



BLUE  MINDSET™

Business Modeling



INNESSKIRK GLOBAL

Providing Solutions with **IMPACT**®



INNESSKIRK Global is a management consultancy focusing on organizational and employee development through analysis training and development programs utilizing culture and effectiveness benchmarking tools to identify necessary competency and behavior changing workshops.

Global Footprint



INNESSKIRK GLOBAL

R. Scott Taylor, JD

Founder & Managing Partner



R. Scott Taylor is a licensed US attorney who has been providing business consulting services to senior executives and private equity entrepreneurs for over 10 years. Leveraging his legal, business management, sales and entrepreneurial acumen, Scott's workshops and team development programs provide a practical based environment structured to empower delegates to identify ways to promote synergy and sustainable behavior change.



Hans Horlings, MBA

Managing Partner

Hans Horlings brings more than 15 years of direct management, training and consulting services experience to Innesskirk Global. His dedication to behavior change through assessment, training, post-course work-related projects and mentoring, has been fundamental in developing the methodology of the Innesskirk IMPACT™ program. Hans focuses on providing clients with an array of practical, experienced based training covering a wide variety of subjects.







Joni Dunn, MBA

Managing Partner

Joni Dunn brings extensive consulting, b2b sales and mentoring experience to lead **INNESSKIRK's** North American divisions, specifically the US market. Her expertise in financial services compliance, b2b sales, budgeting and working with senior level corporate officers, provide clients a high level of assurance and satisfaction. Joni's goal is to facilitate training that fosters a more positive experience targeted at improving a delegate's professional and personal life.



Management Team

-  Understand different mind-sets and how they influence personal and business effectiveness
-  Become aware of your personal mind-set and how this influences people around you
-  Understand how to effectively change behavior in any organization
-  Understand how to build a **BLUE** Mindset for success, in individuals, teams, business units, small and large organizations



Q: What Makes Individuals Effective?



Subject Skills & Knowledge
People Skills & Behavior

Keys to Effectiveness

- ❑ Behavior determines effectiveness
- ❑ Behavior is something we learn
- ❑ Behavior can be changed

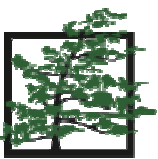
**You Can Learn To Be
More Effective!**



Learning Effective Behavior



Three Learning Steps



INNESSKIRK GLOBAL



INNESSKIRK Global - Solutions



Effectiveness Audits

- Individual
- Team
- Organizations



Assessment Platform

- Surveys
- Assessments
- Tests



Data Mining

- Productivity
- Stress
- Talent Development
- Customized Reporting



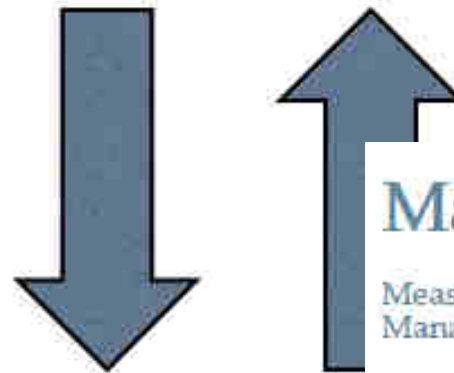
1. INDIVIDUAL
Thinking / Behavior Sty

Top Down

Life Styles Inventory™

LSI Individual Feedback Report

2. MANAGER-LEADE
Management Impact



Management/Impact®

Measuring the Impact of
Managers on Organizational Performance



Bottom Up

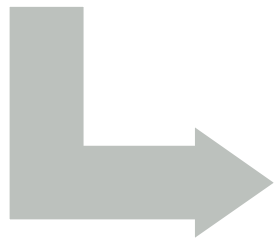
3. BUSINESS UNIT / ORGANIZATION
Organizational Effectiveness Audit

OCI®/OEI Report

Effectiveness Audits

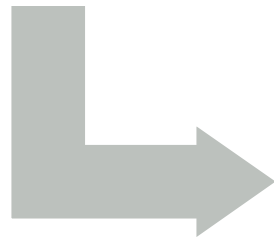
what

Identified key
change initiatives/areas



how





Provide a path to
improved effectiveness



effect

Change which is
Measurable / Accountable

Audit Results / Outcomes

-  Behavior focus
-  Common language
-  Sustainable approach
-  Flexible starting point

Individual - Manager/Team - Organization



Success Factors

Q: Who uses this?

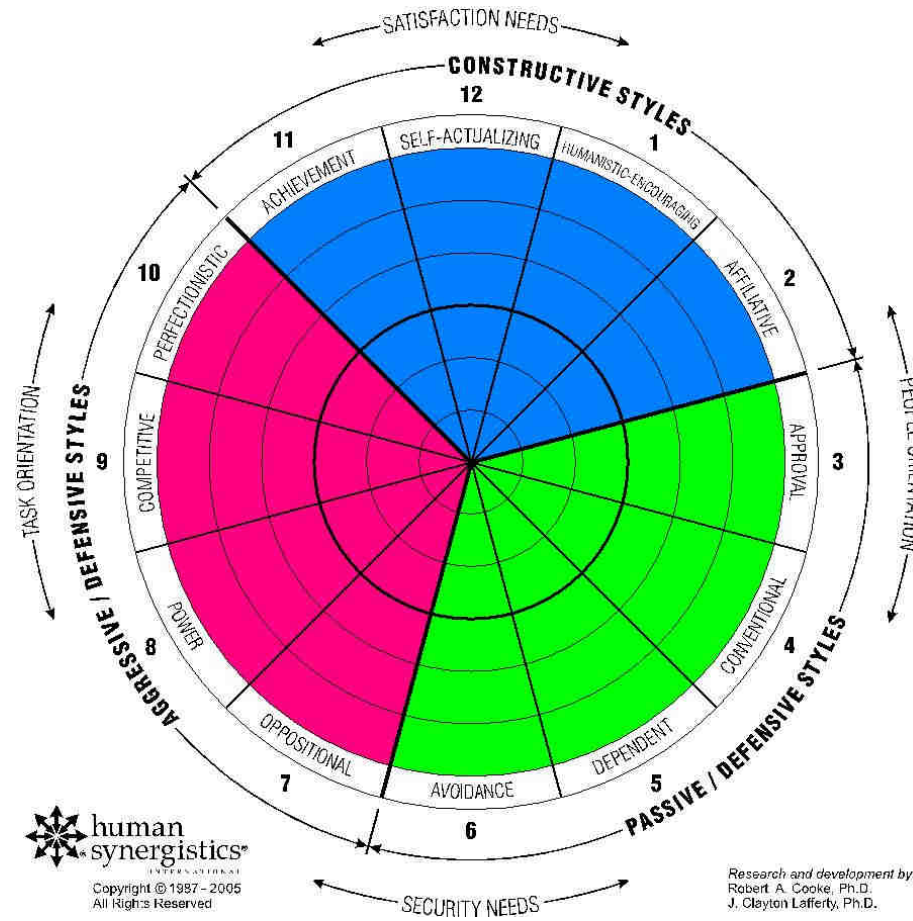
“BlueMindset™ Analysis” used in:

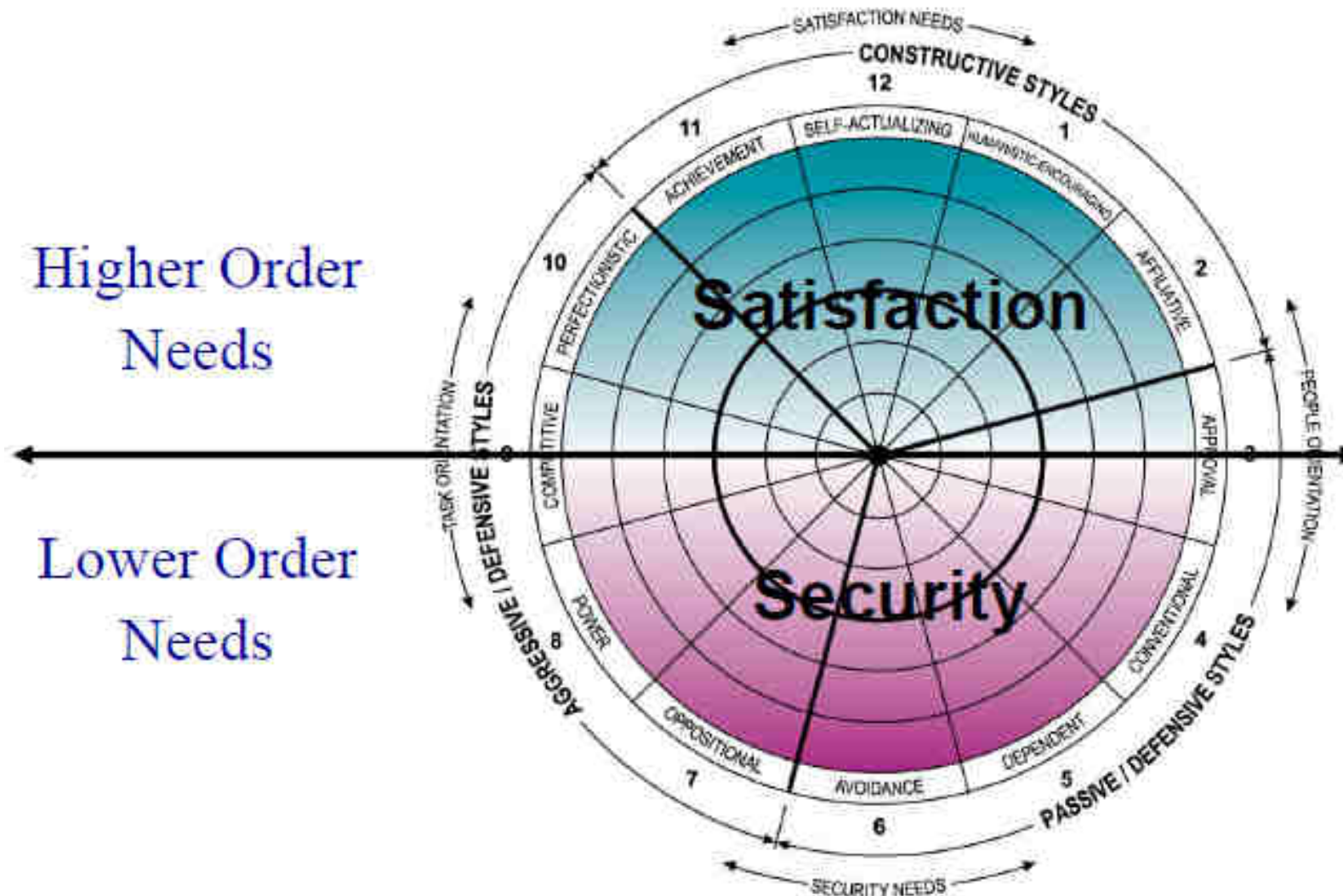
-  490 USA Universities
-  321 of fortune 500 companies
-  All of top 10 Fortune 500 companies
-  47 of top 50 Fortune 500

Practical & Respected

Blue Mindset Success

Q: What is this?

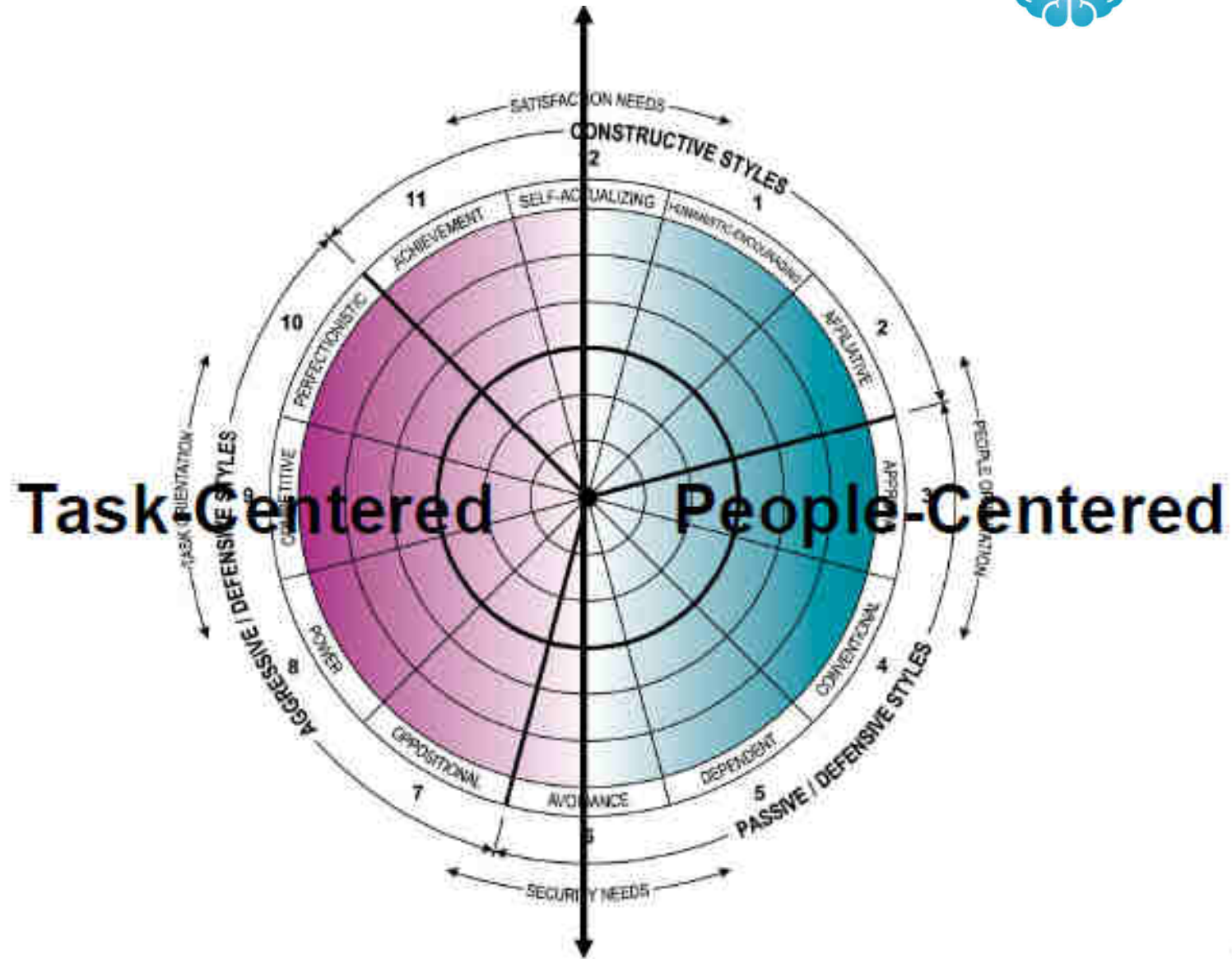




Higher Order
Needs

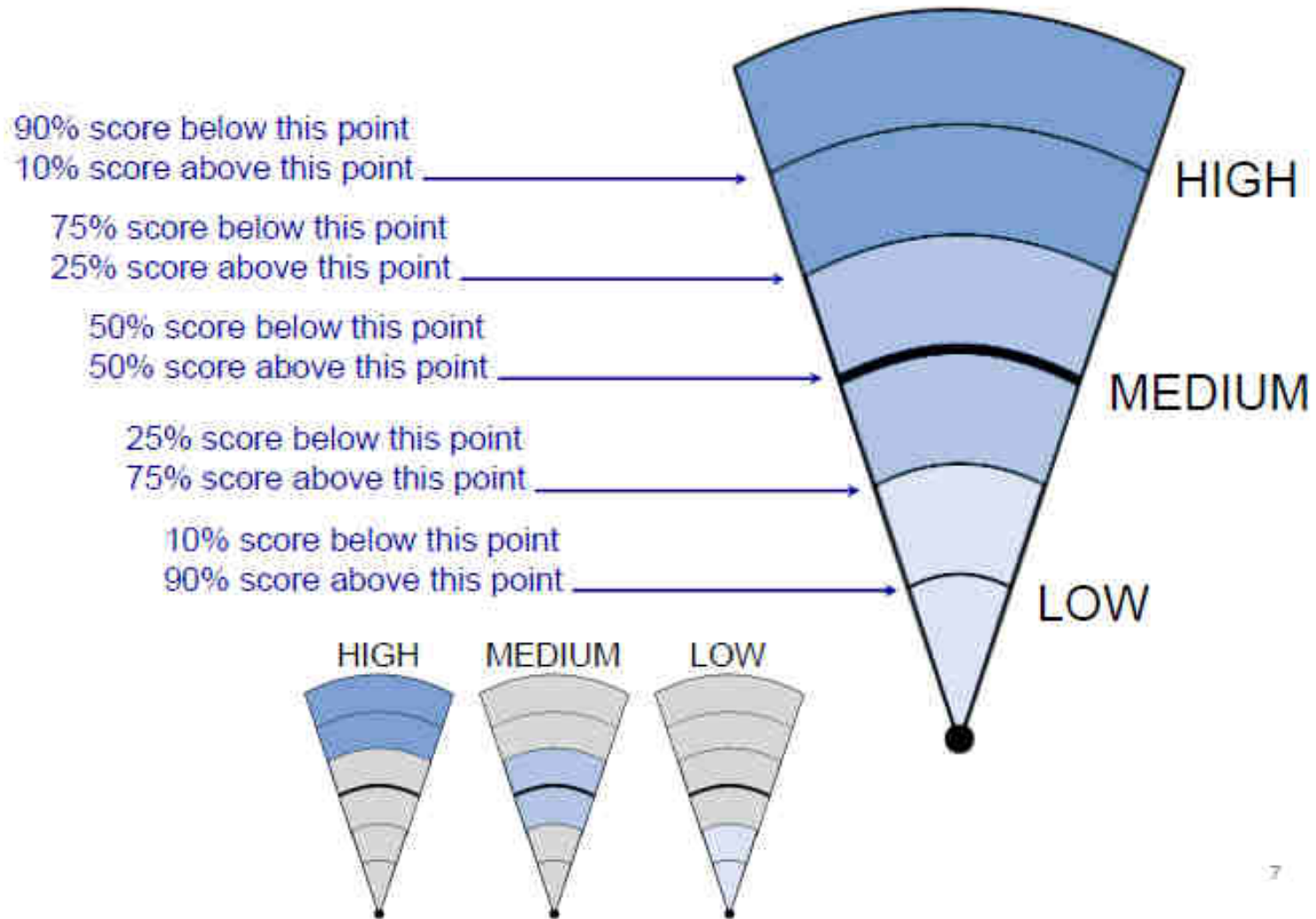
Lower Order
Needs

Satisfaction / Security



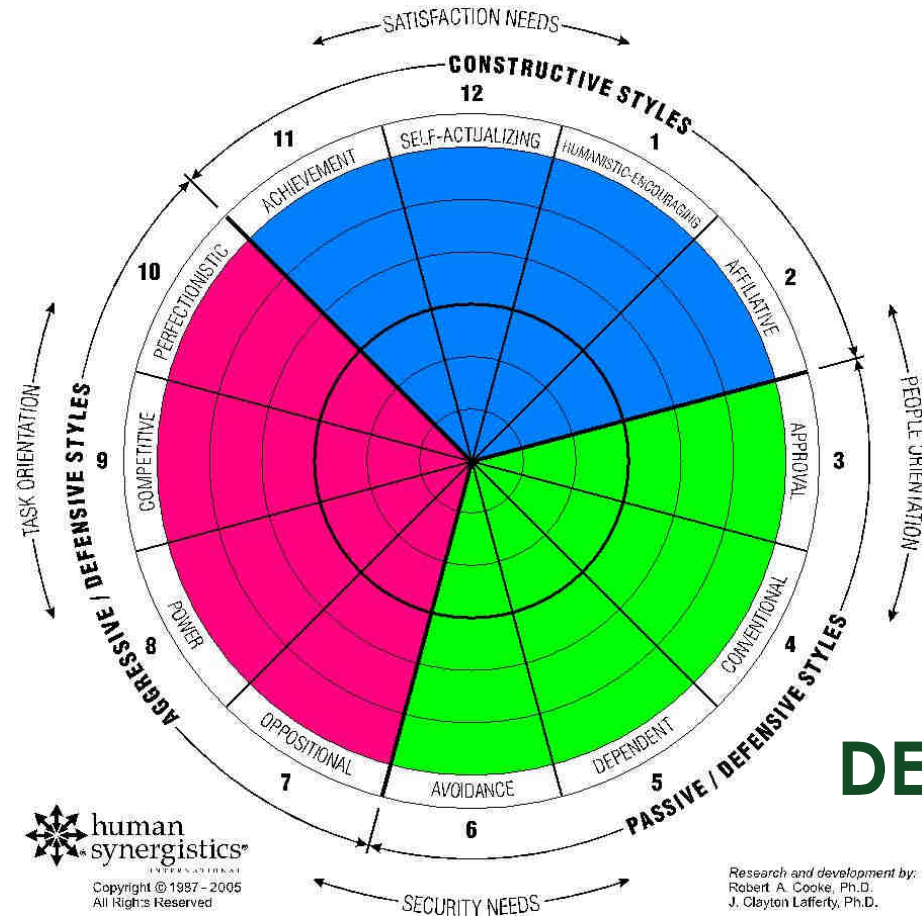
Task vs. People

Percentile Score Description



Introducing the Circumplex

CONSTRUCTIVE BLUE Mindset

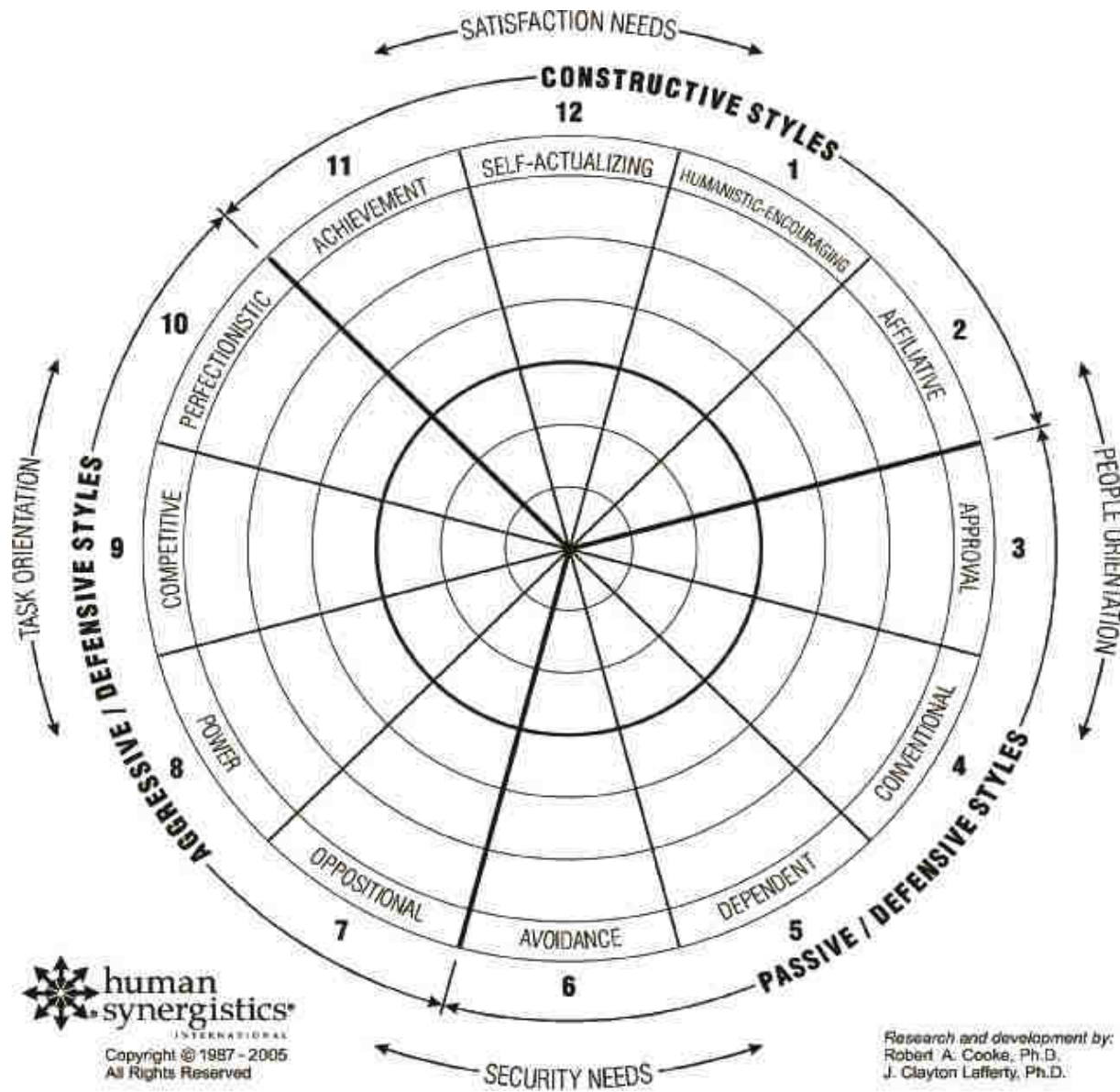


**AGGRESSIVE
DEFENSIVE RED**
Mindset

**PASSIVE
DEFENSIVE GREEN**
Mindset

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Research and development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.

