

Clarify. Solve. Propel.

THE POWER OF AN OUTWARD MINDSET

An Outward Mindset is key to stop feeling let down or frustrated by the people around you. It's the freedom to know you don't have to exert control and micromanage. It's a direct route to life and work that is easy, meaningful, and joyous.

Let's start with a series of questions designed to clarify where you are right now.

Write down a goal you are currently pursuing, at home or at work or in your community, that in some way involves or impacts another person. Make it something important. Even better if it's a long-standing issue that resists resolution.

List the things that are currently holding you back from fully achieving your desired result. Which of these obstacles are internal, fully your responsibility?

Which of these obstacles are other people?

I'm the problem	Other people are the problem

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Write down a time, at work or at home, when you felt you were seen as an object—something to be used. Something in the way. Someone who needed to be told what to do because they clearly thought you would never come up with the right answer by yourself. How did that impact you? How did it impact how you showed up in that relationship?

Write down a time, at work or at home, when you felt you were seen as a person with legitimate goals and with the capability and resourcefulness to achieve them. How did that impact you? How did it impact how you showed up in that relationship?

How often do each of the following statements describe you?

I can accurately state the top three goals and objectives of my family and key coworkers

Always Usually Sometimes Never

I carefully consider how my daily activities contribute to the overall strategic goals of my organization

Always Usually Sometimes Never

I regularly check in with my family and coworkers to make sure my efforts are helpful to them

Always Usually Sometimes Never

Before taking action, I actively seek out the opinions of those who will be affected by my decisions

