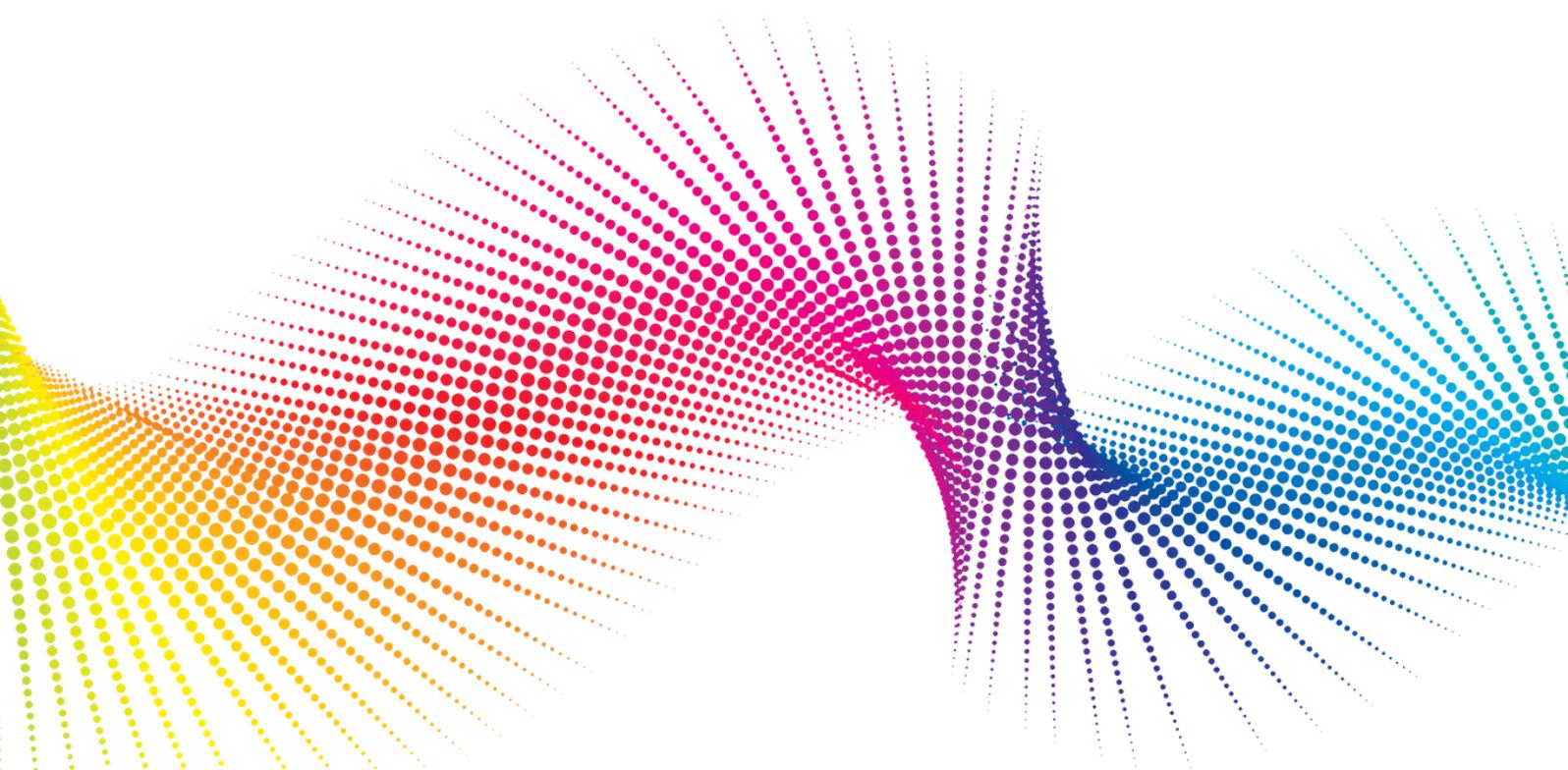


# Situational Mindsets Indicator® Report

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## Part 1: Your Scores



Your score reflects the critical Mindsets for your selected initiative or situation. It highlights the driving lens you currently use to set goals, make decisions, and allocate resources in your selected situation. Your score reflects what you are focusing on in the selected initiative, and it also reveals the Mindsets that are less critical to you. Low or zero scores may indicate that you have determined that a Mindset focus has been fully satisfied or it may indicate a need to investigate the Mindset areas more carefully to ensure that important information has not been overlooked.

