

Mindset Effects Every Aspect of Business Culture, Functionality and Ability to Succeed

Do You Have an Inward or Outward Mindset? The Answer May Predict Success or Struggle

Mindset is how we see people, challenges, choices, opportunities, and actions. The inward mindset focuses on self to the exclusion of others. This self-interest invites virtually all of the people problems that affect organizations including weak teamwork, poor communications, interpersonal and interdepartmental conflict, and a lack of accountability, responsibility, and leadership.

Outward mindset focuses equally on self and others, opening oneself to change, consideration of others and collaboration where everyone feels valued. It respects the humanism of others and embodies a culture of self-worth, value of contribution, honest communication, trust, and loyalty.

Developing an outward mindset is the key to transforming a culture of poor communication, tribalism and divisiveness, to one of equal respect, humanism, collaboration, and shared goals and efforts. The result is a culture where people thrive and the organization excels.



Why is Mindset So Important?

Mindset accelerates the transformational journey from a reactive mode of accomplishing tasks, to a high-performing mode of collaborative teamwork. Most importantly, collaborative teams produce **outrageous results**.

The collaborative efforts reflected from Outward Mindset significantly enhance team capabilities and help teammates make a positive difference in each other lives, for others in the company, and the larger community. Personal and team mindset awareness, along with reviewing the quality of interactions and work outcomes, is the basis for progressive performance adjustments that significantly contributes to higher collaborative results

Mindset is About Humanism

Mindset is when the hopes and fears, dreams and aspirations of others count as much as your own hopes, fears, dreams and aspirations. That regardless of a person's station in life or circumstances, what they are wanting to achieve, their needs and the challenges they face count as much as what you want to accomplish... that our needs are equal. They are balanced. We both count

Being in the Box Has a Toll

When the hopes, dreams and aspirations of yourself count more than others then you are showing an inward mindset. You create a virtual "box" around yourself – a barrier between yourself and others. You do this in three ways by objectifying the person instead of honoring their humanness:

- Others are an obstacle, something to be pushed aside, that creates annoyances and difficulties for yourself.
- Others become a vehicle to be used to achieve your goals. They are an end to the results you want.
- Others become irrelevant. You don't even see them. They don't matter at all

When you see others as objects then three attitudes develop.

- You elevate yourself above others, look down on them and see yourself as better.
- You see yourself as superior, important, or virtuous.
- You may feel impatient or indifferent towards others, and/or hold them in disdain.

In that elevated position, you could also feel that you deserve to be treated in a certain way because of your longevity, knowledge or positional power. With this attitude you feel entitled, deprived or a need to defend yourself.

How Does Inward Mindset Hurt Our Organization?

Inward mindset prevents people from remaining focused on organizational results. In fact, it does precisely the opposite. An inward mindset keeps people focused on themselves and their individual interests, actions and priorities. What makes it truly debilitating is that just about all of us suffer from this problem to at least some extent.

This almost universal focus on one's self invites virtually all of the people problems that we commonly see in organizations, including weak teamwork, poor communications, interpersonal and interdepartmental conflict, and a lack of accountability, responsibility, and leadership.

What Can I Do About Inward Mindset in My Organization?

The first step is for leaders and staff to understand the problem and recognize how it is undercutting their individual and collective performance. They must then learn and embed a system that keeps them focused on organizational results so that the occurrences of such patterns can be minimized. More specifically, they need to learn a different way to relate to people - their customers, coworkers, team members, and managers. This system forces them to focus on results and dramatically improves the quality of the whole range of business decisions, as well as key personnel functions including hiring, firing, and performance appraisals.

What Are the Costs Associated with Inward Mindset?

Quantifiable Conflict - Some symptoms of conflict are more difficult to quantify than others, but we can put price tags on just about all of them, albeit with varying degrees of precision. Dan Dana, an American mediator, has come up with a useful way of doing so that forms the basis for the ideas below.

Wasted Time - The most obvious side effects of organizational conflict is wasted time. Conflicts devour employee time through a host of time-consuming activities beyond merely the time that the conflicting parties invest in the basic conflict itself.

Lower Return on Investment in Labor - However, that lost time actually has a greater impact given that the return on investment in labor is (or at least should be) greater than the

cost of labor. Dana estimates that the ROI of labor ranges between 150 and 500%

Poor Decision Making - Poor decisions are a costly side effect of organizational conflicts, though more difficult to quantify.

Employee Attrition - Organizational conflicts also invariably lead employees to leave a company

Leadership Impact and Mindset

Leadership mindset sets the overall tone for organizational culture and personal performance. "The biggest benefits of having the right mental approach is that it helps leaders to be more creative, operate in a more relaxed way, and be open to trying novel approaches" (Brooks, 2014).

A collaborative, results-oriented leadership style creates success at multiple levels, with individual people, teams, organizations, and the larger community. Mutually contributing to a larger service-oriented goal is what shifts peoples' viewpoints from trying to gain more control to become helpful to others. People and teams move from "in the box" to "out of the box". This change in Mindset accelerates the transformation into a collaborative culture.

Organizations that identify and address pervasive mindsets at the outset are four times more likely to succeed in organizational-change efforts than are companies that overlook this stage.

Nate Boaz and Erica Ariel Fox
"Change Leader, Change Thyself,"
McKinsey Quarterly, March 2014

Outward Mindset and Sustainability

Ultimate business success is measured by profits, but profits alone are not sustainable without productivity. And productivity will not be effective or sustainable without having the right people, in the right position, communicating and working as a team, following the leadership of business management. Developing an outward mindset helps leaders transition to mastering the business. In the process, they become open to the humanism of people and the true development of teams. This is ultimately the measure of long-term, sustainable and effective financial success and organizational health.