how I might introduce my own big project to him without sounding instrumental. We started talking and actually got into an in-depth conversation where I found myself easily sharing the big ideas and values behind my project. The foundation person started telling me about some of their projects, funding other schools, and tells me that at least two of those schools could benefit enormously hearing about my project. Towards the end, he asked me if I would be available to talk with these two current recipients of the foundation's funds.</p> <p>I felt immediately caught—this will take time (traveling, preparing, and meeting), all time I don’t have, and I know this is just the kind of situation where I can get pulled in to providing more help to these schools.</p> <p>I paused for a moment to collect my thoughts and then said, "What a wonderful opportunity for them and me! Right now my project needs my 100% attention though. But if this could wait, or if they could come visit us once we've passed this critical moment, I'd like that."</p>
This is What I Observed	<p>I had a few doubts during the conversation and felt so torn.</p>

Happening:	<p>Helping him out might actually lead me to be able to call on him later. But I also felt calm because I had spoken openly about what is important to me, what needs to happen first, and I can still pursue this possibility when there is time.</p> <p>After I had time to reflect, I realized that I felt really good about setting a limit yet also offering a genuine option of help later.</p> <p>And he was fine. He said "Of course. It's just exciting to imagine how your project could be a source of inspiration for others. Let's think of another way others could learn from what you're up to."</p>
And This is What the data Tells me about my Big Assumption:	<p>I am starting to trust that when I am clear about my values, everything can work together. I have evidence that I can communicate and act on what is important to me in a way that others respect, even appreciate.</p>

Design, running, and interpretation of second test

I am continuing to run the first test I designed. I realize that I don't feel completely free of the idea that in order to have real impact, individuals must be willing to suffer. And that I should therefore be ready and willing to suffer if there is a need I can fill.

My Big Assumption Says:	So I will (Change my Behavior This Way)...	And collect the following data ...	In Order to Find Out Whether ...
<p>I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family- focused and will not make a significant impact in the world.</p>	<p>When I am asked (or feel compelled) to take on a project or help someone out with theirs, I will stop and get very clear about whether it is aligned with my values (balance and impact).</p> <p>I will pay attention to my emotions – to notice when I am feeling guilty or compelled to take on something I don't want to.</p> <p>I will look to see what help I can provide without jumping in or taking over.</p>	<p>What am I thinking and feeling?</p> <p>Can I identify ways to be helpful that are reasonable for me to take on?</p> <p>Is there anyone to whom you'd like to give a "heads-up" or ask to serve as an observer who can give you feedback after the fact?</p> <p>Not sure. This will depend on what situations arise.</p>	<p>What does it look like to be helpful without taking over or taking something on fully?</p> <p>How do I need to think differently in these situations to be helpful in ways that make sense for me, according to my values?</p> <p>What does it feel like for me to respond in this way?</p>

Review your test on these criteria:	Yes	Not Sure
Is it safe? (If the worst case were to happen, you could live with the results).	X	
Is the data relevant to your Big Assumption? (see question 2 above)	X	
Does it have face-validity? (The test actually tests your Big Assumption)	X	
Are the data sources valid? (No one is either out to get you or wants to protect or save you).	X	
Might it “re-true” your Big Assumption? (Is it designed so that it surely will lead to bad consequences, just as your BA tells you? Are you setting yourself up to fail? Is there any data you could collect that could disconfirm your BA?)		X
Is it actionable in the near-term? (e.g., the people or situation you need in order to enact the test are available, you are reasonably certain you know how to do what you plan, and you can run the test within the next week or so).	X	

Interpreting Your 2 nd Test Results	
My Big Assumption Says:	<p>I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family-focused and will not make a significant impact in the world.</p>
So in Order to Test it I Changed my Behavior This Way:	<p>I've been doing some volunteer work with a steering committee of a local non-profit group. That work has been going well, and the team is getting really clear about what they should be focusing on and what that will require. However, one of the founders of the organization decided to meet with the committee and kind of unloaded her fears about some of the other problems in the organization. These issues shouldn't really be handled by this committee, and as a group, we have created a culture that feels really good and developing plans to tackle some significant issues in the organization. But because the committee is functioning well, the founder assumed it made sense to bring all this work to them. In our meeting yesterday, I tried to calm things down because everyone on the committee (and the founder too) is basically panicking. As we were talking, it became clear that the founder was pressuring me to increase the amount of time I have been giving to this organization, to help her sort through how to take all these problems on and turn things around with her.</p>
This is What I Observed Happening:	<p>I could feel an argument happening inside me -- getting pulled in to strategizing with her about some of the most urgent issues. There are some key things that could happen right away that can make a big difference for how things go for this organization.</p> <p>I was also quite clear that while it is really important that these things happen, it is not my job. I probably could help. She is terrified. She is someone who has actually become a friend, and I feel for her.</p> <p>The more I've been maintaining balance in my own life, the more I've been appreciating how fantastic it feels. But I can feel one part of me saying that I am being selfish, privileged,</p>