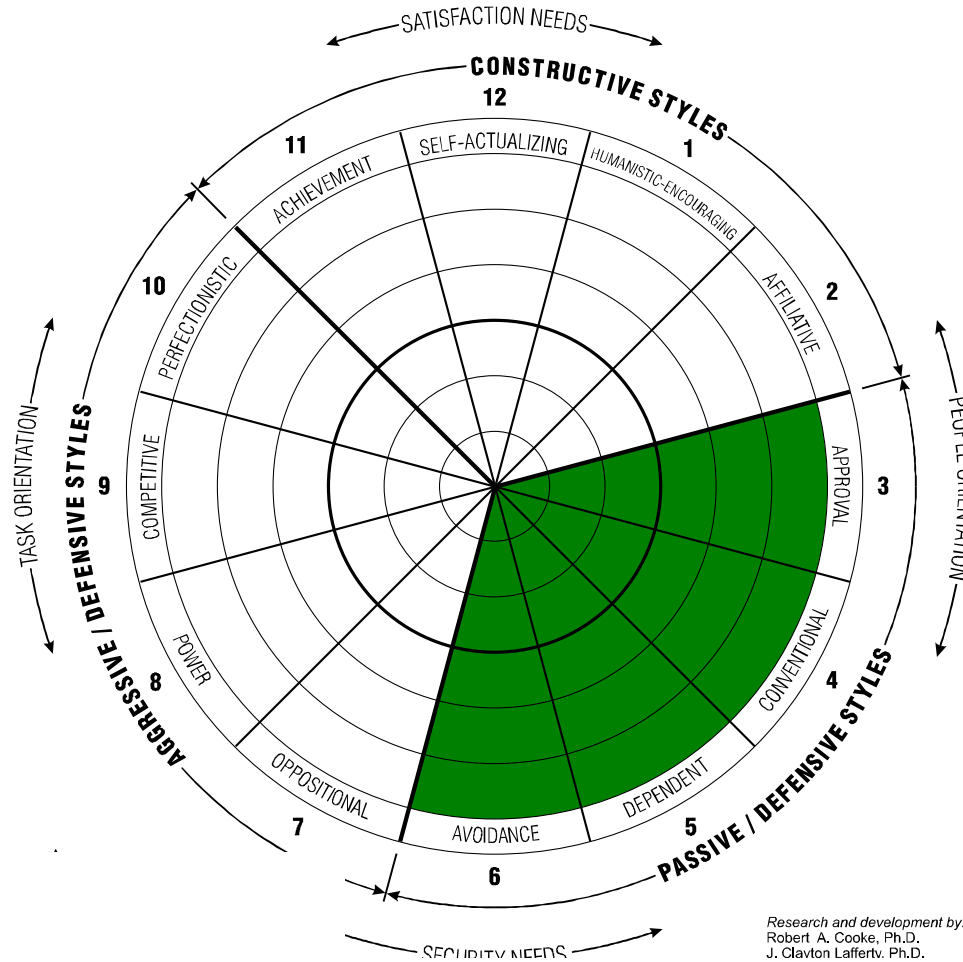


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Language Used In Detail

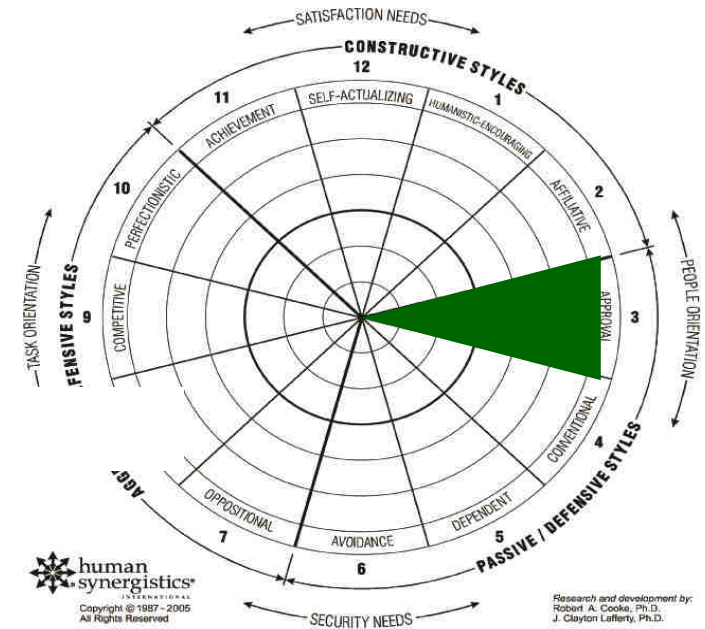
-  Approval
-  Conventional
-  Dependent
-  Avoidance



Passive Defensive Styles

Approval Seeking

- one sided relationships
- sacrificing own beliefs, values
- need approval for self worth
- indecisive, procrastination, no action

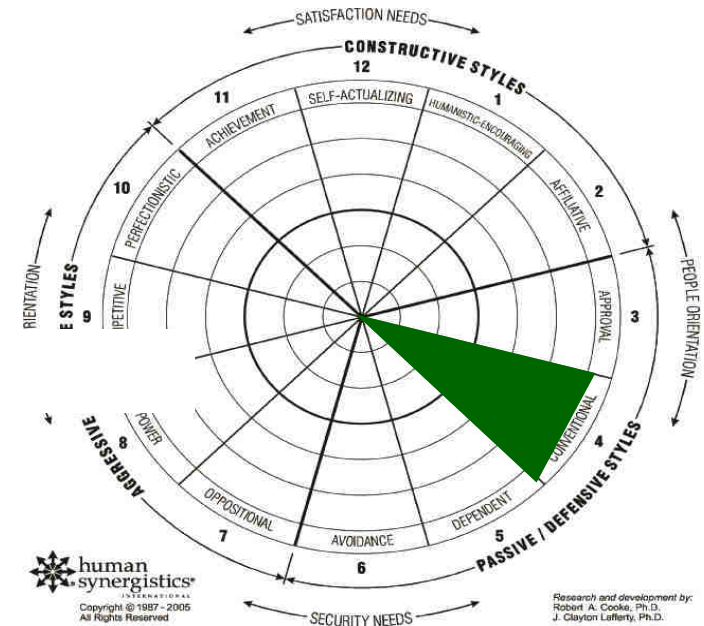


Q: How do I Get People To Like Me?

Green Mindset Styles

Conventional

- just follow the rules
- use accepted ways, routine
- routine, resist change, inflexible
- give up own beliefs, values - follow the system

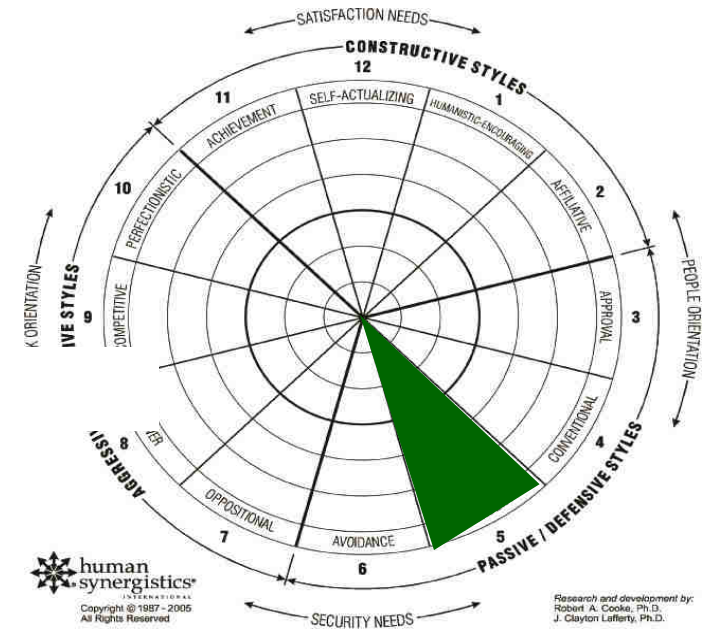


Q: How Has This Been Done In The Past?

Green Mindset Styles

Dependent

- low self-esteem
- feeling of helplessness
- feel my efforts do not count
- happy to be lead and directed

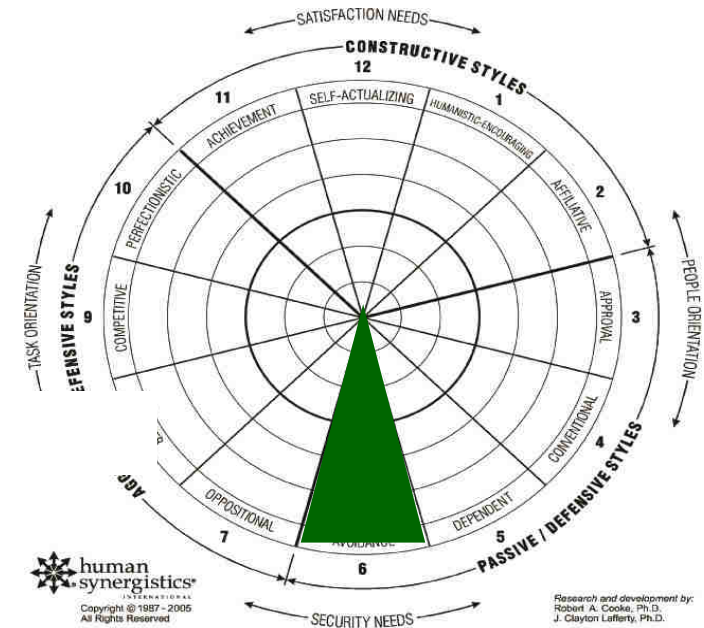


Q: Just tell me what to do...

Green Mindset Styles

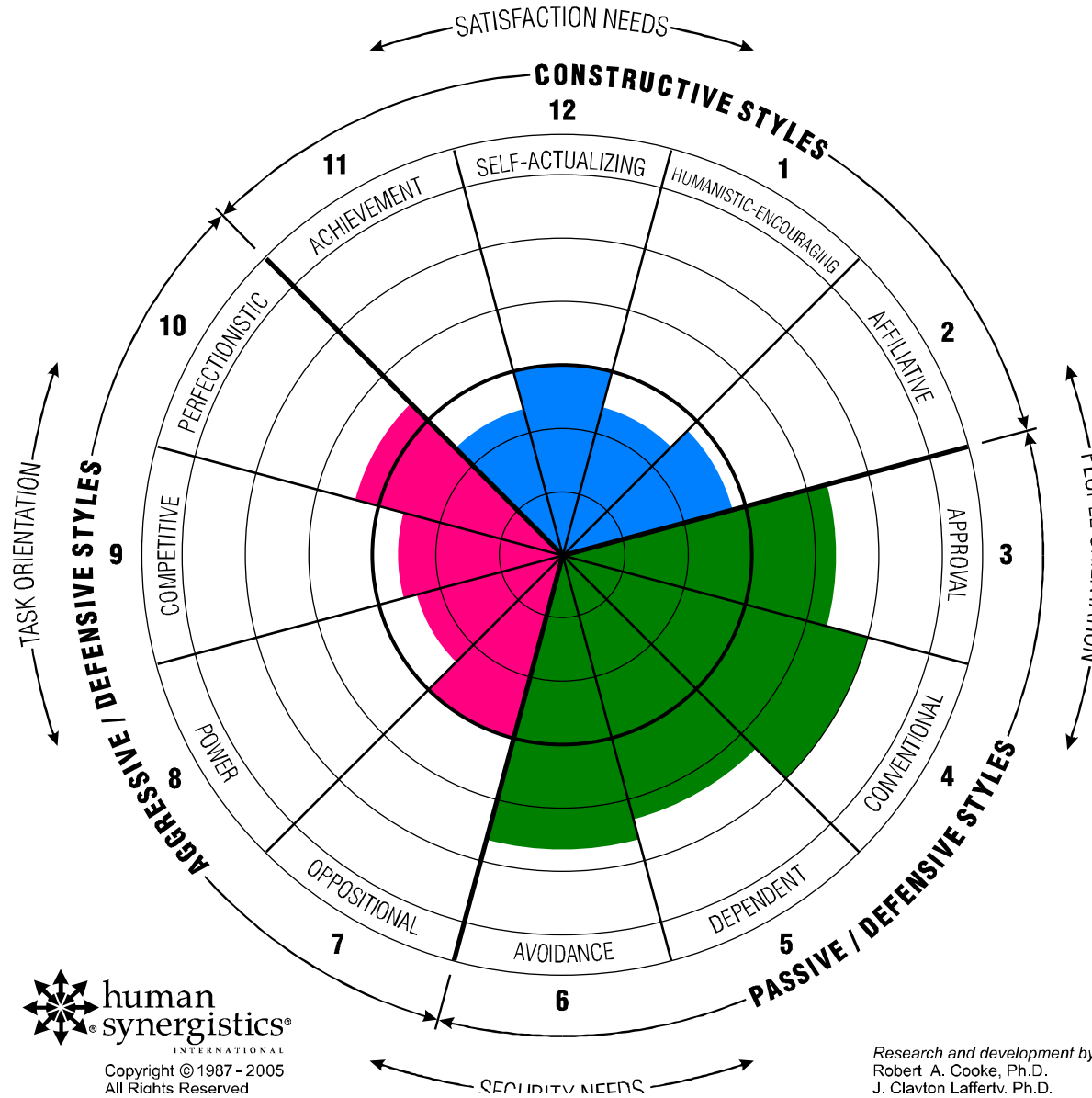
Avoidance

- survival strategy
- avoid problems, conflict, issues
- hide real issues, feelings, shying away
- never tell the bad news, reduced confidence

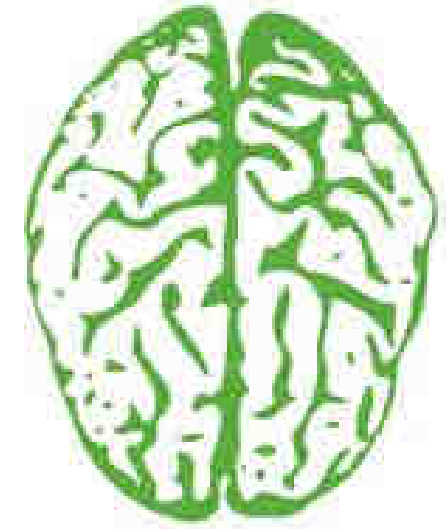


Q: Who/What Must I Stay Away From?

Green Mindset Styles



Typical Green Mindset Profile



Characteristics:

- ❑ Mistakes are heavily criticized
- ❑ One-way, top-down communication
- ❑ Promotions based on non job-related criteria
- ❑ Tasks done well are not rewarded, but ignored
- ❑ People just doing their job mostly repetitive work
- ❑ Perceived job security is what keeps people together



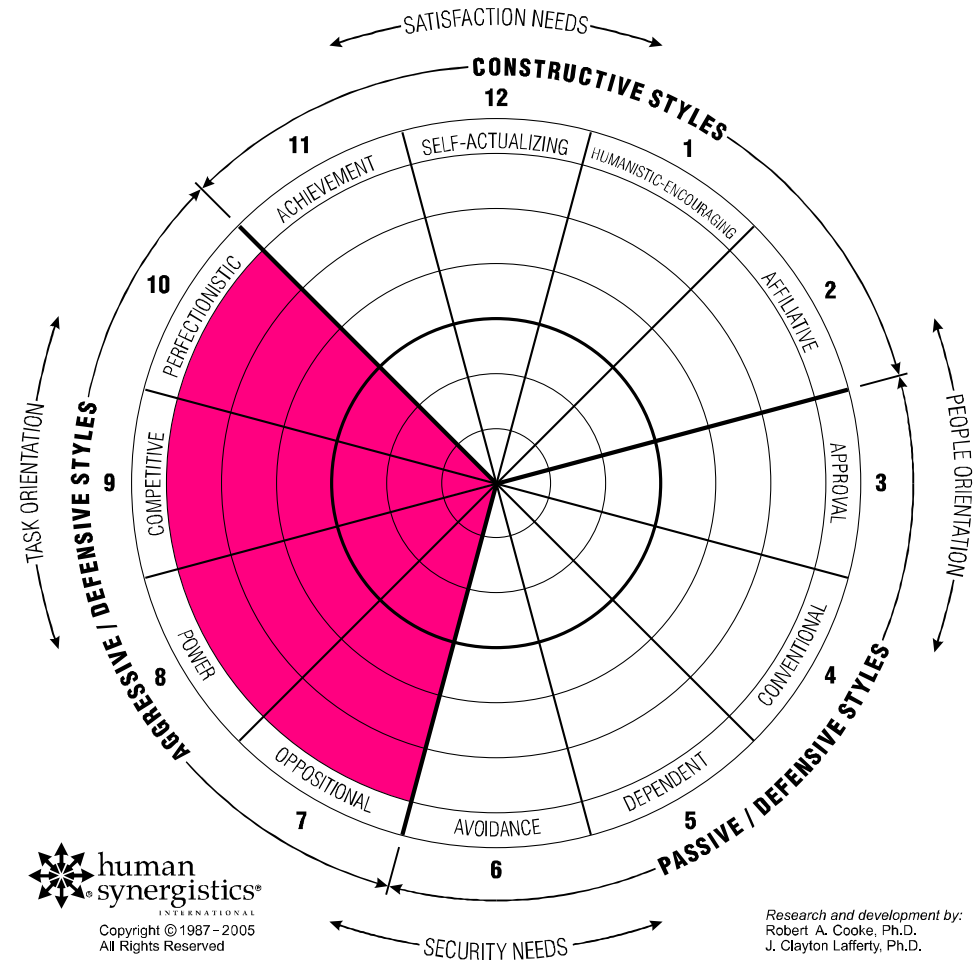
Resulting In:

- ❑ Inflexible, bureaucratic workplaces –
- ❑ No enthusiasm, work is necessary evil - driven by fear
- ❑ Minimum performance, low morale, low motivation
- ❑ Focus on attendance, high sick leave & staff turn/over
- ❑ People stay - till they can go elsewhere
- ❑ Employees do not care, take no responsibility
- ❑ Lack of Customer and Quality Focus
- ❑ Lack of flexibility , inability to change/adapt

Green Mindset - Outcomes

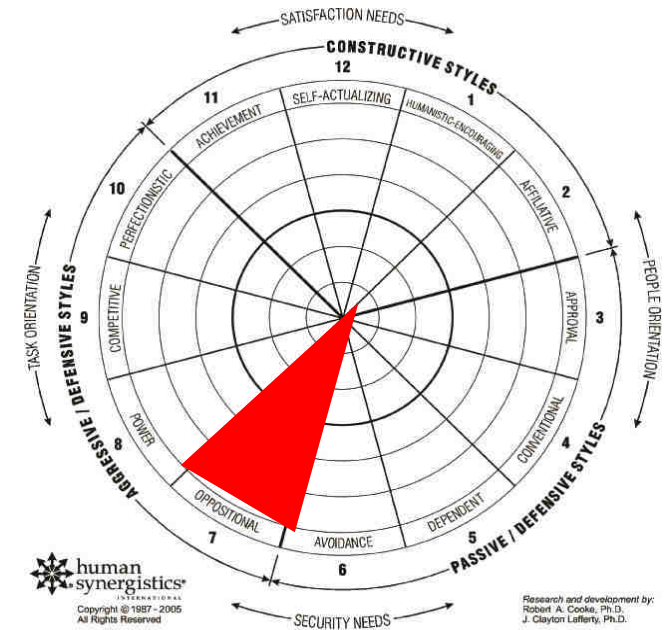
-  Oppositional
-  Power
-  Competitive
-  Perfectionistic

Aggressive Defensive Styles



Oppositional

- disagreeing to get attention
- questioning everything, negative
- always looking for mistakes and flaws
- remain detached from others, I am always right

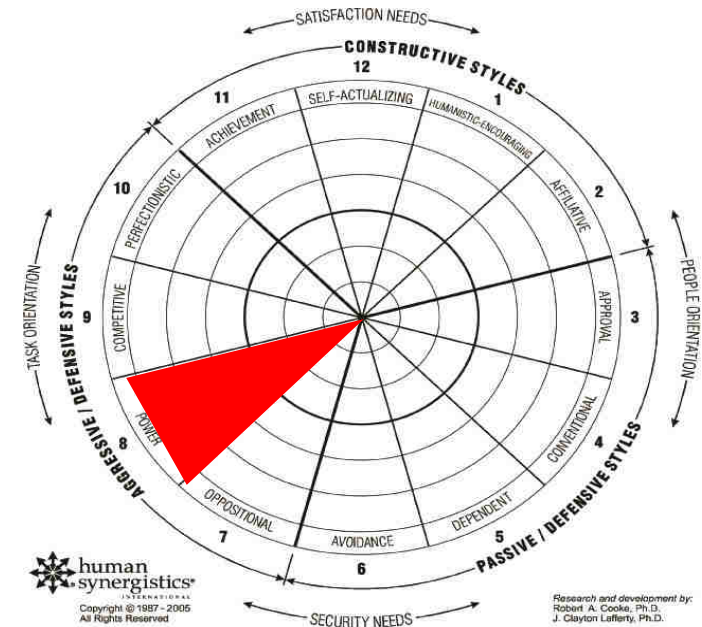


**Q: Trying To Find Out What Is Wrong
With This Person Or Situation?**

Red Mindset Styles

Power

- difficulty accepting criticism
- lack of confidence in others
- control gives feeling of importance
- believe in force and intimidation, dictate
- not able to build long term human relationships

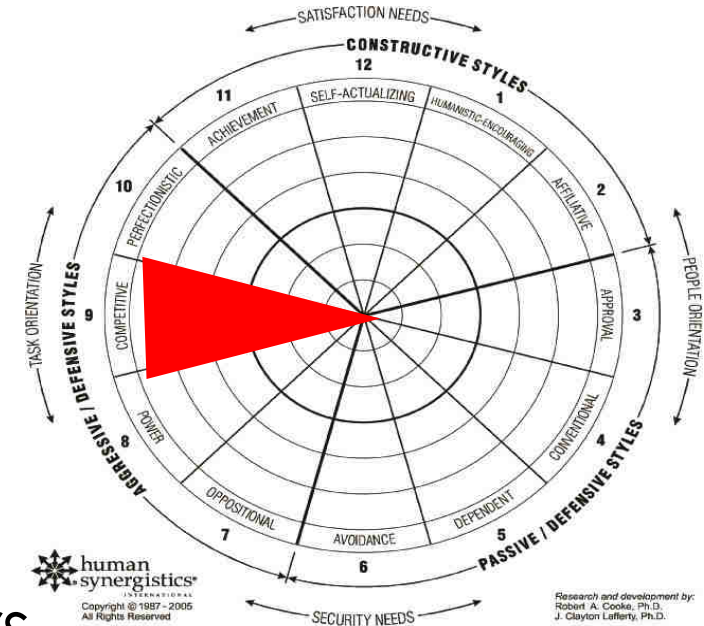


Q: How Can I Gain / Maintain Control?

Red Mindset Styles

Competitive

- focus on winning instead of results
- want to look good, praised by others
- self worth from comparing with others
- everything is a contest they need to win

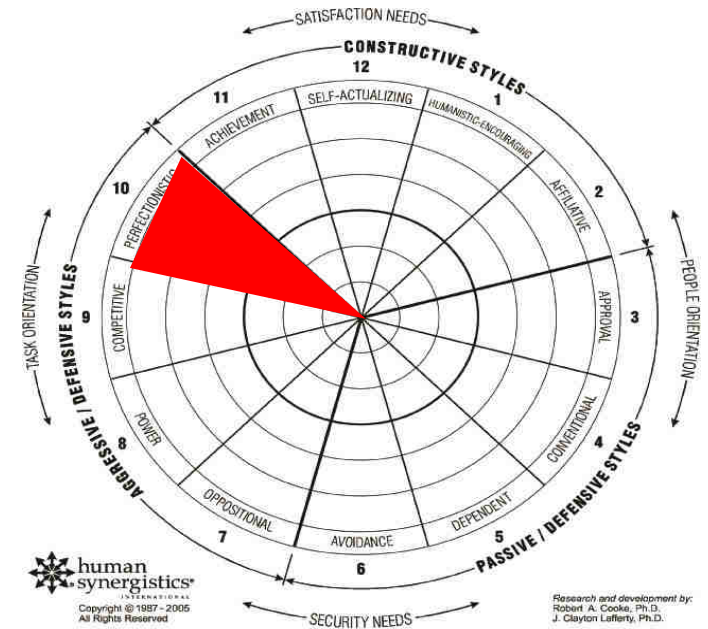


Q: How Can I Be Better Than Others?

