



Uncovering your Team's Limiting Beliefs Playbook

**Uncover and address hidden limiting beliefs
that hinder the team's collective growth.**

Purpose

For a team to be successful in today's fast-paced corporate environment, it needs to be able to adapt and adjust constantly. However, despite our best intentions, we often find ourselves entangled in habits obstructing our progress. This playbook offers a structured process to pinpoint and dismantle these barriers, known as "Limiting Beliefs." You will establish a supportive environment for personal and collective growth by guiding your team through this process.

At the heart of this workshop lies Immunity to Change, a framework developed by Harvard professors Robert Kegan and Lisa Lahey [1]. It recognizes that even though we genuinely desire change, deeply ingrained psychological barriers often hinder our progress. These barriers arise from our past experiences, fears, assumptions, and beliefs, which create a protective shield around our familiar ways of thinking and behaving.

This workshop is ideal for teams facing significant changes, stagnation, conflicts, low morale, or seeking innovation. It's adaptable for new team formations, leadership development, skill enhancement, project kickoffs, and ongoing team development efforts.

I would like to express my heartfelt appreciation to my coach and mentor, Johann Entz-von Zerssen [2], for introducing this invaluable tool to me during one of our enlightening sessions.

With the steps in this guide, you can run this workshop independently. But if you need help, do not hesitate to contact me at christian@hofstetter-coaching.com or reach out to me on [LinkedIn](#).

Let me know how it went!

Christian Hofstetter



Flow

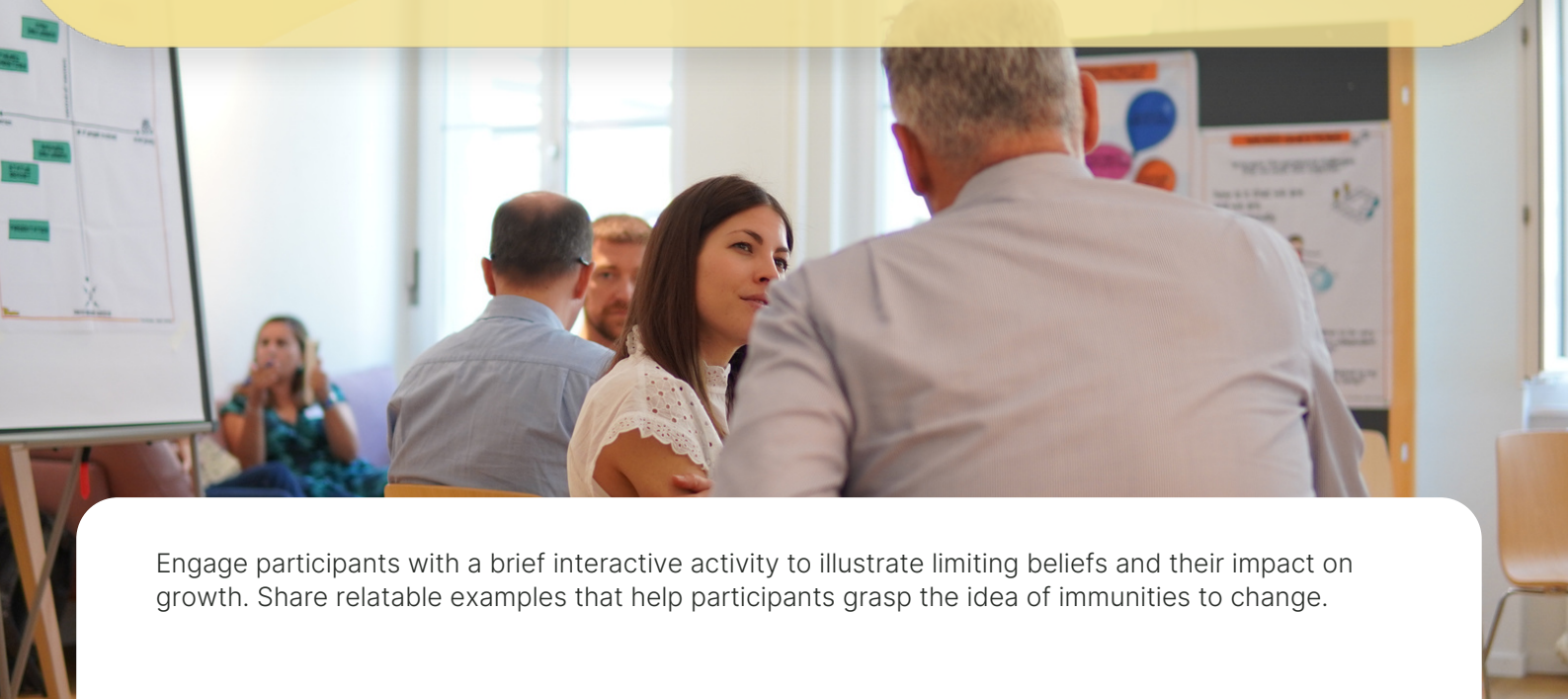
Total duration

 **180 min**

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|----------|----------------------------------|---|
| 1 | Hello Round |  15 min |
| 2 | Setting the Stage |  15 min |
| 3 | Out Team Challenges |  30 min |
| 4 | Our Actions and Inactions |  20 min |
| 5 | Our Hidden Commitments |  20 min |
| 6 | Our Big Assumptions |  20 min |
| 7 | What's the Evidence? |  20 min |
| 8 | Team Experiments |  25 min |
| 9 | Debrief & Closing |  15 min |









Our Team Challenges



Engage participants with a brief interactive activity to illustrate limiting beliefs and their impact on growth. Share relatable examples that help participants grasp the idea of immunities to change.

Steps

1. Use masking tape to create a table with four columns on the floor. Each column should be at least wide enough to fit an A4 landscape. Label the first column with: "Team Challenges"
-  3min 2. Share relatable examples from your experience that help participants understand immunities to change.
-  5min 3. First, individually, then in pairs, reflect on team challenges related to change. Topics that the team has been struggling with in the past come up again and again and again.
-  5min 4. Let the pairs share their examples and write them in a two-column table on a flipchart.
-  5min 5. Individually, write a number from 1 (low impact on the team's success) to five (very high impact on the team's success).
-  5min 6. Together, do some maths and identify the highest-ranked team challenge. The one that is holding the team back the most.
-  5min 7. Ask the team what precisely they want to change/improve. Why? Write it on an A5 sticky and place it in column 1.

Examples of Limiting Beliefs

- **"We Must Have All the Answers"**: This belief assumes that leadership teams should have solutions to every problem, which might lead to resistance in seeking input from others or admitting when they don't know something.
- **"Conflict Should Be Avoided"**: A belief that disagreements are detrimental can lead to suppressed conflicts and lack of open discussions, hindering healthy decision-making and collaboration.
- **"Leaders Should Be Strong and Unemotional"**: This belief might discourage leaders from showing vulnerability or discussing personal challenges, creating a facade that prevents authentic connections and empathy.





Debrief & Closing

Before closing this workshop, pausing briefly and letting the team reflect on what just happened is beneficial.

Invitation

"What did we achieve as a team today, and what is a personal next step for me?"

Steps

-  1min 1. Introduce the invitation and allow participants to reflect on the question silently.
-  9min 2. Invite all participants to share and then close the workshop.




About me



Christian Hofstetter

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I create space for curious leaders and teams who want to develop. I stand for connection, purpose, and sustainability.

My focus is on providing teams and organizations with tools and structures so they can drive change from within and act independently.