out of touch with the real needs of the world. I need to save the day.

And then the other part of me was saying, actually in the long term, these quick fixes will not do much. If I (or the committee) does all the work, no one else will step up, nothing else will get better. Ultimately for this organization that could be doing such important work, others will need to take responsibility or they will fail. Maybe this is the process, and I shouldn't step in.

We ended up with a happy medium – I agreed to take on one part of what needs to happen. But I didn't step in to do more. If I had, it would have taken over my next 4 days. Typically, I would have and felt kind of proud of it and I would have ended up being exhausted.

But I still felt divided. Part of me felt that was the right thing to do. Another part felt I was being selfish not to step in and take on more. I didn't feel a level of comfort or peace about it.

So I had to get really clear about what the costs of saying yes would have been. If I had taken this on, I would have broken a bunch of commitments. I would have been able to do nothing for myself. Not been there for my kids. Instead, I'm going to get to work out, go to the dentist for the first time in 2.5 years. I can keep my hair cut appointment tomorrow. I can pick my kids up from school. I don't have to cancel a visit from some good friends who are coming over for tomorrow night. At work, I'll be able to finish and submit two grant proposals tomorrow. I will be able to go check out 3-4 design spaces.

I realized that I didn't believe that helping to fix things for this friend and for her organization would outweigh those costs. And I might only put out fires there. I wouldn't really help them make lasting changes so that there wouldn't be a next emergency in the near future.

So instead, I have been talking a lot about trying to get to them to build their capacity to do this work themselves. There are still probably going to be some things that go badly in the short term, but I think that might also make people more open to what I have been saying about the foundational work that needs to happen.

**And This is What
the data Tells me
about my Big
Assumption:**

Suffering and impact are only sometimes directly linked. There are times when huge sacrifice is necessary and called for, but they are limited times. Everything doesn't fall into that category, and in this situation, it is not worth it. That is what I'm learning.

I know that there are times when it is worth it. It isn't that I'm never going to make big sacrifices, but I'm not going to do it every time. If things were different in this situation, or if there was something I could to make this work more aligned with my values, it could be worth it. But feeling compelled to step in and save things just because I know how to do it is not enough. And this organization just has too many problems that it needs to address before they can function well. I believe they are having the wrong conversation, and they want me to make that conversation work better. But it is still the wrong conversation. And it is not worth my giving up everything else going on in my life these next few days to bail them out. That is a new insight for me.

First test results

My Big Assumption Says:	<p>I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family-focused and will not make a significant impact in the world.</p>
So in Order to Test it I Changed my Behavior This Way:	<p>A former colleague called me to ask for advice about a program she is running. We hadn't been talking for very long when it became clear that she was very overwhelmed by some aspects of it. At first I started to give her some advice about what to do. I started telling her what I would do if I were in her situation, and I suddenly realized that I could easily get sucked into doing too much and getting too involved.</p> <p>As we were talking, I had another conversation going on in my head. I knew that I could offer to help out, and that if I did, I had some good ideas about what needed to happen. But I stopped myself and realized I should not step in.</p>
This is What I Observed Happening:	<p>Once I decided it was not my job to DO this work, I got much clearer about how I could best help. I could stop telling her what should be done or what to do and start asking her questions to help her think through the issues. I could help her think about how to do her work more effectively. I could help her figure out how she can solve the problems herself. I could also be very honest with her about what she might need to get better at so that she can be successful.</p> <p>I was uncomfortable letting the control of this outcome rest with her and not me. I worry that she won't have enough time to figure out and learn what she needs to so that the project will go well. It was also hard to know how much she could figure out – I was less sure what to say. It felt scary to leave lots of things unresolved, trusting she will work through them.</p> <p>At the end of our conversation, she asked me if I could keep giving her help. I knew if I committed to that, I would end up regretting it. I don't have time right now to give her the type of help she really needs. So I recommended she speak with</p>

