

Personal and System Changes

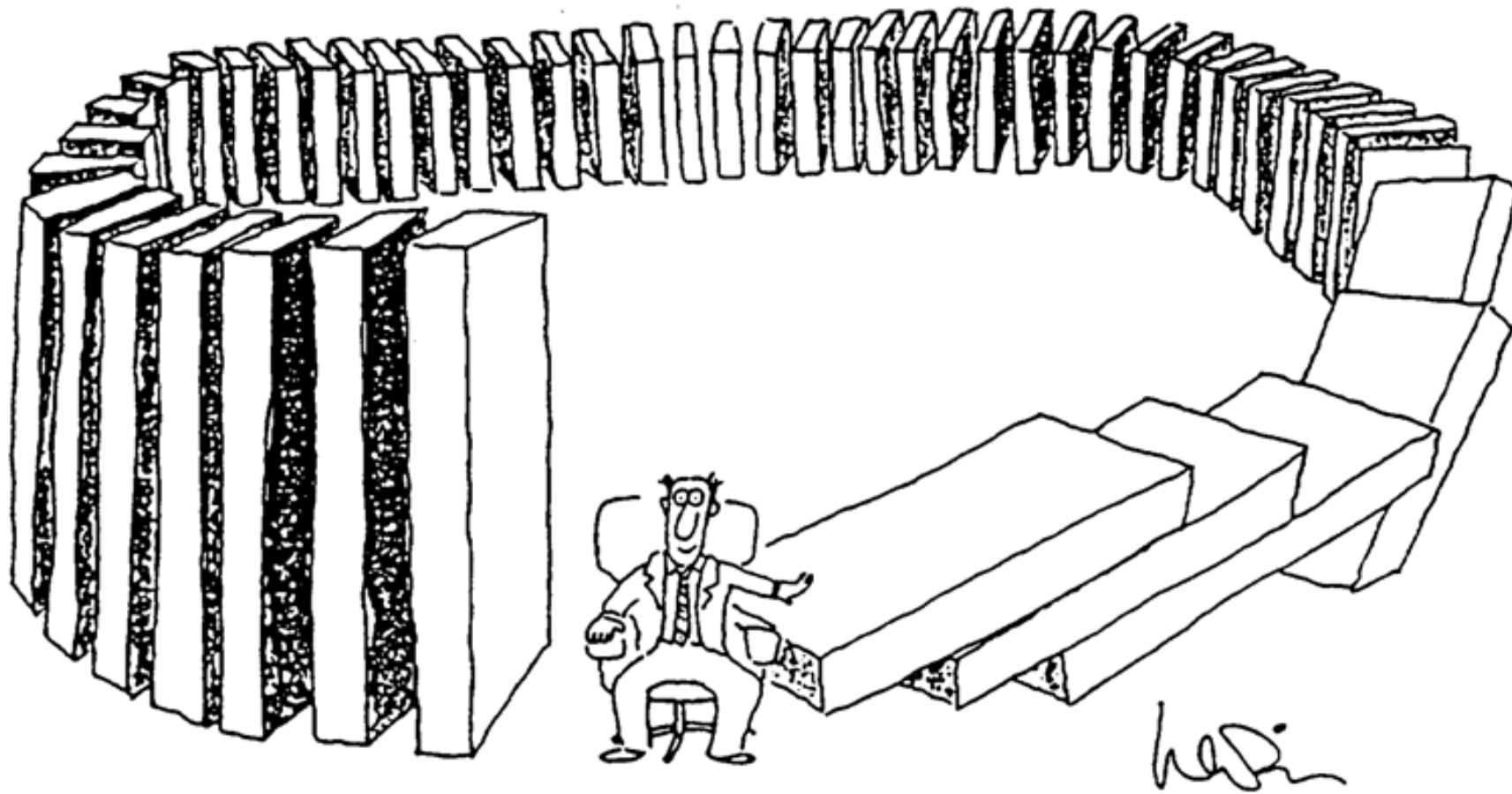
The answer you never expected

Oscar Benavides

My Teachers

6321







The image is a conceptual diagram using an iceberg metaphor. A light blue iceberg floats on a dark blue sea. The tip of the iceberg, which is visible above the water line, is labeled with the words "Events" and "Patterns". The much larger, submerged part of the iceberg is labeled with the words "Structure", "Mental Models", and "Vision". The sky is a light blue gradient, and the water is a dark blue gradient.