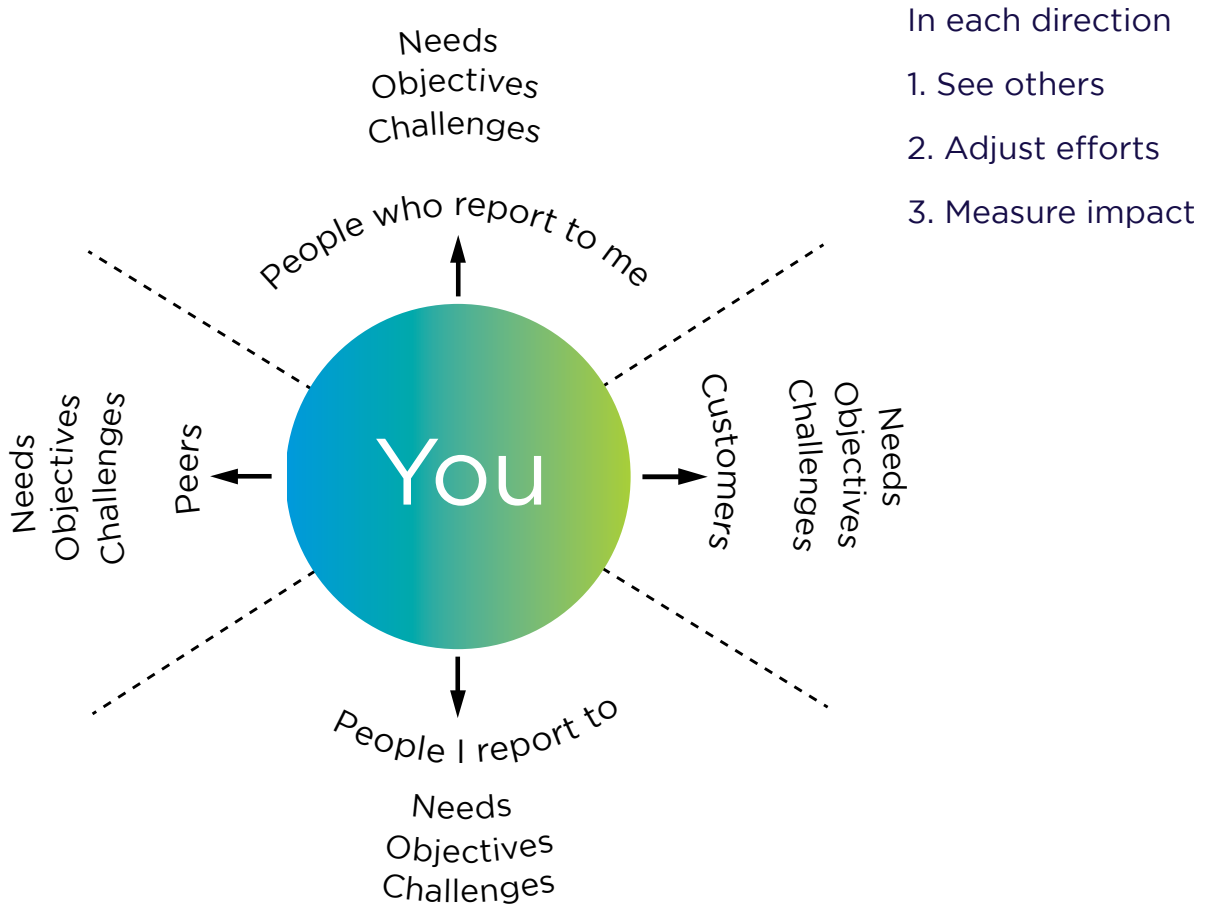
Always Usually Sometimes Never

When others disagree with me, I carefully consider their suggestions

Always Usually Sometimes Never

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THE OUTWARD MINDSET AT WORK



The first step towards an Outward mindset is to see others as human beings who matter just like we do. We do this by being curious about them—their needs, challenges, objectives, their wants and fears. We ask questions and truly listen to understand what it's like to be in their shoes. We ask how we have made it harder for them to accomplish their goals.

With this information, we analyze our own efforts. How might we have gotten in their way? How can we adjust our efforts to be more helpful to them?

Finally, we check in to see if our efforts have truly helped them achieve their objectives.

This is the model in a nutshell—See others. Adjust efforts. Measure impact.

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Make a list of the objectives, needs, and challenges that belong to your spouse, children, parents and friends. If you aren't 100% sure what they are, ask them. Evaluate how you are helping these people accomplish their objectives, meet their needs, and face their challenges. Make a list of ways you can improve.

Relationship	Objectives, needs and challenges	How I am currently helping	Ways I can improve

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Which relationship in your life is the most challenging at the moment? How could you better understand their needs, objectives, and challenges? How could you adjust your efforts to help them with what they want? How could you assess the impact of your behavior on them?

Think about the people in your organization who most likely feel as though they are being seen or 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?

Are the success metrics in your organization more Inward or more Outward? How might you make them more Outward oriented? *Hint, are your metrics focused more on what you do and what you get, or on how what you do affects others?*

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If an organization tells its people to operate with an Outward mindset, and yet persists in implementing systems and processes that are designed to manage objects, the systems and processes will end up winning. Consider these processes within your business. For each, what are the negative effects of Inward thinking? How might a more Outward mindset achieve different results?

Budgeting and planning

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

Meeting protocols

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

Reporting practices

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

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Incentives and compensation

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

Performance management

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

Sales and marketing

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

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Selection and onboarding

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

Other structures and systems

Negative effects of Inward thinking	Ideas to approach this with an Outward mindset

Carefully consider this statement—As far as I'm concerned, the problem is me. I am the place to start.

Now look at the goal you wrote down at the beginning of this exercise—what action does this statement invite?

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Who is one person who needs more from me than I am currently giving?

What more could I begin to contribute today?

How could I know that my actions made their life easier?

If you remember nothing else, memorize this:

1. See the needs, objectives, and challenges of others
2. Adjust your efforts to be more helpful to others
3. Measure and hold yourself accountable for the impact of your work and actions on others

The big ideas in this workshop come from the Arbinger Institute. Arbinger offers free tools and assessments at <https://arbinger.com/Landing/TheOutwardMindset.html>

For a free assessment for you and your team, go to <https://arbinger.com/MindsetWeb.html>. The questions are phrased for a work setting, but you could easily interpret the questions for a family, non-profit, club, or any organization.

To go deeper around this topic, I highly recommend you read [Leadership and Self-Deception](#) and [The Outward Mindset](#) by the Arbinger Institute