



THE
**OUTWARD
MINDSET**
seeing beyond ourselves

STUDY
and
DISCUSSION
GUIDE

The Arbinger Institute

THE OUTWARD MINDSET

Study and Discussion Guide

The reflection and discussion topics and questions provided here can be used to enrich individual and group study of *The Outward Mindset*, by The Arbinger Institute. Reading, pondering, and discussing the book, you can experience an inner change taking place—in thought patterns, assumptions about situations in your life, views of yourself and others, and in your optimism and plans for the future. The process can be enhanced as you reflect on, write about, and/or discuss the items that follow, or any other questions or insights you're interested in.

If you are working alone, you can begin with the reflection questions and then ponder the discussion prompts by yourself, possibly writing your thoughts in a journal. (We highly recommend the use of a study journal to record thoughts and responses.) If you are in a discussion group, it's best in many cases to start by spending a few minutes on the reflection questions individually and then to talk as a group about the discussion prompts. Discussing the reflection questions may also be helpful to the group. Depending on the needs and desires of your group, you can take on one chapter and its discussion points per meeting or move at a faster pace. However, we encourage you not to rush. There is much to be learned and discovered through rich pondering and discussion.

At all times, we at The Arbinger Institute are available to help you with your learning experience. If you wish to go beyond the items discussed in the book or in these reflection and discussion topics, or if you would like personal or organizational help in implementing these ideas, please contact us at 801-447-9244. You may also reach us via email at: help@arbinger.com.

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Chip Huth
Captain & Former Sergeant, KCPD

A Different Approach

1

Reflection Think about two times when you found yourself facing a challenging problem—one time when you were successful in solving the problem and one time when you weren't. For both situations, make a list of answers to the following questions: What were you thinking as you approached the situation? What did you do in an attempt to resolve the problem?

Discussion On pages 7 and 8 we hear the incredible story of Chip Huth's transformation. What do you believe made this transformation possible? What do you like the most about Chip's story?

What Shapes Behavior

2

Reflection Write down a result you are currently pursuing, whether it be at home, at work, or in some other environment. Then list the things that are currently holding you back from fully achieving the results you desire. From this list, identify the items that might relate to mindset.

Discussion Diagram 3 on page 18 and Diagram 4 on page 19 depict two very different ways of attempting to achieve results. Discuss an experience when you attempted to accomplish something by pushing for behavior change alone. Discuss the difference it might make if you attempted to accomplish that same task by working on a change in mindset.



Two Mindsets

3

Louise Francesconi
Former President, Raytheon Division

Reflection Think about a time when you have operated with an inward mindset. Then think about a time when you have operated with an outward mindset. Write down the differences between both experiences.

Discussion Louise Francesconi was faced with an incredible challenge. Discuss the key reasons Louise and her team were able to turn their seemingly impossible situation around. Relate their experience to any issues that you are currently facing.



4

What Shapes Behavior

Reflection

This chapter discusses the important connection between our mindset and how we see others. Write down a time when you were seen as an object. How did that impact you? Then write down a time when you were seen as a person and describe the impact that experience left upon you.

Discussion

Turn to the story of William and Ivan Cornia on pages 33 and 34. How was Ivan's father able to change the way he saw his son and his livelihood? What kind of influence did William Cornia have once he changed the way he saw and thought about the people and circumstances in his life? In what ways are you like William Cornia before he changed?

Ivan Cornia

Getting Out of Our Own Way

5

Chris Wallace

Reflection Are there people in your life that you often find yourself resisting? Are there people that you are often responsive to? List the key differences in the ways you feel and act around these people. Reflecting on Chris's story on pages 39-46 and the discussion of justification on pages 46-49, identify someone you currently feel justified toward.

