Mindset and Other Invisible Causes of Success and Failure

Human Dynamics of Change Webinar Series Part 2

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Review: Core Human Needs

- Security
- Inclusion
- Power
- Control
- Competence
- Justice/Fairness
- Liked/Connected
Review: Seven Stages of Emotional Transition

1. Losing Focus (Denial) (Shocked, Confused)
2. Minimizing the Impact
3. The Pit (Fear, Anger, Sadness)
4. Letting Go of the Past (Grief)
5. Testing the Limits (Curiosity, Bargaining)
6. Searching for Meaning (Hopeful)
7. Integrating (Confidence)
Objectives

• Understand the impact of mindset on commitment, performance, and results

• Increase your ability to lead self/others through the human dynamics of change

• Deepen understanding of culture and the challenges of transforming it
Agenda

• The Influence of Mindset and Culture on Performance

• Power of Perception and How Mindset Works

• Fundamental Laws of Individual and Organizational Success
What is Mindset?

- Our worldview, the place or orientation from which we experience our reality and form our perceptions of it

- Fundamental assumptions about reality; core beliefs, values, mental models

- The source of our decisions, actions, and results!
Mindset is Causative

• Determines perception, performance, and results

• Automatic and unconscious processor
  ▪ Stimulus-response
  ▪ Positive/negative interpretations

• Always “on”; 24/7

• Past influences your current interpretations
How You Generate Your Reality with Your Mindset

• Circumstances happen
  ▪ Your mindset determines how you respond, which determines outcomes

• You see (attract) what you believe
Fundamental Law of Individual Success

Ability x Mindset = Performance

<table>
<thead>
<tr>
<th>Ability</th>
<th>Mindset</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>60%</td>
<td>4.8</td>
</tr>
<tr>
<td>6</td>
<td>90%</td>
<td>5.4</td>
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</tbody>
</table>
Self Mastery Motto

• “Fix **yourself** first, then others or the situation.”
### Mindfulness: Getting Beyond Mindset Limitations

<table>
<thead>
<tr>
<th>Mindfulness</th>
<th>Autopilot</th>
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<tbody>
<tr>
<td>Expanded awareness: internal and external dynamics</td>
<td>Limited awareness: only external dynamics</td>
</tr>
<tr>
<td>Reflective</td>
<td>Reactive</td>
</tr>
<tr>
<td>Can see your mindset in action</td>
<td>Do not see your mindset in action</td>
</tr>
<tr>
<td>Controlled by choice</td>
<td>Automatic and unconscious; controlled by conditioning</td>
</tr>
<tr>
<td>Flexible</td>
<td>Rigid and predictable</td>
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<tr>
<td>Conscious awareness</td>
<td>Unconscious awareness</td>
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“Conscious” vs. “Unconscious” People

• Most people are unconscious of mindset, how it works, and its impact
  ▪ Orient only to external reality
  ▪ Unaware of inner human dynamics
  ▪ Present the biggest challenge to success in change

• Awareness fluctuates, even in “conscious” people
Patterns: Unconscious People

• Believe they are right

• Steadfast in positions
  ▪ See theirs as the only possibility

• Poor learners; not flexible

• Limited ability to lead, follow or co-create

• Lousy change leaders

• All true of both leaders and staff

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Leaders: Unconscious Patterns

- Determine design of change process
- Style and what they model
- How they engage staff
- Level of commitment they can inspire
Staffs: Unconscious Patterns

- Determine levels of resistance/commitment
- How they participate in change
- Impact on others
The greatest challenge...the greatest benefit!
• Culture is the human dynamic played out at scale. It primarily occurs from the interaction of all the ego/being dynamics of the organization’s members.

• Culture is also a force in itself. It creates a context and “gravitational pull” for behavior, performance and outcomes, influencing the teams, relationships, and individuals that are touched by it.
The Influence of Culture

Organizational Mastery Model

Environment: The World We Live In

Facts

Interpretation

Collective Mindset: Fundamental Assumptions, Beliefs, Values

Perception

Culture Values Norms

Ways of Organizing Structure Systems Processes Technology

Work Practices Ways of Being, Working, and Relating

Results

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Fundamental Law of Organizational Success

Core Competencies x Culture = Performance
Indentifying Culture

• Formal assessments
  ▪ Not employee morale or engagement surveys

• Informal assessments
  ▪ Notice systems, practices, behavior
  ▪ Look underneath for culture (collective mindsets) that generate them
Prevailing Organizational Mindsets

• What are they in your organization?

• How do they limit/contribute to successful change?
• Not your responsibility; do NOT “fix them”

• Information transforms mindset; provide it

• Conversation is your most effective tool

• Be a partner in discovery
Conversations to Build Mindfulness

• Guiding principle: outside-in; from observable facts to feelings/mindset
  ▪ What you/they notice (external facts)
  ▪ What you/they believe people think/feel (internal)
  ▪ What you/they think is the mindset or cultural norm at cause
The Impact of Mindfulness on Resistance and Commitment

• Resistance goes down as people become more aware of their inner dynamics

• Truthful communication increases

• Alignment and commitment develop naturally
The more self-awareness you have, the more you can work with others in deeper and more impactful ways!
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