Events
Patterns

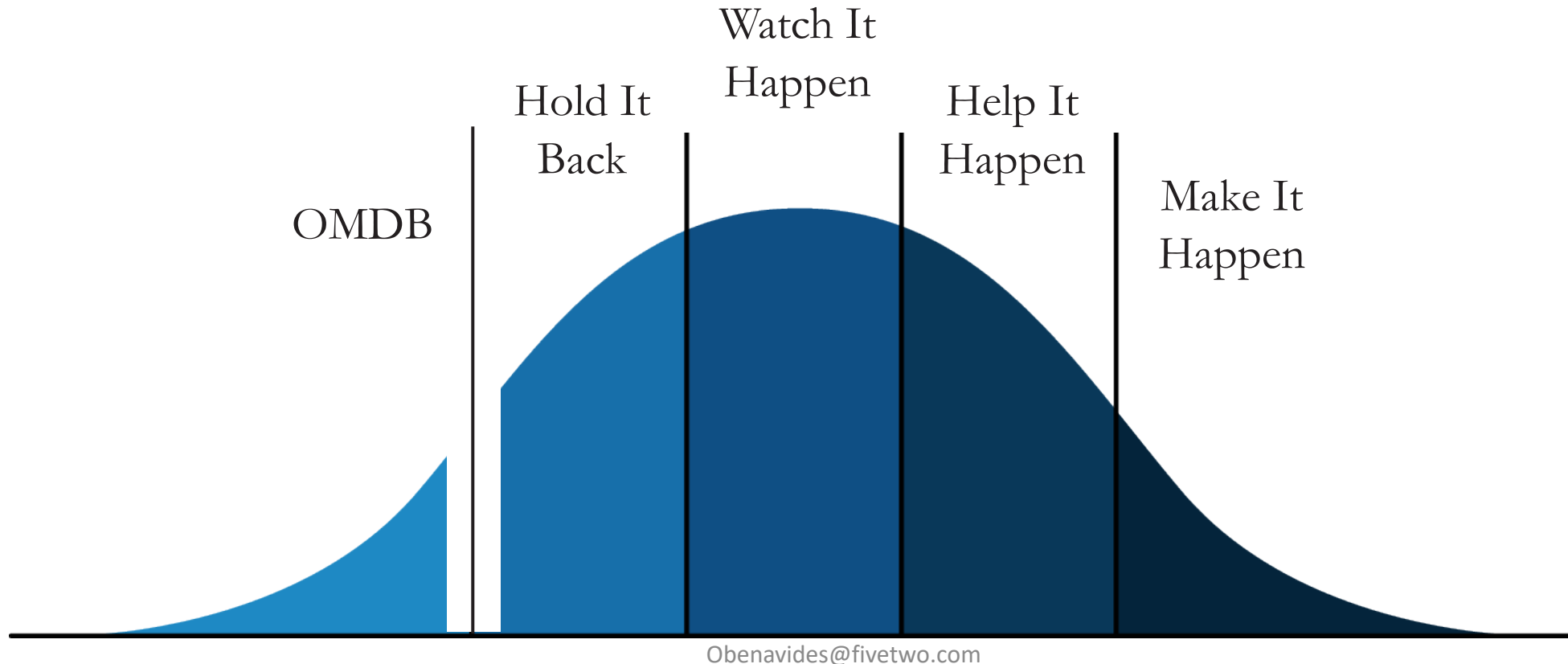
Structure

Mental Models

Vision

Who's on First?

Partnering to Co-create Breakthrough



The 20% principle

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Expanded second edition of
the book that is changing lives
and transforming organizations