Red Mindset Styles

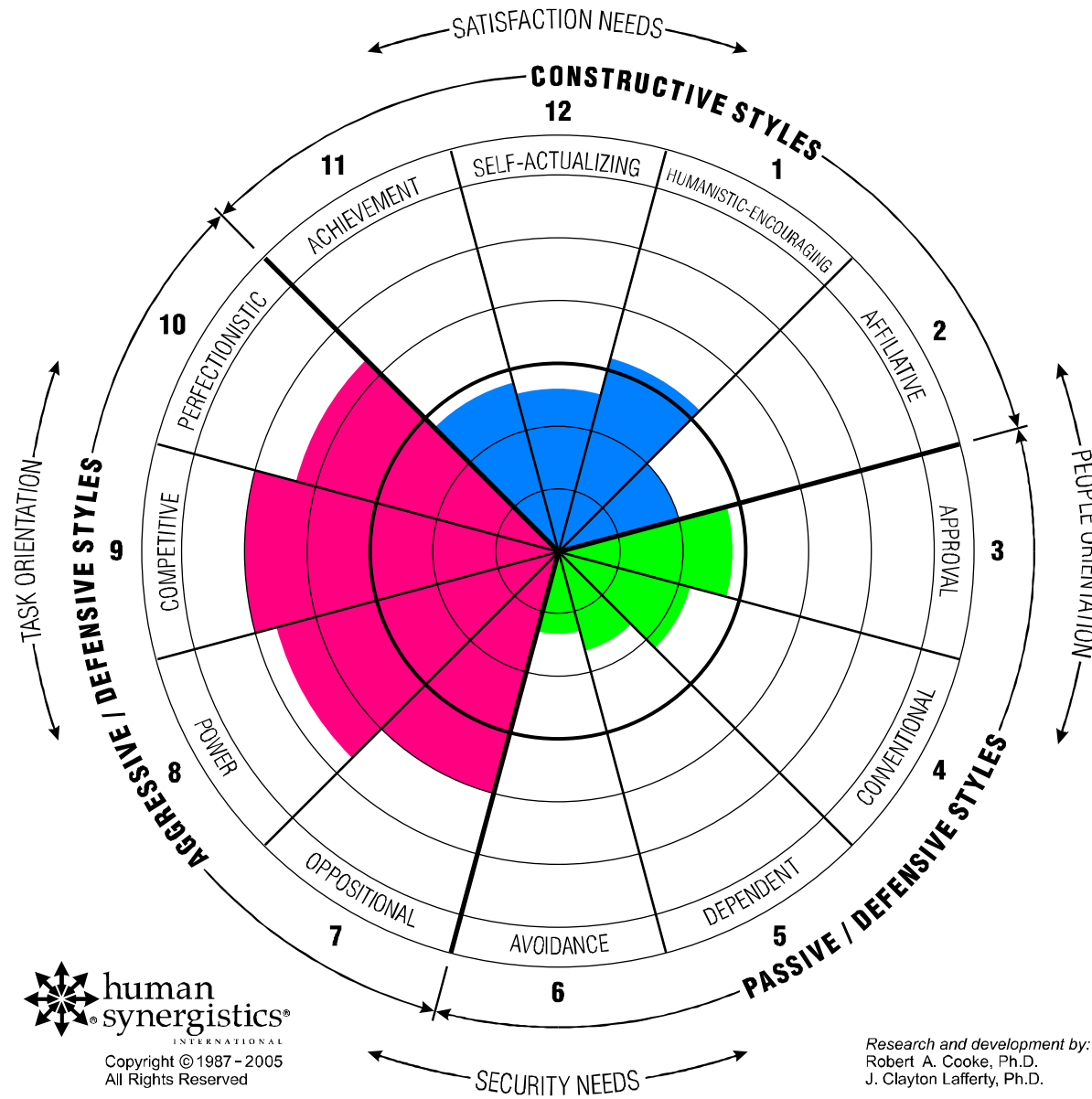
Perfectionistic

- unrealistic set standards /goals
- wants to achieve flawless results
- wants to be seen by others as perfect
- self-worth based on accomplishment of goals



Q: What Must I Do To Become Perfect?

Red Mindset Styles



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Research and development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.

Typical Red Mindset Profile



Characteristics:

- ❑ Centralized control, top-down
- ❑ Winning is the only thing that counts at all costs
- ❑ Individual, or small groups – one against others
- ❑ Task focus, driven by unrealistic high KPI's
- ❑ Tasks given, regardless of required skills/resources
- ❑ Staff insecurity through extreme targets, burn-out
- ❑ Criticise mistakes, focus on only monetary rewards.

Red Mindset Culture



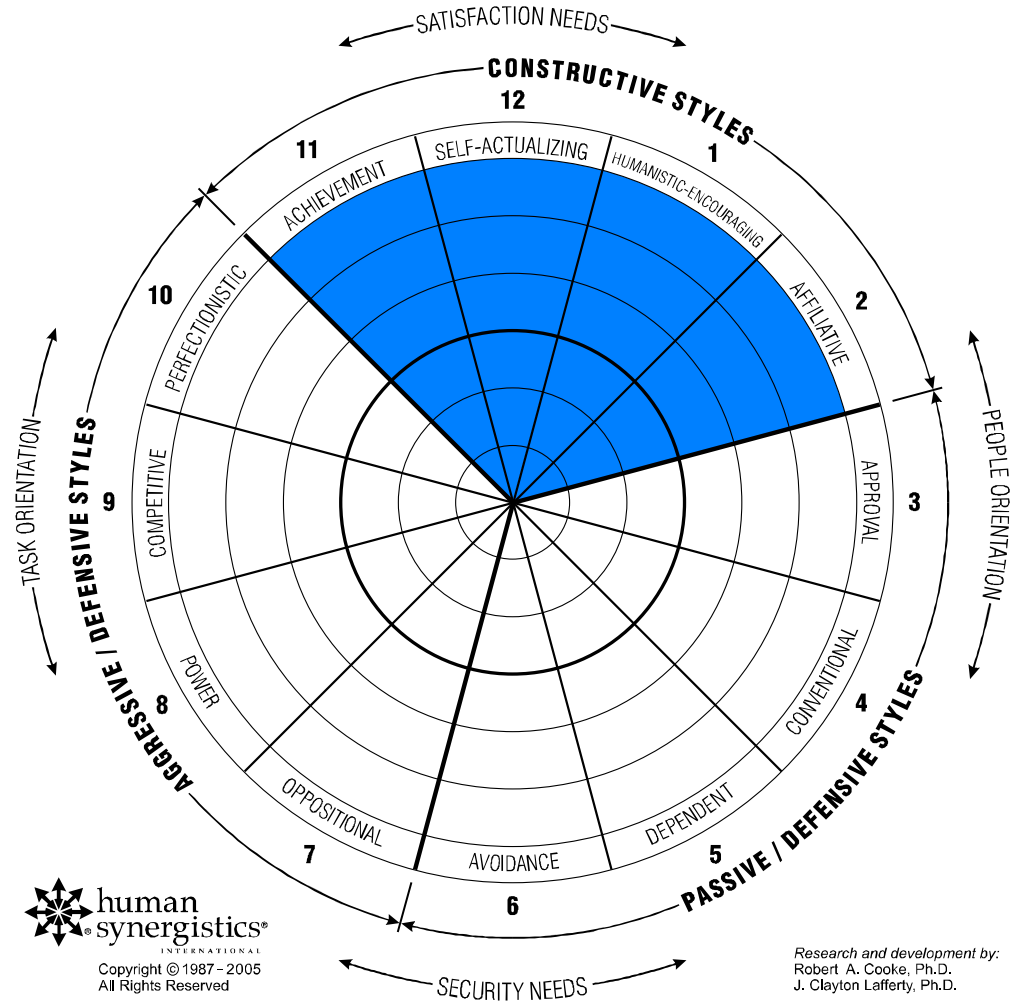
Resulting in:

- ❑ Contradictions from management
- ❑ Low motivation, high staff turn over
- ❑ High stress levels, pressure, tense
- ❑ Departmental silos, no cooperation
- ❑ Low team work, everyone for themselves
- ❑ Customer service-competitive Us vs. Them
- ❑ Inconsistent performance.

Red Mindset Outcomes

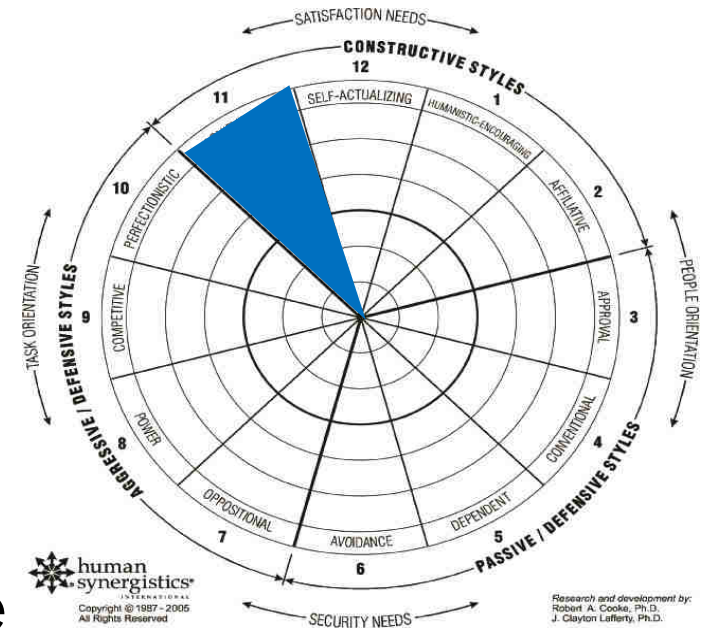
-  Achievement
-  Self-Actualizing
-  Humanistic-Encouraging
-  Affiliative

Constructive Styles



Achievement

- strive for excellence
- proactive, doing, enthusiastic
- belief they can make a difference
- ability to set and achieve challenging goals
- ability to attain high quality results, confident

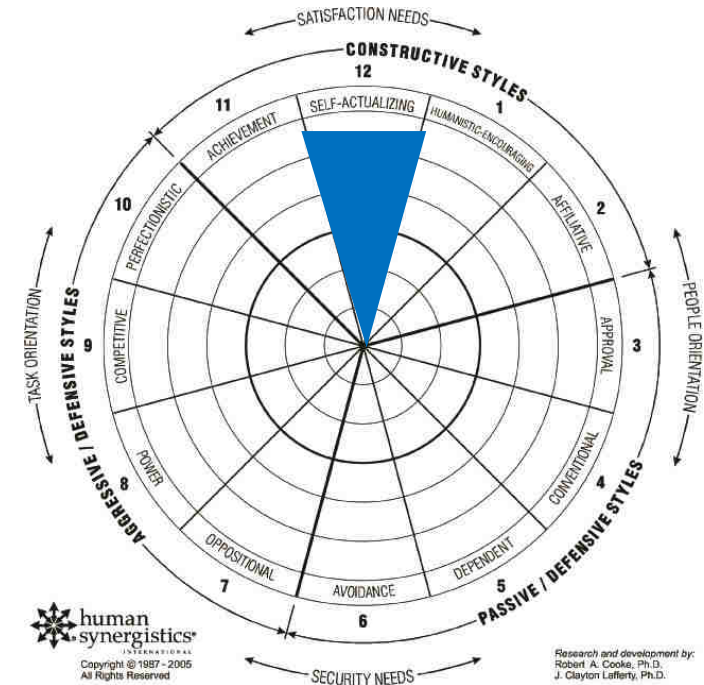


Achievement: **What Needs To Be Done and How Can I Accomplish It?**

Blue Mindset Styles

Self-Actualizing

- grow, learn and enjoy
- interest in becoming the best
- accept yourself and others
- focus on self development, refining
- positive, satisfaction by growing as a person

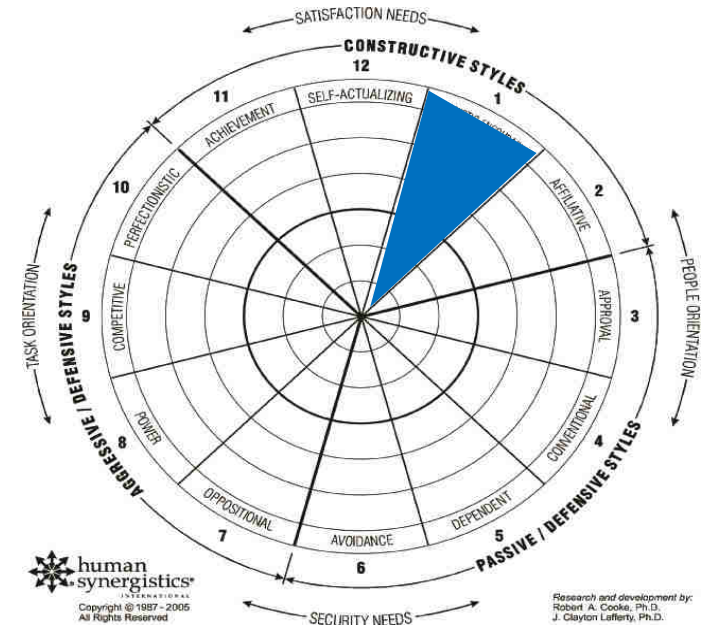


Q: What Can I Do To Get The Most Out Of This Experience?

Blue Mindset Styles

Humanistic-Encouraging

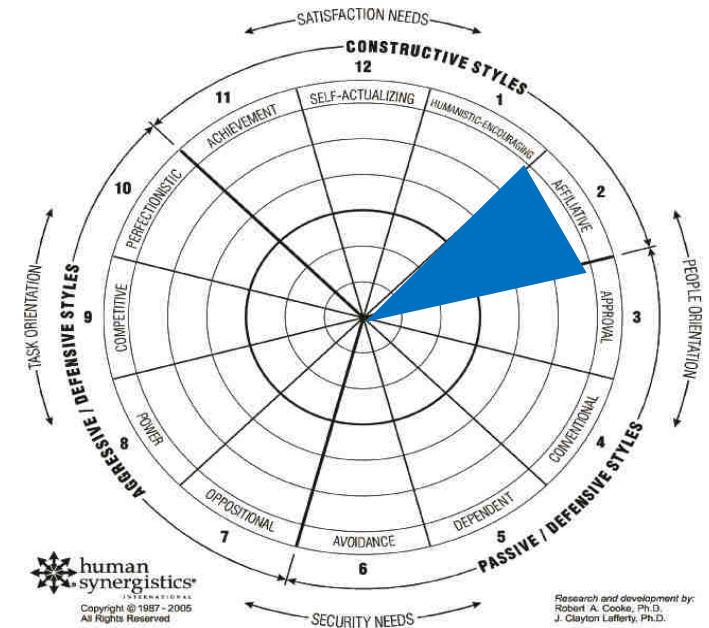
- ability to inspire people
- belief in others' capability
- provide support
- provide encouragement
- coaching / mentoring others is expected



Q: (H) What Do Others Around Me Need?
(E) How Can I Help Them Grow & Mature?

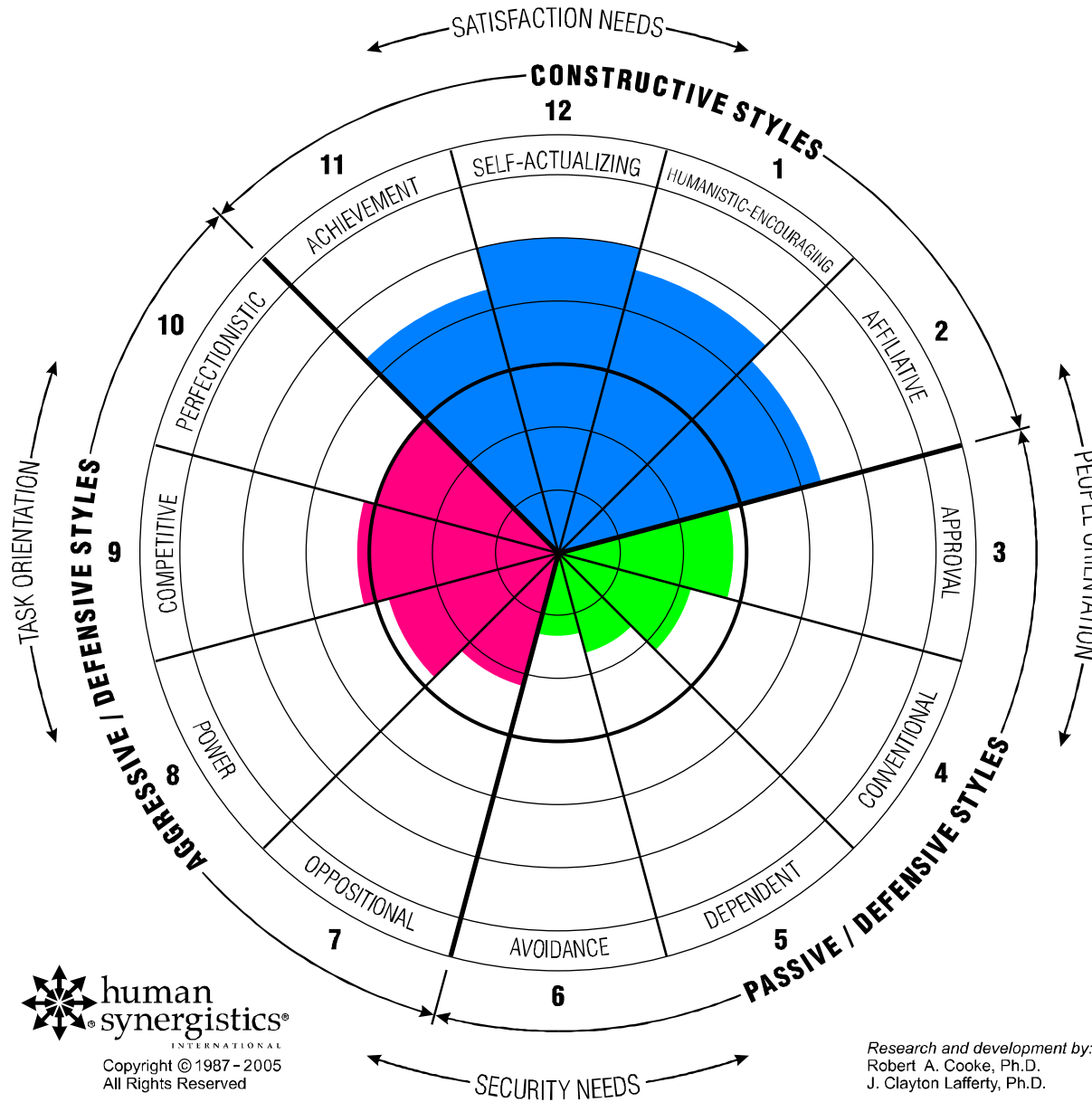
Affiliative

- desire for social interaction
- high levels of interpersonal skills
- able to build good relationships
- able to maintain good relationships
- enjoy being in company of others / team focus



Q: What Must I Do To Be With Others?

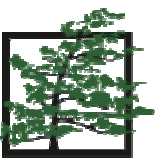
Blue Mindset Styles



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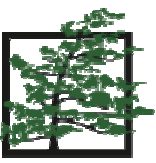
Research and development by:
Robert A. Cooke, Ph.D.
J. Clayton Lafferty, Ph.D.

Typical Blue Mindset Profile



Characteristics:

- ❑ Open communication
- ❑ Caring, positive attitude
- ❑ Feel responsible, do what you can
- ❑ Feel that your efforts are making a difference
- ❑ Feel challenged, empowered and part of great teams
- ❑ Everyone enthusiastically contributes to overall success.



Resulting In:

- 🌳 People enjoy going to work
- 🌳 Performance is above expectations
- 🌳 Superior customer service and satisfaction
- 🌳 Quality and continuous improvement focus
- 🌳 Low staff turn/over – easy to get new people and grow
- 🌳 Flexible, customer focused organization
- 🌳 Competitive advantage and long term success
- 🌳 Superior financial results.

Blue Mindset Culture - Outcomes

Constructive “Blue Mindset” delivers:

- ❑ Better long term results
- ❑ Higher levels of customer satisfaction
- ❑ Higher levels of quality awareness
- ❑ Higher safety awareness
- ❑ Higher levels of employee engagement
- ❑ Lower levels of employee stress

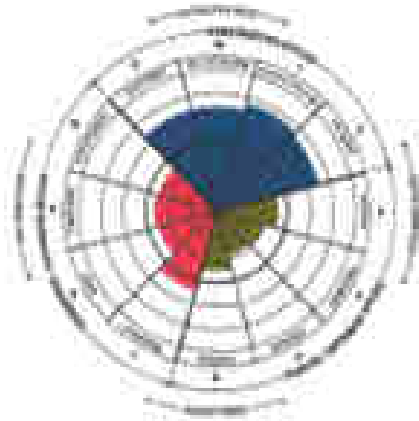
Ideal because ?



Constructive “BlueMindset” is globally seen as most effective

The best way...

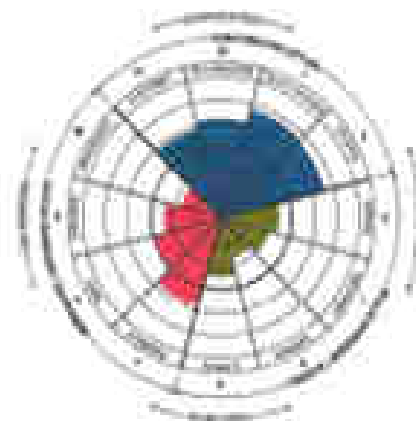
Anglo Cluster



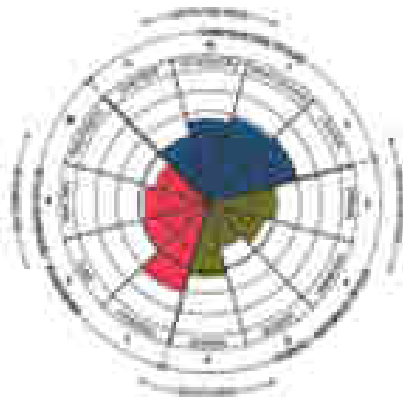
Germanic Cluster



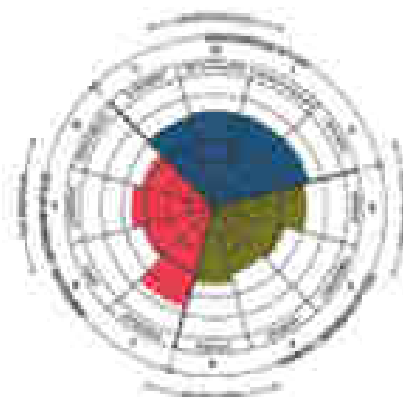
Nordic Cluster



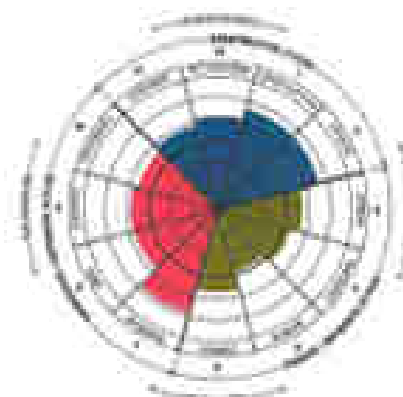
Latin European Cluster



Latin American Cluster



Near Eastern Cluster



Global Ideal Cultures

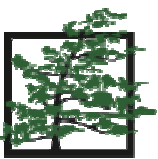
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Practical & Respected

Blue Mindset Success



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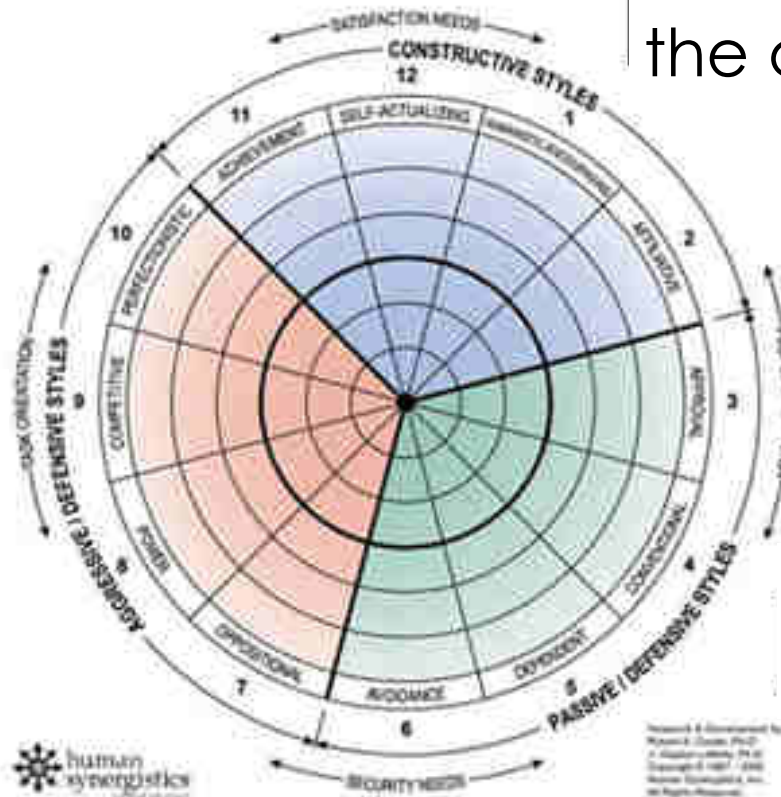
Research and development by:
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Applying the Circumplex

