How to Change Lives and Transform Organizations

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WHY MINDSET MATTERS
THE ARBINGER MINDSET MODEL

Let’s say that this represents our current level of results as an organization/team.

Our results have been produced by our collective behaviors as an organization/team.

These behaviors are being driven by our individual and collective mindsets (how we see challenges, choices, opportunities, people, and so on).
Let's say we have a higher goal

How do we get there?…
THE ARBINGER MINDSET MODEL

THE COMMON APPROACH
Prescribe the behaviors necessary to achieve the target objective

BEHAVIORS

MINDSET

CURRENT RESULTS

DESIRED RESULTS

If we just focus on behavior alone, what are we not attending to?
MCKINSEY:
Organizations that identify and address pervasive mindsets at the outset are **FOUR TIMES** more likely to succeed in organizational-change efforts than are companies that overlook this stage.
THE ARBINGER MINDSET MODEL

SO HOW CAN WE GET HERE AS AN ORGANIZATION?

By first attending to the underlying mindsets that inform and drive what we do.
THE ARBINGER MINDSET MODEL
TWO MINDSETS
INWARD VS. OUTWARD

Others **DON’T MATTER** like I matter

**INWARD**

me

objectives & behaviors are self-focused

**OBJECTS**

so while others have needs, objectives, & challenges

**OUTWARD**

Others **DON’T MATTER** like I matter
INWARD VS. OUTWARD

Others **DON’T MATTER** like I matter

**INWARD**

- **me**
- **OBJECTS**
  - Vehicles that I use
  - Obstacles that I blame
  - Irrelevancies that I ignore
- Objectives & behaviors are self-focused

Others **MATTER** like I matter

**OUTWARD**

- **me**
- **PEOPLE**
  - I see their needs, objectives, and challenges
- Objectives & behaviors take others into account
INWARD VS. OUTWARD

**OBJECTS**

- **I focus on my results**
  - **me**: objectives & behaviors are self-focused
  - **Others**: Vehicles that I use, Obstacles that I blame, Irrelevancies that I ignore

**PEOPLE**

- **I focus on our results**
  - **me**: objectives & behaviors take others into account
  - **Others**: I see their needs, objectives, and challenges
What do you notice as you watch the San Antonio Spurs?
How would you characterize Ronaldo’s mindset?
### HARD & SOFT BEHAVIORS IN EACH MINDSET

<table>
<thead>
<tr>
<th>INWARD</th>
<th>HARD</th>
<th>SOFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicles</td>
<td>Obstacles</td>
<td>Irrelevancies</td>
</tr>
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**When you get inward, what’s your common behavior style . . .?**

Circle the column(s) that best describe how you act when you get in the box.

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**When others are objects to us, we . . .**

- Vehicles
- Obstacles
- Irrelevancies

- Manipulate
- Criticize
- Ignore
- Ignore
- Punish
- Exclude
- Belittle
- Cope
- Avoid
- Leave
- Engage in token niceties
- Offer little feedback
- Try to be liked
- Avoid
- Leave
- Offer little feedback
- Engage in token niceties
### HARD & SOFT BEHAVIORS IN EACH MINDSET

#### HARD

When others are objects to us, we . . .

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When others are people to us, we . . .

- Set high expectations
- Give real responsibility
- Challenge
- Give helpful correction
- Give direct feedback
- Have necessary difficult conversations
- Listen and learn
- Offer help
- Involve others
- Show genuine appreciation
- Acknowledge mistakes
- Take correction easily

#### SOFT

Vehicles
- Indulge
- Pander
- Try to be liked

Obstacles
- Cope
- Avoid
- Leave

Irrelevancies
- Engage in token niceties
- Offer little feedback

Contrast these with hard and soft behaviors we might engage in when our mindsets are outward.
HOW TO TURN OUTWARD
MINDSET-CHANGE TOOL

THE OUTWARD MINDSET PATTERN™
What would it look like to conceive my job in this way? . . .
What do the “inside triangles” signify?

What do the “outside triangles” signify?
Why are there no outside triangles on the inward mindset diagram?
What if I don’t really know what others want to do but feel like I do good things for them anyway?…

Like this.

Is this still Inward Mindset? Why or why not?
THE OUTWARD MINDSET PATTERN

S.A.M.

1. **SEE OTHERS**
   Strive to understand others’ needs, objectives, and challenges.

2. **ADJUST EFFORTS**
   Given what I learn about others, adjust my efforts in order to be more helpful.

3. **MEASURE IMPACT**
   Measure and hold myself accountable for the impact of my work on others.
When we’re inward, what do we feel might be put at risk by making the most important move?

How might these worries be misleading us?

**NOTICE:** The most important move is to do what we are waiting for the other to do.