Recognizing Mindsets helps leaders at all levels identify the goals, actions, and results that take precedence. Mindsets change with new information and new circumstances.

Mindsets are not a personal characteristic, interpersonal style, or a measure of IQ. Everyone despite characteristic or style will choose to leave a burning building. Facts and circumstances dictate decisions.

Research indicates that 45% of responders employ one Mindset, 31% use two Mindsets, and 22% currently operate with three Mindsets for their selected situation.

## Part 2: Analysis

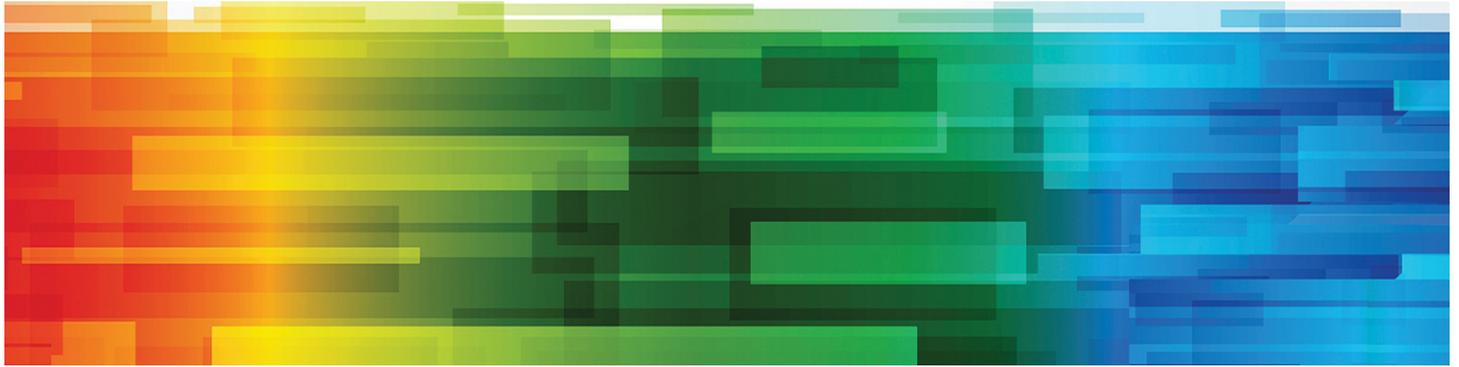
Leadership has been studied for centuries, and the definitions continue to evolve as requirements change. The definition used in Situational Mindsets Indicator® for successful goal setting is: "The ability to make wise decisions or judgments that balance short-term and long-term priorities and the ability to influence others to achieve results."

All of the Mindsets add value since they are an objective assessment of organizational opportunities, and risks. Goals, plans, and actions must shift as events warrant requiring leadership agility. There are six mindsets with different priorities. Establishing the best balance between these factors requires wisely weighing challenges given current conditions. The six Mindsets are:



Mindset	Goal	Desired Results
<b>Inventing</b>	"Innovate and first to market."	Develop new ideas, products and services.
<b>Catalyzing</b>	"Grow! Customer Service."	Gain market share, serve customers.
<b>Developing</b>	"Establish order for sustained excellence."	Build infrastructure, create policies and systems.
<b>Performing</b>	"Maximize quality and return!"	Streamline processes, build the bottom line.
<b>Protecting</b>	"Maintain culture, traditions and talent."	Develop worker capabilities, support culture.
<b>Challenging</b>	"Seize opportunities and position for the future."	Test assumptions, create strategic options, adjust business plan.

We need to continually pay attention to changing circumstances and consider all Mindsets to ensure that we avoid blunders that invite risk.



## Your Protecting Mindset Analysis

### Overview:

Maintain identity, culture, and success. Build capabilities and competencies for the future.