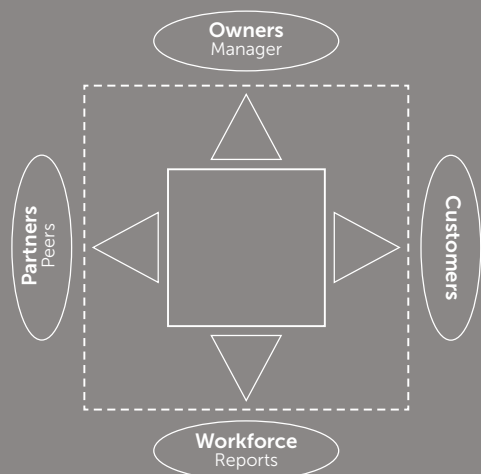
Discussion In the compelling story of Chris's struggle with his father, what made Ann capable of influencing change? When she listened to Chris tell his story, where was her focus? Think about and discuss ways you can focus more on others in your work environment (or in any environment). Discuss the ideas on justification on pages 46-49. Where and in what circumstances do you find yourself getting caught up in the need to be justified?

6

The Lure of Inwardness

Reflection Think about your life at work and at home. Whose needs and objectives are you often focused on? Do you exhibit an inward mindset in any of your relationships? When you have this mindset, how does that impact the relationship?

Discussion Diagram 10, found on page 56, outlines an "outwardly-nice" inward mindset style. Discuss times when you or your organization have exhibited this style. In the story on page 58, Anna's father realized "I was doing what I wanted to do with them; I wasn't paying attention to what they wanted to do." How does this style of inward mindset fake us out? Where do we see it in ourselves? What is the impact?



7

The Outward Mindset Solution

Reflection Think about the times in your life when you were the most alive and engaged. Who and what were you focused on in those moments—on yourself or something bigger than yourself? Visit page 60 and look at Diagram 11. Make a list of the objectives, needs, and challenges that belong to those in your sphere of influence. (For some this might be your manager, coworkers, peers, and reports; while for others this may be your spouse, your children, and your friends.) Evaluate how you are helping these people accomplish and face their objectives, needs, and challenges and make a list of ways that you can improve.

Discussion CFS2, a debt collection company mentioned on page 62, has a rate of collection that is twice the rate of any other firm in the industry. Discuss how this company noted the objectives, needs, and challenges of their customers. Why did the outward mindset of the CFS2 company make them more successful? What could we learn from what CFS2 did?