	someone else.
And This is What the data Tells me about my Big Assumption:	<p>I still have lots of doubts about what I did because I'm not sure my decision is what is best for the success of her project. But I still think it was the right decision for me to make in terms of my priorities and time.</p> <p>I also realized that before I would have assumed she wanted me to solve her problem. I can't be sure, but I don't think that is what she wanted. In the end, I am not sure how much that should matter to me because whether she wanted me to solve her problems or not, I know I should not add another big set of responsibilities to my plate.</p> <p>And I feel good because I didn't take on something that I would later regret.</p> <p>I could also notice how much energy and enthusiasm I can bring to my other work now because it can be my sole focus. That feels very good.</p>

Design of the First Test of the Big Assumption

My Big Assumption Says:	So I will (Change my Behavior This Way)...	And collect the following data ...	In Order to Find Out Whether ...
<p>I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family- focused and will not make a significant impact in the world.</p>	<p>When I am asked (or feel compelled) to take on a project or help someone out with theirs, I will stop and get very clear about whether it is aligned with my values (balance and impact).</p> <p>I will pay attention to my emotions – to notice when I am feeling guilty or compelled to take on something I don't want to.</p> <p>I will look to see what help I can provide without jumping in or taking over.</p>	<p>What am I thinking and feeling?</p> <p>Can I identify ways to be helpful that are reasonable for me to take on?</p> <p>Is there anyone to whom you'd like to give a "heads-up" or ask to serve as an observer who can give you feedback after the fact?</p> <p>Not sure. This will depend on what situations arise.</p>	<p>What does it look like to be helpful without taking over or taking something on fully?</p> <p>How do I need to think differently in these situations to be helpful in ways that make sense for me, according to my values?</p> <p>What does it feel like for me to respond in this way?</p>

Review your test on these criteria:	Yes	Not Sure
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Is the data relevant to your Big Assumption? (see question 2 above)	X	
Does it have face-validity? (The test actually tests your Big Assumption)	X	
Are the data sources valid? (No one is either out to get you or wants to protect or save you).	X	
Might it “re-true” your Big Assumption? (Is it designed so that it surely will lead to bad consequences, just as your BA tells you? Are you setting yourself up to fail? Is there any data you could collect that could disconfirm your BA?)		X
Is it actionable in the near-term? (e.g., the people or situation you need in order to enact the test are available, you are reasonably certain you know how to do what you plan, and you can run the test within the next week or so).	x	

Biography

{NOTE : To protect her privacy and that of others, Anna has elected not to share the details of her biography. She has shared her reflections on her biography below.}

Reflection Question	Your Response
In what ways does the biography (or biographic moment) explain your Big Assumption?	I am uncomfortable when there is a lot of emotion or vulnerability. I feel I should keep my own emotions in control. If I get emotional, it feels like I have lost control.
Does your biography (or biographic moment) illuminate any additional Big Assumptions you might be making? Do you notice any definitive, i.e., this-always-happens, quality?	<p>No good can come of me feeling proud, good about what I've done, like I deserve reward. I should get no recognition. If I take it, I'm selfish. To try to deal with all the stuff I've lived through might take me out. Having impact should only be about others, and it is dangerous because it can make me feel proud, deserving. Having balance is dangerous because it can make me feel selfish. The danger for both impact and balance is me. So according to this thinking, I can't win.</p> <p>If I can never feel proud, I will never feel like I am having enough an impact. I will always be embarrassed and critical and then trying harder. I must always be chasing something but never allowing myself to be part of it, to enjoy it, feel or see success. I can't achieve balance because I can't allow myself to feel I deserve it, feel like my needs should be met. My self cannot be involved at all.</p>
To what extent do you believe and feel the situation or events from your biography (or biographic moment) apply to your current life? If you think they do, how so?	<p>Emotions can still feel very risky to me. When I get emotional, I often get ashamed afterwards, even if others are completely comfortable with my emotion.</p> <p>I have gotten better at letting some emotion show, but I still second-guess myself in those situations and wish I had been more composed.</p>

	<p>I know this gets in my way as a leader and personally in my connections with people. I know I've got to continue to work through it. Being a mother has helped me begin working through it.</p>
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The Continuum of Progress

