

Dr Cory Middleton/
Practical strategies
to help drive Exceptional
Performance/

Five mindsets for today and tomorrow.

nogenSi

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Forward/ On behalf of rogenSi I am delighted to share with you 'Five Mindsets for Today and Tomorrow'. This white paper investigates the impact of the recent economic downturn on the mindset of the global workforce. Based on the paper's findings we recommend leaders promote five specific cognitive abilities in their people to drive success during the next phase of the economic cycle.



Mark Felix
CEO, rogenSi

Globally, the business community appears to have survived the worst of the economic crisis.

For many organisations the economic conditions have driven high levels of operational and structural change, cost reduction programs, urgency and sharper results focus. However cultural challenges, volatility and uncertainty remain a feature of many markets, industries and geographies.

At rogenSi we've been monitoring how employees' mindset, specifically, their patterns of thinking, have adjusted as a result of this environment. From the research that informs this white paper we have learned a great deal about the needs, challenges and opportunities for employees and their leaders globally.

The paper is based on:

- a detailed assessment of mental toughness characteristics from a global sample of over 1500 employees
- qualitative information obtained through working with industry leaders on organisational mindset, team dynamic and cultural issues
- our experience delivering mindset solutions before, during and now in the early stage recovery cycle of the recent financial crisis.

We believe that leaders who use the insights offered in 'Five Mindsets for Today and Tomorrow' to help their people master their patterns of thinking will take control of the quality of their team's actions, and ultimately, their business' performance.

We share these ideas with you to promote further discussion and hope you will adopt our practical strategies. We are confident they will help your employees take full advantage of all opportunities to grow your business in the months and years ahead.

Any feedback or ideas are most welcome.

Run-down, inefficient and out of touch/ That's the mindset of employees in the workplace today. And it is the challenge facing every leader in the current economy. How do you engage your workforce and get the best out of them?

rogenSi's Dr Cory Middleton has developed world leading research into the characteristics that drive mental toughness, resilience and strength of mind.

His research has embraced people who face challenges in their daily lives – soldiers, fire fighters, elite athletes, executives and many more. From this research Dr Middleton designed the Fortius-Mindset™ Assessment tool to measure the predictors of a strong mindset.

Dr Middleton argues a strong mindset is the difference that makes the difference in driving success in the workplace.

Employees around the world have applied the science of Fortius-Mindset™ to help them identify and, as a result, strengthen their pattern of thinking and the quality of their performance.

Dr Middleton, and his colleague at rogenSi, Dr Clark Perry, have now examined survey results of those employees to discover the state of today's workforce. They have found it to be battered and bruised. Many workers are feeling run-down, no longer inspired by their job, and working for an employer about whom they have mixed feelings.

The challenge for employers in a resurgent economy is to deliver the required results whilst maintaining and developing a pipeline of engaged employees capable of continuing to carry the business forward. This white paper provides visibility of employees' current mindset challenges and then gives you five key strategies to fix it. Understanding the challenges and taking steps to resolve the mindset of employees will create an organisation where both people and performance can thrive.



...the global survey
sample of over
1500 employees
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found they were
**operating far below
their potential...**

Source: Dr Clark Perry, rogenSi

Understanding your employees' mindset/ Right now there are likely to be people sitting in your office who are run-down, inefficient and alienated from the core values that engaged them with your company in the first place. The survey sample of over 1500 employees worldwide found they were operating far below their potential.

The three key findings were

1. Employees are run-down, pushing themselves out of a fear of failure.

At first glance, having employees doggedly pursuing results at all costs might seem like a good thing. But this motivational style creates a pressure-cooker environment and a fear of failure mentality that dramatically impacts their resilience. Employees push themselves out of a fear of what might happen. They are terrified of losing their job if they don't achieve targets and results. This type of motivation is unsustainable and leads to underperformance, burnout and eventually the loss of skilled workers.

