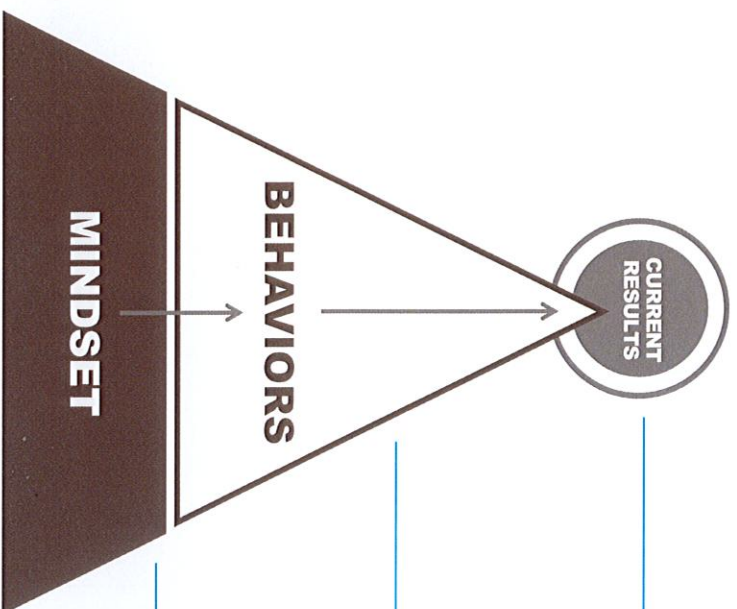




RESOLVING HEART OF THE CONFLICT

Arbinger
Institute

The Arbinger Mindset Model



Let's say that this represents our current level of results as an organization

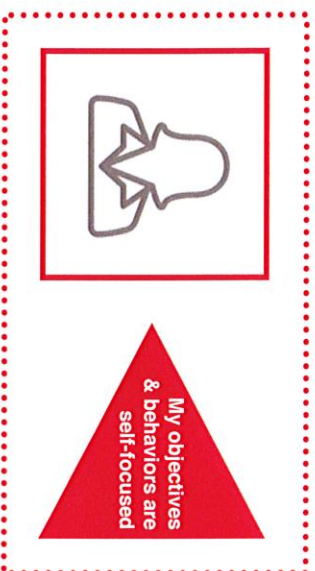
Our results have been produced by our collective behaviors as an organization

These behaviors are being driven by our individual and collective mindsets: *How we see challenges, choices, opportunities, people, and so on*

Inward vs. Outward

I focus only on
MY results

INWARD MINDSET



Others are
OBJECTS




I focus on
OUR results

OUTWARD MINDSET



Others are
PEOPLE



Their needs, objectives & challenges



<p>How do you suppose I might start to see myself?</p>	<p>How do you suppose I might start to see the other?</p>
--------------------------------------------------------	-----------------------------------------------------------



Common
Red Flags

Your Personal
Red Flags

When *you're* in the box, what do you sound like, act like, and feel like?

