


CHANGE MINDSET

Arbinger
Institute

A photograph of two women in a professional setting. The woman in the foreground has voluminous, curly, light brown hair and is wearing a light green button-down shirt with a dark collar. She is looking down at a white piece of paper she is holding, with her right index finger pointing at it. To her left, another woman with dark hair is partially visible, looking towards the same paper. They are seated at a white table. In the background, there is a blurred office environment with bright lights. A solid blue rectangular box is overlaid on the right side of the image, containing white text.

ACCELERATE PERFORMANCE
THROUGH **MINDSET-DRIVEN**
BEHAVIOR CHANGE



Studies show that efforts to change both mindset and behavior **IMPROVE OUTCOMES BY 400%** over efforts to change behavior alone.

Arbinger is the world leader in mindset change. The company was founded by the scholar who solved what was known as the self-deception paradox. That work revealed two distinct mindsets from which people and organizations operate—a self-focused inward mindset and an others-inclusive and results-focused outward mindset. Arbinger has a thirty-five-year record of successfully helping organizations and their people shift to an outward mindset.

Through training, coaching, consulting, and a suite of implementation tools, Arbinger helps organizations and their people to turn outward by (1) shifting their mindsets, (2) adjusting their behaviors in accordance with their changed mindsets, and (3) improving organizational systems and processes to invite and reward sustained, systemic change.

THE ARBINGER PROCESS

Individuals engage with Arbinger by completing the individual track outlined on these pages. They learn how to deploy three sets of workplace effectiveness tools: self-awareness tools, collaboration tools, and accountability tools. Ongoing improvement is sustained through systematic application of these tools and resources. Progress is measured through periodic performance assessments.

Leaders who wish to increase collaboration and accountability in their teams can complete the individual-track training with their team members and then complete Arbinger's Outward Mindset Skills for Leaders program. Upon completion of this program, leaders are

equipped to guide and support their team members through regular and structured performance conversations and through application videos that continue to build collaboration and accountability within their teams.

Executives who want to establish outward-mindset collaboration and accountability across their organizations begin by completing the individual and leader tracks. Arbinger then works with these executives to appropriately adjust organizational systems, processes, and strategy to invite and reward outward mindset ways of working. Organizational improvement is measured through periodic assessments and through measurable progress toward organizational objectives.

INDIVIDUALS

 Self-Awareness Tools

 Collaboration Tools

 Accountability Tools

LEADERS

 Selection and Onboarding Tools

 Performance Management Tools

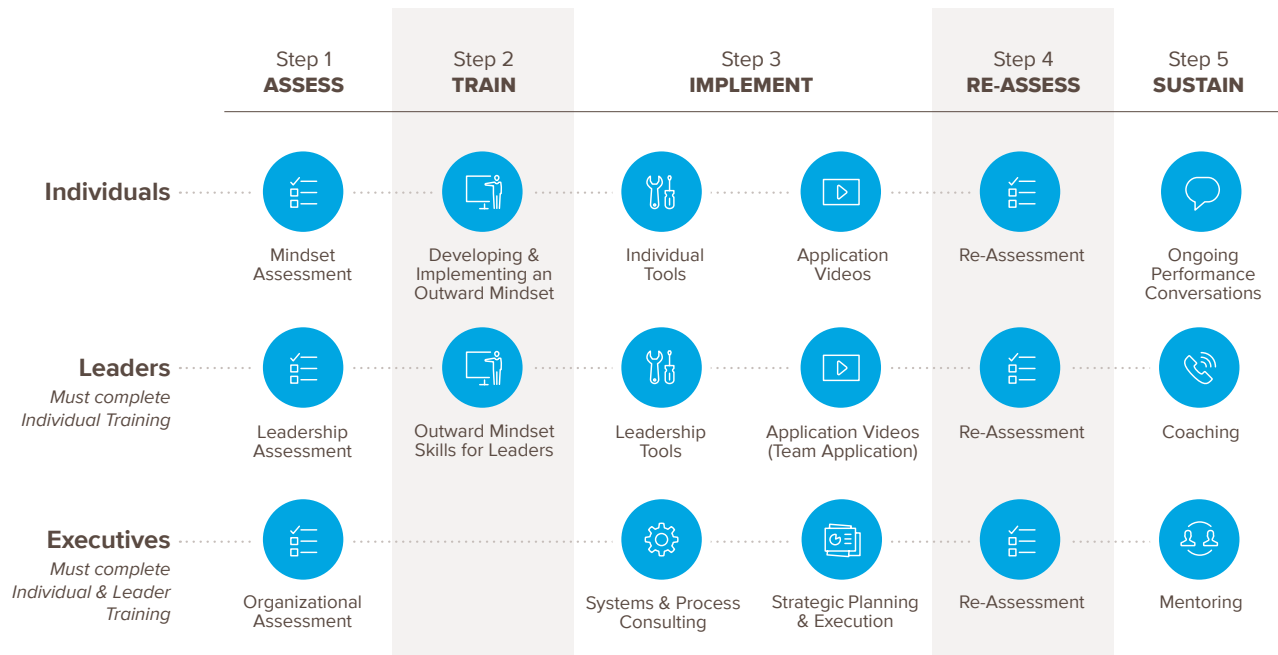
 Correction and Discipline Tools

EXECUTIVES

 Systems and Process Adjustment

 Strategic Planning and Execution

 Executive Mentoring



INDIVIDUAL Tools and Outcomes



SELF-AWARENESS TOOLS

Six tools that help individuals overcome an “inward,” self-focused mindset and more consistently work with an “outward,” results-focused mindset.