LEADERSHIP SELF-DECEPTION

→ getting
of the

The Arbinger Institute

Authors of *The Anatomy of Peace* and *The Challenger*

BY THE AUTHORS OF THE INTERNATIONAL BESTSELLER
Leadership and Self-Deception

THE OUTWARD MINDSET

seeing beyond ourselves

HOW TO
CHANGE LIVES
& TRANSFORM
ORGANIZATIONS

The Arbinger Institute

THE INTERNATIONAL BESTSELLER BY THE AUTHORS OF
Leadership and Self-Deception

THE ANATOMY OF PEACE

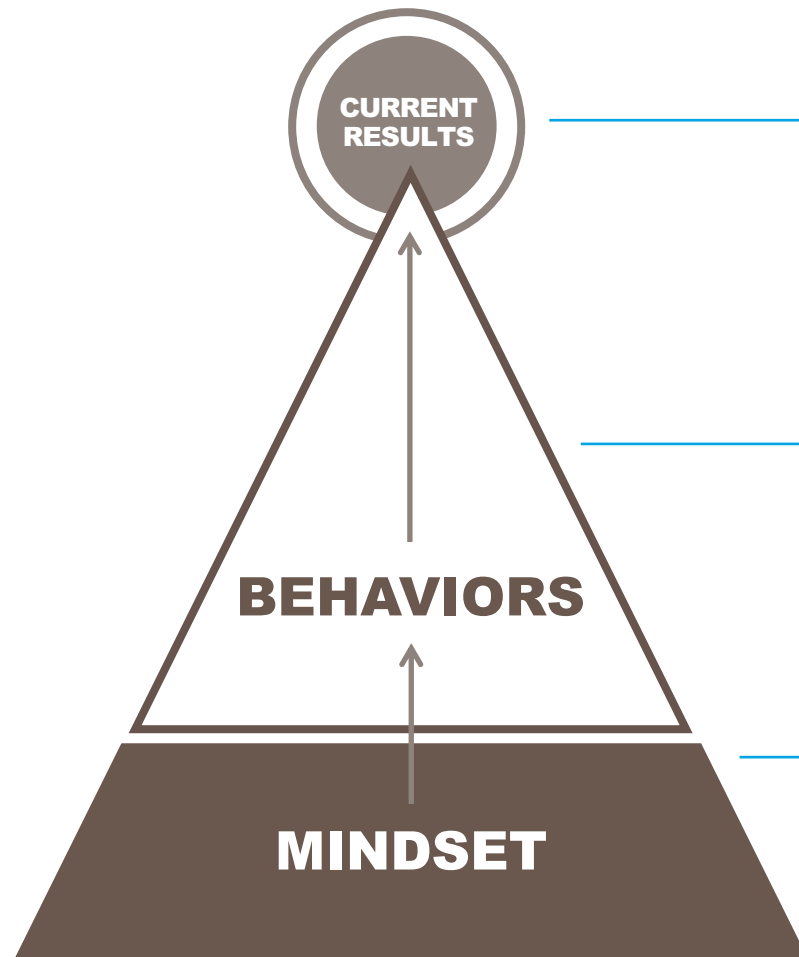


*resolving the heart
of conflict*



The Arbinger Institute

The Arbinger Mindset Model

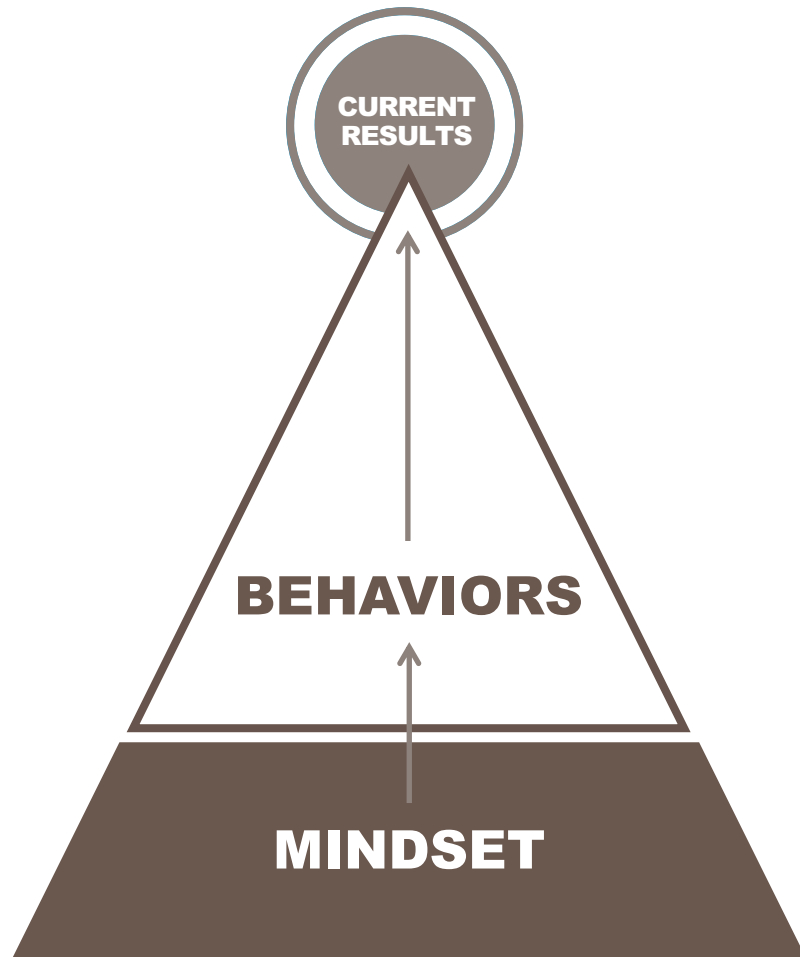


Let's say that this represents our current level of results as an organization... or personally.

Let's assume that our results have been produced by our organizational or personal behaviors