2. Employees' work efficiency is being challenged by competing priorities.

Despite maintaining high expectations of themselves, employees are also reporting a tendency to give up on challenging tasks under pressure. When the going gets tough, employees are choosing to shift their focus to other priorities – preferring not to get bogged down in working through the original challenge. This continuous push to deliver short term wins (and avoid getting bogged down) often means the bigger – and more rewarding issues – are pushed to one side. Skating over the surface like this results in a lack of depth and creates a backlog of unresolved problems and missed opportunities.

3. Employees feel their organisation has lost touch with its core values.

During the economic crisis employers tended to focus on achieving results, often at the expense of the engagement of the work force. Sometimes unsavoury corporate behaviour and the drastic measures companies have taken to ensure corporate survival have left many employees feeling cheated by their company's lack of commitment to its core values. It has left workers unengaged and uncommitted to the company they work for. Disengaged workers do not excel.

01/

Developing a 'disciplined mindset'

Meeting both the organisational and individual need for achievement requires employees to be disciplined in 'holding the line' on strategy.

Where organisations tend to fail on strategy is in their ability to execute it as planned. The research revealed that when the going gets tough, despite their best intentions, employees' are directing their effort towards maintaining momentum through the achievement of short-term results, sometimes at the expense of delivering against the overarching strategy. As a result, employees and organisations are only achieving a fraction of the performance promised in their strategic plans. To fully satisfy both the organisational and individual need for achievement, employees need to 'hold the line' and execute a strategy with excellence and according to plan.

The three key steps to creating a 'disciplined mindset':

- i) Set **CLEAR GOALS** and expectations. Establishing and communicating clear and concise goals helps employees maintain laser-like focus under pressure. Ensure score cards have been revised, understood and agreed. Look for opportunities to celebrate early signs of great performances against these new goals.
- ii) Actively seek to **ENGAGE AND CONNECT** your people with the team's overall mission. Communicate a powerful vision of what the team aims to achieve. Then develop a compelling emotional connection toward achieving those goals. To do this, create an environment where all employees feel they have a valuable contribution to make towards the achievement of the overall team's result. Keep the vision alive in the way you connect people to that vision on a day-to-day basis.
- iii) Encourage people to execute **INSPIRING STANDARDS** of excellence. Encourage and stretch individuals to drive towards exceptional results rather than just 'good enough' performances. Promote an environment of accountability where team members hold themselves and others accountable for their effort. Help people see the value that the quality of their work holds for overall team achievement. Inspire the team to **MASTER** their efforts and inputs as a means to achieving the desired team result.

02/

Developing an 'improvement focussed mindset'

Transitioning through change, rather than succumbing to it, requires all employees to maintain a genuine, authentic interest in continual improvement.

Are your people doing all they can to reach their full potential? With the rate of change experienced today and expected tomorrow, businesses simply cannot afford to have employees who are not genuinely motivated by self-improvement. Just turning up to work, doing their job, and then heading home doesn't cut it in today's market – not in a convenience store, not in any kind of customer service environment, and certainly not in a professional services firm. To effect organisational growth strategies and to keep pace with competitors and your clients' needs, all employees need to maintain the energy and motivation to continually improve.

The three key steps to creating an improvement focussed mindset:

i) **RECOGNISE, REWARD and CELEBRATE** each individual's efforts towards improvement. Continual improvement is not just good for business; it's also incredibly rewarding for the individual. The notion that 'your job is just your job' doesn't motivate and inspire individuals. If people are going to spend such a large amount of their time at work, it makes sense for them to drive for an inspiring and fulfilling experience. People who actively work away at continual improvement lead more fulfilling lives, filled with opportunity and reward.

ii) Maintain absolute **VISIBILITY OF TEAM PROGRESS.**

Contributing to a cause greater than one's self is a very powerful source of motivation for many employees. Maintaining visible links between improving personal productivity and organisational effectiveness and capability is a great way for leaders to drive continual improvement. The underlying premise is that an organisation's performance can only ever be as good as the people who produce that performance.

iii) Actively demonstrate a **GENUINE PASSION** in talking through the **ACTIVITIES** required to produce a certain result – rather than just communicating goals or targets. Performance psychology experts agree that sustainable, resilient, high energy motivation is best achieved through intrinsic sources. In other words, motivation is best when it comes from within.