### Primary Focus:

The Protecting Mindset Priority targets sustainability by building a culture that captures tradition and develops a committed workforce. The Protecting Mindset relies on proven techniques to maintain productivity, build community, develop talent, foster teamwork, increase engagement and sustain the brand. This Mindset values cautious decision making based on the enterprise's values, history, and operations. The Protecting Mindset carefully analyzes decisions for risks, long-term ramifications, and serves as a steward for the enterprise. It seeks to retain key talent. Relying on pride and tradition, the Protecting Mindset expects loyalty.



### The Mindset Adds Value by:

Developing human talent, planning for succession, and promoting consistency. It maintains a strong sense of pride and creates a supportive community. Alert to unreasonable risk, the Protecting Mindset carefully analyzes potential problems to avoid pitfalls.

### Driving Questions for the Protecting Mindset are:

1. What are the risks and ramifications?
2. What are the benefits?
3. What is fair?
4. Who needs to know and support actively?
5. How can we reward excellence?
6. How can we develop talent for the future?



7. What is our succession plan?
8. What actions will support our culture, traditions, and values?
9. What is needed to sustain a high performing and change ready culture?
10. What will build engagement?

## Your Developing Mindset Analysis

### Overview:

Build solid infrastructure, manage risk, and establish excellence by creating effective systems to produce consistently high levels of performance.



### Primary Focus:

Convinced that large-scale systems and structures can resolve disorganization, confusion, and crises, the Developing Mindset Priority examines an overall organizational design and infrastructure for the enterprise. This Mindset also establishes decision making and monitoring processes, integrates teams and networks, and creates systems to minimize confusion and conflict. The Developing Mindset plans to create consistent performance and communication flow within the enterprise. Working to establish systems and build a reputation for excellence, the Developing Mindset uses structure and policy to effectively delegate accountability and reward performance.

### The Mindset Adds Value by:

The Developing Mindset seeks to create systems to coordinate activities, provide effective communicate flow, and allocate resources. By providing an over-arching structure and system, the Developing Mindset enhances reliability, reduces turmoil, and capitalizes on talent. This Mindset also recognizes the need for individual autonomy, policy guidelines, oversight, and networks.

### Driving Questions for the Developing Mindset are:

1. What is the operational plan?
2. What is the best way to organize?
3. What are the key roles and responsibilities?
4. How should information flow?
5. What policy or systems are necessary to achieve our goals?
6. What results can we expect?
7. How and who will monitor progress?
8. What types of teams are needed?



- 9. What resources are required?
- 10. What will increase collaboration?



## Potential Risks and Blind Spots

The Protecting Mindset Priority may fail to see the need for change, delay needed change, or rely too much on established practices. The Protecting Mindset Priority's strong sense of community may encourage others to resist new ideas, initiatives, or accept lower levels of performance. This Mindset may overly concentrate on internal factors and miss threats looming in the external environment. It may also overlook emerging trends.

To validate your current Mindset Priority consider whether you have adequately considered the Catalyzing Mindset questions. These may add a new perspective or uncover potential risks.

1. What is our goal?
2. What will build customer loyalty?
3. What is the timetable?
4. Who is the competition?
5. How can we increase our commitment to our customers?
6. What retains our customer base?
7. What will build our market?
8. What will build our brand?
9. What will increase our responsiveness?
10. What will give us a competitive edge?

