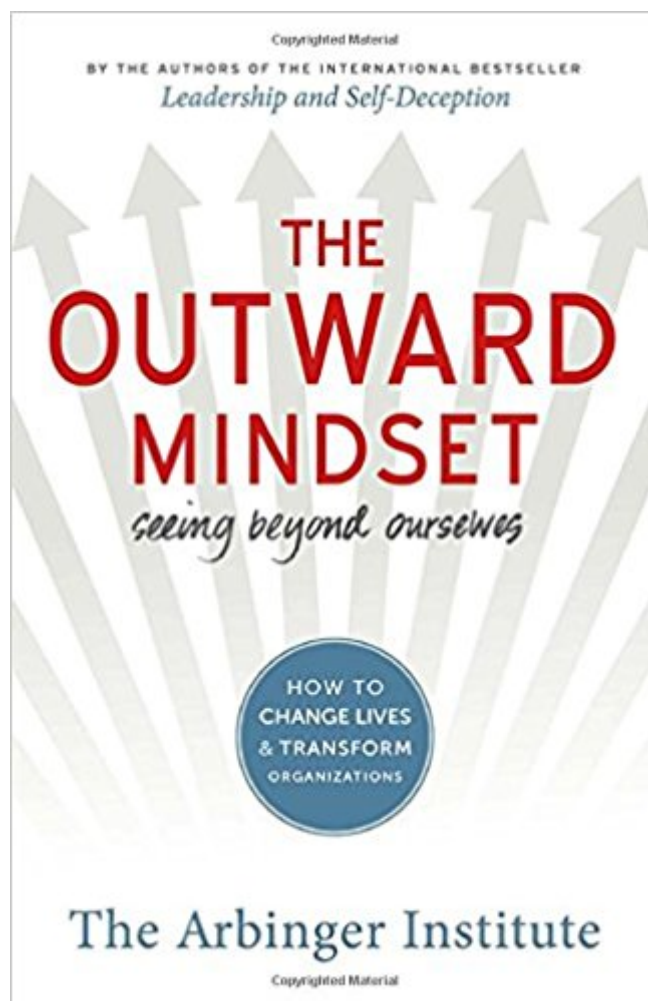


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# The Outward Mindset: Seeing Beyond Ourselves



## Synopsis

Unknowingly, too many of us operate from an inward mindset—a narrow-minded focus on self-centered goals and objectives. When faced with personal ineffectiveness or lagging organizational performance, most of us instinctively look for quick-fix behavioral band-aids, not recognizing the underlying mindset at the heart of our most persistent challenges. Through true stories and simple yet profound guidance and tools, *The Outward Mindset* enables individuals and organizations to make the one change that most dramatically improves performance, sparks collaboration, and accelerates innovation—a shift to an outward mindset.

## Book Information

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## Customer Reviews

“The secret to teamwork is an outward mindset. This is the definitive guide on how to achieve it.”

—Steve Young, NFL MVP and Hall-of-Fame quarterback  
“This is a powerful book with a powerful message about really seeing. It opens a path to trust, collaboration, creativity, and performance.”

—Katherine Klein, Professor of Management, Wharton School  
“The Arbinger frameworks for leading personal and organizational change are some of the most powerful tools that I have come across in my entire career. *The Outward Mindset* is a must-read for leaders seeking significant and lasting organizational change.”

—John Wilson, President of International Operations and Head of Global Transformation, Staples  
“An absolutely brilliant book. You will want to give it to everybody.”

—Nick Ward, Vice President, Digital Marketing, Children’s Miracle Network Hospitals  
“Anyone interested in restoring the public’s trust in cops must use the principles of this book as the foundation of that effort. I cannot imagine any situation where this book