SEE OBJECTS

BETTER THAN

SELF-VIEW

Superior · Important
Virtuous

I MAY FEEL

Impatient · Indifferent
Disdainful

I DESERVE

SELF-VIEW

Meritorious · Mistreated
Unappreciated

I MAY FEEL

Entitled · Deprived
Resentful

WORSE THAN

SELF-VIEW

Deficient · Broken
Powerless

I MAY FEEL

Depressed · Envious
Resigned

NEED TO BE SEEN AS

SELF-VIEW

Being Watched · At Risk
Being Judged

I MAY FEEL

Anxious · Stressed
Overwhelmed



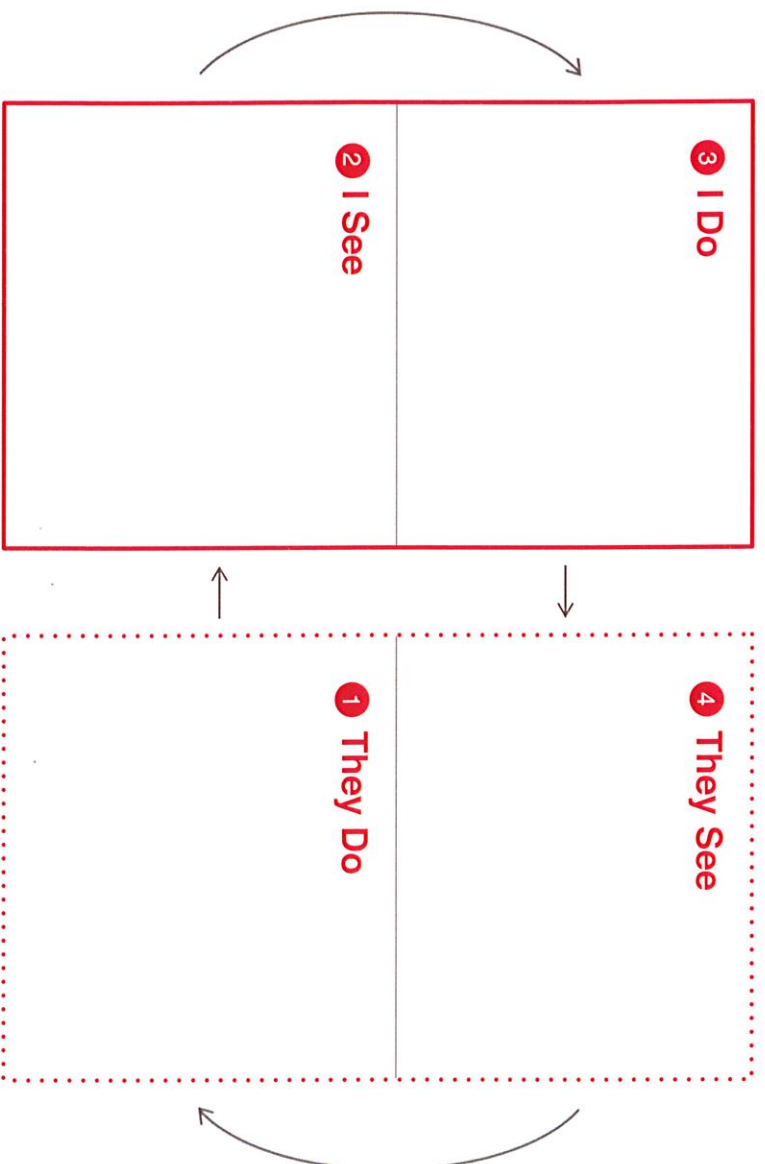
What is your most common inward style at home?

What is the impact this inward style has on others?

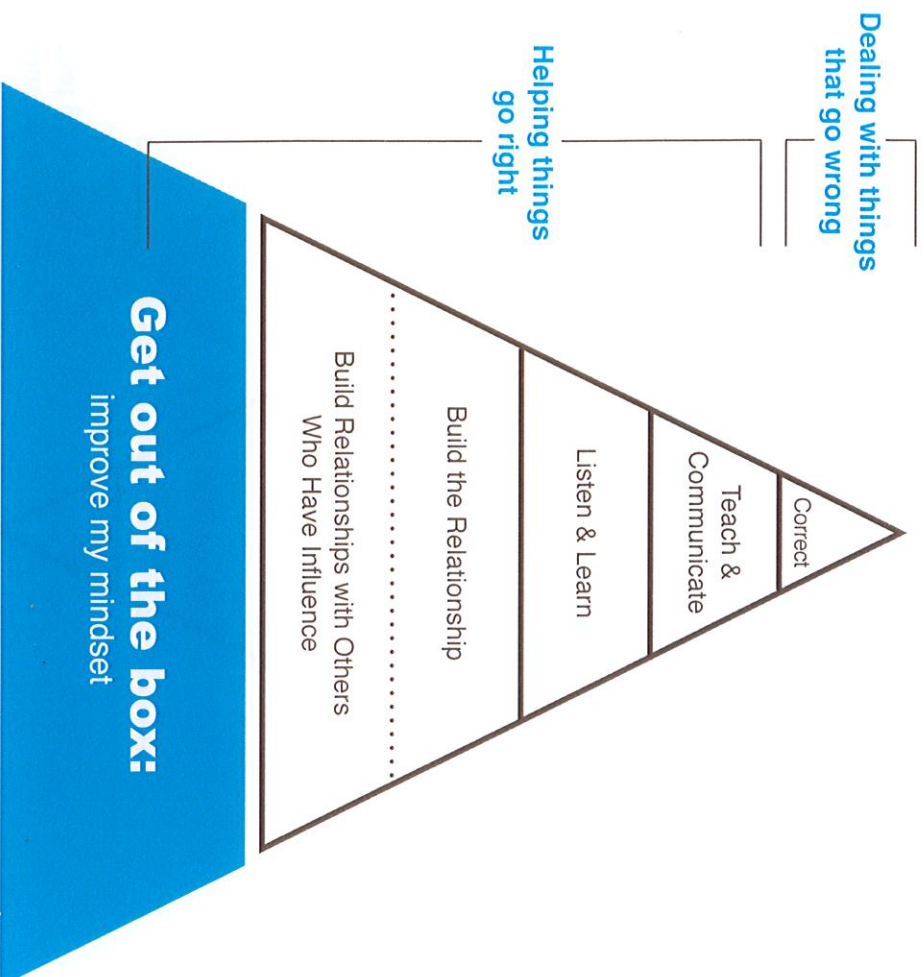
What is your most common inward style at work?