Column 1 Goal and Big Assumption(s)	First Steps Forward	Significant Progress	Full Success
<p>I am committed to getting better at aligning my actions with my core values of balance and impact.</p> <p>I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family- focused and will not make a significant impact in the world.</p>	<p>I observe people that I consider to be living a life well-aligned with their values.</p> <p>I talk to trusted friends and advisors when I am experiencing a feeling of uneasiness or conflict.</p> <p>I spent time journaling as a way to reflect on how I'm feeling.</p> <p>I notice when I feel out of balance and reflect on what has produced that feeling.</p> <p>I trust that this feeling is instructive and pay attention to what it can teach me.</p> <p>I notice when I am agreeing to take on new responsibilities and pause to question if that will result in real impact, and if</p>	<p>I build time into my schedule for self-care.</p> <p>I catch myself when I am getting out of balance and have strategies for how to regain balance.</p> <p>I prioritize things that align with my values and where I believe true impact is possible.</p> <p>I think through situations thoroughly and ask questions not just about my role, but about the appropriate role of other people.</p> <p>I don't apologize when I choose not to get involved in a project that will interfere with my own balance. I feel good about saying no.</p>	<p>I am aware in the moment when I feel uneasy because my values are in conflict. I stop and reflect and try to better understand why I am feeling that way. I will reflect on what it would mean to be acting in better alignment with my values and act accordingly.</p> <p>I am acting on my values as a way to have greater impact, not to serve my ego.</p> <p>I am able to live a balanced life without feeling like a hypocrite. I feel fully me, true and honest.</p> <p>I am able to ask people to help me and to say no to others' requests so that I can lead with authenticity.</p> <p>I am comfortable</p>

	<p>so, what is the best way to achieve that purpose.</p>		<p>with my choices. I don't feel like I have to apologize to anyone for how I live.</p> <p>I can be a confidante and support for my friends and colleagues without feeling guilty for not helping more/solving their problems. I am not worrying about whether what I am doing is enough.</p> <p>I spend time on the things that are important to me. I routinely, and without guilt, make time for exercise, sleep, healthy eating and meditation.</p> <p>I am comfortable saying "no" and that allows me to be more focused and have more impact when I say "yes."</p>
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Self-Observations

Observing the Big Assumption in Action

Describe situation where Big Assumption got in your way	Describe costs to you ("what did it block, prevent or impair?")
<p>Situation #1:</p> <p>BA: I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family-focused and will not make a significant impact in the world.</p> <p>I paid a lot of attention to how I was using my time these last two weeks. I realized there were a lot of things I was doing that didn't directly contribute to the impact I wanted to have. I can get pulled into a lot of messes because I can see that they need help. I see so many problems, and I feel I should be doing more.</p>	<p>The more diffuse my focus is the less impact I can have because I am not spending my energy on my top priorities.</p>

Reflection Question	Your Response
What stands out to you? What do you notice most of all?	I don't feel like there is a way to have real impact without there also being great sacrifice.
What does your B.A. do to you? What thoughts, feelings, perspectives, actions, & choices do you experience as a consequence of your B.A.?	When I am in balance, I automatically feel like I haven't given enough. The way that I calibrate if I have given enough is if I am exhausted. I also know that I have pushed other people to the point of exhaustion.
Do you see patterns i.e., are there particular types of people, content areas, circumstances (inside yourself or in the environment) that activate your Big Assumption?	People I like and respect who are doing good work and need help. Projects where there is clear potential for impact, but they are designed improperly so if someone doesn't intervene, they won't live up to their potential.
Any "ah ha"?	Need to sort out when ego is running the show in a bad way versus when it is in a good way (e.g., confidence, happiness, feeling energized)

Do you notice any additional Big Assumptions you are making? If so, add these to your 4-col map.	I assume you can't have a real impact without making great personal sacrifice. I assume I am if I am not exhausted, I am not having enough impact.
What are your key take-aways?	I am starting to think that when you are doing things directly aligned with your values, you are your best self and can have the right impact. When you are aligned you have the most energy to do the best for the world. The more I try to suppress my ego, the more I lose confidence.