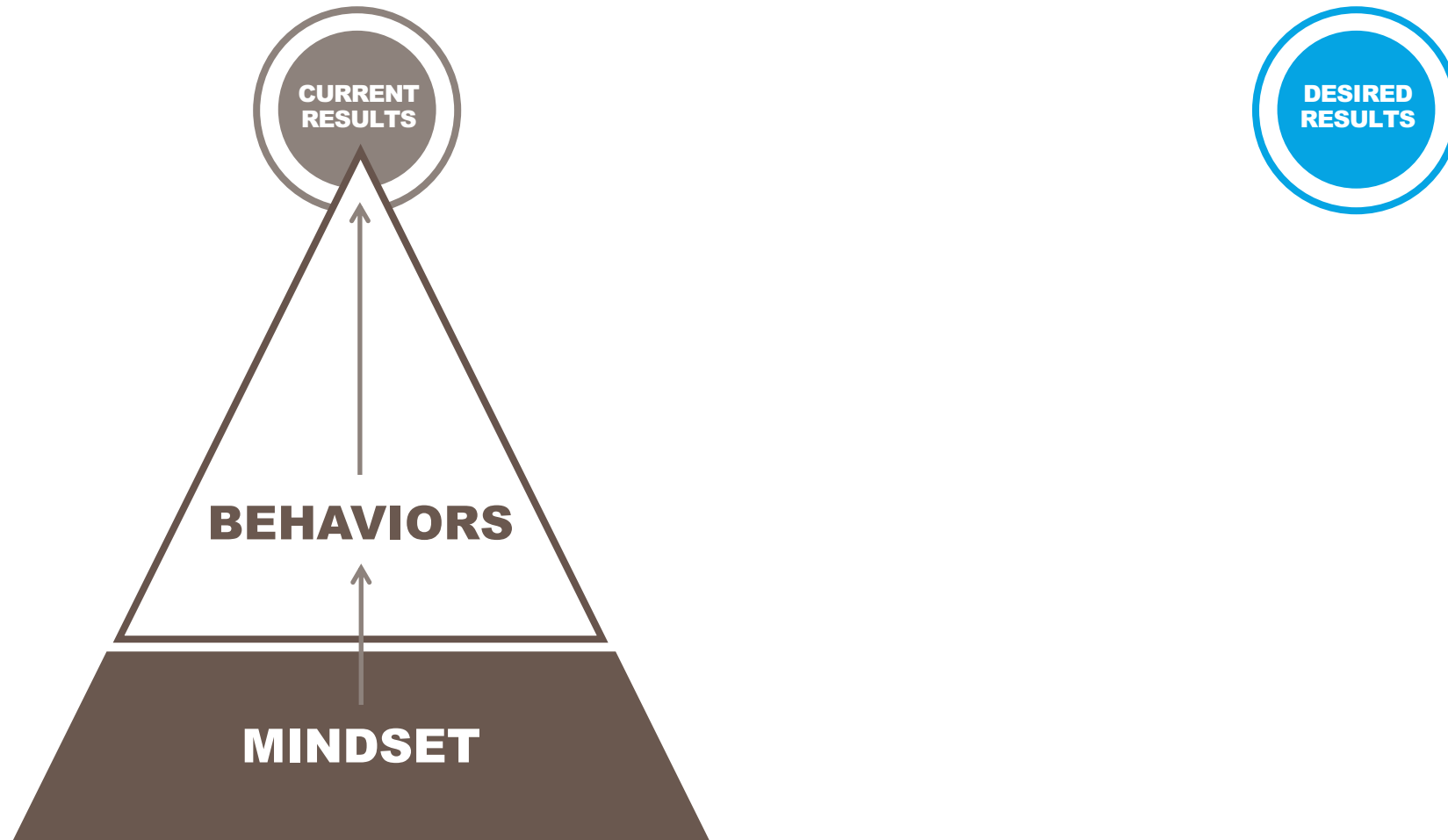
But, let's also assume that our behaviors are driven by our organizational or personal mindsets... how we see our – and others' – challenges, choices, opportunities, and so on

What if we want or need to improve?

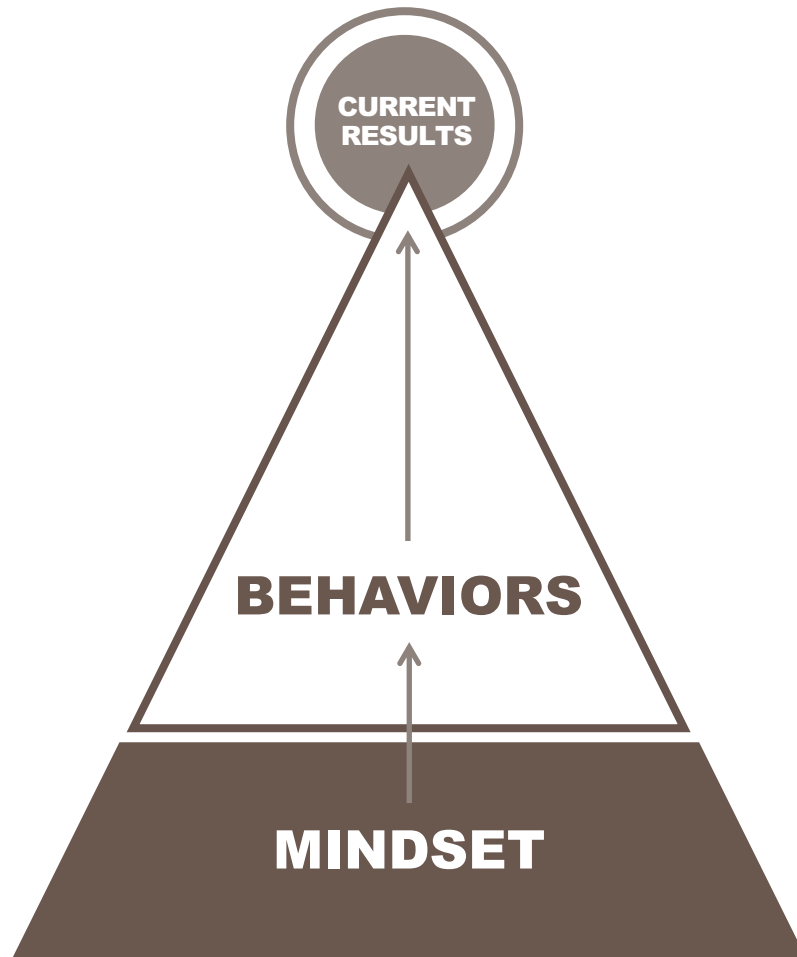


Let's say we have a higher goal,
How do we get there?