Impact on Personal Status

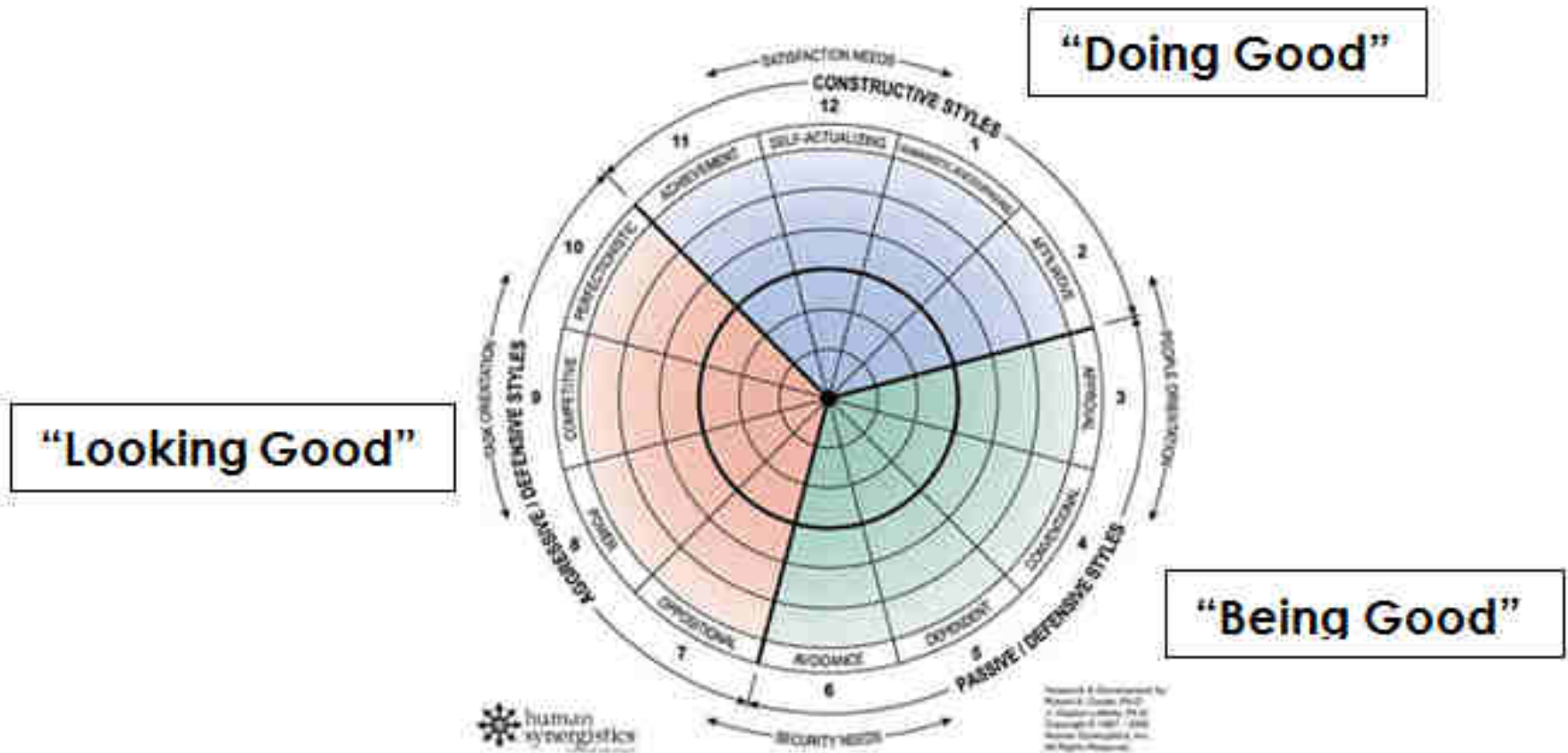
In Balance with
the organization

Super-ordinate to
the organization



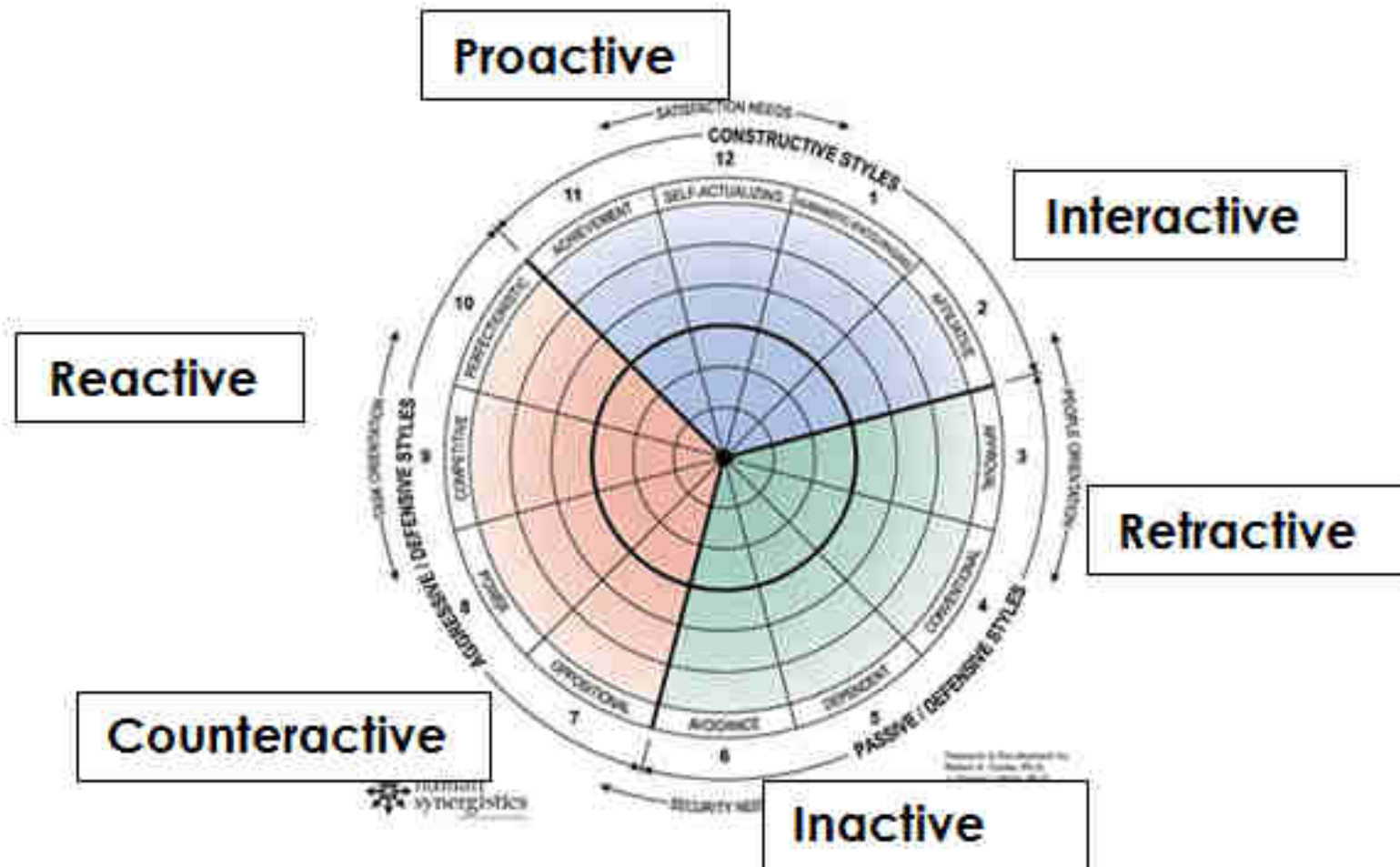
Subordinate to
the organization

Impact on Motivation



Understanding the Circumplex

Impact on Activity



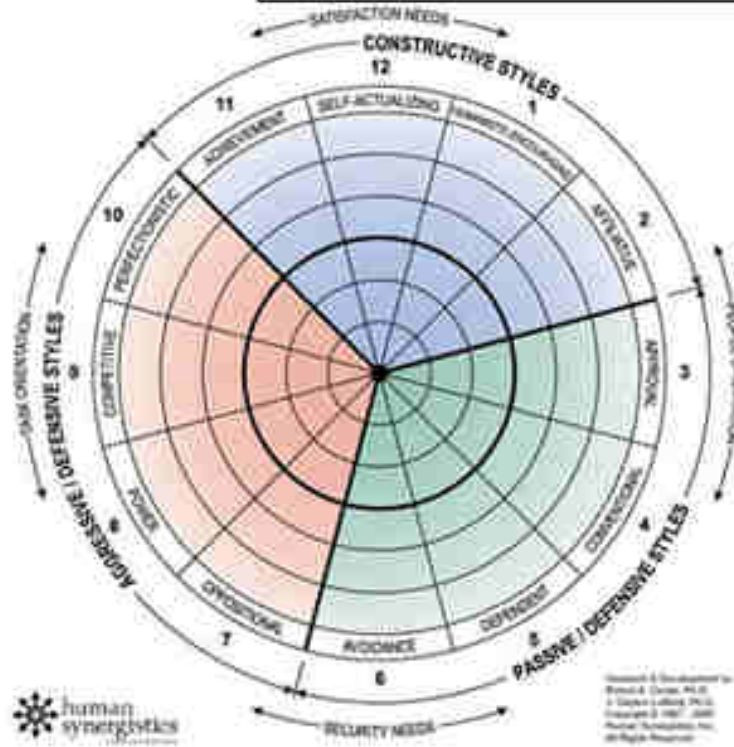
Understanding the Circumplex

Conflict Resolution

Collaborating
(problem solving)

Competing
(forcing)

Accommodating

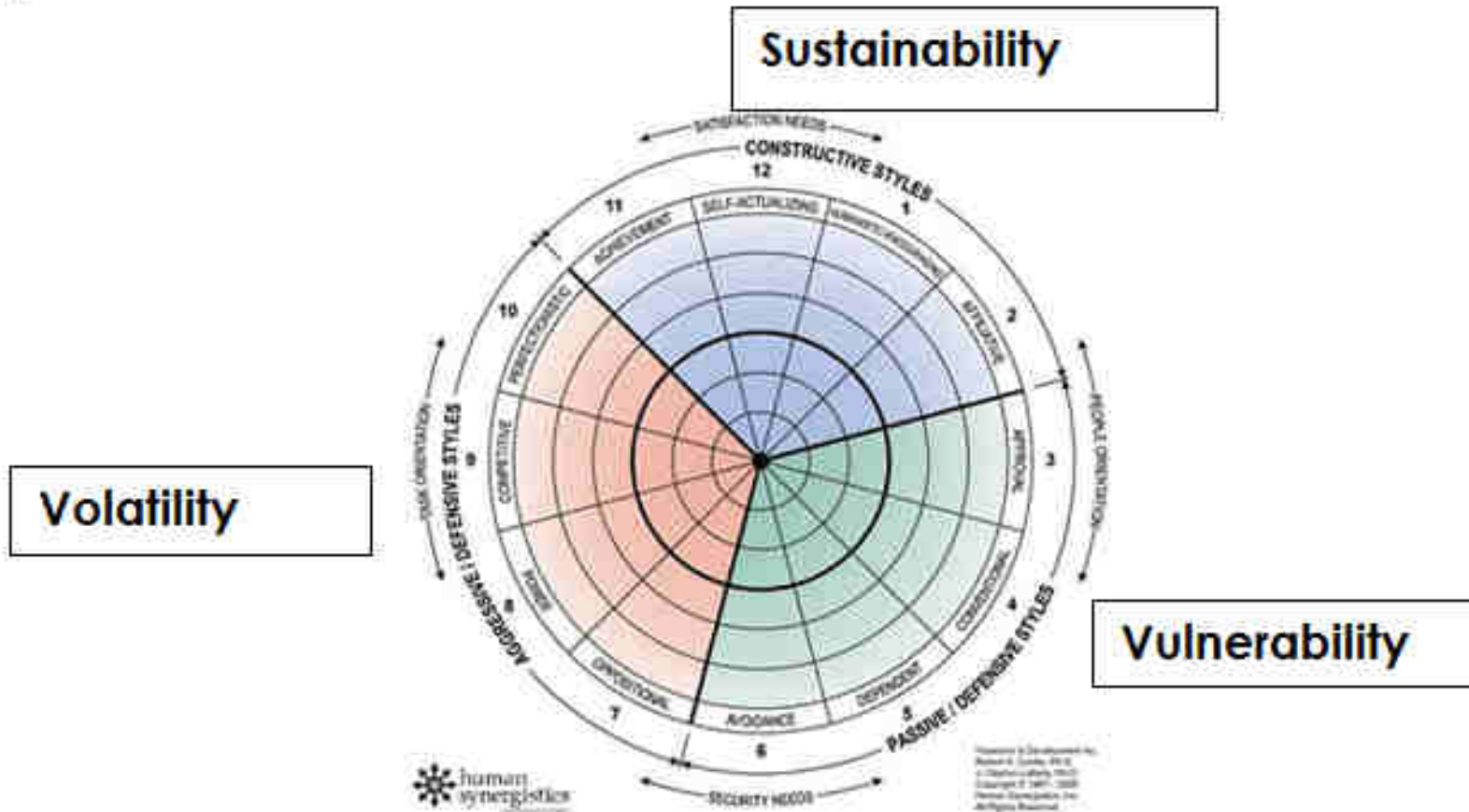


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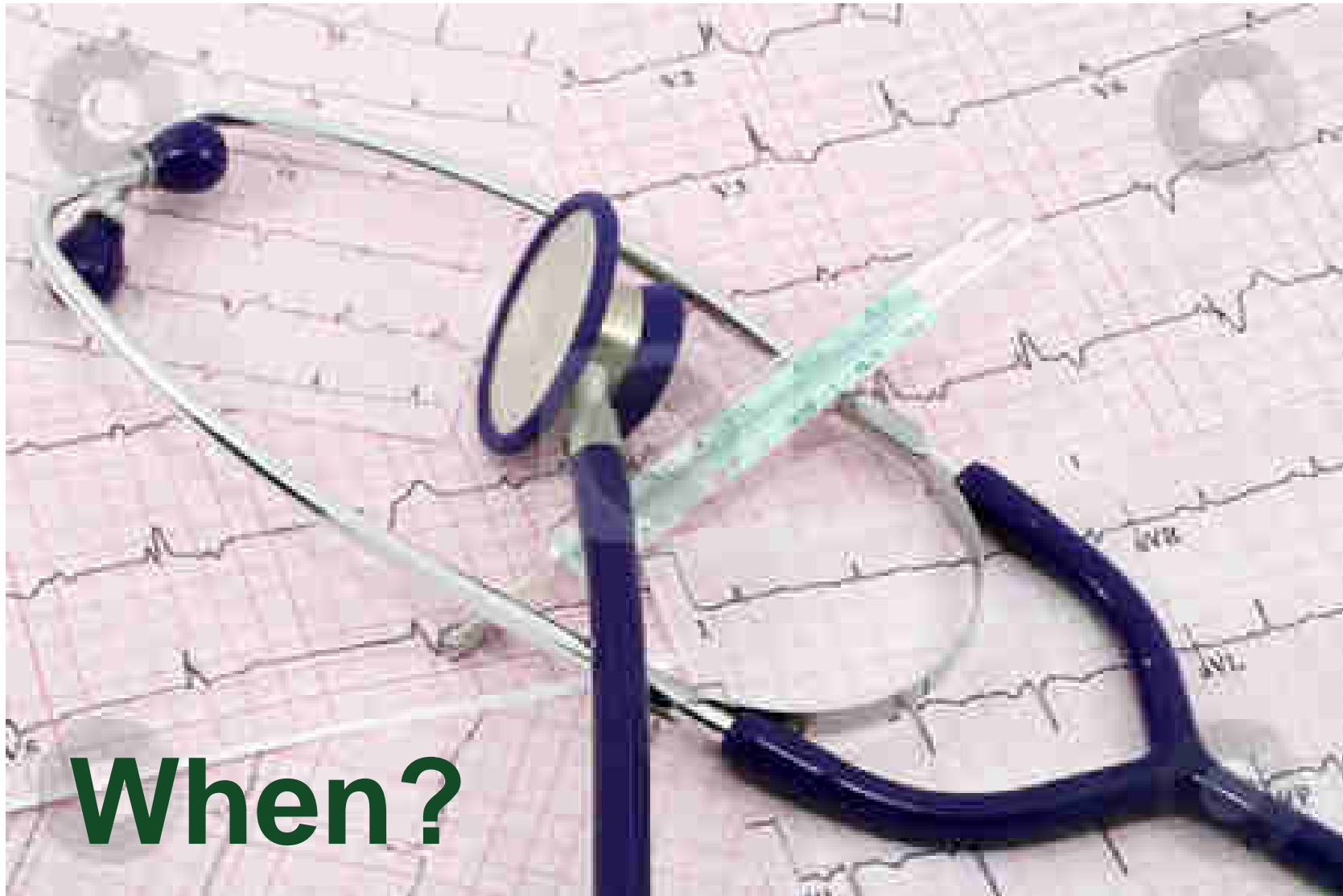
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Understanding the Circumplex

Impact On Performance



Understanding the Circumplex



When?

When Do We Use This Tool?

- 🌳 Personal Development Planning
- 🌳 Individual Performance Issues
- 🌳 Targeted Behavior Coaching
- 🌳 Skill and Behavior Development
- 🌳 Safety, Quality, Customer Service Issues
- 🌳 Support of Larger Culture Change Initiative.

Successful When Used For

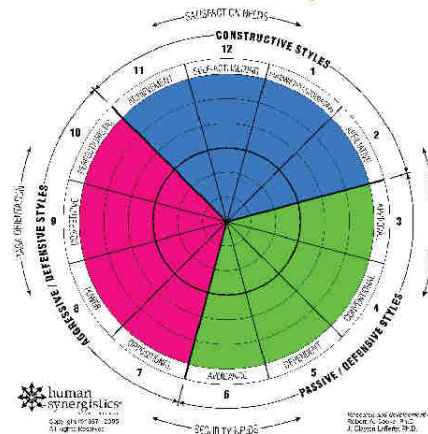
Organizational

Group / Team

Individual







Let us explore the applications.



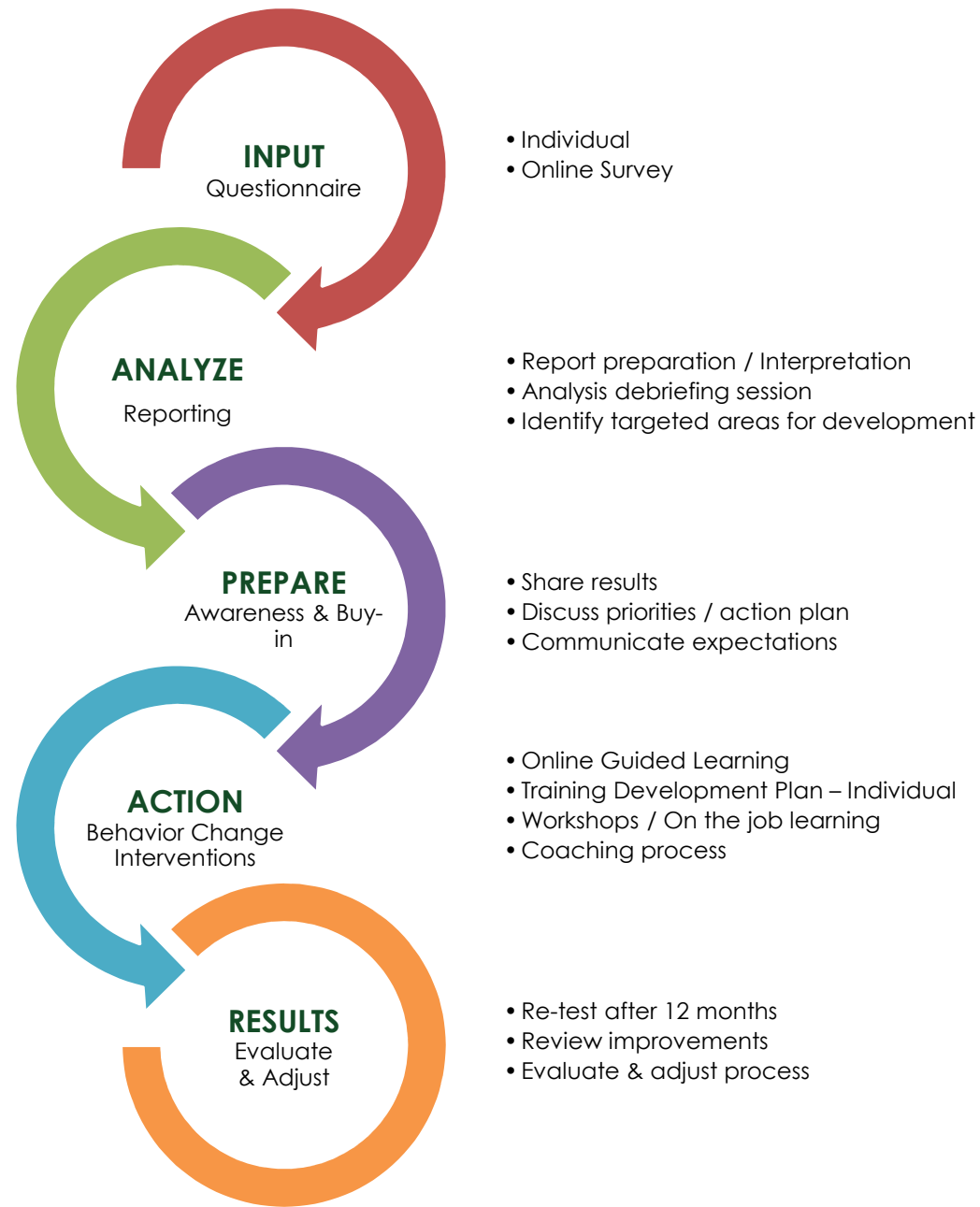
Applications

Life Styles Inventory™

LSI Individual Feedback Report

-  Completed by Individuals
-  Non-Threatening
-  Self Analysis
-  Able to be used as a 360

Individual Audit



Individual Effectiveness Audit Process

Life Styles Inventory™

LSI Individual Feedback Report

Lets take a moment to look at your individual Life Style Inventory (LSI) results.

LSI Debrief

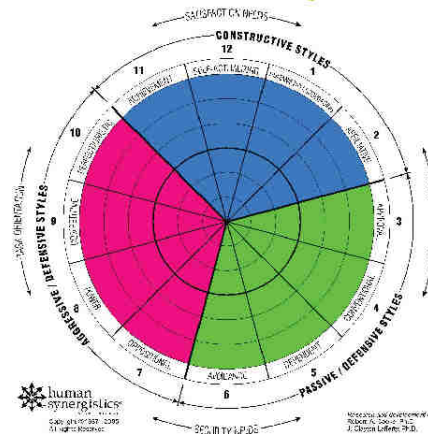
Organizational

Group / Team

Individual



Let us explore the applications.



Applications

Management/Impact®



Measuring the Impact of
Managers on Organizational Performance

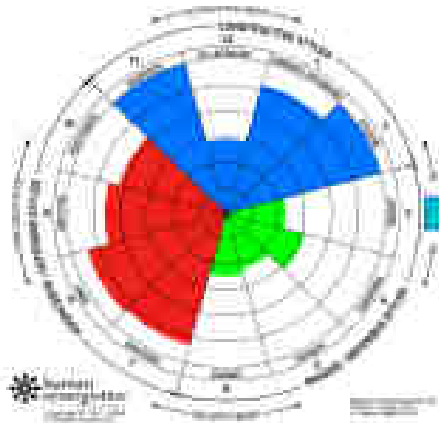
- ☐ Completed by Manager + Team
- ☐ Ideal (self) + Current Impact (others)
- ☐ Management Approaches / Style
- ☐ Management Effectiveness

Management / Leadership Audit

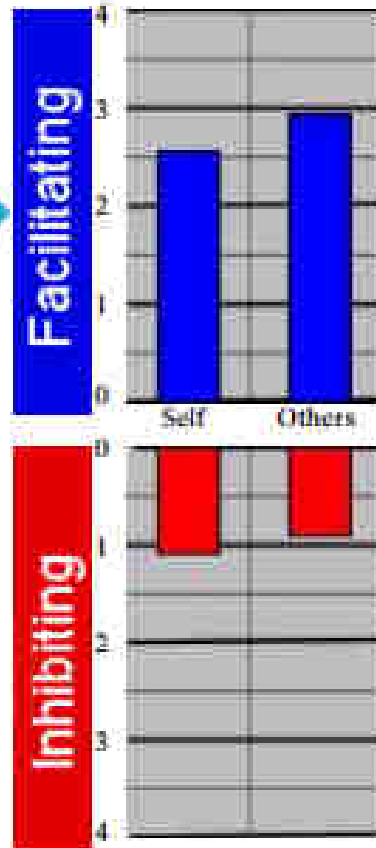


Manager / Leader / Team Audit Process

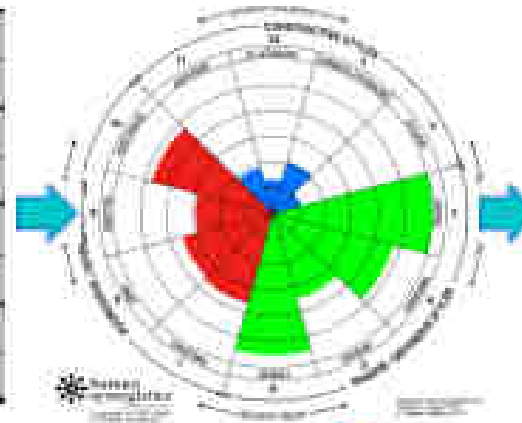
Your Ideal Impact



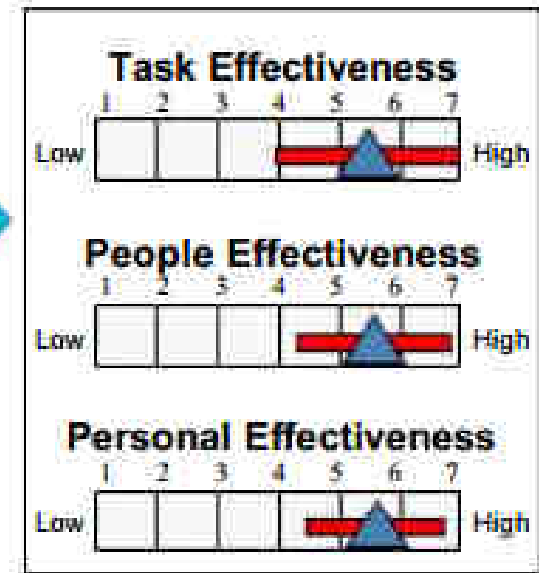
Your Overall Management Approach



Your Current Impact



Your Overall Management Effectiveness

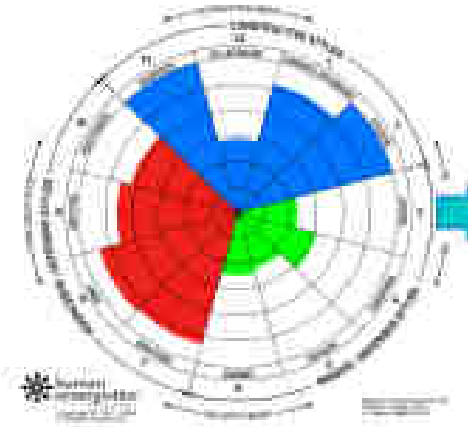


Your
Ideal Impact

Your Overall
Management
Approach

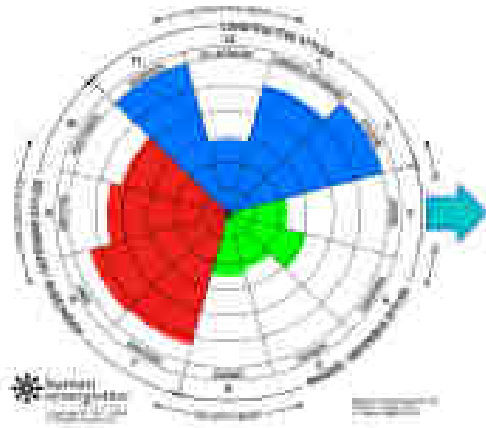
Your
Current Impact

Your Overall
Management
Effectiveness



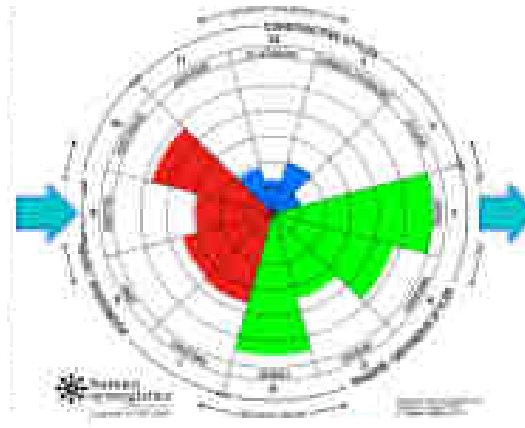
Management Impact (ideal – self)