Observing Naturally Occurring Counters to the Big Assumption

Describe situation that casts doubt on your Big Assumption (including your thoughts & feelings)	How does what happened cast doubt on the absolute truth of your Big Assumption?
<p>Counter Observation #1:</p> <p>BA: I assume I won't be able to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family-focused and will not make a significant impact in the world.</p> <p>I was talking to one of my mentors who is very selective about what projects he is willing to take on. He is very specific about what a group needs to be doing and how they need to be working together if he is to help them. He won't do it under someone else's conditions where there isn't time/conditions to do it right. I can get frustrated by that because I feel like he could be doing more to help, but he is very clear his work is for people who are willing to engage in a particular way. Reflecting on that now, as I am trying to work on this issue myself, I feel more admiration for his insistence that others meet the right conditions.</p>	<p>Counter Observation #1:</p> <p>This man is my mentor because he does powerful, meaningful work, and I have experienced its impact on myself and others. But he does not exhaust himself. He is clear about what his core values are. He is clear about what work will not serve them.</p> <p>Maybe you just need to be clear about what is your own truth -- what you believe deeply and what you just know is right for you. You don't need to justify it to anybody.</p>
<p>Counter Observation #2:</p> <p>I have become a mom relatively late in life, and my identity as a mom is clearer for me than my work identity. I feel comfortable doing what I need to do for my kids and cancelling work commitments without feeling guilty or angst about impact.</p>	<p>Counter Observation #2:</p> <p>It is easier to choose when it isn't about me and my own needs. I can make these choices when it comes to my kids – what they need from me. But it is also true that I need to be there with them. I want to be there for them.</p>

Reflection Question	Your Response
What stands out to you? What do you notice most of all?	I can see that I need to be really clear about the impact my work is having on others. That way I am less likely to feel like I am doing it just because it is meaningful to me. I don't think we are at that phase of our own work yet, where the impact is clear. But until then, it will be important for me to maintain confidence in what I am doing.
What thoughts, feelings, perspectives, actions, and choices did you experience in these instances?	I don't feel guilty.
Do you see any patterns? Is the same doubt about your Big Assumption raised across the different instances? Is there anything in common across the examples that might account for the counter-data? (e.g., particular types of people, content areas, circumstances, inside yourself or in the environment).	It is much easier for me to make a decision to say no when it involves others' needs (my kids') than my own choices.
Did you act differently than your Big Assumption would have you act? If so, what did you do? What are your hunches about why you acted differently? Was it because of something "out there," or something you said to yourself, or some combination of the two, or anything else?	
What does the counter-data suggest to you about your Big Assumption?	
What are your key take-aways?	If I don't take on as much, I will not have as much impact. If I take on more, I have the potential to have more impact. But then I also have the potential to think more of myself, to feel like I am saving the day, feeding my ego. It is not necessarily selfish to limit what I take on, and it is not necessarily selfless to take on a lot.

Immunity Map

1. Commitment (Improvement Goal)	2. Doing/Not Doing (Instead of #1)	3. Hidden Competing Commitment	4. Big Assumption(s)
I am committed to getting better at using my time and energy in ways that better align with my core values.	Committing to things that I don't really want to do	Worries: Missing out on something. Letting people down, being abandoned. That no one else will do it either, and it's my fault something didn't get done. Being isolated, self-serving, selfish, not contributing, overly privileged. Misusing my privileges. That my values actually don't align, are not reconcilable, that I am a fraud, self-contradicting.	I assume if I don't help people do things that are important to them, it weakens the relationship. I will be selfish. They will walk away. I will be abandoned.
	Doing things that should be delegated		I assume that to act on my core values will demand tremendous sacrifice, will demand constant feelings of uneasiness.
	Overcommitting and overscheduling		
	I don't think through the realities of commitments I am making (e.g., how much time they will take)		
	Doing things that others ask me to do instead of focusing on things that I want and need to do.	I am also committed to... <ul style="list-style-type: none"> • Not losing opportunities because I didn't commit, not closing any doors • To not letting go of responsibility for other people's work, core values. To not being blamed if their work fails. • To not having others know that I am self-serving 	I assume I won't be able to reconcile my values, will have to give something up that matters to me.
	Saying yes, but then letting things back up, which forces a crisis and drains my energy.		I assume that I can't be authentic, that I will not be able to live by my core values. I assume that there isn't a place for me, that I will always be a little outside, that I won't be taken seriously anywhere.

		and privileged and can get what I want. <ul style="list-style-type: none"> • Not having to face how hard it would be (how vulnerable I would have to be, always checking for my blind spots, always feeling uncertain) to live a life that is truly aligned with my core values 	I assume I will be lonely.
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Feedback

I decided that I wanted to get input from others about my improvement goal. I selected people who know me well and have day-to-day experience with me.