The most common approach to improvement...



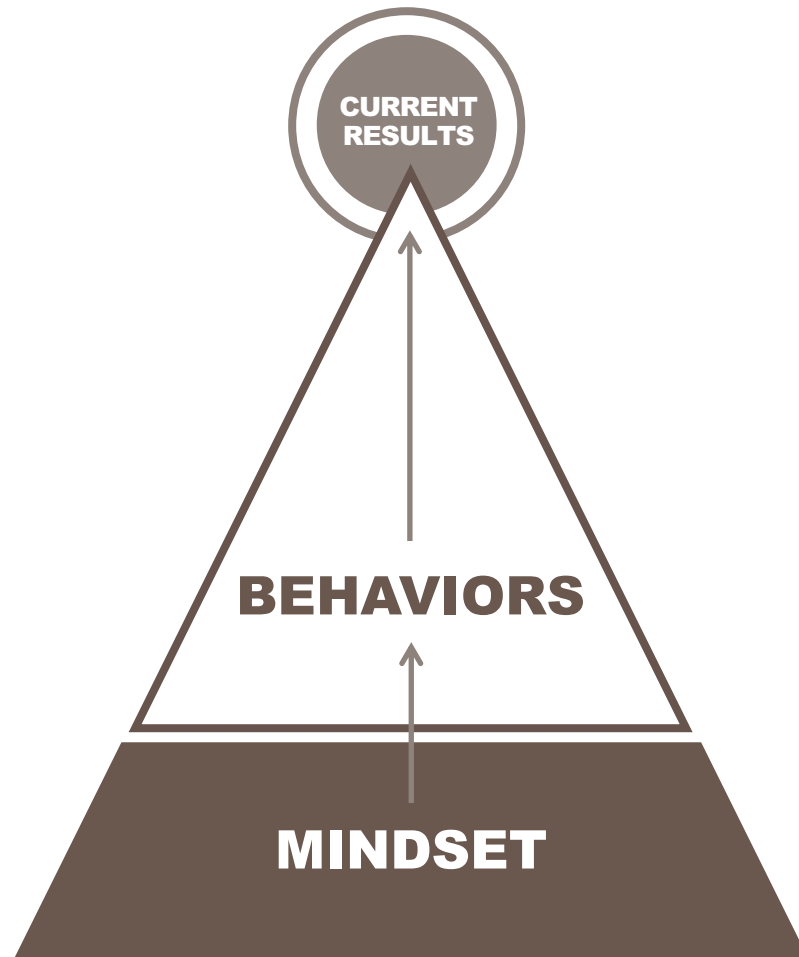
Is there a better way?



So how can we ensure that we will reach a higher goal?

By working to change not only behaviors, but also the underlying mindsets that inform and drive them.

The better way...





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.

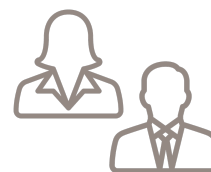
Inward vs. Outward

Others
**DON'T
MATTER**
like I matter

INWARD MINDSET



My objectives
& behaviors are
self-focused



~~So their needs,
objectives, and
challenges don't
really matter to me~~

Inward vs. Outward

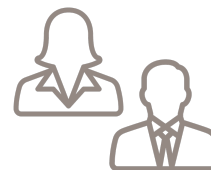
Others
**DON'T
MATTER**
like I matter

INWARD MINDSET



My objectives
& behaviors are
self-focused

Others are
OBJECTS



- ▶ **Vehicles** that I use
- ▶ **Obstacles** that I blame
- ▶ **Irrelevancies** that I ignore

Inward vs. Outward

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**DON'T
MATTER**
like I matter

INWARD MINDSET



My objectives
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Others are
OBJECTS

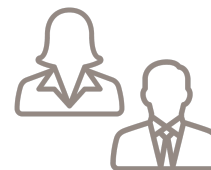


Others
MATTER
like I matter

OUTWARD MINDSET



Others are
PEOPLE



Their needs,
objectives &
challenges
matter to me

Inward vs. Outward

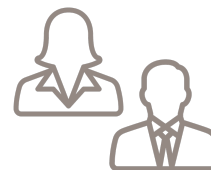
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INWARD MINDSET