should not be mandatory reading.ââJon Hamm, CEO, California Association of Highway PatrolmenââThe Outward MindsetÂ is a thought-provoking, game-changing book. Filled with vivid, real-life examples, it argues clearly and persuasively for a better way of doing business.âââGene McCarthy, President and CEO, ASICS America ââThe Outward Mindset powerfully demonstrates how teams can come together to deliver superiorÂ results.Â I had a hard time putting itÂ down and, applying the frameworks myself, have seenÂ an immediate, practical impact.âââDan Shimoff, Vice President, McGraw-Hill EducationââAlong with all of Arbinge's work, this book is not just foundational but transformational, and not just business changing but life changing.âââJohn Fikany, Vice President of Strategy Development, Quicken Loans, Inc.ââThis book is a must-read for those who want to know how to make a big difference in the lives of the people they lead and the results they achieve. It will change how you approach the challenges in your company, community, and family.âââElizabeth Hall, former Vice President, Human Resources, Cricket CommunicationsââThe new perspective provided by this book and its built-in practical application tools have motivated me to actively experiment. I'm amazed at how quickly conversations, reactions, and behaviors are changing for the better.âââGary M. Riding, Senior Vice President, Samsung Electronics AmericaââAnother gift from Arbinge! At once practical and transformational.âââCraig Tingey, Principal Advisor, Leadership Development, Rio TintoââThe Outward Mindset completely transforms approaches to culture change and change management. It is a very important book.âââRoberto SÃ¡nchez Romero, Global Head of Culture and Values, EverisââThe Outward Mindset provides a compelling framework for self-accountability. It is a must read for leaders who are looking to mobilize themselves, their teams, or their organizations to achieve a collective goal.âââNancy Murphy, Executive Director, Learning Operations, Cox CommunicationsââLeaders who serve others with an outward mindset encourage a culture of collaboration where everybody wins. Read The Outward Mindset and learn how great servant leaders think.âââKen Blanchard, coauthor of The New One Minute Manager and Collaboration Begins with YouââThe Outward Mindset is so readable and entertaining that its powerful substance will sneak up on you. It's packed with engaging stories and a clear, compelling, and practical message. As with Arbinge's prior work, the principles in this book are foundational and can indeed change lives and transform organizations.âââVan Zeck, former Commissioner of the Public Debt, US Department of the TreasuryââAn outward mindset is essential for empowering human potential and possibility. It unlocks an organization's ability to preserve and grow profitability with limited resources.âââJeff Kerr, Executive Vice President, U.S. BankââSuperb writing and clear, cogent thinking on a critically important topic. This book will help individuals, organizations,

and families.â•â”Robert Daines, Pritzker Professor of Law and Business, Stanford Law School

âœThe authentic and engaging storytelling in *The Outward Mindset* makes it a quick and easy read, with real-life lessons that show that taking care of the needs of others is not only the right thing to do but good business as well.â•â”Benjamin Karsch, Executive Vice President and Chief Marketing Officer, RevlonâœThe *Outward Mindset* details a kind of radical presence with others that transforms relationships, enriches lives, and boosts organizational performance.Â It scores a rare trifectaâ”important, engaging, and practically powerful.â•â”Corey Jamison, President and CEO, XperienceU Training and Leadership DevelopmentâœThrough practical real-life examples, *The Outward Mindset* shows how personal and organizational transformations occur when we look beyond ourselves to the needs of others.Â The concepts are transformational for any type or size of organization.â•â”Dave Friedman, Chief of Staff, Office of the CEO, CitrixâœA thought-provoking and practical book! It helps me look at my personal and professional life with a whole new perspective.â•â”Tom DiDonato, Senior Vice President, Human Resources, Lear CorporationâœThis book vividly illustrates the tangible benefits of an outward mindset both at work and at home. It has filled me with hope and motivated me to do better than I have been doing.â•â”Rod Larson, CEO, SpandexâœThe *Outward Mindset* is a â`how to’ field guide for promoting personal and organizational mindset changeâ”which, more than changes to process or anything else, is the change that actually yields results.â•â”Neil McDonough, President and CEO, FLEXconâœSimple but meaningful concepts applicable to work and home. Hits the nail on the head in prioritizing mindset change over leader behaviors.â•â”Simon Kelner, Global Head of Talent Development, MerckÂ âœThe *Outward Mindset* is an easy-to-digest essential guide for allâ”beginning with CEOs and other leaders, whose most important responsibility is to see everything through the lens of an outward mindset and to help others do the same.â•â”Alistair Cameron, CEO, ASICS EMEAâœIn today’s complex, fast-paced environment, an outward mindset is critical to success. This book shows how individuals and organizations can achieve such a mindset change. I highly recommend it.â•â”Rick Dreher, Managing Partner, Wipfli, LLPâœAn outward mindset is the foundation of leadership effectiveness. All relationships depend on it.â•â”Brad Botteron, CEO, Wachter, Inc.âœAn interesting and engaging approach to effect lasting change in organizationsâ”one that conceivably lends itself to applications in diplomacy as well. The *Outward Mindset* is bound to be aÂ winner for the organizations and leaders that adopt it.â•â”Emanuel Shahaf, CEO, Technology Asia Consulting Ltd.âœThe *Outward Mindset* merits deep reflection and attention both personally and organizationally.â•â”Joe Farrow, Commissioner, California Highway PatrolâœThe *Outward Mindset* is a must-read for anyone wanting to create