COLLABORATION TOOLS

Eight collaboration tools help individuals and teams to plan, work, and resolve differences more collaboratively and effectively.



ACCOUNTABILITY TOOLS

Three accountability tools help individuals clarify their roles and hold themselves accountable for their impact on others.



LEADERSHIP Tools and Outcomes



TALENT SELECTION & ORIENTATION TOOLS

Tools to assess the capabilities and mindset of potential hires, set correct expectations for accountability and collaboration, and ensure that orientation enables the success of new team members.



PERFORMANCE MANAGEMENT TOOLS

Tools that equip managers to help employees clarify and prioritize their responsibilities and to guide and support team members through regular and structured performance conversations.



CORRECTION, DISCIPLINE, AND TERMINATION TOOLS

A suite of conversation templates to provide helpful and motivating correction when discipline is needed, resolve conflicts that contribute to poor performance, and terminate employment if necessary.

EXECUTIVE Tools and Outcomes



SYSTEMS AND PROCESS ADJUSTMENT

An in-depth assessment of policies, practices, structures, and processes with recommended adjustments and implementation consulting to ensure systems and processes reinforce outward ways of working.



STRATEGIC PLANNING AND EXECUTION

A collaborative process that enables the development of organizational objectives, strategies, and implementation plans to create cross-functional alignment and embed deep accountability throughout the organization.



EXECUTIVE MENTORING

One-on-one or executive-team mentoring includes a guided self-analysis of improvement areas and a plan to systematically address them by applying Arbinger's mindset-change and leadership tools. An Arbinger mentor then assists in the implementation of these changes.



Arbinger had a remarkable accelerator effect. **It radically changed the way we interfaced as a team.** As a result, we solved problems and moved the business forward in a way that was previously impossible.

Louise Francesconi | Division President | Raytheon



After decades of executive leadership in senior management positions, I've finally found in Arbinger what I consider to be **the best means of improving every measure of success.**

Bruce L. Christensen | President & CEO | PBS



DEVELOPING & IMPLEMENTING AN OUTWARD MINDSET

This workshop prompts a shift to an outward mindset and equips participants with tools to build self-awareness, accountability, and collaboration.

THIS TRAINING WILL PREPARE PARTICIPANTS TO:

- Regularly assess their mindset and behaviors
- Work in collaborative, fulfilling, and effective ways
- Assess their performance and hold themselves accountable for their impact
- Positively influence others to change
- Leverage tools to address and resolve conflicts

OUTWARD MINDSET SKILLS FOR LEADERS

This workshop equips leaders with simple and effective tools to effectively develop and sustain an outward mindset in their team members.

THIS TRAINING WILL PREPARE LEADERS TO:

- Leverage interview questions to select outward employees
- Implement effective on-boarding/orientation processes
- Heighten accountability to performance standards
- Drive employee-led monthly evaluations and performance conversations
- Provide helpful and straightforward correction

A Few of Our **CLIENTS**

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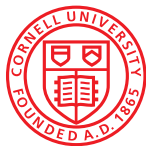
Arbinger's clients span all major industries and include many of the largest corporations, nonprofits, and governmental organizations throughout the world.

Written and video case studies about Arbinger's clients are available at arbinger.com.





Raytheon



STAPLES

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HEALTHCARE



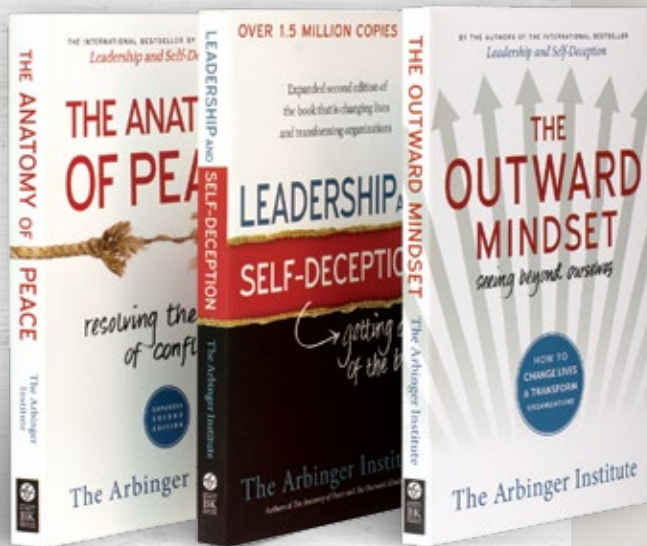
CITRIX®



McKinsey&Company

WORLDWIDE PRESENCE | 27 COUNTRIES





THE OUTWARD MINDSET

"The Outward Mindset is a must-read for leaders seeking significant and lasting organizational change."

John Wilson | President, International Operations | Staples

LEADERSHIP AND SELF-DECEPTION

"This is the most profound and practical business book I have ever read."

Tom Didonato | Senior VP | Lear Corp.

THE ANATOMY OF PEACE

"Phenomenal, compelling, vivid, and poignant. This is a book that every manager must read and apply."

Steven Wheelwright | Sr. Associate Dean | Harvard Business School



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