In practice, leaders can develop intrinsic motivation in their people by:

- Succinctly communicating a clearly defined goal (i.e. the intended output). Then following this by emphasising the inputs required to produce the desired output. The passion in the delivery of the leaders message needs to be around the opportunity to excel on each of these inputs.
- Helping employees break bigger goals down into smaller more manageable parts. Helping employees to focus their energy on excellence in execution.
- Rewarding, recognising and celebrating effort throughout the journey, rather than reserving these exclusively for when the result is achieved. Celebrate early signs of great execution.
- By word and example, demonstrating a passion for personal best in execution (rather than personal best results).

03/

Developing a 'creative mindset'

Move beyond fear, unleashing creativity and innovation to stay competitive and increase employee engagement.

The economic challenges of the last two years have seen executives make decisions that favour immediate returns rather than investing in creativity and innovation. The short term dividends have outweighed creative investment, which often delivers results further down the track. Now, as economic conditions improve, executives are reinvesting in cost effective creativity and innovation strategies – such as marketing and product design– to keep ahead of the competition.

The added benefit of creative expression in the workplace is the employee engagement that comes with it. Unleashing creativity in the workplace is likely to favourably affect both the competitiveness of your business and the engagement of your people.

The three key steps to engendering a 'creative mindset':

i) Develop **SUBJECT EXPERTISE**. Creative breakthroughs rarely come out of the blue. They are almost always the result of hard work and close attention to a subject area. When an individual develops a rich and deep understanding of a problem, they are well positioned to challenge it creatively and meaningfully to produce something new.

- ii) Fill **CREATIVITY QUOTAS**. Come up with a predetermined number of ideas and alternatives when problem solving (an activity Edward de Bono encourages in his work on lateral thinking).
- iii) Take time to **RECOGNISE PATTERNS** in your work. Stand back from every day interaction and consider what patterns are occurring in your work. Are clients presenting with the same issue? Perhaps employees are lumbered with the same challenges but are not speaking up about a better way to do it. Close examination of these patterns can lead to a creative solution.

04/

Developing an 'agile mindset'

Effectively manage information to make informed decisions promptly.

Employees today are flooded with a vast array of information, some helpful and some not. This surging volume of available information – and its interruption to employee's work – can negatively impact on speed and accuracy of decision making, productivity and personal well being. The research suggests that employees worldwide are struggling to cope with competing priorities. They are concerned about the effects of information overload. Employees need help to deal with the flow of information. It is important not to get bogged down but to stay agile as they gather information and move forward with it decisively and confidently.

The three key steps to developing an 'agile mindset':

- i) Set time aside to **MANAGE INFORMATION**. There are many applications that capture, filter and store information electronically. Set up a structure that works for you. Ensure you control and manage the information regularly in a disciplined manner. These days information can be multi-categorised (topics/metadata), so that you can get to the information you need within seconds.
- ii) Make sure you **MINE THE INFORMATION** you have available before starting action. Assertively implement an 'information gathering' phase into your decision-making cycle. Start by making a list of all the pieces of information you'll need to make an effective decision. Next, using your previously set up applications and information storage structure, complete your search activities to get the information you need.
- iii) Be decisive. Once you have all the facts you need, act decisively. Whatever the process you use to solve a problem, you need to include a clear and definitive **DECISION POINT**; the moment where you weigh up the best information you have, and, basing your decision on this information, move forward. The alternative is analysis paralysis, slower decisions, and potentially missed opportunities.

05/

Developing a 'value-driven mindset'

If we are to get on the right side of the recent economic revolution, we must undergo a revolution in the way we live and breathe our core values.