Basically, I was curious to know how well my actions align with my own value system. I was wondering:

1. Can people identify my core values based on what they see of my behavior?
2. Do they see my behavior as consistent with what I know are my core values in my interactions with them?
3. Do they see my behavior as consistent with what I know are my core values in my interactions with others?
4. Do they think that if I can better align my behaviors to my core values, it will make a significant difference in how I function?

My core values are **equity, honesty, balance, creativity, and impact.**

What I found out was that all 6 of my respondents identified equity and impact as core values. 5 of the 6 respondents also named honesty as one. Two people named creativity. Only one person named balance as one of my core values. In fact, my respondents said that they only INFREQUENTLY saw me acting in ways that reflected balance as one of my core values.

I also feel that balance is the core value I am least able to demonstrate in my behavior, and the feedback I got from my friends and colleagues helped me see I am even more out of alignment with that value than I thought.

They see me as overscheduling myself, spreading myself too thin. One responder feels if I were able to achieve better balance in my life, I would be less anxious and therefore even more effective and impactful in my work. Another worries that my lack of balance could lead to burn-out and regrets about not spending more time with my family. It might also lead me to underperform if I don't have enough time or energy to work to my highest standards.

I want to refine my improvement goal to focus only on balance. I worry that if I achieve more balance in my life, I will be sacrificing the impact I can have.

So... I am committed to getting better at acting in ways that align with and equally maximize my core values of balance and impact.

Here is my new version of my immunity map. I changed my improvement goal to focus on the two core values I am focusing on (balance and impact). All of the entries in the other columns still feel relevant and right, but the more I zero in on my particular focus now, the more I see that there are some new Hidden Commitments and Big Assumptions that emerge. I added these in **red** (see below).

1. Commitment (Improvement Goal)	2. Doing/Not Doing (Instead of #1)	3. Hidden Competing Commitment	4. Big Assumption(s)
I am committed to getting better at acting in ways that align with and equally maximize my core values of balance and impact.	Committing to things that I don't really want to do Doing things that should be delegated Overcommitting and overscheduling I don't think through the realities of commitments I am making (e.g., how much time they	Worries: Missing out on something. Letting people down, being abandoned. That no one else will do it either, and it's my fault something didn't get done. Being isolated, self-serving, selfish, not contributing, overly privileged. Misusing my privileges. That my values actually don't align, are not	I assume if I don't help people do things that are important to them, it weakens the relationship. I will be selfish. They will walk away. I will be abandoned. I assume that to act on my core values will demand tremendous sacrifice, will demand constant feelings of uneasiness. I assume I won't be able

	<p>will take)</p> <p>Doing things that others ask me to do instead of focusing on things that I want and need to do</p> <p>Saying yes, but then letting things back up, which forces a crisis and drains my energy.</p>	<p>reconcilable, that I am a fraud, self-contradicting.</p> <p>I am also committed to...</p> <ul style="list-style-type: none"> • Not losing opportunities because I didn't commit, not closing any doors • To not letting go of responsibility for other people's work, core values. Not having to sit in relationship to someone else's struggle/pain/vulnerability • To not being blamed if their work fails. • To not having others know that I am self-serving and privileged and can get what I want. • Not having to face how hard it would be (how vulnerable I would have to be, always checking for my blind spots, always feeling uncertain) to live a life that is 	<p>to reconcile my values, will have to give something up that matters to me.</p> <p>I assume that I can't be authentic, that I will not be able to live by my core values. I assume that there isn't a place for me, that I will always be a little outside, that I won't be taken seriously anywhere. I assume I will be lonely.</p> <p>I assume that if I am living a life that is in balance, I will be too self- and family-focused and will not make a significant impact in the world.</p> <p>I assume that if I do sit in relationship to someone else's struggle/pain/vulnerability (instead of saying yes, taking over, taking control), I will lose control, feel vulnerable and helpless. I will not be able to tolerate the emotional discomfort I feel. X`</p> <p>I assume I can't be happy and confident and feeling good because I have balance in my life AND know that I am having enough impact.</p>
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		<p>truly aligned with my core values</p> <ul style="list-style-type: none"> • Not sacrificing the impact I can have because I was too focused on myself, feeling too good about myself, too proud. 	
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