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OBJECTS



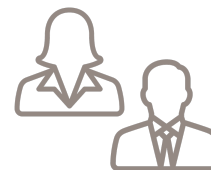
Others
MATTER
like I matter

OUTWARD MINDSET



My objectives
& behaviors take
others into
account

Others are
PEOPLE



Their needs,
objectives &
challenges

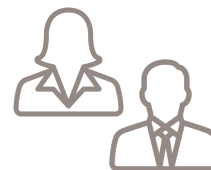
Inward vs. Outward

I focus only on
MY results

INWARD MINDSET

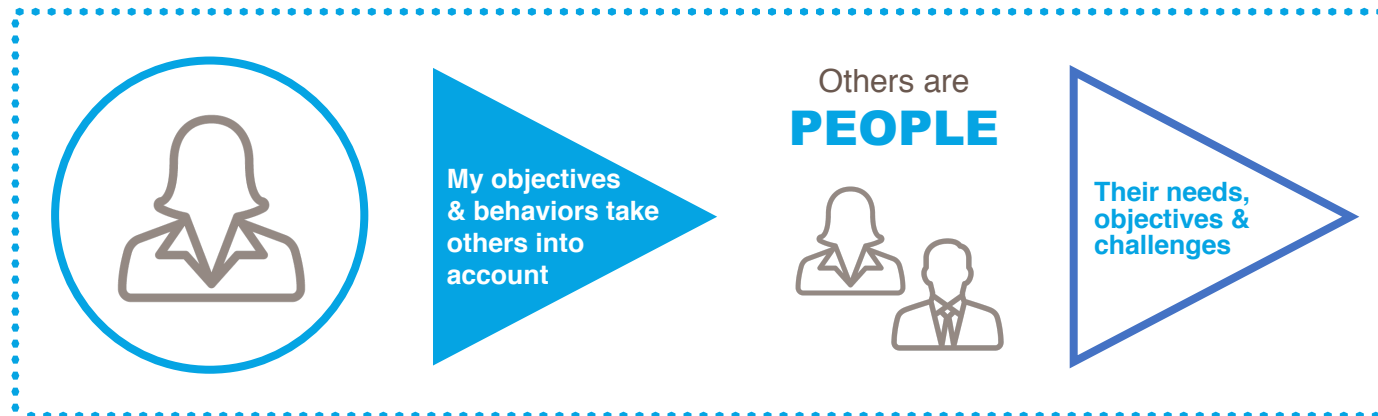


Others are
OBJECTS

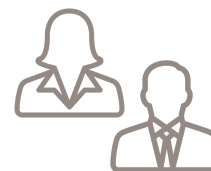


I focus on
OUR results

OUTWARD MINDSET



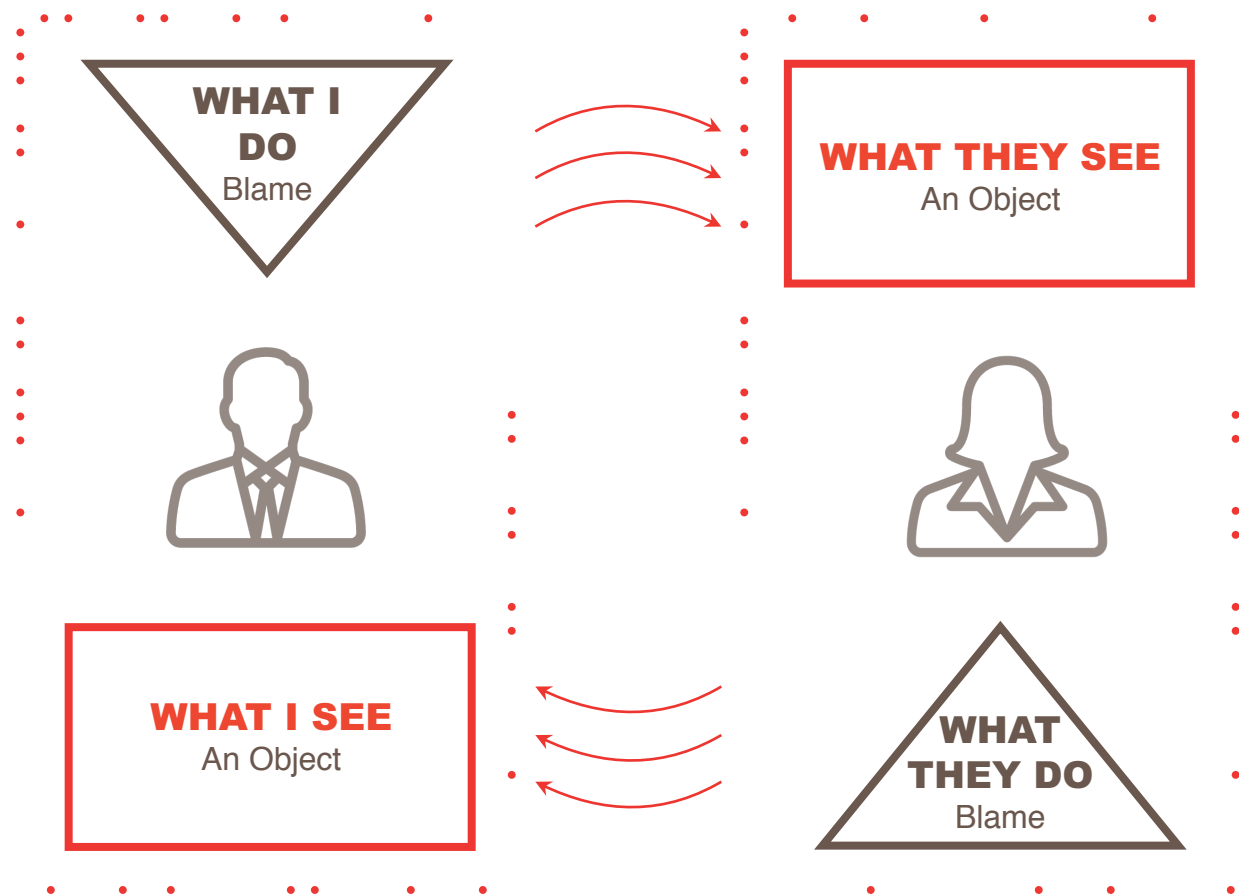
Others are
PEOPLE





Collusion

Let's suppose
I'm in the box
toward...