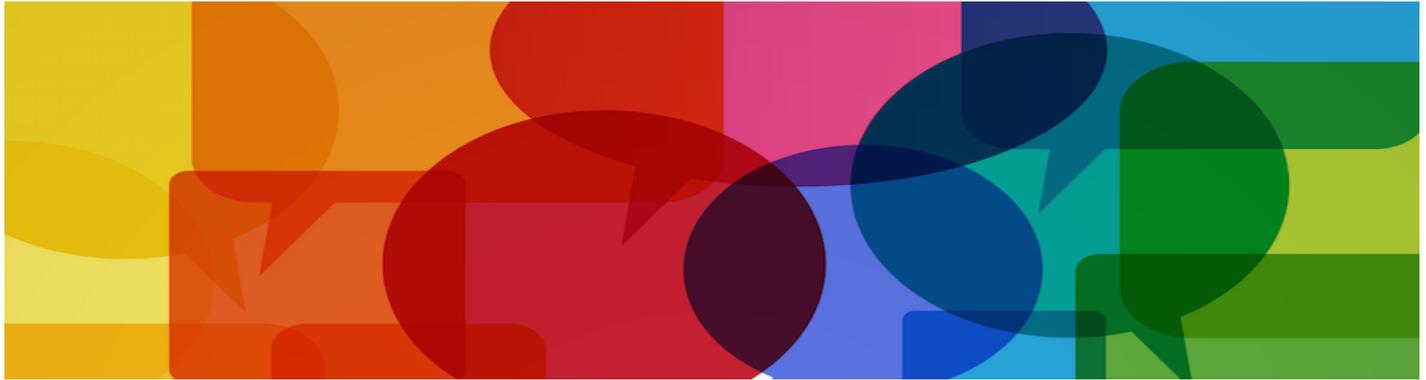
A Developing Mindset Priority's concentration on organization structure and design may have a negative short-term impact on performance and commitment. There may also inappropriately balance specialization and generalization or centralization and decentralization. The Developing Mindset Priority's adherence to system and structure may create system redundancies, allow silos and gaps to persist, or under utilize uniquely skilled people. It may not adjust policies and accountabilities in a timely manner preferring to stay with established practices.

To validate your current Mindset Priority check whether you have adequately considered the Challenging Mindset questions. These may add a new perspective or uncover potential risks.

1. What assumptions may no longer be valid? Are we resting on our reputation?
2. What non-traditional threats could arise?
3. How can we more effectively balance short- and long-term goals?
4. What new business model is possible?



5. How can we address our weaknesses?
6. What would we do differently if we had a blank slate?
7. How can technology help us?
8. What are the emerging customer trends?
9. Are there symptoms of "group think?"
10. Are we effectively learning from our experience?



## Part 3: Effective Communication Strategy Using Mindsets

Effective communication flows from another receiving the message you intend to send. Therefore, it is necessary to detect and understand the Mindsets that others are using. The value of recognizing your audience's priorities is captured in the phrase "a penny for your thoughts." Realizing a person's current Mindset identifies their current goal focus. Understanding their desired outcomes enables you to explore win-win opportunities.

When communication starts by addressing our current areas of interest or Mindset, there is increased comfort, engagement and commitment to the conversation. Fans supporting a team at a sporting event or those caught in a snow storm bond because they have common goals. They unite across demographic classifications for a shared outcome. Gaining agreement requires that you understand how your current Mindset impacts communication and how to influence those with a different Mindset.

### Protecting and Developing Communication and Influence in Action

#### Your Current Protecting Communication Interests include:

Communication priorities for the Protecting Mindset center on developing talent, maintaining a high performing culture, building esprit de corps, succession planning, retaining key talent, and creating an employer of choice reputation. This Mindset responds well to proposals supporting mission accomplishment, improving morale, ensuring loyalty, retaining talent, increasing engagement, avoiding unnecessary risk, supporting cross-functional training, coaching, and building teamwork are key interests.

In summary:

#### Current Bottom-Line Drivers:

Talent retention, succession planning, risk analysis, engaged collaborative workforce, and respect for tradition.

#### Current Approach:

Personal exchanges, consultation, preference for "tried and true", and careful cultural analysis.

#### Impediments:

Short-term thinking, conflict, altering workplace practices, deviating from norms and traditions, low trust and sole



reliance on financial measures



## Your Current Developing Communication Interests include:

The Developing Mindset concerns include designing effective organizational infrastructure, clarifying clear roles and responsibilities, establishing organizational policies, and creating seamless operational systems. This Mindset responds well to discussions that address consistent performance, create effective networks, clarify goal expectations, and leverage resources for sustained performance.

In summary:

## Current Bottom-Line Drivers:

Infrastructure, effective policies, capacity planning, operational planning, seamless systems, operations, creating robust chain-of-command, assigning accountabilities and aligning resources for goal achievement

## Current Approach:

Rational analysis, sustaining excellence, and written documentation

## Impediments:

Tangential thinking, missing or weak analysis, and poorly vetted proposals

Mindsets can be predicted by asking the following objective and defining questions:

- What are your current goals?
- What results are you seeking?
- What measures are you monitoring closely?
- What do you see as the critical issues within the enterprise right now?
- What is keeping you up at night?