What is the impact this inward style has on others?

Diagramming a Collusion



What are the consequences of this collusion? What is it costing you and others?



LESSONS OF THE PYRAMID

- 1 **WORK BOTTOM UP**
Most time and effort should be spent at the lower levels of the pyramid.
- 2 **WHEN STUCK, GO LOWER**
The solution to a problem at one level of the pyramid is always below that level.
- 3 **MINDSET MATTERS MOST**
Ultimately, my effectiveness at each level of the pyramid depends on the lowest level of the pyramid—my mindset.

APPLYING THE PYRAMID

Dealing with things
that go wrong

Correct

Teach &
Communicate

Listen & Learn

Build the Relationship

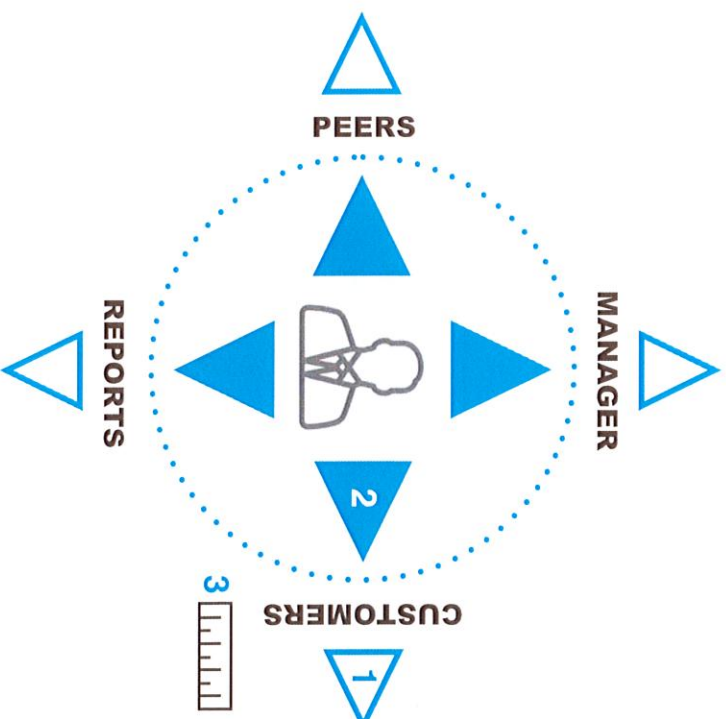
Build Relationships with Others
Who Have Influence

Helping things
go right

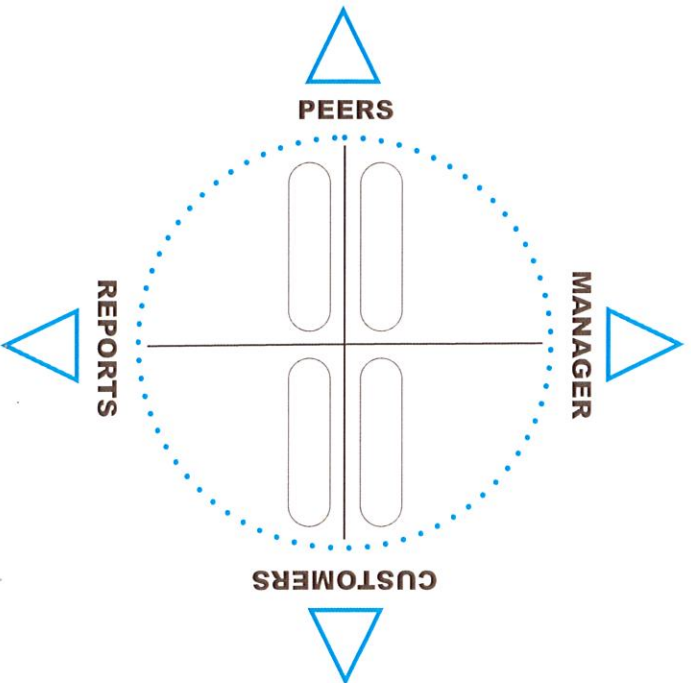
Get out of the box:
improve my mindset

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.