How do people
often respond
to blame?

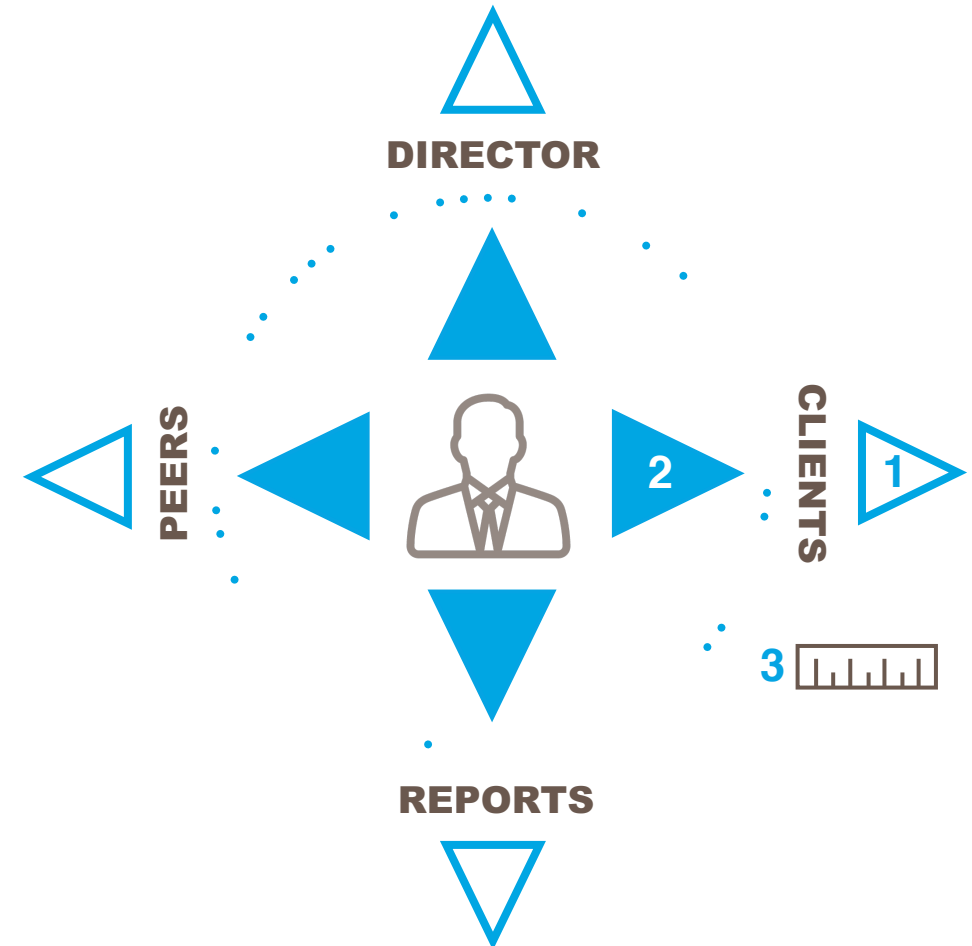


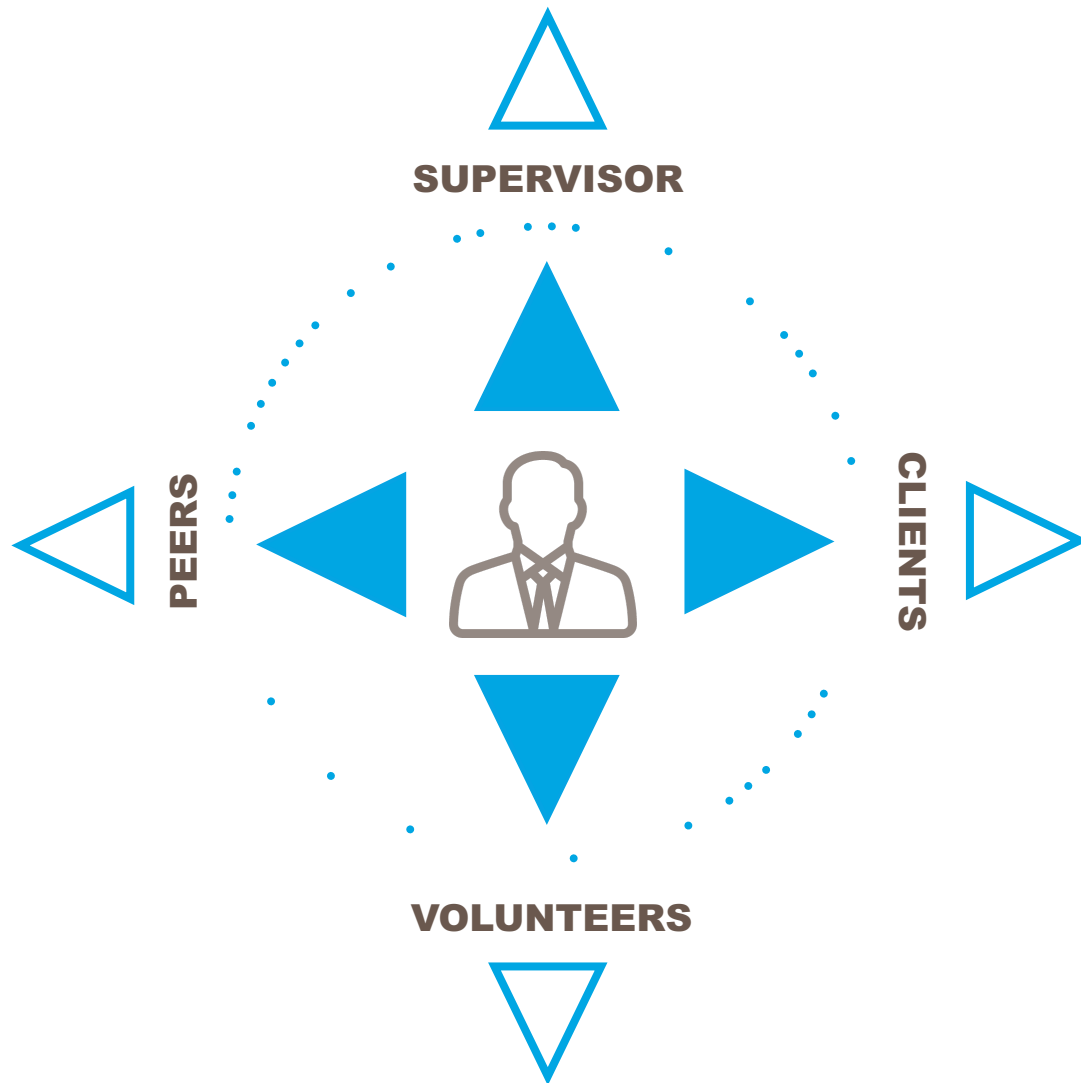
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The Outward Mindset Pattern (S.A.M.)

- 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.

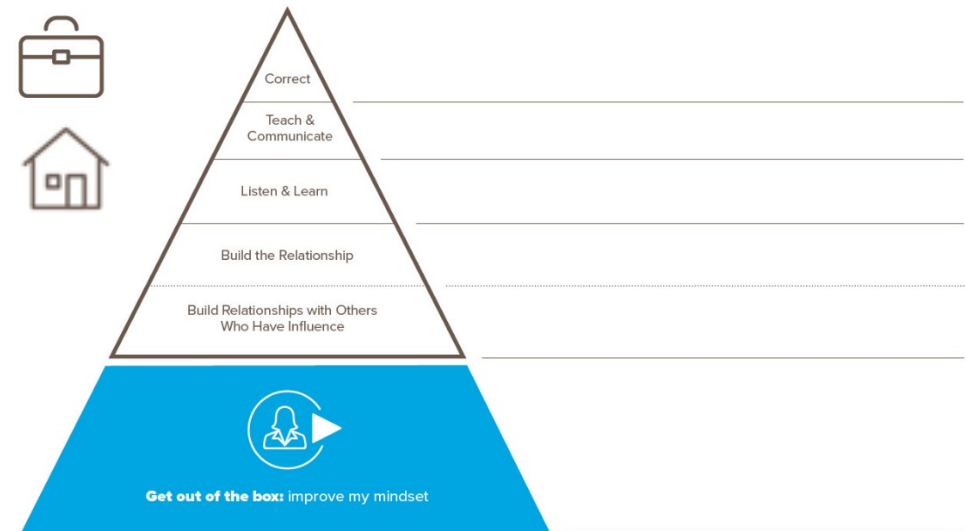




The “inside triangles” represent our own objectives and behaviors.

- 1 Think of someone you think needs to change in some way
- 2 Identify the levels of the pyramid at which you have been weakest in this situation.
- 3 Brainstorm things you might do in these and other levels of the pyramid to improve this situation. (Write these ideas on the lines to the right of the pyramid.)
- 4 Pair up and discuss your ideas with a partner
- 5 Of the ideas you discussed, circle the things you will do

APPLYING THE PYRAMID TO YOUR CHALLENGING SITUATIONS



People First Organizational Changes

- Organizational values and personnel manual
- Leaders must be learners of this material.
- Donors, clients, partners must be seen as people so as to truly collaborate

Practice ABCD - Asset Based Community Development

- Our clients and caretakers are people with great value.
- See and seek client's assets not just needs.
- Empower client's and/or caretakers to solve own problems.
- Each person has dignity, don't do for them what they can do for themselves

Book a workshop, seminar or coaching

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