

**Figure 10-2**

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**Guide sheet for designing a good test of the big assumption**

- 1a. Write below what you are going to do. (Make sure you are doing something different from what your big assumption would normally have you do.)
  
- 1b. Jot down how you think your test (1a) will get you information about your big assumption.
  
- 2a. Next, what data do you want to collect? In addition to how people react to you, *your feelings* can be a very rich data source.
  
- 2b. How will that data help you to confirm or disconfirm your big assumption (BA)? (What results would lead you to believe your BA is correct? What results would lead you to question the validity of your BA?)
  
- 2c. Is there anyone you'd like to give a "heads-up" to or ask to serve as an observer who can give you feedback after the fact?
  
3. Finally, review your test on these criteria:
  - Is it safe? (If the worst case were to happen, you could live with the results.)
  - Is the data relevant to your BA? (See question 2b.)
  - Is it valid? (The test actually tests your big assumption; see question 1b.)
  - Are the data sources valid? (Choose sources who are neither out to get you nor trying to protect or save you.)
  - Might it actually reinforce 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?)
  - Can it be done soon? (The person or situation you need in order to enact the test is 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.)

"Guide sheet for designing a good test of the big assumption" from the book *Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization* by Kegan and Lahey (2009, Harvard Press)