Your Ideal Impact



Your Overall Management Approach

Your Current Impact



Your Overall Management Effectiveness

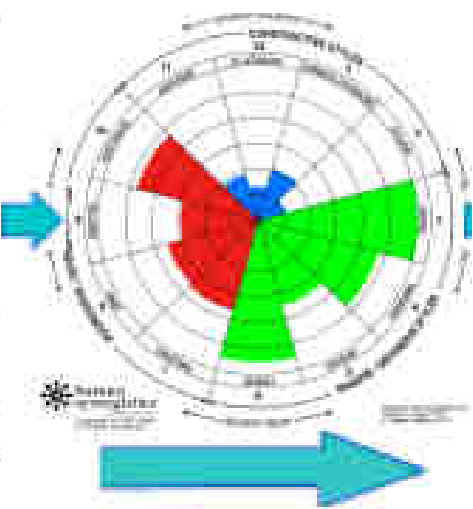
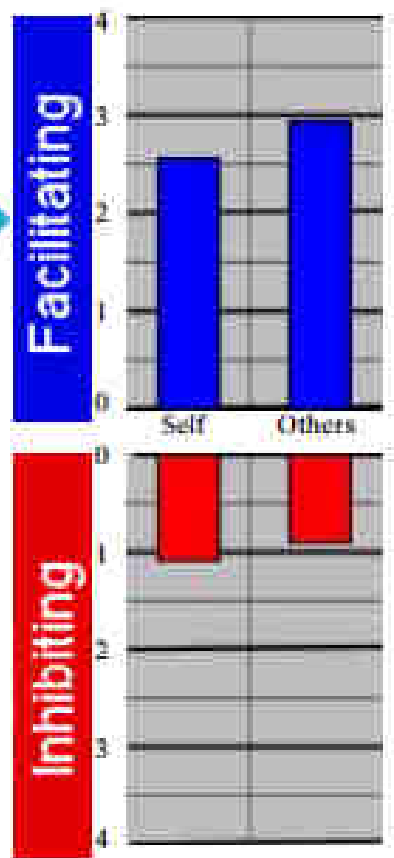
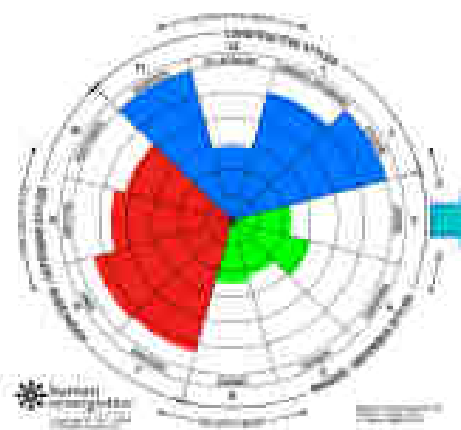
Management Impact (current - team)

Your Ideal Impact

Your Overall Management Approach

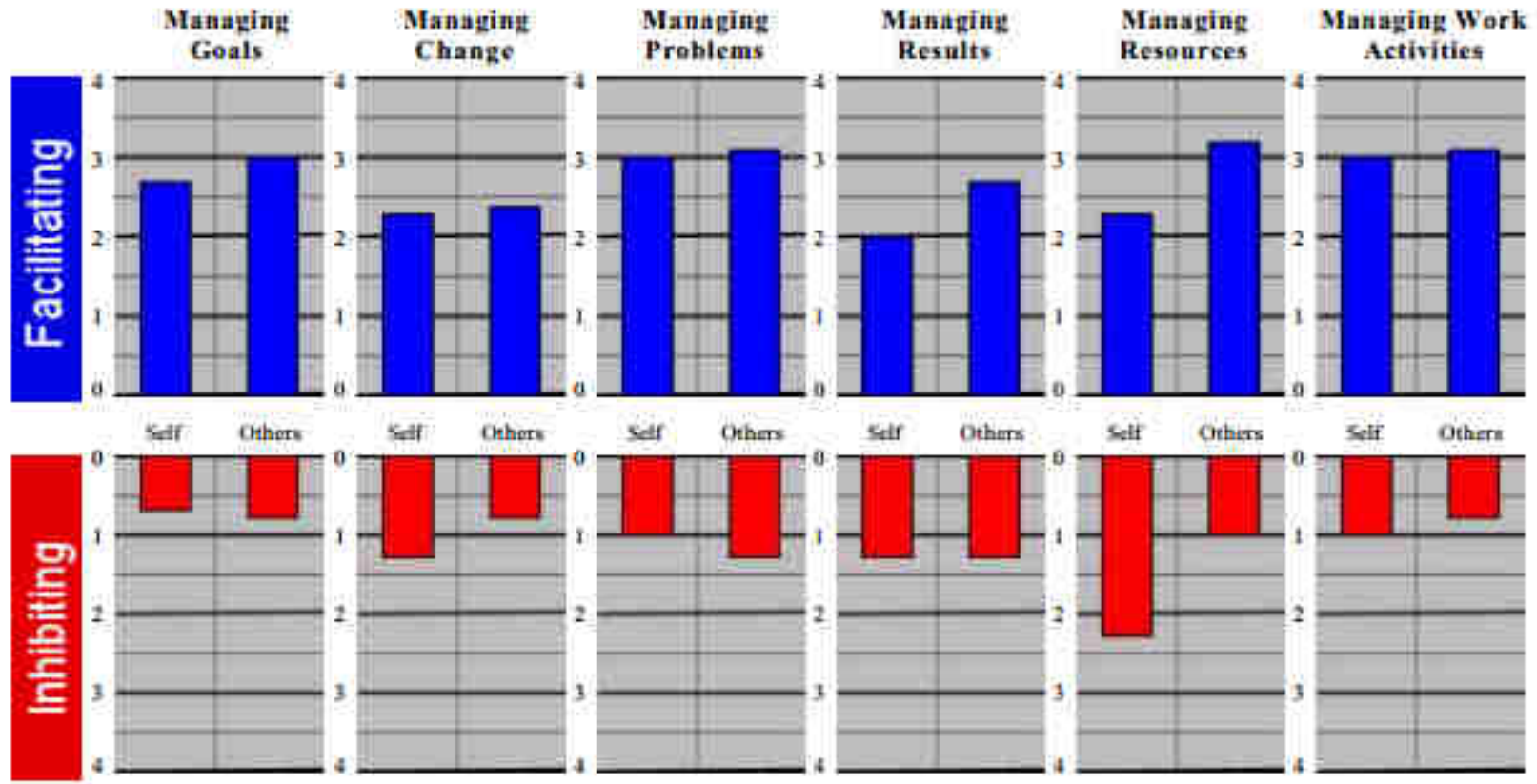
Your Current Impact

Your Overall Management Effectiveness



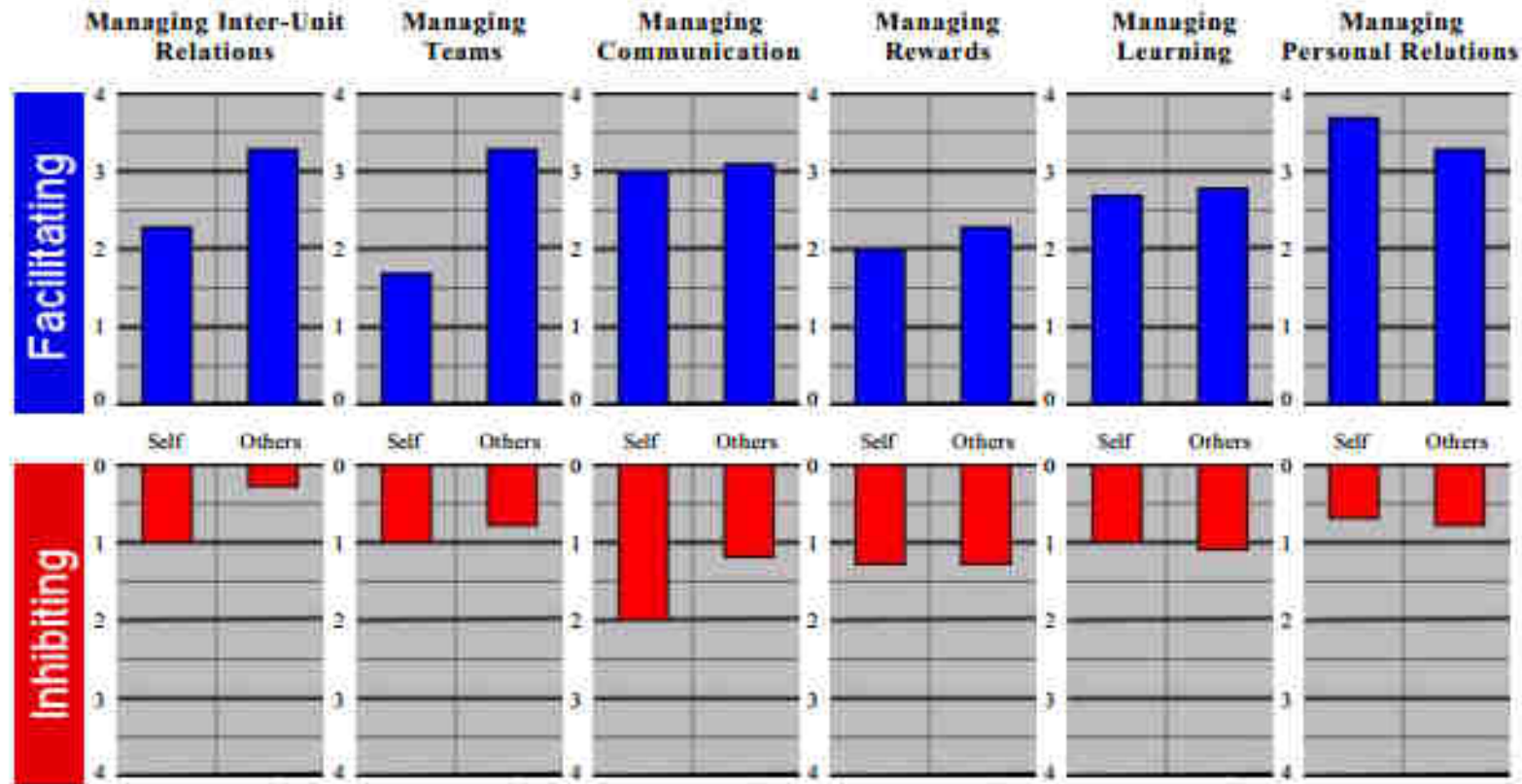
Management Impact (focus areas)

Task



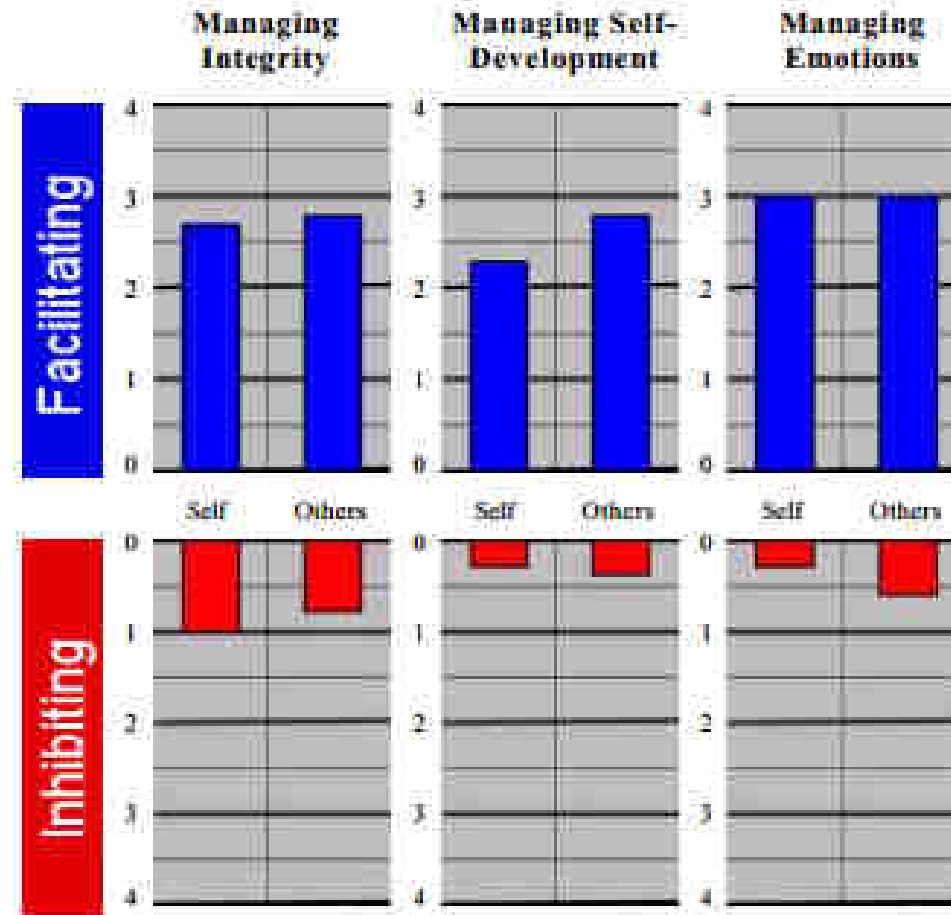
Management Impact (Task)

People



Management Impact (People)

Personal

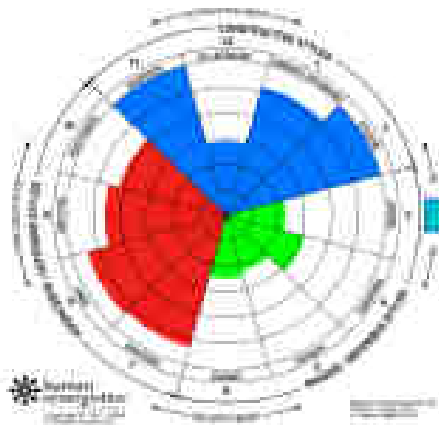


Management Impact (Personal)

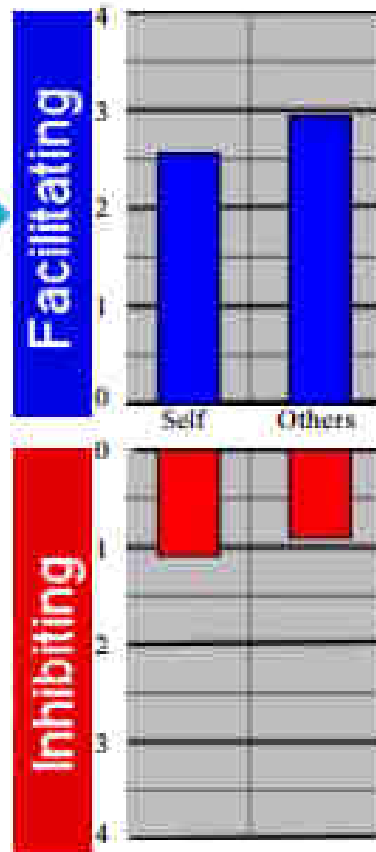


Management Impact (focus areas)

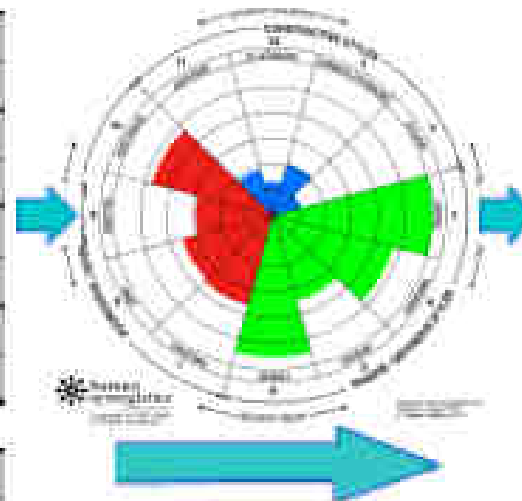
Your Ideal Impact



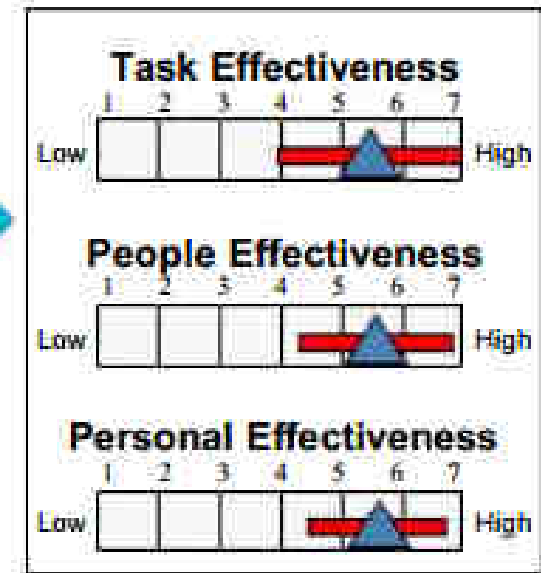
Your Overall Management Approach



Your Current Impact



Your Overall Management Effectiveness



Management Impact (effectiveness)

Allows the organization to stagnate

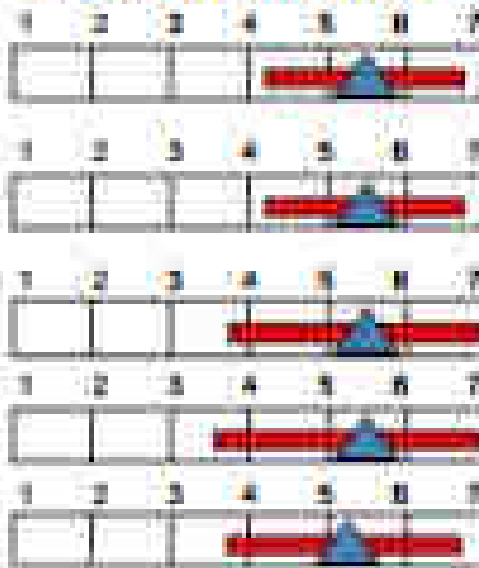
Has a negative impact on higher unit's effectiveness

Limits others' productivity

Creates problems

Motivates others to meet only the minimum requirements

Task Effectiveness



Moves the organization toward its vision and goals

Has a positive impact on higher unit's effectiveness

Enhances others' productivity

Solves problems

Motivates others to exceed expectations

People Effectiveness

Promotes insecurity



Promotes self-confidence

Makes people's jobs less satisfying



Makes people's jobs more satisfying

Has a stressful effect on others



Has a calming effect on others

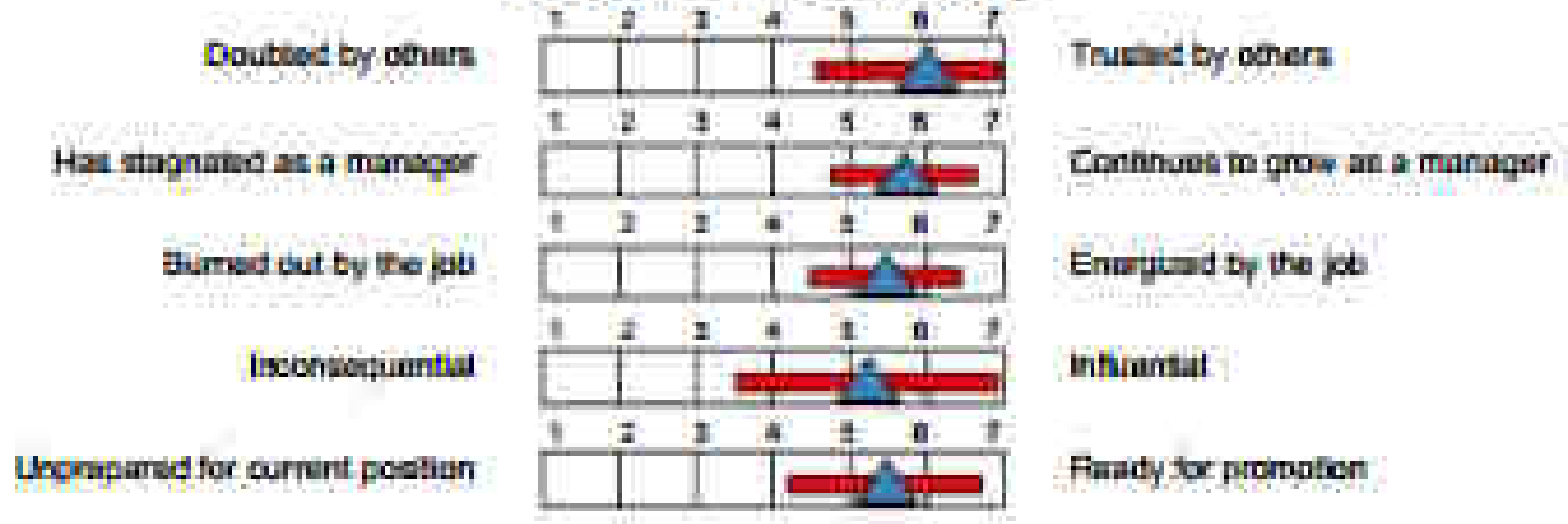
Makes people want to leave

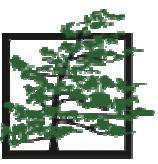


Makes people want to stay

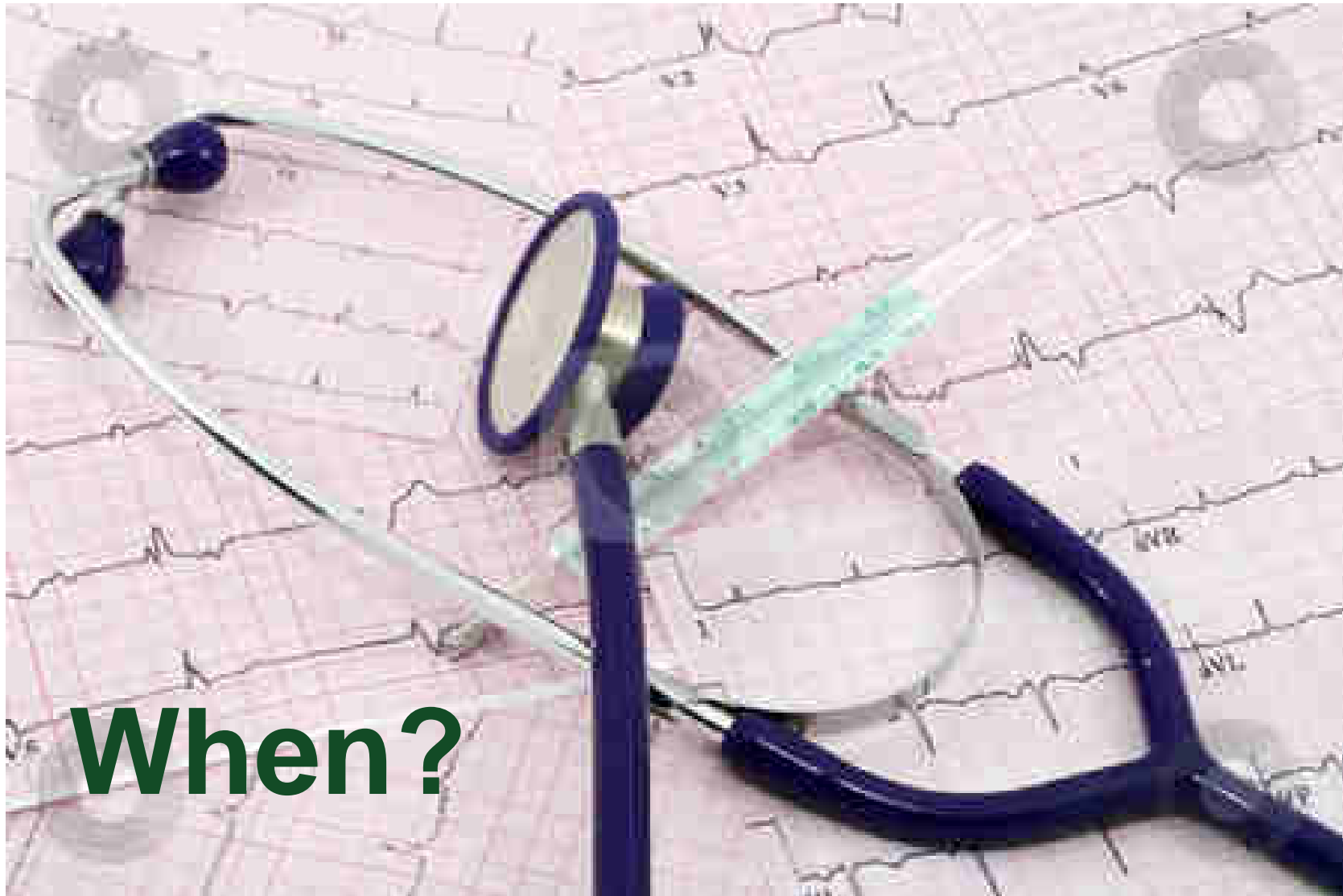
People Effectiveness

Personal Effectiveness





INNESSKIRK GLOBAL



When?

