

## Part 2: Moving to “Outward Mindset”

My comments, questions:

But first... who is THE MOST DIFFICULT PERSON you have ever had to work with?

- **Someone seems to have a contrary attitude about the work you are trying to accomplish.**
- ***Or someone consistently responds in a way that is inconsiderate, obstructs, disrespects.***

**Let’s brainstorm!**

Describe their actions:

Summary points:

**Consider this story (adapted from Covey, *7 Habits*)**

My comments, questions:

*In the mid 1800's, Dr Semmelweis worked at Vienna's General Hospital. In the section of the maternity ward where he worked, 1 out of 10 women died giving birth. The hospital had such a frightening reputation that some women actually gave birth on the street and then went to the hospital. The collection of symptoms associated with these deaths became known as "childbed fever." Conventional medicine at that time called for treatment of each symptom – inflammation meant excess blood was causing swelling so they bled the patient; trouble breathing meant the air was bad so they improved ventilation. But nothing they tried made a difference.*

*Semmelweis even reported seeing patients begging to be moved to a second section of the maternity ward where the mortality rate was one in fifty... still horrific, but far better than the one in ten. Amazingly, the section with the better rate was attended by midwives instead of physicians.*

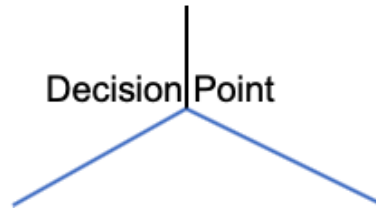
*At one point, Dr. Semmelweis went on sabbatical for 6 months. When he returned, the mortality rate in his ward had improved to one in 100. What was going on?*

Summary points:

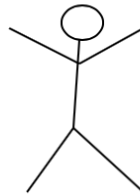
**Getting to the root of the problem: Self-Betrayal**

My comments, questions:

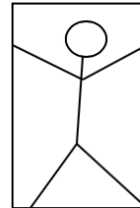
My sense of the world  
I feel inclined to do the right thing...



**Out of the Box**



**In the Box**



Summary points:

**When I'm in the box → can I get out of the box?**

My comments, questions:

**What I do:**

**What the person sees:**



**What I see:**

**What the person does:**

CAN WE FIX THIS??????

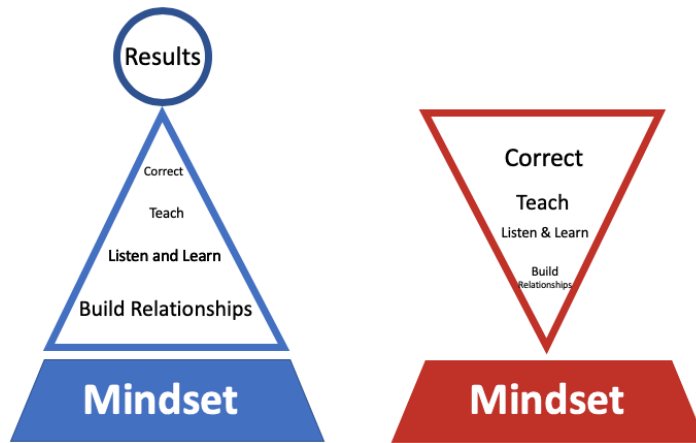
- In your groups, consider the strategies for YOUR chapter, state, etc. to address the problem of people who are in the box.
- *What are the likely solutions?*
- *What would you do?*
- *Chart the ideas...*

Your list:

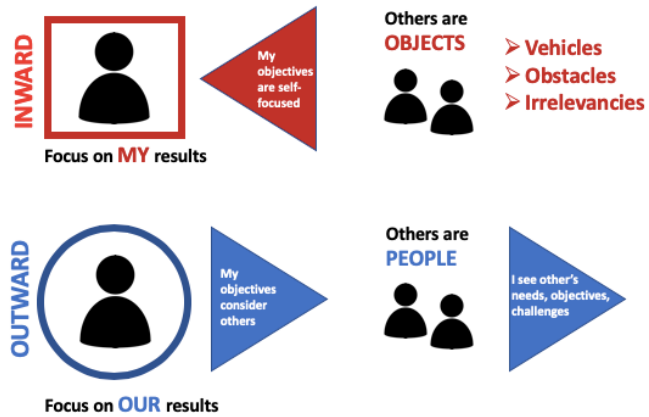
Summary points:

**Getting out of the box is all about Mindset.**

My comments, questions:



The basics about Mindset:



Summary points:

| Changing the narrative... Changing the most difficult person of all. |   |
|--|---|
| My comments, questions:  | <p>Remember this cycle?</p> <p>QUESTIONS FOR CONSIDERATION?</p> <ul style="list-style-type: none"> <li>○ How long will this take?</li> <li>○ What if the 'other person' doesn't respond?</li> </ul> |
| Summary points:  |   |

Resources you may find helpful:

- *The Outward Mindset: Seeing Beyond Ourselves* (2016). The Arbinger Institute
- *Leadership and Self-Deception* (2000). The Arbinger Institute
- *The Anatomy of Peace* (2006). The Arbinger Institute
- *The 7 Habits of Highly Effective People*. (1989, 2004). Stephen R. Covey
- *Buy In*. (2010). John P. Kotter & Lorne A. Whitehead
- *Solving Tough Problems*. (2004). Adam Kahane
- *Crucial Conversations: Tools for Talking When Stakes Are High*. (2012). Kerry Patterson, Joseph Grenny, Ron McMillan Al Switzler
- *Managing Transitions: Making the Most of Change*. (1991, 2009). William Bridges.

**For more information, please feel free to contact me!**

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