Under recent pressures, many organisations were forced to adopt a 'survive at all costs' mentality. Many core organisation values suffered as a result. Corporate cultures have been left with an identity crisis with challenged values on attitudes such as team spirit, social responsibility, family orientated workplaces and the loss of people development.

As the economy recovers, leaders are looking to reinvigorate and refresh organisational values. Executives worldwide are embracing values-based leadership as a means to get back on track with their people.

The three key steps to create a 'value-driven mindset':

- i) Proactively **EXPLAIN DEVIATIONS FROM VALUES**. Leaders who take the time to carefully explain the reasons behind negative decisions (which are often invisible to employees) will be able to show their employees the ways in which they are trying to sustain core values, while also managing business realities.
- ii) Actively **PROMOTE VALUES-BASED LEADERSHIP** which bring your values to life in all areas of decision-making, policies, activities and rewards. Start by defining the key value-based capabilities required to be a successful leader within your organisation. Areas to look at would include a passion for people, drive for results, relations with customers and teamwork and collaboration. Assess leaders against these capabilities using a quality 360-feedback tool. Where deficiencies are found, work on developing leadership capabilities.
- iii) Be clear on **LINKING VALUES** to your organisations most pressing challenges and opportunities. Bring your values to life on a daily basis in the way you apply them to the challenges employees are focussed on week-in week-out.

IBM/ A CASE STUDY

An outstanding example of an organisation getting back in touch with its core values is IBM.

It has just re-examined its core values for the first time since the company's founding. IBM recognised that during this time of great change, they needed to affirm their reason for being, what sets them apart and what should drive the actions of individual employees. The leadership group did not believe something as vital and personal as values could be dictated from the top.

IBM invited all 319,000 staff members globally to engage in an open 'values jam' on their global intranet for 72 hours. Tens of thousands weighed in. They were thoughtful and passionate about the company they want to be a part of. Samuel J. Palmisano, Chairman, President and Chief Executive Officer, was resolute in keeping the dialogue free-flowing and candid.

What resulted was a broad, enthusiastic, grass-roots consensus. The staff members determined that their actions would be driven by the following values:

- Dedication to every client's success
- Innovation that matters, for our company and for the world
- Trust and personal responsibility in all relationships.

Mr. Palmisano said: "We are getting back in touch with what IBM has always been about – and always will be about – in a very concrete way. I feel that I've been handed something every CEO craves: a mandate, for exactly the right kinds of transformation, from an entire workforce."

If organisations are to solve the biggest, thorniest and most widespread problems in business today, employees have to come together as a team around a clear purpose. Organisations will achieve this by adopting a value-driven mindset, created by the team, where individuals take personal responsibility for their actions.

Are your leaders ready for the challenge?/ Corporate leaders need to look beyond the cut and thrust of the daily grind to see the big picture and the future path of the company.

Leaders face the dual challenge of delivering much needed results while attracting and retaining a pipeline of engaged employees capable of doing the work.

Sometimes these twin goals co-exist happily together. But in a recession it will often be the case that delivering a

strong outcome in one area has slowed down, or even worked against, the other. The consequences of getting this balance wrong can be severe.

As the economy recovers, the promotion of specific mindset abilities will help re-engage employees and encourage them to thrive

through the coming period of growth. The good news is that mindset can be coached. The five mindsets of discipline, improvement focus, creativity, mental agility and values-driven can be promoted successfully in any organisation.

The key to mindset success is in designing and

implementing an intervention that meets the specific needs of the organisation.

The table below details a checklist for designing a robust, value-building mindset program. It is the key to driving Exceptional Performance during a resurgent economic cycle.