The Outward Mindset Pattern

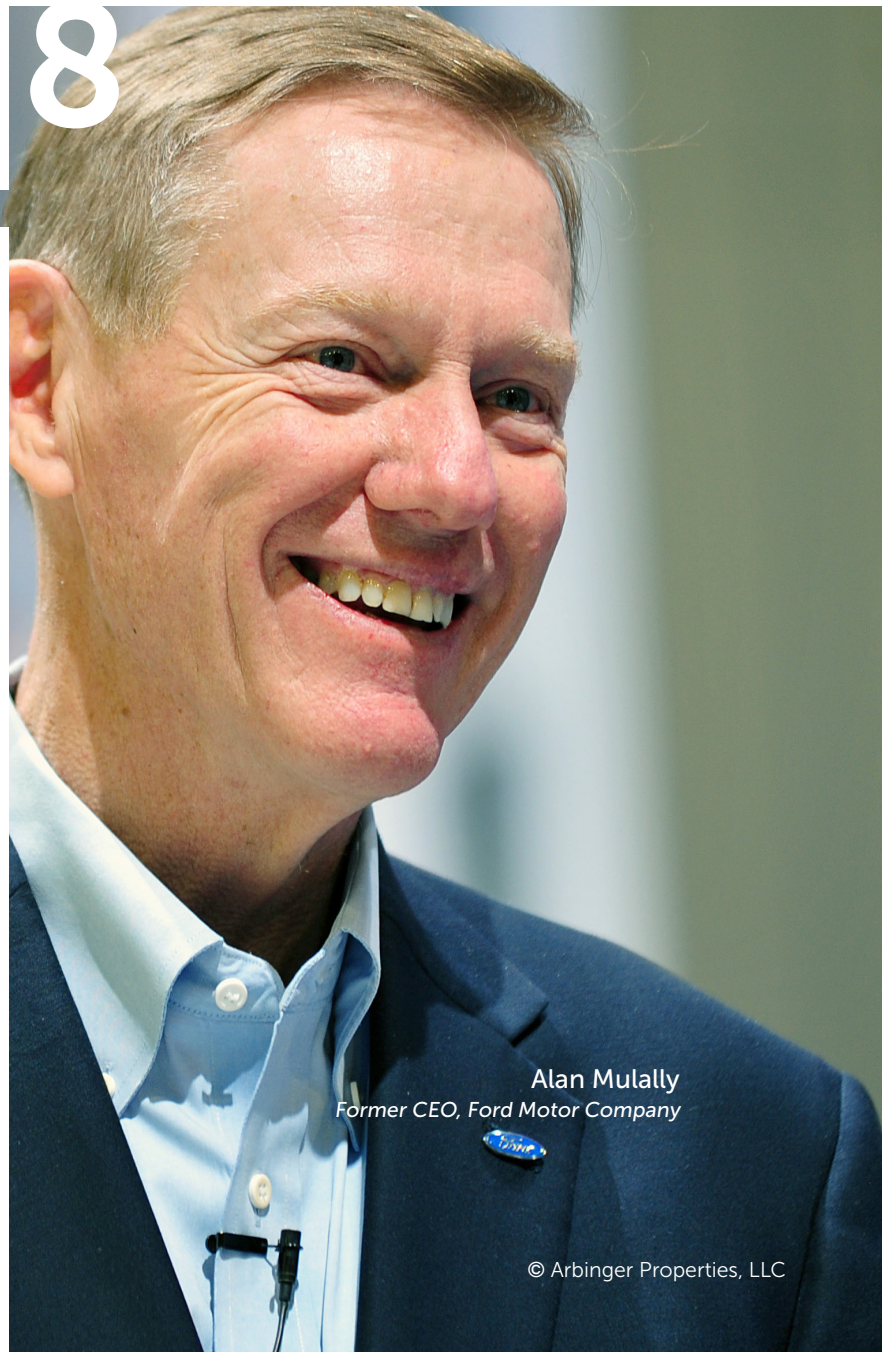
Reflection

Think of someone you know who always seems to work with an outward mindset. What makes him or her stand out from other people? The book teaches three steps that help one operate with an outward mindset (page 69). Pick the relationship in your life that is the most challenging at the moment. Write the name of the person and underneath the name fill in your answers to those three steps.

Discussion

The book tells the story of the Ford company's ability pull itself out of its trouble. What were some of the key events that led this company to rise out of the "deep ditch" it was in? Alan Mullaly, the CEO at Ford, stated, "you aren't red...the issue you're working on is red." What difference does it make in our relationships with others when we separate the person from the problem? What can we change to gain a greater sense of helpfulness toward those that surround us?

8



Alan Mullally
Former CEO, Ford Motor Company

9

Applying the Outward Mindset Pattern

Reflection

Think about the three steps of the outward mindset pattern: see others, adjust efforts, measure impact. What makes each one important? Based on your reading, why do these steps have the potential of significantly improving performance?

Discussion

How did the team charged with creating the next year's budget learn to see others? In what ways did Terry Olson adjust his efforts? What were the results of Charles Jackson measuring his impact? Apply these stories to your own situations.

10

Don't Wait on Others

Reflection

Think about some of the challenges that you are currently facing. In any of them, do you find yourself waiting for someone else to change? In regards to that challenge, make a list of the ways that you may be a problem.

Discussion

On page 101 the book states that "being able to operate with an outward mindset when others do not is a critically important ability. It is the most important move." Why is it the most important move? In the example of Tubular, Jack, Larry, and Al took the initiative to change their efforts instead of waiting on others to change. Discuss the impact their willingness to take action had upon other people in the company. What can we learn from their examples?

Larry Heitz
Former President & CEO, Tubular Steel





Start with Mindset

11

Chato Villalobos , Kansas City Police Officer
and students on the west side

Reflection Are you engaged in situations where you are currently attempting to change behavior in order to achieve results? If so, list ways that you can first work to change mindset.

Discussion What elements in the Matt, Lynda, and Chato story in Chapter 11 are examples of starting with mindset? What might starting with mindset mean in our own situations?