Job Map



List up to four main roles or areas of responsibility.

Consider your various roles, identify the people you have responsibility toward (up to 6 in each direction).

S.A.M. Your Job

1 **SEE OTHERS** (by asking the people I impact the 3 questions below)

How does someone in my role affect or potentially affect your ability to do your work (both positively and negatively)?

From your perspective, how could a person in my role be most helpful to you?

How and at what frequency would you like me to check in and stay accountable to you for my impact on your ability to do your work?

2 **ADJUST EFFORTS**

Based on what you have learned in your conversation, list any adjustments you could make in your roles to be more helpful.

3 **MEASURE IMPACT**

Based on what you have learned in your conversation, when will you meet and what will you discuss?

Use this framework to be self-accountable for working with an outward mindset.



CAPABILITY

Skills and aptitude

3 All the necessary capabilities to succeed in this role

2 With training, could be a 3 in this role

1 Can't reasonably become a 3 in this role

IMPACT

Helpfulness to others

A Positive impact on others

B Mixed impact on others

C Negative impact on others

EFFORT

Diligence and focus

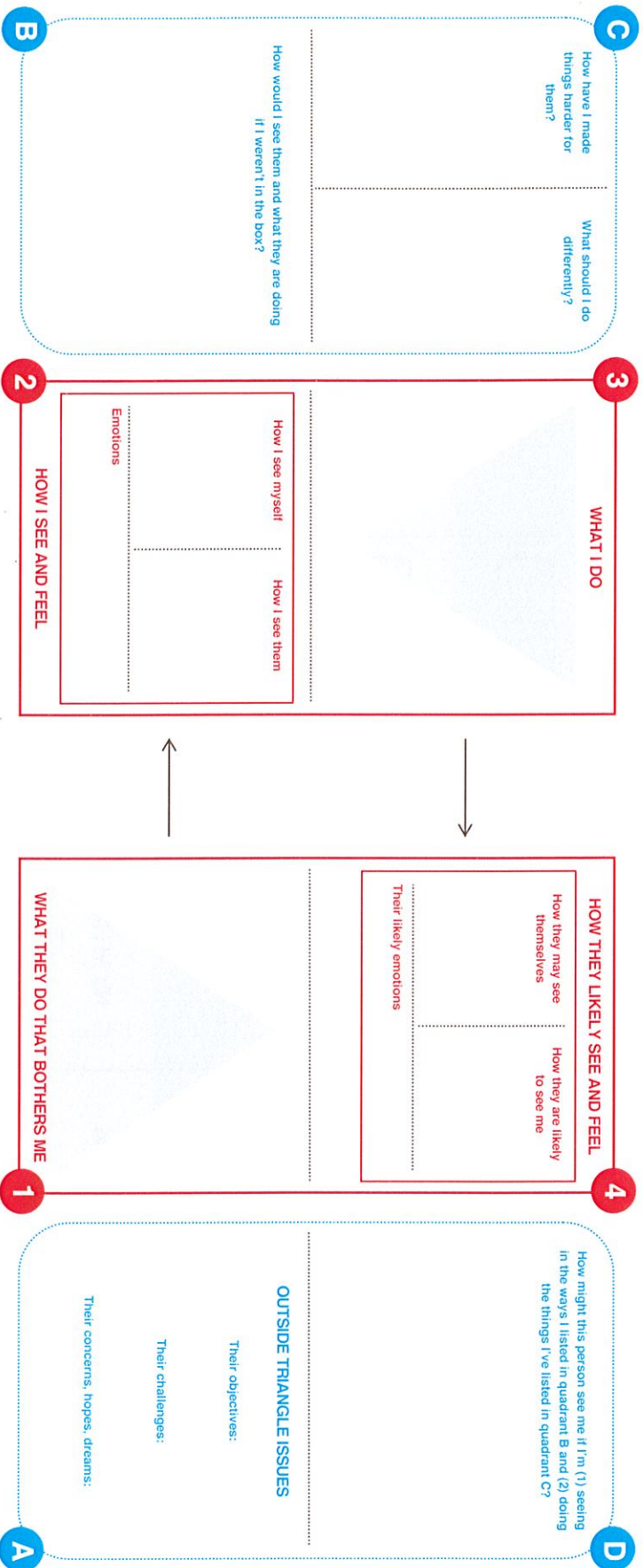
+ Gives attention necessary to achieve objectives