CHECKLIST FOR DESIGNING A ROBUST, VALUE-BUILDING MINDSET PROGRAM

1/ Goal Clarity

- Decide what mindset will help the team achieve the organisation's objectives
- Acknowledge mindset characteristics to move away from
- Leaders inspirationally communicate the vision and the way forward

2/ Provide the tools to change

- Create opportunities for insights into ingrained mindset patterns
- Share powerful models of strong mindsets
- Develop understanding and conviction for improved patterns of thinking
- Experience new patterns of thinking

3/ Facilitate personal transformation

- Provide the support employees need to fully embed those mindsets in their normal way of doing business
- Reward, recognise and celebrate success
- Leadership maintains energy for change and visibility of team's progress

4/ Culturally engineer business initiatives

- Maximise impact business initiatives have on developing the desired mindset
- Maximise impact mindset initiatives have on business outcomes
- Embed mindset 'language' into day-to-day employee experience

5/ Ensure Bottom-Line Impact

- Tailor intervention to suit specific areas of need
- Have leaders reinforce through their efforts over time
- Determine concrete ROI for the mindset intervention

The science behind the solution/ rogenSi's Dr Cory Middleton has completed world-leading research into the characteristics that produce mental toughness, resilience and strength of mind.



He has talked to people who have suffered personal hardship such as childhood abuse, neglect, bullying and harassment. He has studied those whose work exposes them regularly to trauma including doctors, nurses, soldiers, police officers and fire fighters.

To understand the impact of competitive pressure Dr Middleton completed in-depth research on world-class athletes and professionals who experienced organisational re-structuring, career change and performance pressure.

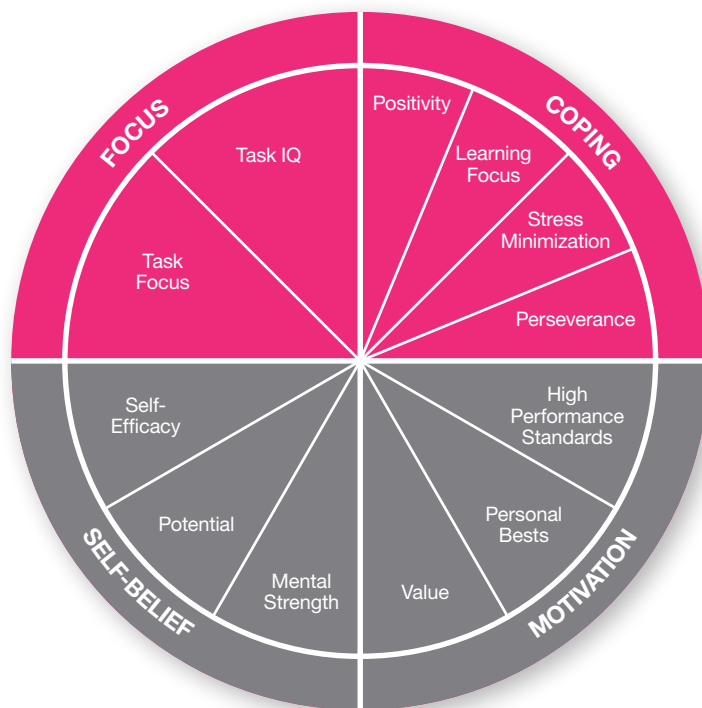
With the results Dr Middleton designed the Fortius-Mindset™ Assessment tool to identify the factors that predict strength of mind and Exceptional Performance.

The Fortius-Mindset™ Assessment evaluates how people think under pressure. The questionnaire assesses, at a granular level, the following four pillars of a stronger mindset:

- a person's underlying pattern of motivation and determination;
- the relative strength of one's self-belief;
- personal effectiveness in dealing with pressure; and,
- the ability to sustain a laser-like focus under pressure.

Within these four pillars of mindset, the assessment measures the 12 most significant predictors of a stronger mindset, as illustrated to the right.

Since the beginning of the economic crisis, we've sampled over 1,500 employees as a component of their mindset training with rogenSi. This sample included employees from all levels, across all industry sectors, from Australasia, the Middle East, the United Kingdom/Europe and North America. Examining the global results offers leaders the opportunity to sharpen their focus on developing the mindset they need from their people.





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