When Do We Use This Tool?

- 🌳 Leadership Development
- 🌳 Management & Supervisory Development
- 🌳 High Performance Team Development
- 🌳 Manager Targeted Behavior Coaching
- 🌳 Departmental Issues, Conflict Management
- 🌳 Support of Larger Culture Change Initiative.

Successful When Used For

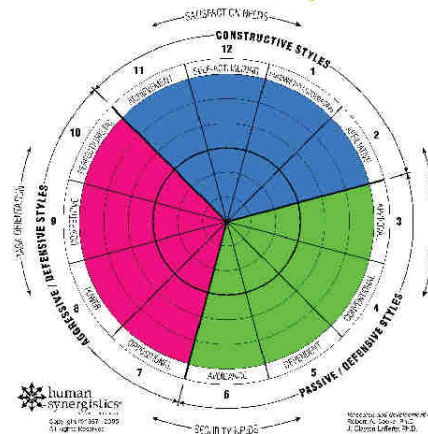
Organizational

Group / Team

Individual



Let us explore the applications.



Applications

OCI®/OEI Report

- ☐ Departmental Effectiveness (OEI)
- ☐ Completed by Leadership / Staff
- ☐ Effectiveness and Culture Analysis
- ☐ Ideal and Current Focus

Management / Leadership Audit



- Future Ideal culture identified (Leadership)
- Current Operational culture identified (Staff)
- Effectiveness & Causal Factors identified (Staff)

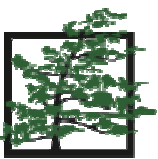
- Report preparation / interpretation
- Analysis workshop (Leadership)
- Prioritize key action issues (top 3)

- Share results (staff focus groups)
- Discuss priorities / action plan
- Communicate expectations

- Online Guided Learning
- Group Training Workshops
- Individual Analysis (LSI / MI)

- Re-test after 18 months
- Review improvements
- Evaluate & adjust process

Organizational Effectiveness Audit Process



INNESSKIRK GLOBAL

Ideal Culture
Values

Causal Factors
Levers for Change



Outcomes
Effectiveness Criteria

Structures
Systems
Technology

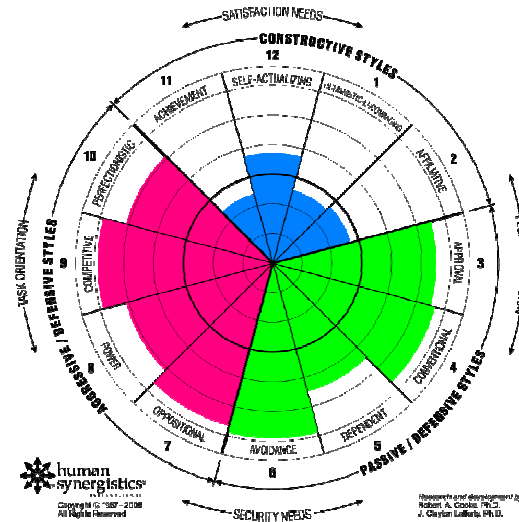
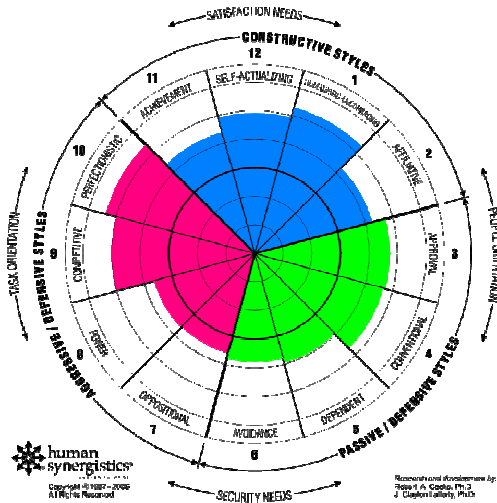
Mission &
Philosophy

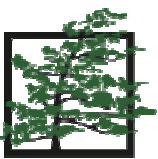
Skills /
Qualities

Individual
Outcomes

Group
Outcomes

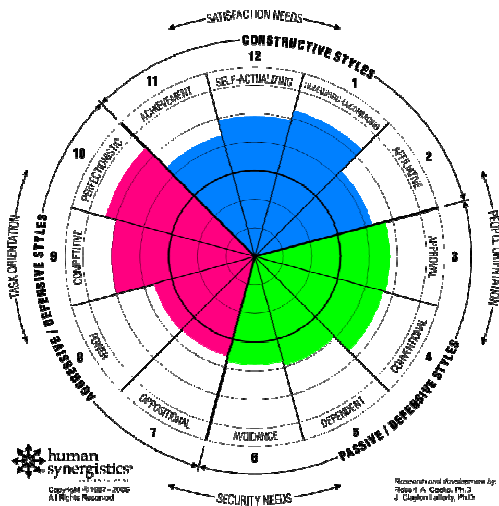
Organizational
Outcomes

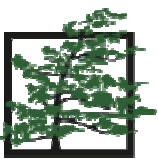




INNESSKIRK GLOBAL

Ideal Culture Values

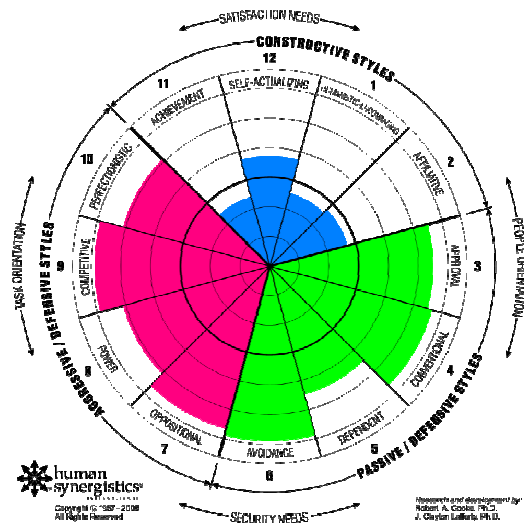
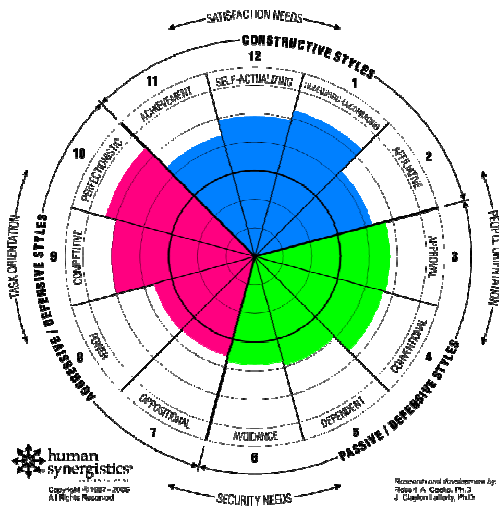


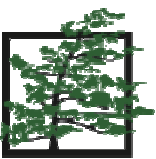


INNESSKIRK GLOBAL

Ideal Culture
Values

Operating Culture
OCI Norms





INNESSKIRK GLOBAL

Ideal Culture
Values

Causal Factors
Levers for Change



Operating Culture
OCI Norms

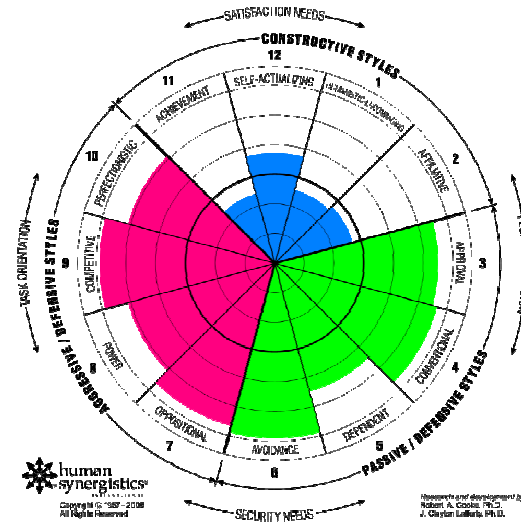
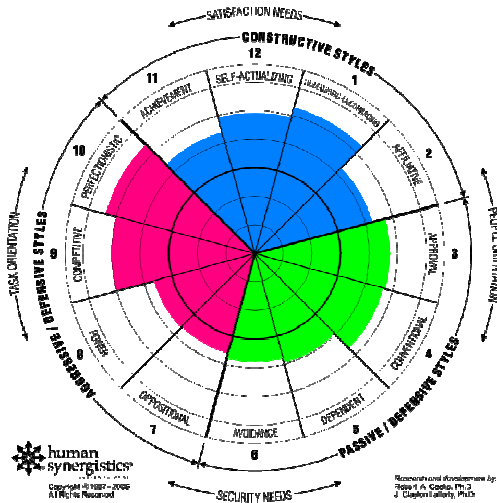
Structures

Systems

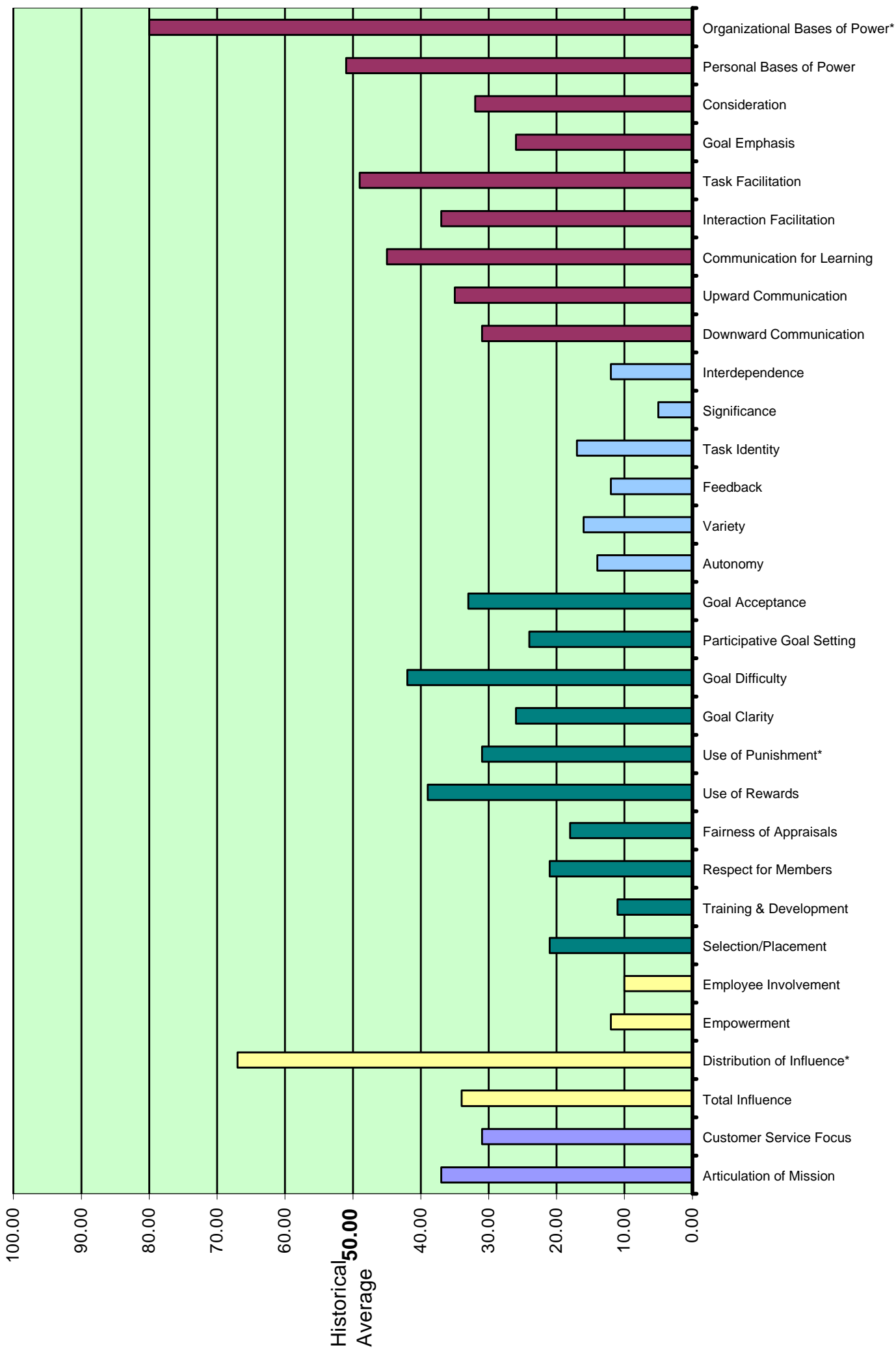
Technology

Mission &
Philosophy

Skills /
Qualities

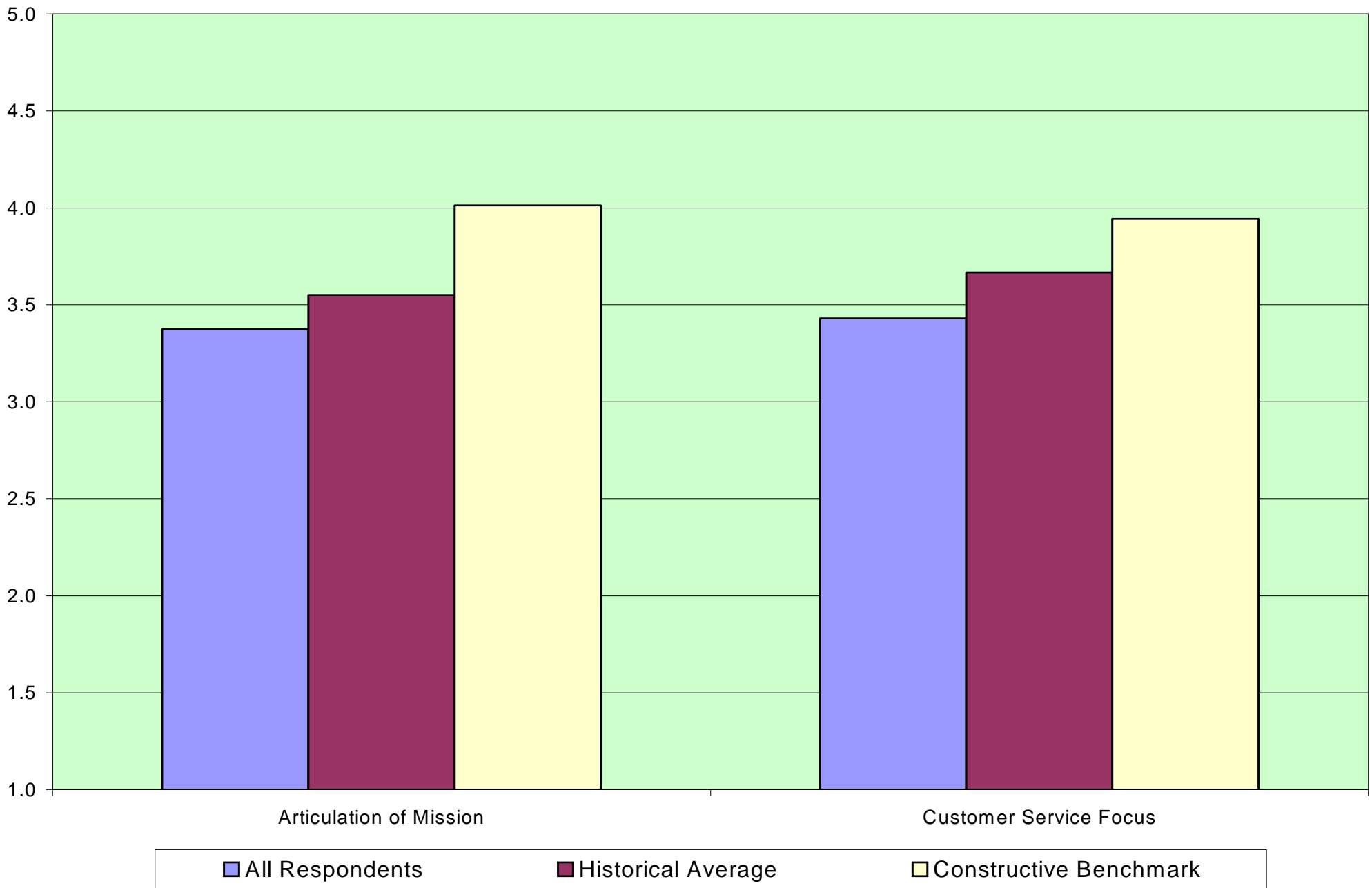


Summary – Causal Factors







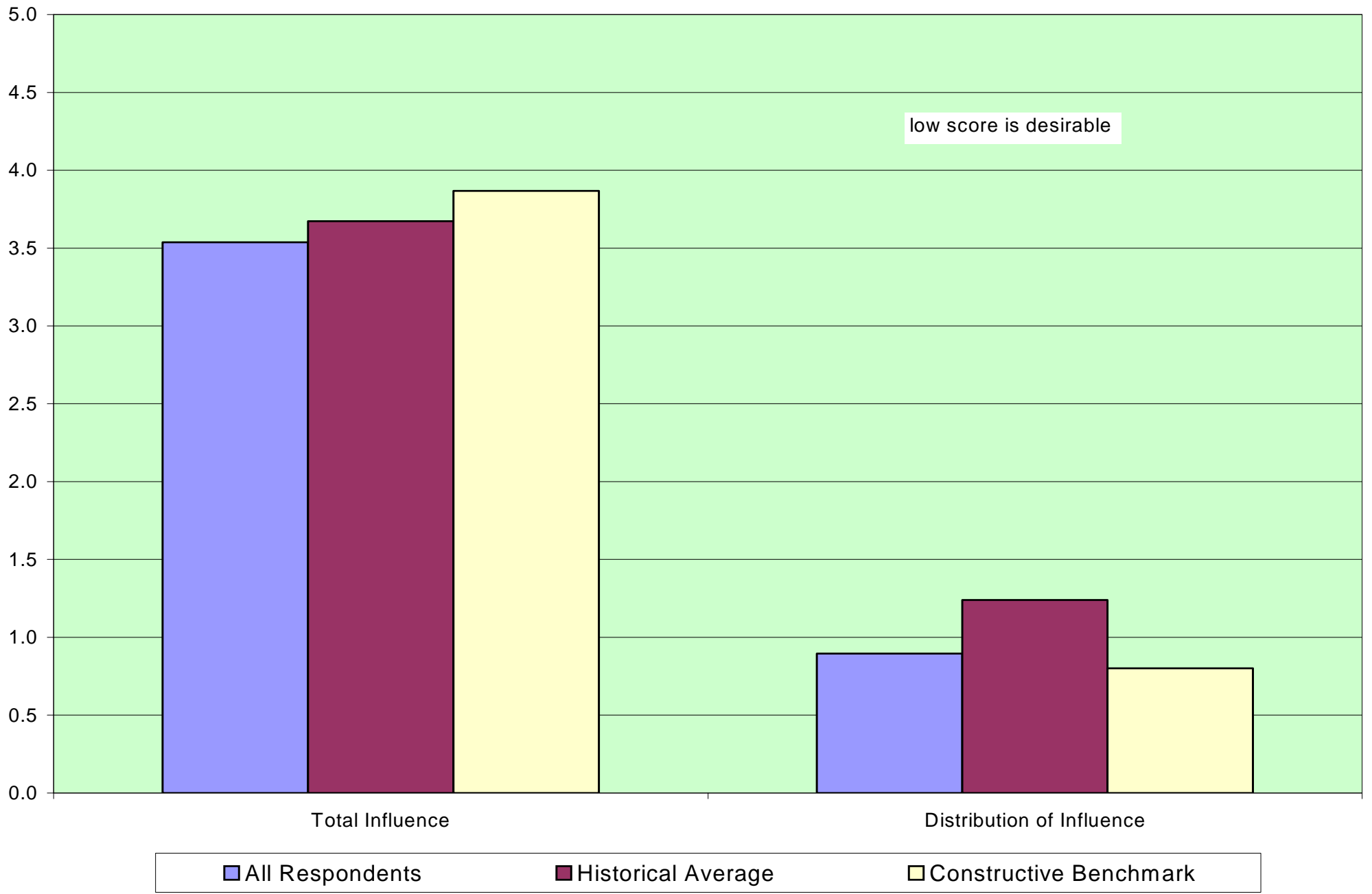
 Articulation of Mission

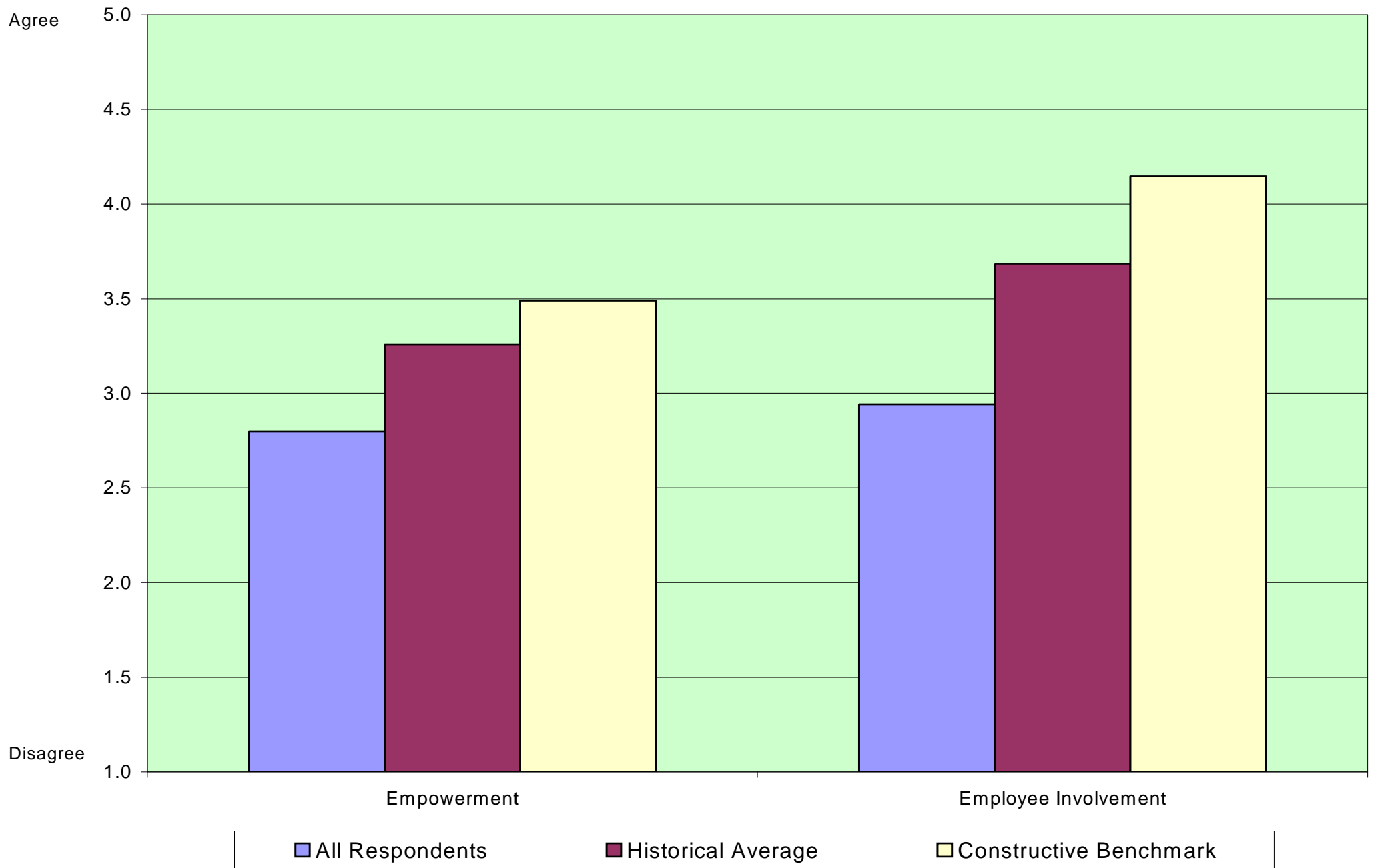
 Customer Service Focus



Mission & Philosophy




-  Total Influence
-  Distribution of Influence
-  Employee Empowerment
-  Employee Involvement