This chart captures the key goal for each Mindset and the situations that would derail their goal. Remember a person may be operating from more than one Mindset.

	BOTTOM-LINE DRIVERS	APPROACH	IMPEDIMENTS
 <p><b>INVENTING</b></p>	New products or services, innovation, new synergies, applying technology in new ways, exploring options, extending current product lines or services, testing new technology, supporting out-of-the-box thinking	Personal exchanges and/or written proposals	Tight deadlines, short-term thinking, excessive conformity, preference for tried and true, and rushed decisions
 <p><b>CATALYZING</b></p>	Customer/client focus, increasing market share, high levels of initiative and fast response to market changes, sales, market position, customer retention and surpassing competitors	Limited formality or documentation, proposal enthusiasm, conviction, can-do attitude, strong customer track record	Slow decision making, excessive process details and resistance to change
 <p><b>DEVELOPING</b></p>	Infrastructure, standardized policies, capacity and implementation planning, seamless systems and operations, creating robust chain of command, assigning accountabilities, and aligning resources for goal achievement	Rational analysis, sustaining excellence and written documentation	Tangential thinking, missing or weak analysis and poorly vetted proposals
 <p><b>PERFORMING</b></p>	Process improvement, improved cycle time, safety, return on investment, improving efficiencies and workflow, profit margins, improving efficiencies, removing process deviations and improving quality	Data analysis, charts, documentation, comparison data and suggestions for optimizing resource use	Subjectivity, missing information, inattention to the “bottom-line” and incomplete analysis
 <p><b>PROTECTING</b></p>	Internal culture, talent retention, talent development, risk analysis, succession planning, attaining Employer of Choice reputation, engaged workforce, and sense of pride	Respect for tradition, preliminary proposal refined in consultation with others and preparing workforce for the future	Short-term orientation, analysis limited to financial outcomes, conflict and change for the sake of change
 <p><b>CHALLENGING</b></p>	Validating operational assumptions, identifying trends, seizing new opportunities, strategic thinking, organization learning, future focus, change readiness, and recognizing new patterns	Big picture thinking, multiple data sources, scenario analysis and positioning for the future	Adherence to status-quo, short-term thinking and risk aversion



## Mindset Conflict

An objective exchange of information sways thinking, surfaces new perspectives, and gains active support for an initiative. A pressing goal or critical action can be explored objectively. Facts can be exchanged without defensives. Clashes over Mindset difference tend to be constructive when both points of view are recognized as valid, since new perspective surface potentially wiser alternatives. It explores perspectives, encourages discussion and reveals new options.

Consider the following situation: If a leader operating from a Catalyzing Mindset desires rapid market growth while another leader operating from the Performing Mindset wants to improve processes and quality a disagreement can ensue. Exchanging information can reveal that the concern over quality stemmed from a large number of complaints and canceled orders. Given the new information, an agreement on improving quality could gain support as the first step towards growth.

Conflicts and tension arise when a different Mindset perspectives are discounted. Denying a point of view usually transforms an objective exploration of ideas into a subjective stand-off. Assumptions about personal self-serving agendas or motivation as well as stereotypes about underlying values and integrity are extremely difficult to resolve. A Mindset focus sustains an objective exchange.

Speaking with those operating from a different Mindset than yours requires planning and preparation. Bridging differences depends on aligning with common goals. For example:

- Inventing and Performing Mindsets differ over starting with new ideas or refining existing processes and practices. However, both of these Mindsets value ideas for improvement. They differ on whether what is needed is a breakthrough new product or refining existing processes and procedures.
- Catalyzing and Protecting Mindsets differ over prioritizing rapid market growth and customers or maintaining traditions and developing talent and culture. These mindsets both focus on people. The Catalyzing Mindset targets customers, clients, patients, or taxpayers, while the Protecting Mindset concentrates on employees.
- Developing and Challenging Mindsets differ over creating a stable structure to reduce confusion, chaos, or the need to change to meet trends, new opportunities, and new business models. Both of these Mindsets value a big picture or long-term view. The Developing Mindset sets structure and policy within the organization. The Challenging Mindset focuses outside the organization to look at trends that might alter the business strategy or identify a new niche.