personal and organizational excellence.â • â "Pierce Murphy, Director, Office of Professional Accountability, City of Seattleâ œThe Outward Mindset captures the skills needed to lead agencies in the rapidly changing environment that we are allÂ facing.â • â "Chris Connally, Chief of Police, St. Joseph Police Departmentâ œThis book gets to the core issues of organizational behavior in a way I've never seen. I aspire to be more like the individuals in this book who are making such a profound impact by focusing on how they can help others achieve their goals.â • â "Lindsay Hadley, Executive Producer, 2012 and 2013 Global Citizen Festivalâ œTransformation! An outward mindset guarantees better results and a better life.â • â "Jean-FranÃ§ois Turgeon, President, Tronox TiO2â œAny organization that strives for improvement, teamwork, and world-class results can gain a significant advantage by applying The Outward Mindset principles. As a bonus, it will help with personal relationships too!â • - Bob Miller, Global Client Director, IBM

With their unique grace and clarity, the Arbinger Institute tackles the single biggest factor that keeps people from working together effectively: a limited, self-focused, inward mindset. They help you identify when youâ™re operating this way and help you to cultivate a more expansive, generous, outward mindset

From the very first story in this book in chapter 1 to the final pages, I was captivated. The concept is simple, there are many problems that surround us in our professional and personal lives; and the majority of the cause we blame on others. Whether it is a problem at work, or an issue in our personal relationships it is easy to say that it is because of other peoples lack to understand. For some reason they are just not as capable as me, therefore I deserve more than they; or maybe I just lack the confidence because deep down I know I am not what I want others to think I am. Either way we separate ourselves from others and the focus becomes centered on "me". Can you imagine organizations, teams, and families where the people within them are focused just on themselves... or is that already all too familiar? Do things get done? Is there any real progress made?From Corporate settings, to family life, and even the athletic arena, our Mindset matters. Is it Inward or Outward? Great professionals don't achieve incredible results by simply changing behavior, they change their Mindset. Great athletes and teams don't win championships thinking only about themselves, their focus is on each other, their fans, and their club. Families would never be able to survive happily if those involved had an Inward Mindset, it just doesn't work. The Outward Mindset is crucial in every aspect of our life. This incredible book equipped me to actually achieve that mindset and live it better. From the first story to the last you will not be disappointed! Truly

Remarkable.

From a law enforcement perspective, this book could not be timelier. Even as all manner of new rules and recording devices are being mandated for police interaction, experience demonstrates a problem. When all the protocols, rules and procedures are followed, people can still feel violated, feel profiled, feel like they were treated unjustly and feel like police authority is illegitimate. In today's world, with the speed and interconnectivity of social media, how people feel about police interaction matters a lot. At the same time, social media demonstrates America is fortunate to have officers who are true heroes. And a true hero cares. True heroism is brimming with compassion. Empathy is a source of strength. The Outward Mindset officer recognizes him or herself in others. Such officers do not look down on others, because they are able to connect with the distress of others. Daily social media feeds demonstrate that from heroic compassion exudes endurance and the determination to protect and relieve the suffering of others. The Outward Mindset officer's compassion is a fantastic super-fuel, supporting officer well being and invigorating public trust.

As an Arbinger trained facilitator, I looked forward to their latest book, The Outward Mindset. It took me 3.5 hours to read it, although I was familiar with many of the stories through my partnership with this great organization. Most organizations ignore or pay lip service to a growing discovery that mindset is critical to improving organizations. Arbinger not only knows how to do it but also can teach others to have sustainable success in an easy to remember way. I think you will be touched personally, and you will want to read their other books.

This is one of my favorite books and one I am giving to others to read as fast as I can. The concept of thinking outside of ourselves is critical in conflict resolution. People often think their logic is right when it is only right for them. They think their job is what matters without considering the impact it has on others. The outward mindset helps us see bigger, broader and better.

I loved Arbinger's first two books; they helped me become a better manager, parent and spouse. The Outward Mindset goes beyond the previous books, providing practical and actionable steps for utilizing the Arbinger principles to improve every aspect of the way in which I and my company work. I have applied the ideas in the book and have already seen tremendous impact. I couldn't recommend it more highly.

The Outward Mindset is a must read book. From policing to business look to improve their effectiveness through real world, real time problem solving shift from an inward procedural driven mindset to an adaptive outward mindset is the key to building successful organization in a rapidly changing world.

What a fantastic book! It has opened my eyes to see the needs of those around me and my community in a completely different light! In the day and age in which we live, we have become such an isolated and self-focused society. This book helps me see beyond myself and has laid the framework for a new contribution to my world!

Another outstanding publication by the Arbinger Institute. I will not attempt to describe their philosophy, but I will recommend this to anyone who is interested in what it really takes to change the world, one place and situation at a time. Excellent.

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