Empowerment & Employee Involvement





Human Resource Management

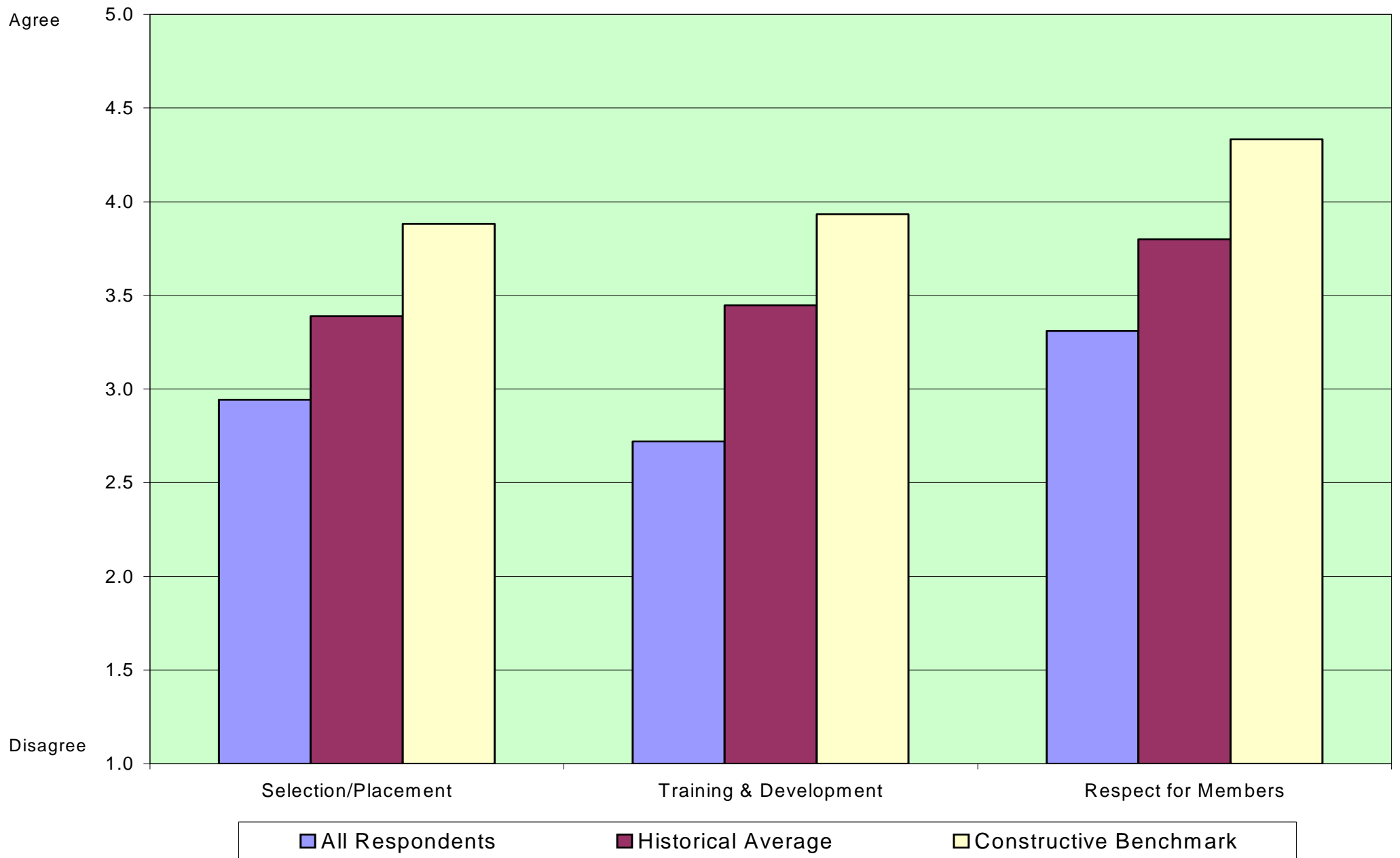
-  Selection / Placement
-  Training & Development
-  Respect for Members

Appraisal & Reinforcement

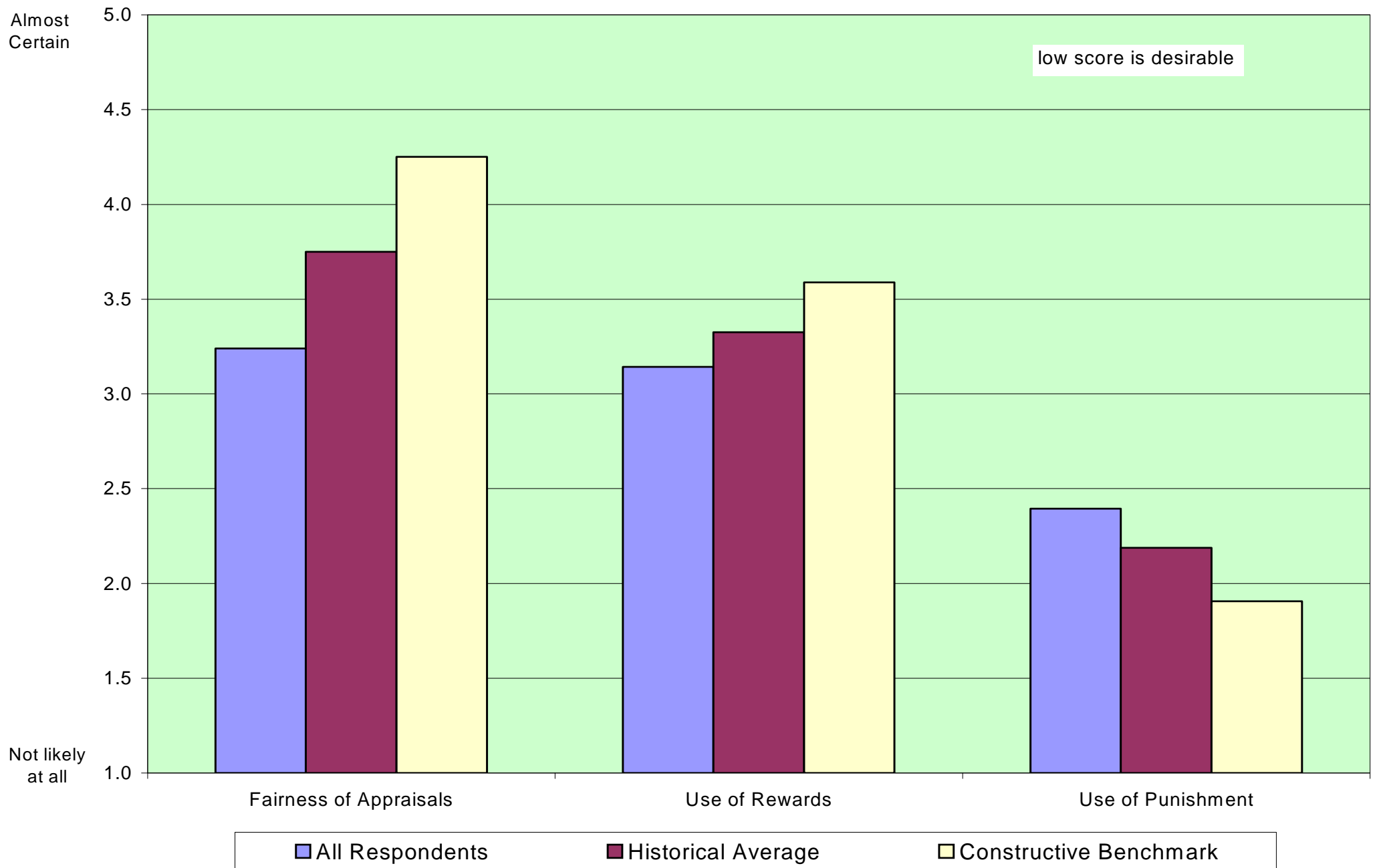
-  Fairness of Appraisal
-  Use of Rewards
-  Use of Punishment

Goal Setting

-  Clear and Specific
-  Fairly Challenging
-  Jointly Set
-  Fully Accepted

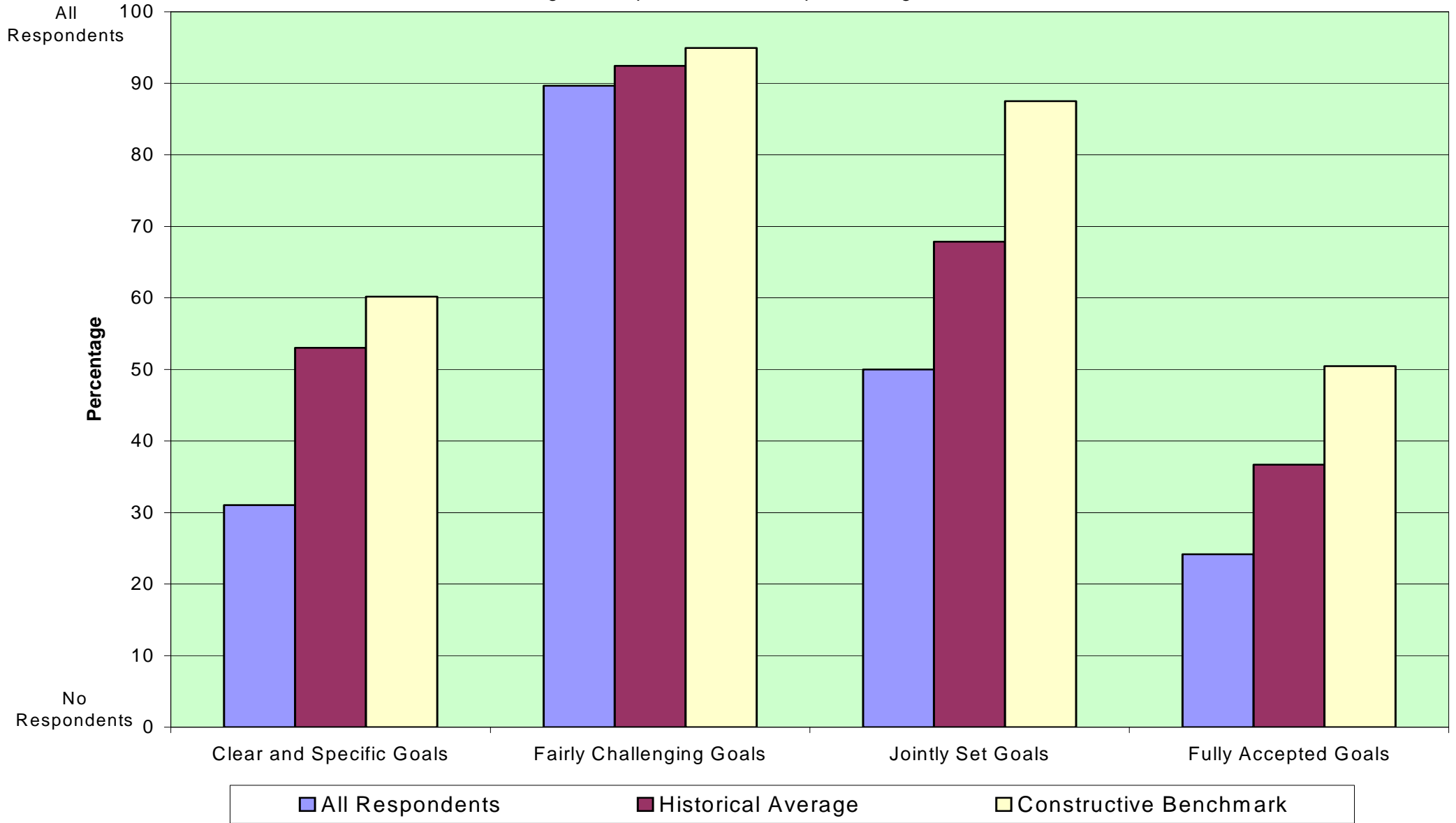








Human Resource Management

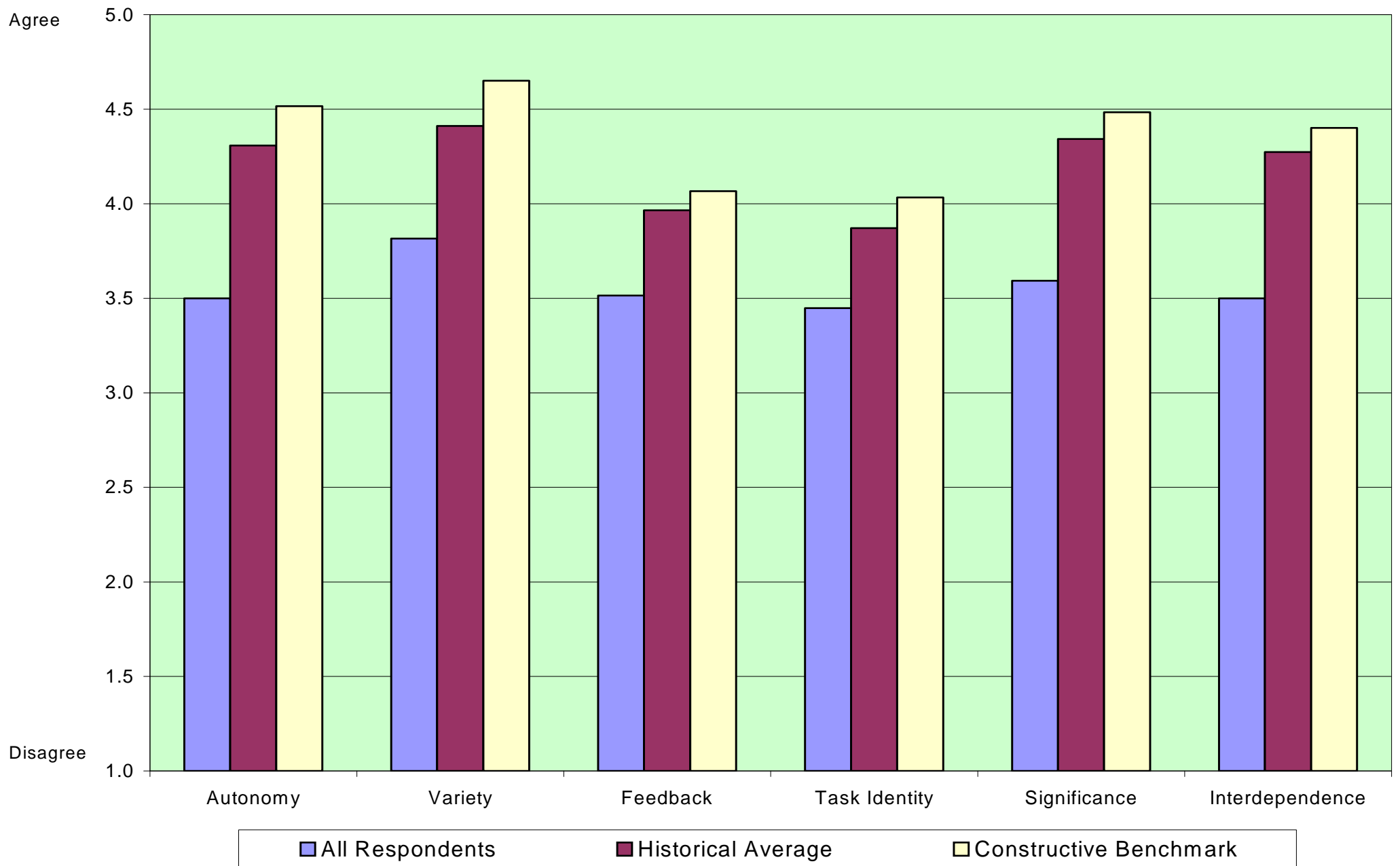


Appraisal and Reinforcement

Percentage of respondents who report their goals as...





-  Autonomy
-  Variety
-  Feedback
-  Task Identity
-  Significance
-  Interdependence







Technology




Supervisory/Managerial Source of Power

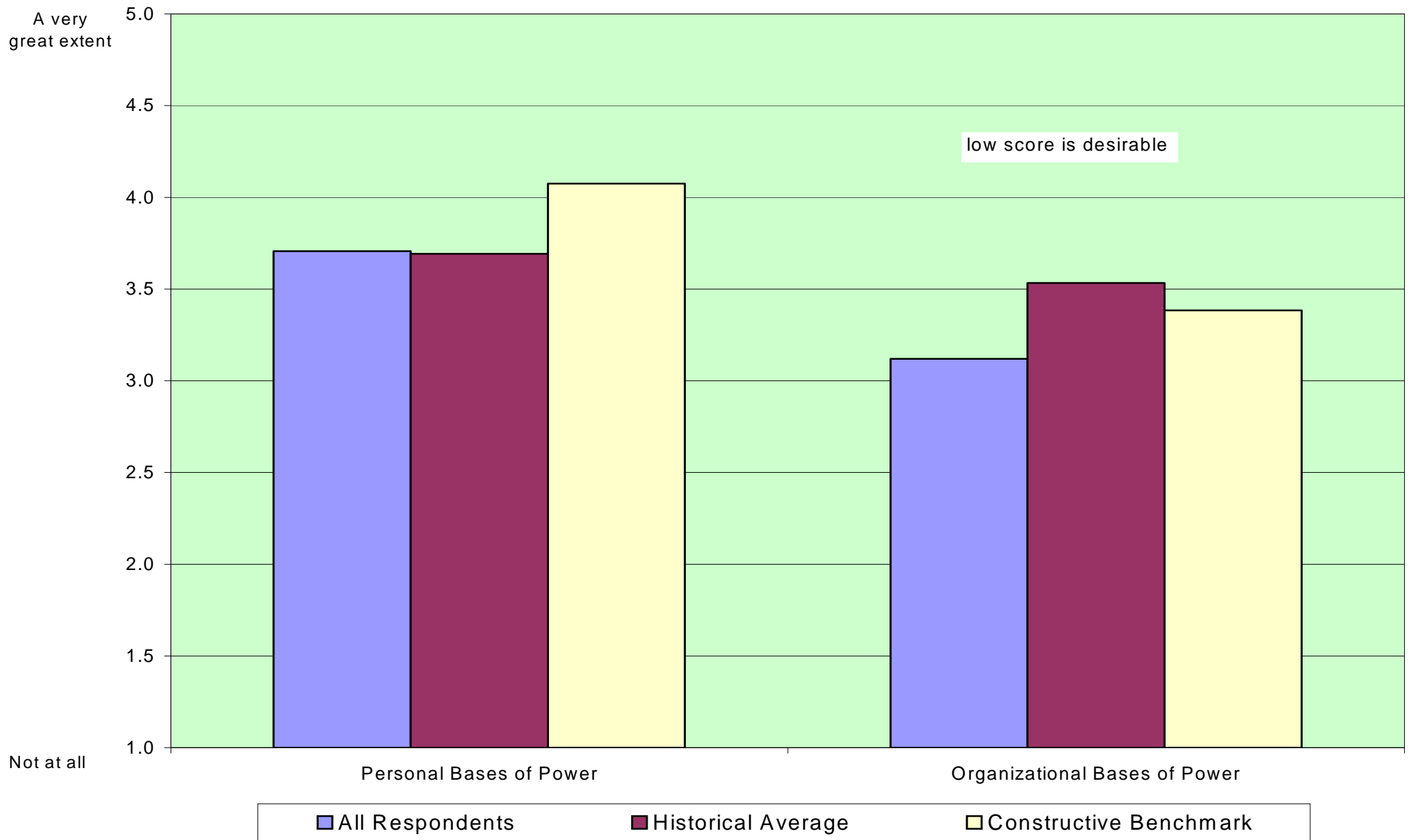
-  Personal Bases
-  Organizational Bases

Supervisory/Managerial Leadership

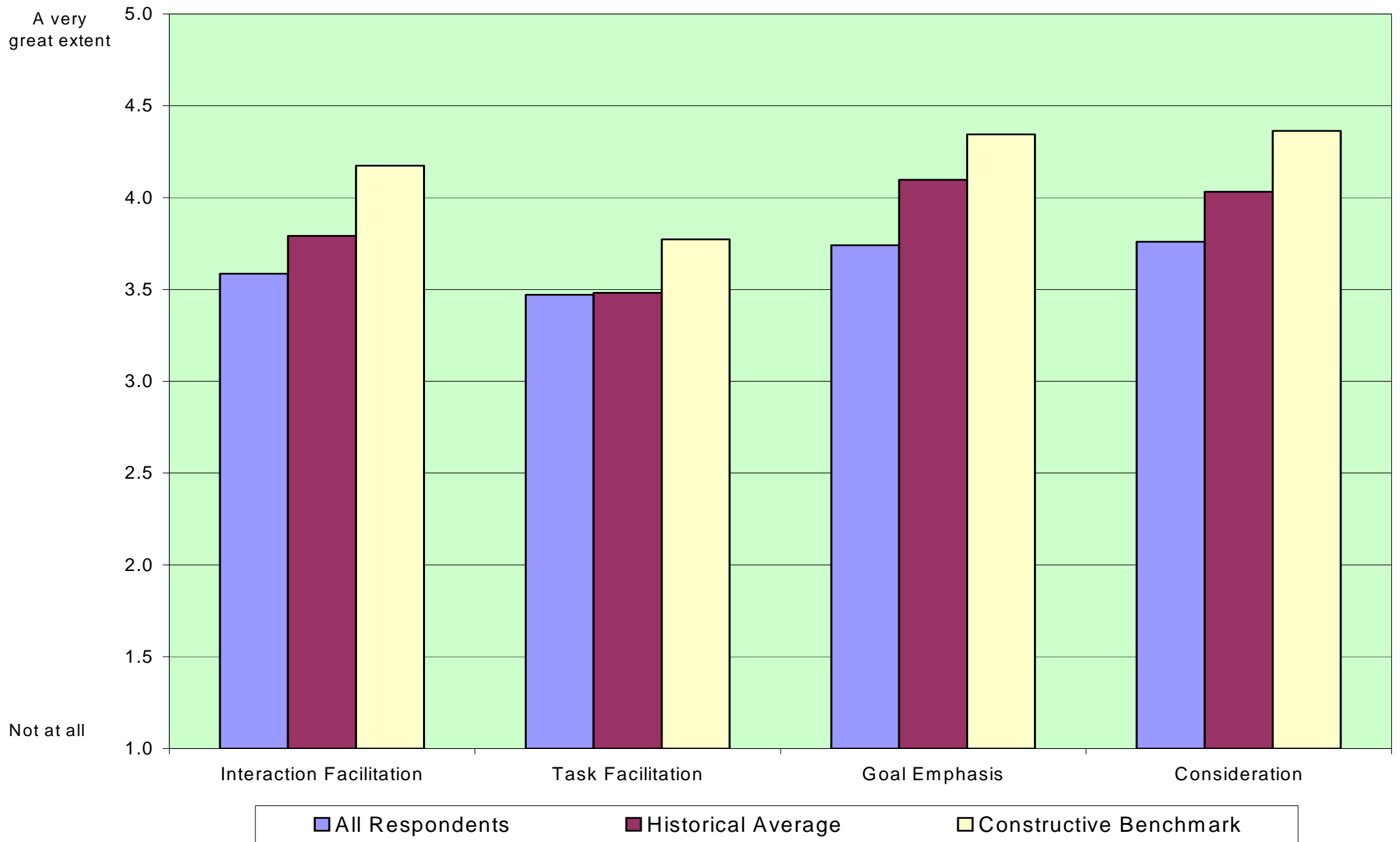
-  Interaction Facilitation
-  Task Facilitation
-  Goal Emphasis
-  Consideration

Communication

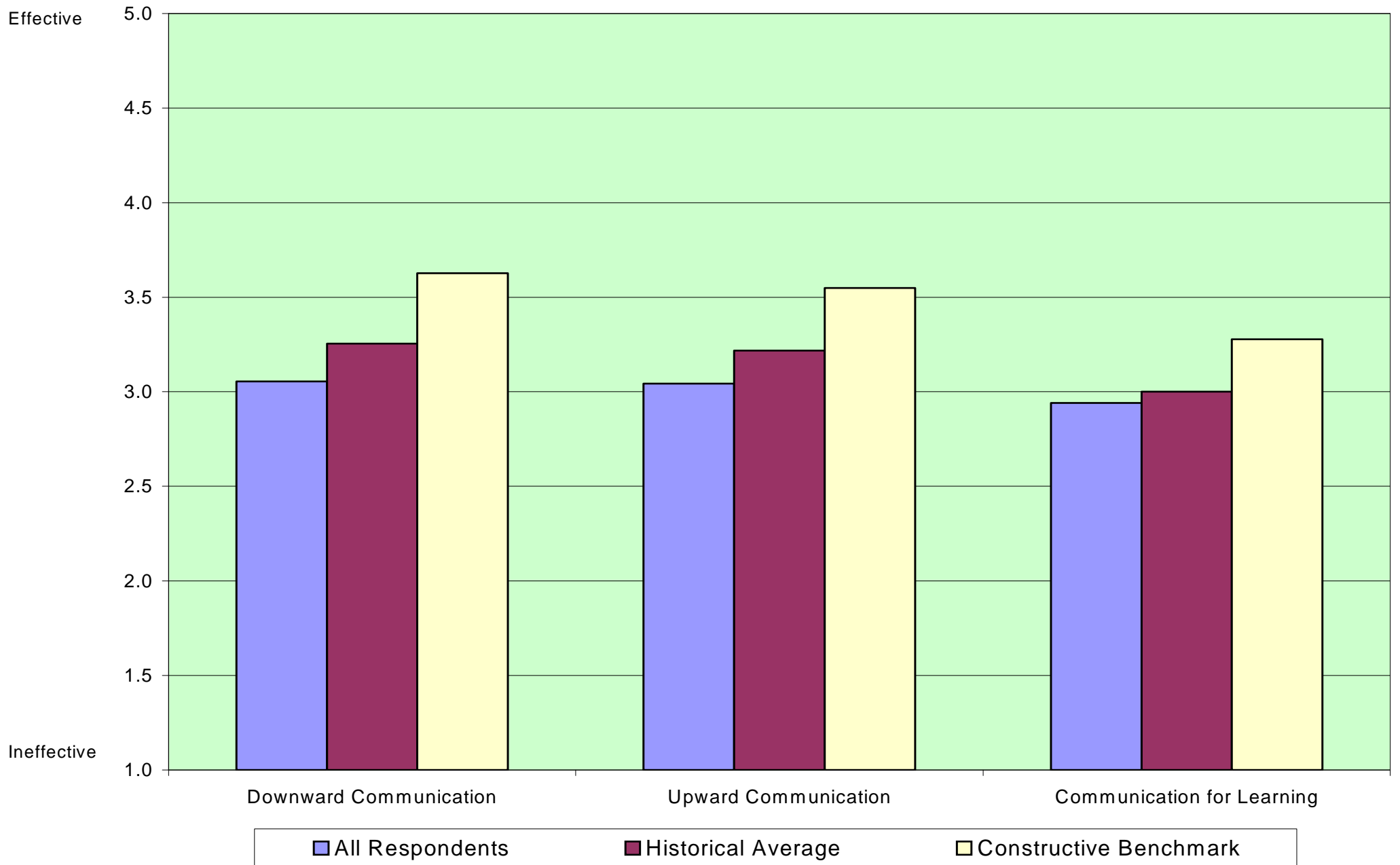
-  Downward
-  Upward
-  Communication for Learning