## Mindset Focus by Hemisphere

Mindsets hemisphere are based on three factors:

1. **Focal Point:** The Right Hemisphere focuses on aspects and data within the organization and the Left Hemisphere concentrates on external realities and trends.
2. **Risk Orientation:** The level of acceptable risk varies with the Left Hemisphere open to accepting risk in return for new opportunities. The Mindsets in the Right Hemisphere seek to mitigated risk, avoid deviations, and prevent potential disruptions.
3. **Change:** The Left Hemisphere supports rapid change and the Right Hemisphere values evolutionary change.

Different Hemisphere perspectives can lead to conflict without Mindset Hemisphere awareness.



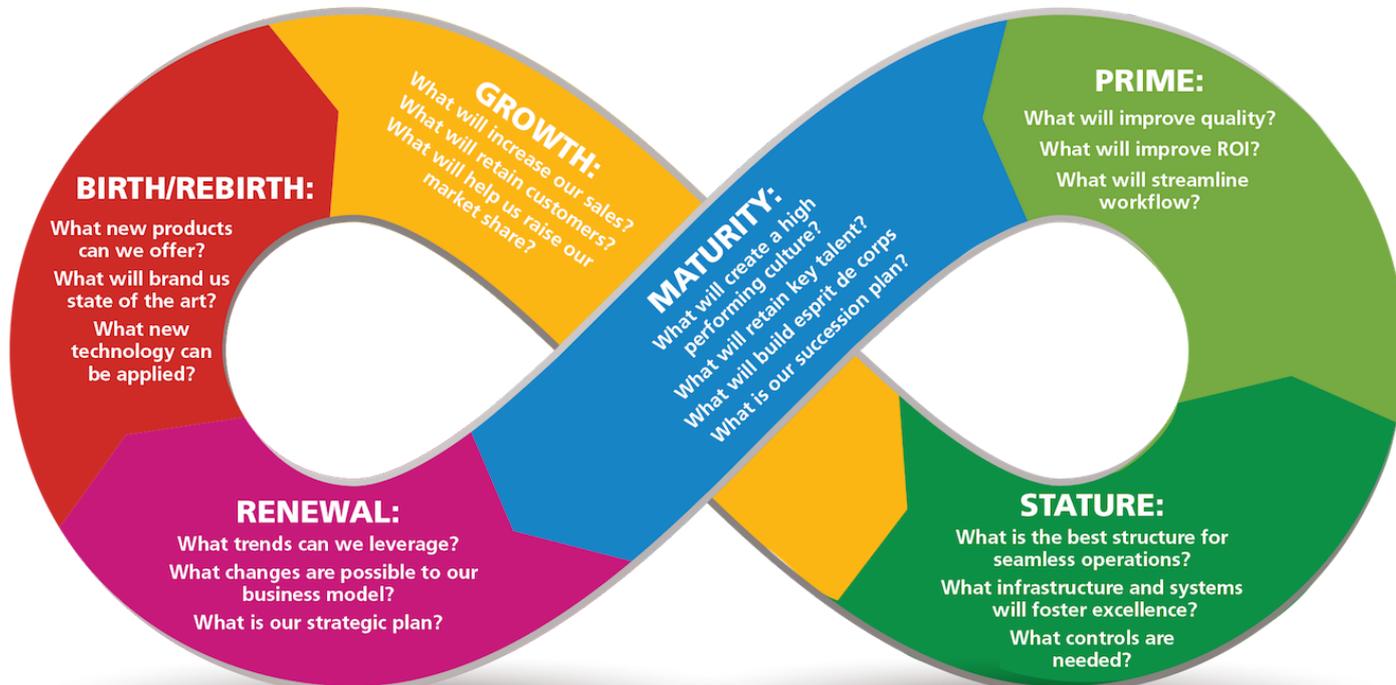
In summary, the Left Hemisphere, including the Challenging, Inventing and Catalyzing Mindsets, primarily targets external realities, rapid change, and reasonable risk for additional rewards. The Right Hemisphere, including the Developing, Performing and Protecting Mindsets, primarily targets internal realities, evolutionary change, and risk reduction.

Exploring different hemispheres viewpoints uncovers win-win solutions and builds alignment.