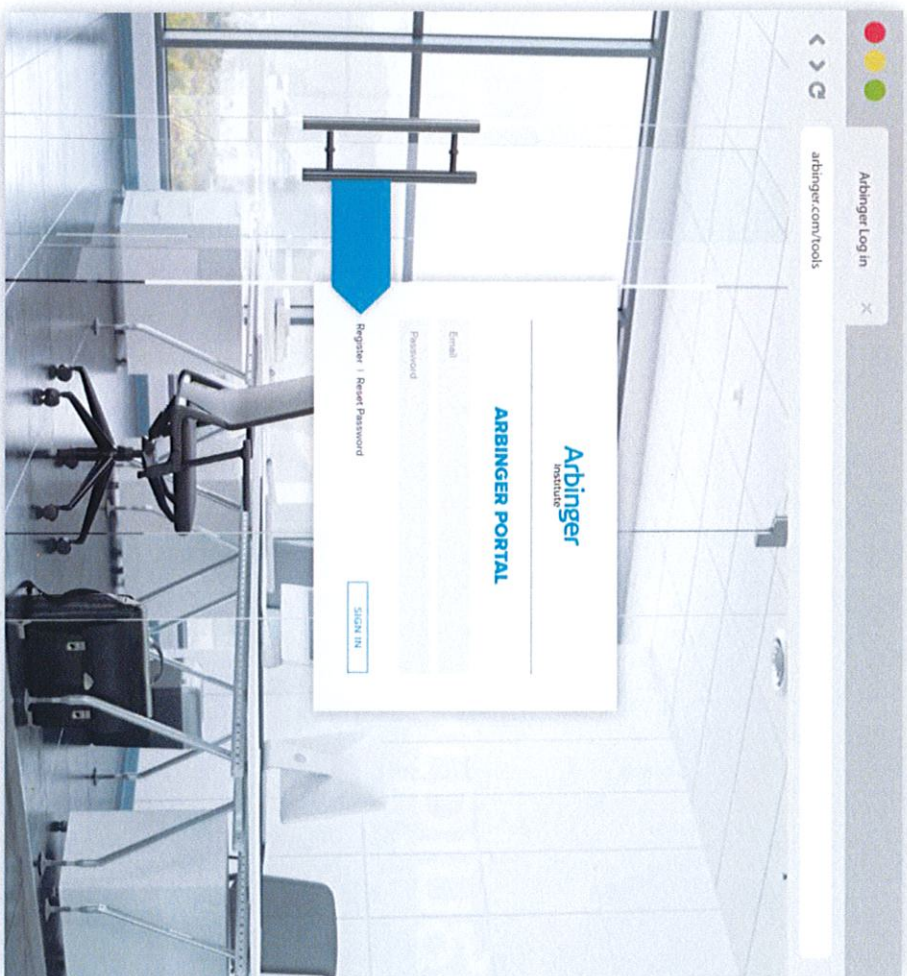
- Does not give the attention necessary to achieve objectives

3A+ PERFORMANCE REPORTING

	1	2	3	4
	ON/OFF TARGET	CURRENT PERFORMANCE	ACTION PLAN	MANAGER FEEDBACK
ROLE 1		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
ROLE 2		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
ROLE 3		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
ROLE 4		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		

Resolving Collusions





Using the Arbinger Portal

- 1 Take out your mobile device or laptop & go to arbinger.com/tools
- 2 Click on “Register” and complete the form
- 3 Open your email and confirm your registration.

A blue-tinted photograph of a person standing on a beach, looking out at the ocean. The person is in the center of the frame, and their reflection is visible in the water. The sky is bright and hazy. The text 'Arbinger Institute' is overlaid on the image in white, with 'Arbinger' in a larger font and 'Institute' in a smaller font below it.

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