Kansas City's West Side



12

Mobilize Around a Collective Goal

Reflection

What is the power of building your actions around a collective result even if one doesn't already exist in your organization? Revisit the lists you made in the reflection section of Chapter 7. Based on the questions found on pages 119 and 120, take the exercise a step deeper. For each of the areas you already analyzed, ask yourself why that person is attempting to achieve those objectives. In what ways can I measure whether they are actually helped by my efforts?

Discussion

Is your organization focused on pursuing a collective result? How so? If not, discuss what you can do to create a framework that is focused on a collective result. Many of the stories included in this book are examples of organizations that shifted from a focus on individual results to a focus on collective results. Together list some of these organizations and discuss how they were able to accomplish this.

13

Allow People to be Fully Responsible

Reflection

Why is it important for people to be involved in planning *and* executing their work? Both at work and at home, in what ways have you been content just to plan or just to execute? Diagram your own role as illustrated in Diagram 16.

Discussion

In the story on pages 121-123, what was the impact of including the children in the planning? Why is it important to include as many people as possible in the formation of a collective result? Pages 123-126 describe how Dan Funk learned to see and work with a number of individuals within his healthcare organization. How does he help them to become more self-managing and self-accountable? Discuss steps that you can take to help yourself and others in your life do the same.



Shrink Distinctions 14

Reflection When have you experienced the trappings of difference? How did this impact your relationship with those on the other side of the spectrum, whether it be higher or lower than you? What are the effects of segregation within our organizations? Think of ways that you can bridge the separations that exist within your organization.

Discussion As the sports division of Madison Square Garden did (page 136), think about the people in your organization who most likely feel as though they are being seen and treated as objects. Who are they? Why do they feel this way? What can be done to help them feel that they are being seen as equals—as people with objectives, needs, and challenges of their own that matter?

Getting Out of Our Own Way

15

Reflection Ponder the diagrams located on pages 142-143. Have you ever been in an organization whose systems and processes invited an inward mindset (Diagram 18)? What was your experience in that organization and with those processes? On the other hand, have you ever been in an organization whose systems and processes reflected Diagram 19? What was your experience in that organization? What becomes possible when an organization operates with systems and process tht are outward in nature?

Discussion On page 151 a comparison is made between the company named Landa and the organization named Hope Arising. Discuss key differences between the two organizations and how they measure success. Which one would you rather work for? Why? Are the success metrics in your organization more inward or more outward? How can having an outward-mindset approach become a competitive advantage?

*Hope Arising Team Members
in Dera, Ethiopia*



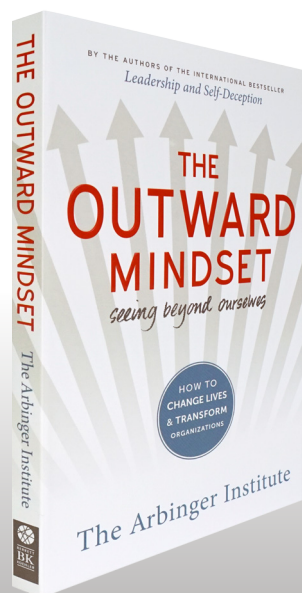
The Road Ahead

16

Mark Ballif and Paul Hubbard
Co-Founders and Co-CEOs, Plum Healthcare

Reflection What sticks with you as you think back on your reading and pondering of the book? What things do you take away as things you want to do differently in your work life? Your home life? With others? What do you want to change about yourself? What kind of impact do you want to leave with others?

Discussion Use this opportunity to think together about all that you have discussed. This chapter uses the story of the young professional, Mark, to bring out the heart of the outward mindset in the following question: *What can I do to be more helpful?* Consider: How can this principle be applied in our workplaces? How can it be applied in our homes? What would be different in all of these contexts if we were to apply these ideas? What do we need to do?



We hope you have enjoyed using this study and discussion guide. We have provided additional resources online, including a mindset audit tool that enables you to discover the degree to which you and your organization may be operating from an outward mindset. Additionally, many of the people we have written about in this book have graciously allowed us to film them and their organizations. If you would like to learn more from them, you can watch them share the details of their experiences at www.theoutwardmindset.com. If you would like to learn about Arbinger's programs to operationalize the outward mindset within your organization, please visit us at www.arbinger.com, or call us at (US) + 801.447.9244.