## Part 4: Organization Life Cycle and Mindset Alignment

Projects, products, teams, and economies operate in cycles. We recognize weather, moon, and seasons to name some common cycles. The organizational life cycle sheds light on potential Mindsets. It provides a practical framework for monitoring external and internal realities to encourage mental agility.



Organizations launch, grow, merge, dissolve, reorganize, and reinvent themselves. Enterprises have a recognizable life stages and priorities shift at each stage. Each Mindset corresponds to a different life cycle stage. The cycle can start at any point, but the most common launching pad is Birth or Rebirth which is typical entrepreneurial in orientation. This is followed by Growth in sales and market share, Stature where attention targets operational excellence, Prime where efficiencies mount as well as financial return, Maturity with its focus on talent management and engagement, and Renewal where the goal is positioning the organization for the future.

LIFE CYCLE STAGE	CONCERN	MINDSET
Birth or Rebirth	New products/services	Inventing
Growth	Sales, market share and customer service	Catalyzing
Stature	Infrastructure, policy and accountabilities	Developing
Prime	Efficiencies, quality and profit	Performing
Mature	Culture and talent development	Protecting
Renewal	Opportunities and trends	Challenging

Unlike the human life cycle, the organization life cycle and can move forward or backward. Organizations can renew themselves and endure for hundreds of years when leaders make wise decisions. The following Wheel captures the connection between Mindsets and the organization life cycle.



The organization life cycle where the Protecting Mindset is critical during the Mature Stage. This Stage targets sustaining success, operations, talent and reputation. Perpetuating the organization's culture is a key to a sense of mission and loyalty. Attention to the need to develop new skills, retain key talent and prepare for success also take center stage. The focus point is pride in what has been accomplished and close attention to what is needed to sustain success.

The Stature Stage is a period of integration, organization, systemization, and consolidation. The Developing Mindset typical directs thinking at this stage due to its emphasis on promoting seamless operations, establishing policies, building overall capacity, and delivering excellent products/services. Many company founders find it difficult to switch from the externally focused Growth stage with its customer focus to the internally focused Stature Stage.

## Part 5: Sharing Your Results with Others

You are encouraged to share the Mindset framework with others including identifying your current Mindset Priority. Discussing the Mindset framework creates a practical vocabulary to boost decision making practices, generate new alternatives, and avoid potential blind spots. A Mindset discussion enables you to:

- Improve the exchange of goals, assumptions, and perceptions
- Clarify goals and decision making criteria
- Describe how each Mindset adds value
- Re-examine how to approach conflict
- Encourage the use of questions.

After the group understands your current Mindset, you may: (1) ask the group to select the Mindset that reflects their current goals, (2) discuss what your Priority Mindset means to the team and organization, and (3) discuss where the unit or organization is in the organization life cycle. This discussion builds alignment, engagement, and collaboration. The team might also take the inventory to develop a Team Mindset Priority Composite for the team.



## Part 6: Next Steps

- Examine your Mindset Priority to see if it corresponds with your current organization life cycle stage.
- Read the book, *Situational Mindsets: Targeting What matters When It Matters*, available as a print or eBook from Amazon to advance your mastery of the Mindset framework.
- Read the Brilliant or Blunder Action Guide for application exercises to use each Mindset. The Brilliant or Blunder Action Guide is available from Amazon and Enterprise Management Limited by contacting [info@enterprisemgt.com](mailto:info@enterprisemgt.com)
- Analyze the Mindsets of an individual you are working with to improve communication, influence decisions or to discover win-win solutions.
- Examine your team's current Mindset Priorities to identify strengths and potential limitations. Discover areas that the team may be overlooking to prevent blind spots.
- Consider major decisions you have made in your career to see how thoroughly you used all of the Mindsets and how your Mindsets have shifted as circumstances change.
- Check to see if your coaching and mentoring cover all six Mindsets
- Encourage others to use the Mindset vocabulary to build respect for all points of view.
- Apply the Mindset framework when tensions surface to prevent defensiveness and improve alignment.
- Introduce the Mindset framework to others to develop a common vocabulary, encourage analysis, and improve engagement.
- Tailor the Mindset Checklist for your team to use when tackling complex, unprecedented, or system-wide issues.
- Analyze your current metrics to ensure that they capture progress in all six Mindsets.