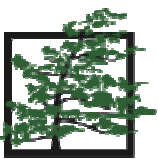
Supervisory/Managerial Sources of Power



Supervisory/Managerial Leadership



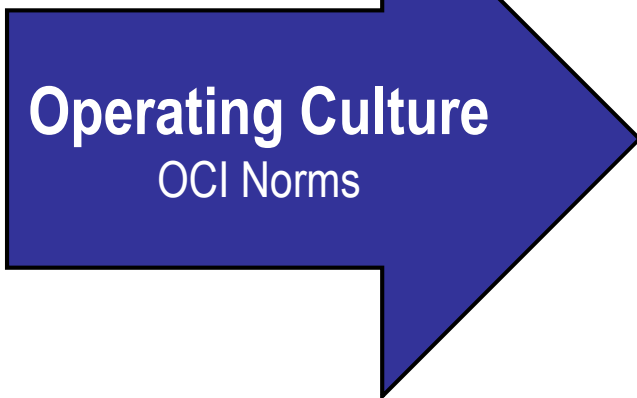
Communication



INNESSKIRK GLOBAL

Ideal Culture
Values

Causal Factors
Levers for Change



Outcomes
Effectiveness Criteria

Structures

Systems

Technology

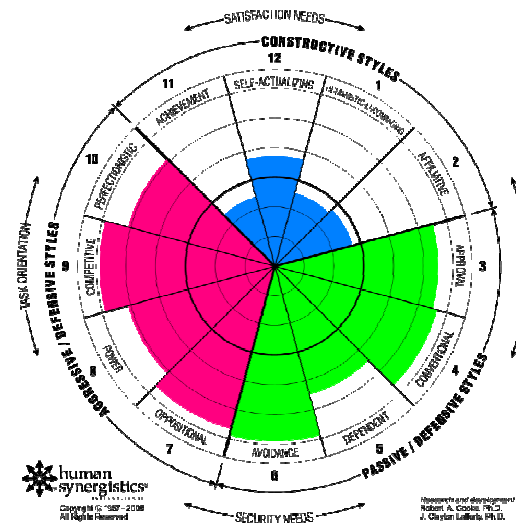
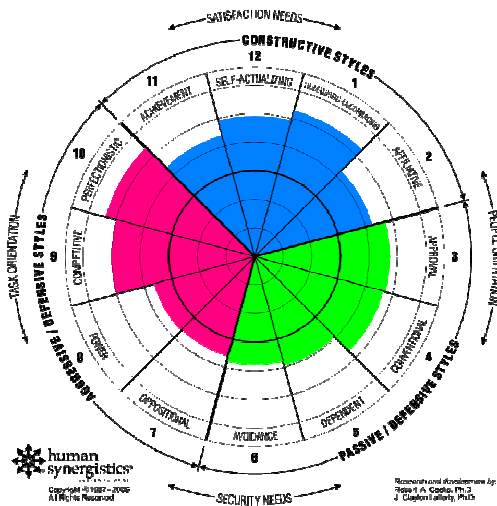
Mission &
Philosophy

Skills /
Qualities

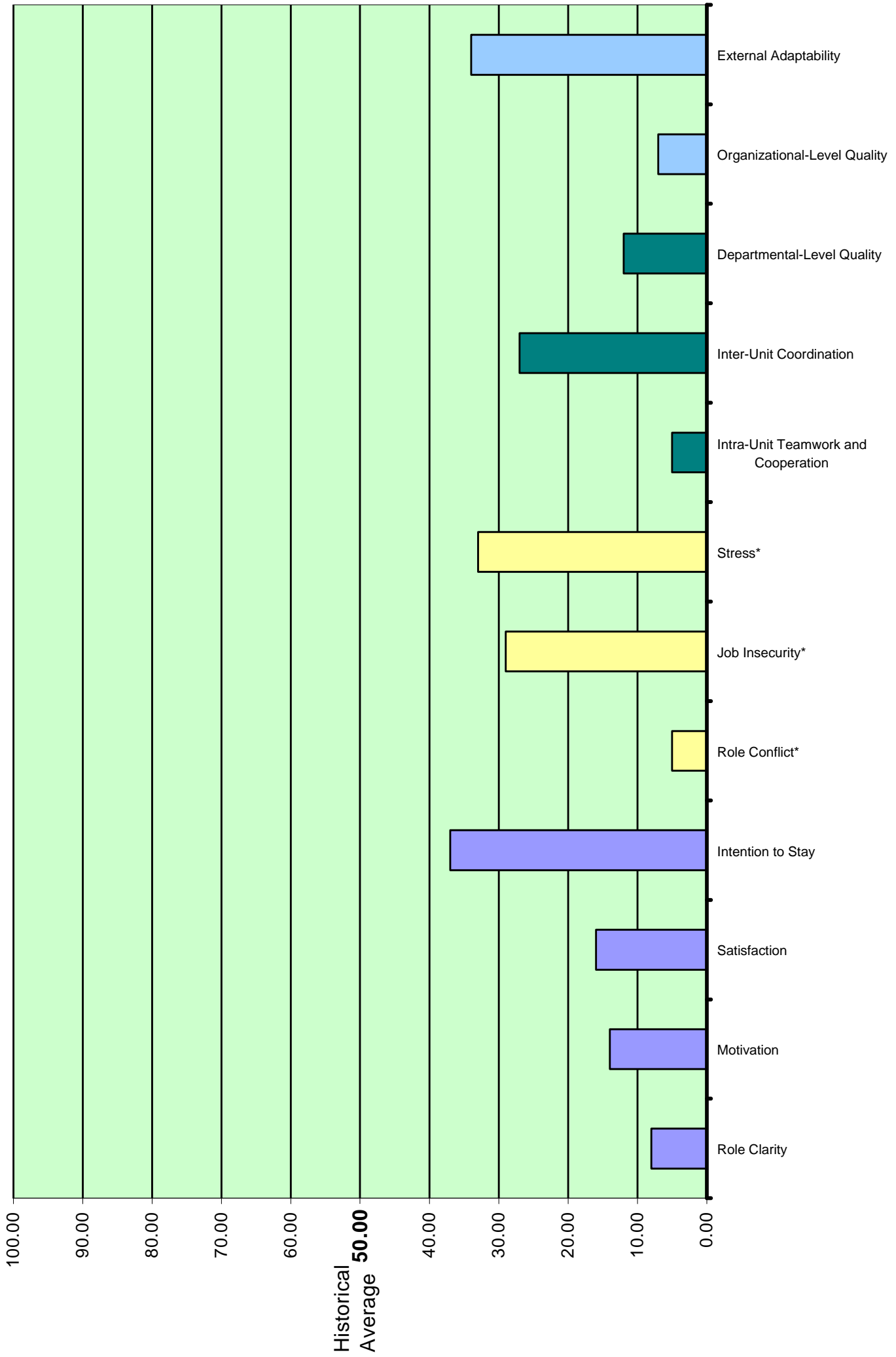
Individual
Outcomes

Group
Outcomes





Organizational
Outcomes






Outcomes



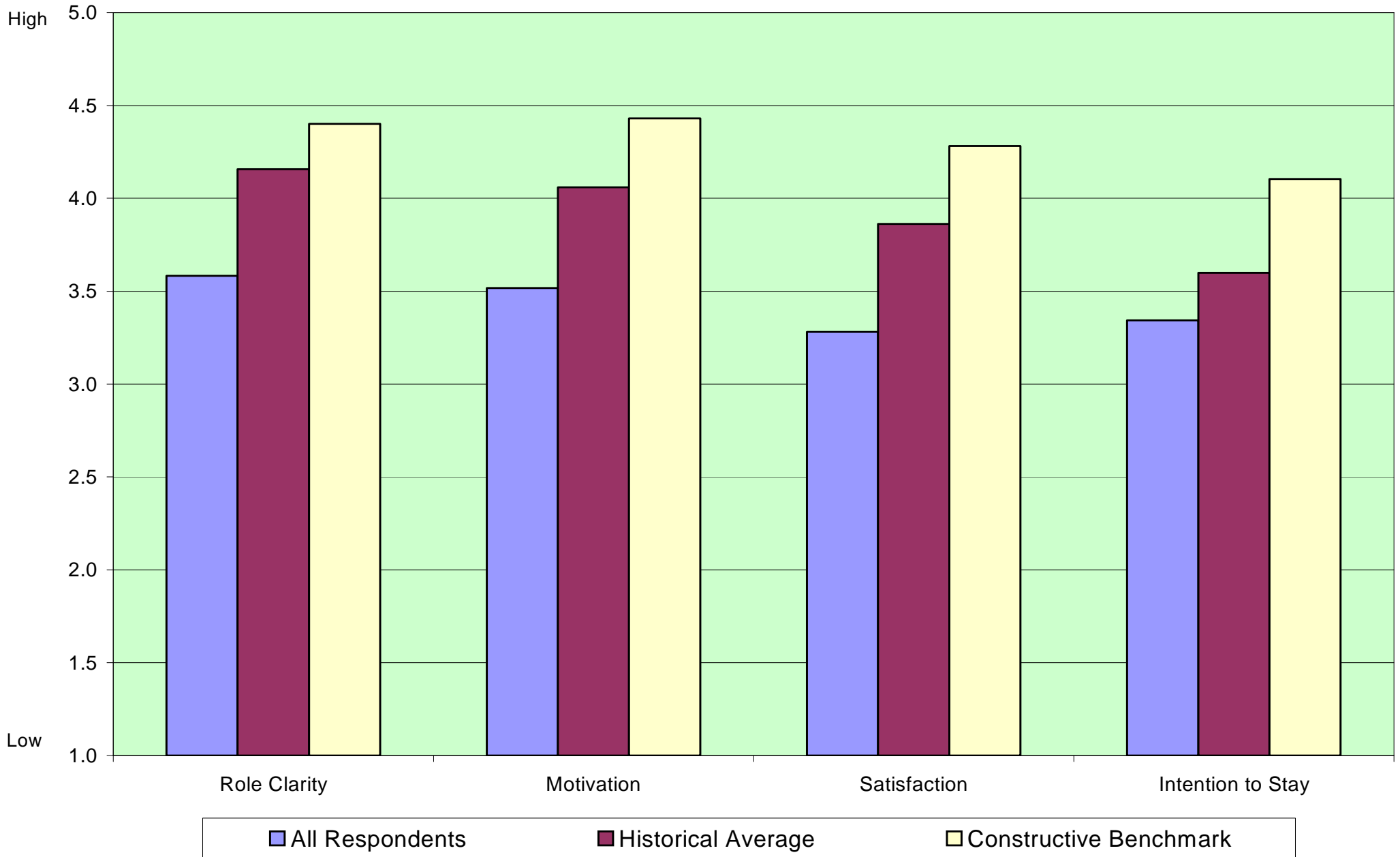
Positive Individual

-  Role Clarity
-  Motivation
-  Satisfaction
-  Intention to Stay

Negative Individual

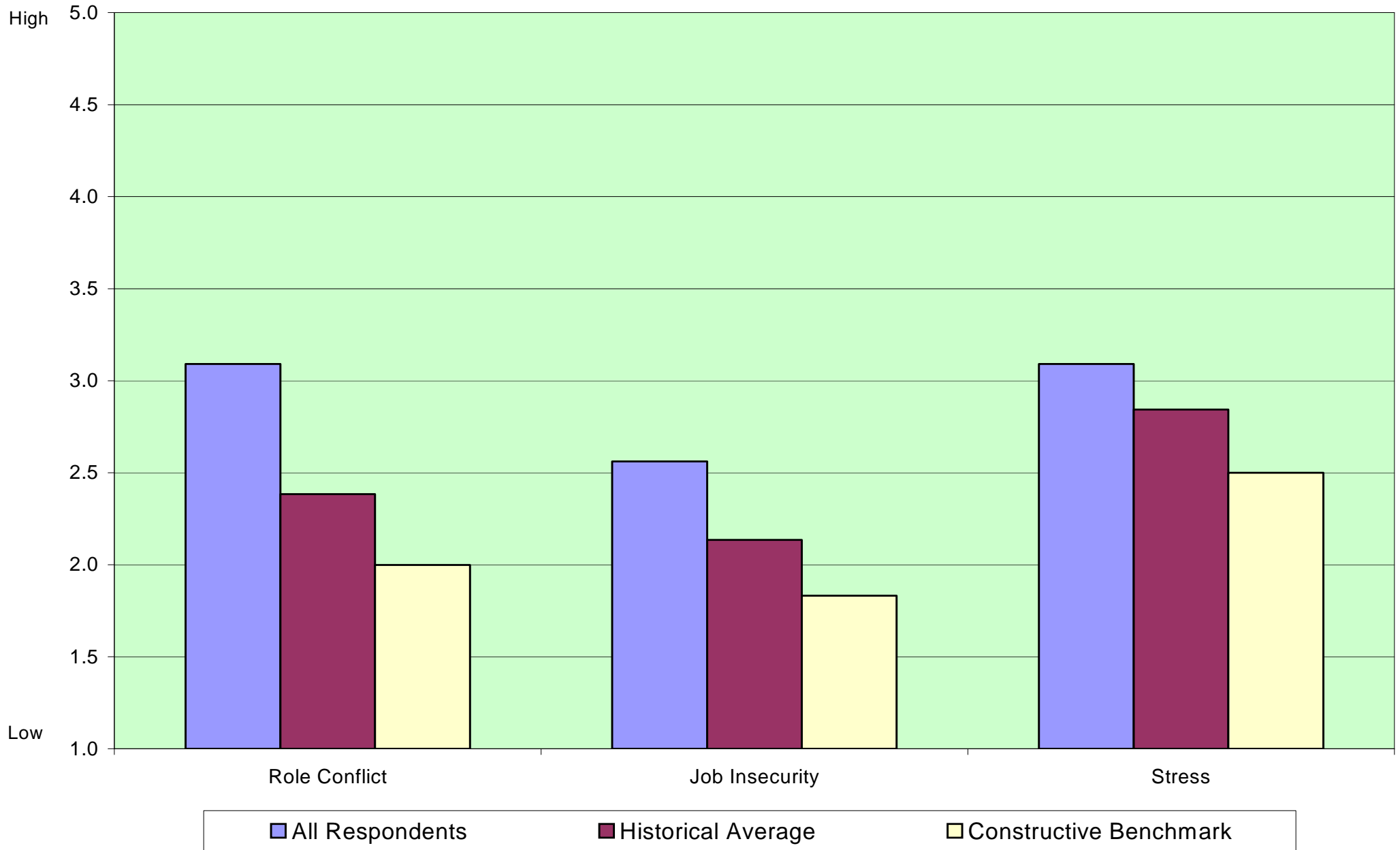
-  Role Conflict
-  Job Insecurity
-  Stress

Higher scores are desirable






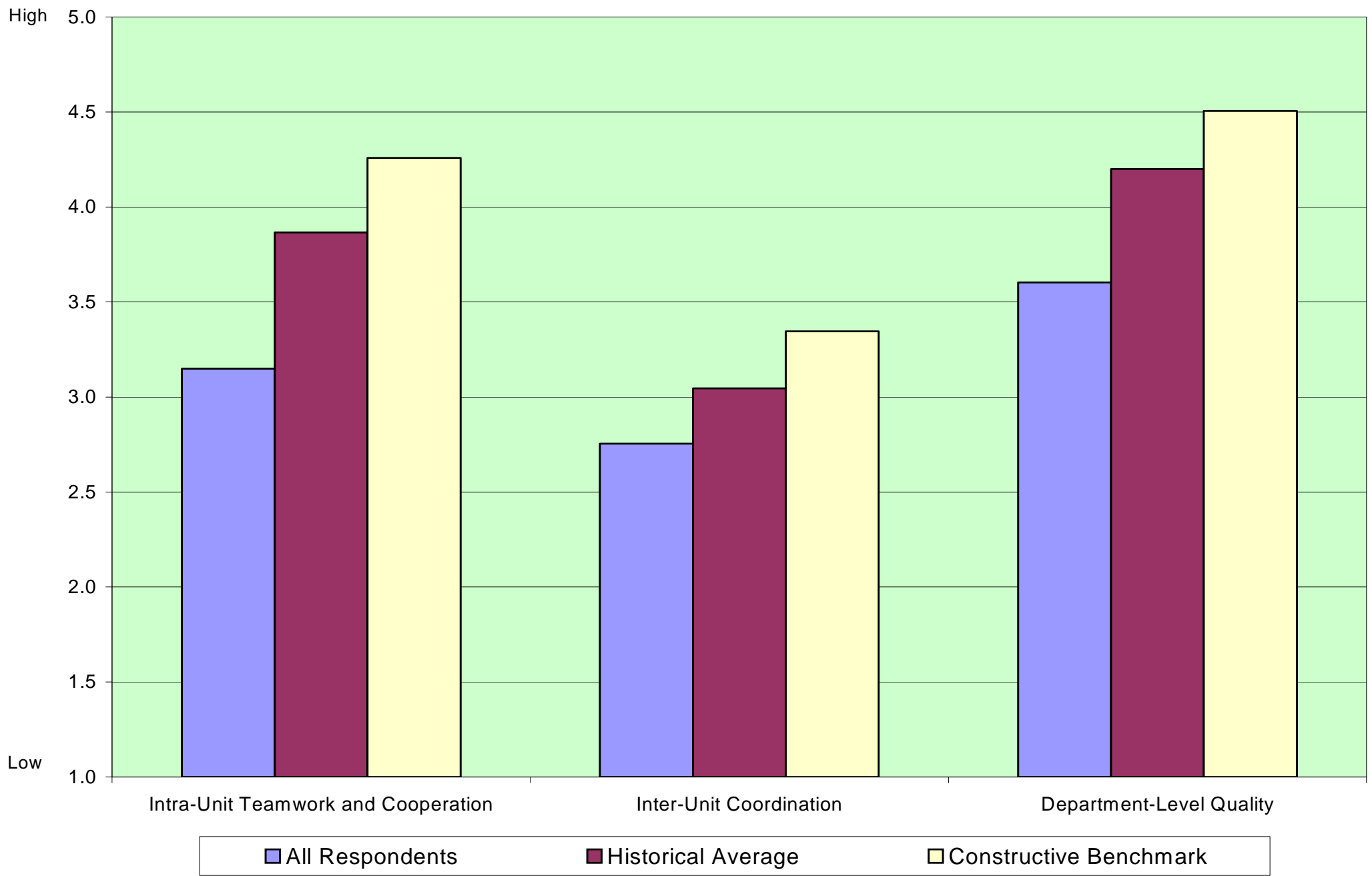
Positive Individual Outcomes

Lower scores are desirable



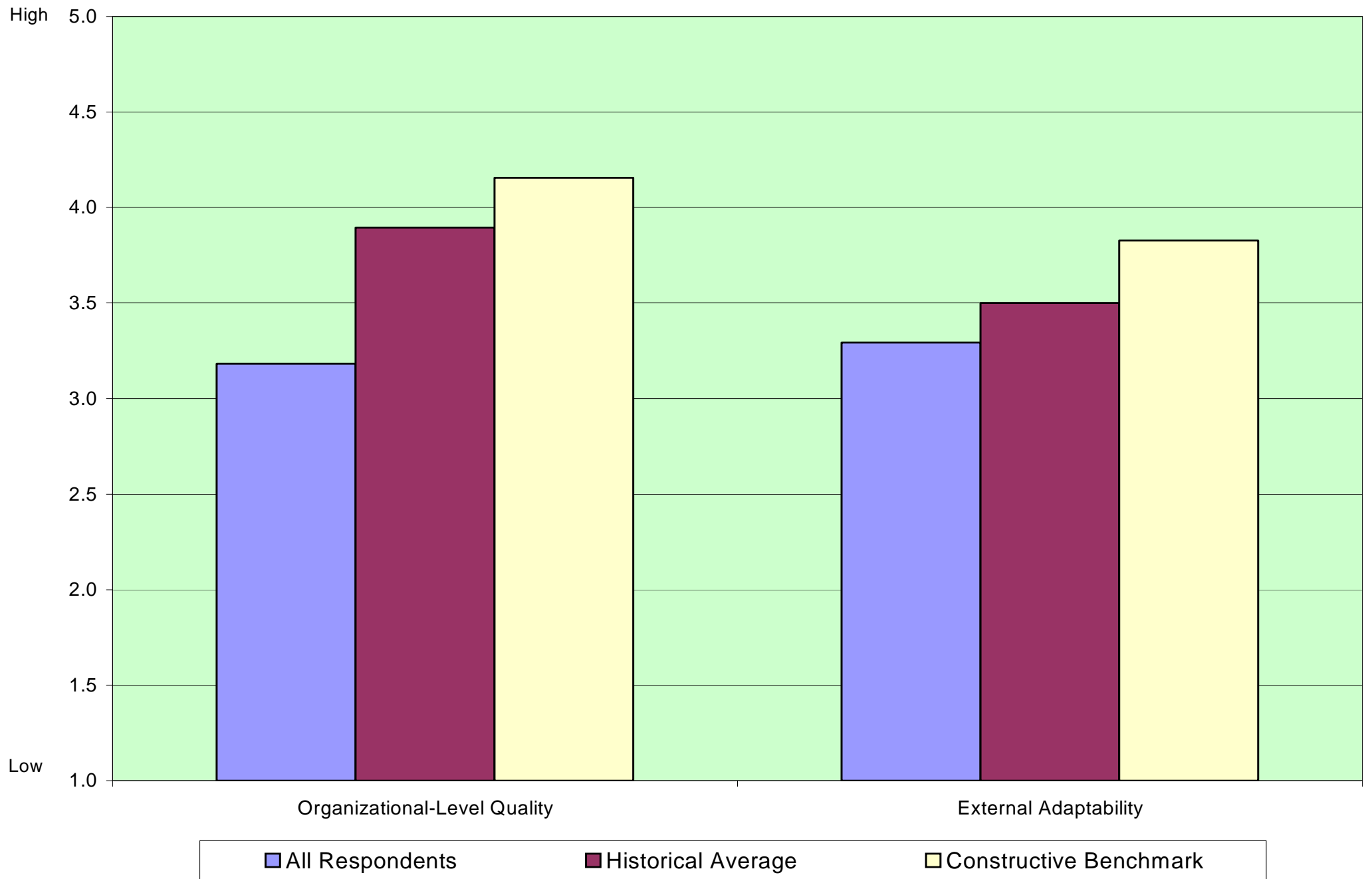
Negative Individual Outcomes

-  Intra-Unit Teamwork and Cooperation
-  Inter-Unit Coordination
-  Department Level Quality

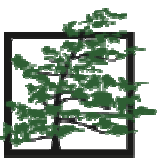


Group Outcomes

-  Organizational Level Quality
-  External Adaptability



Organizational Outcomes



INNESSKIRK GLOBAL

Ideal Culture
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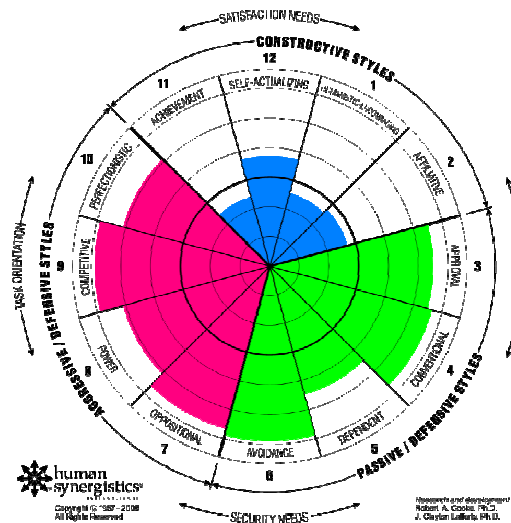
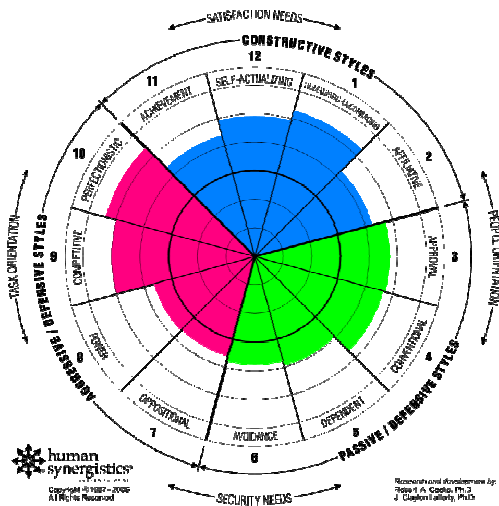
Individual
Outcomes

Mission &
Philosophy

Group
Outcomes

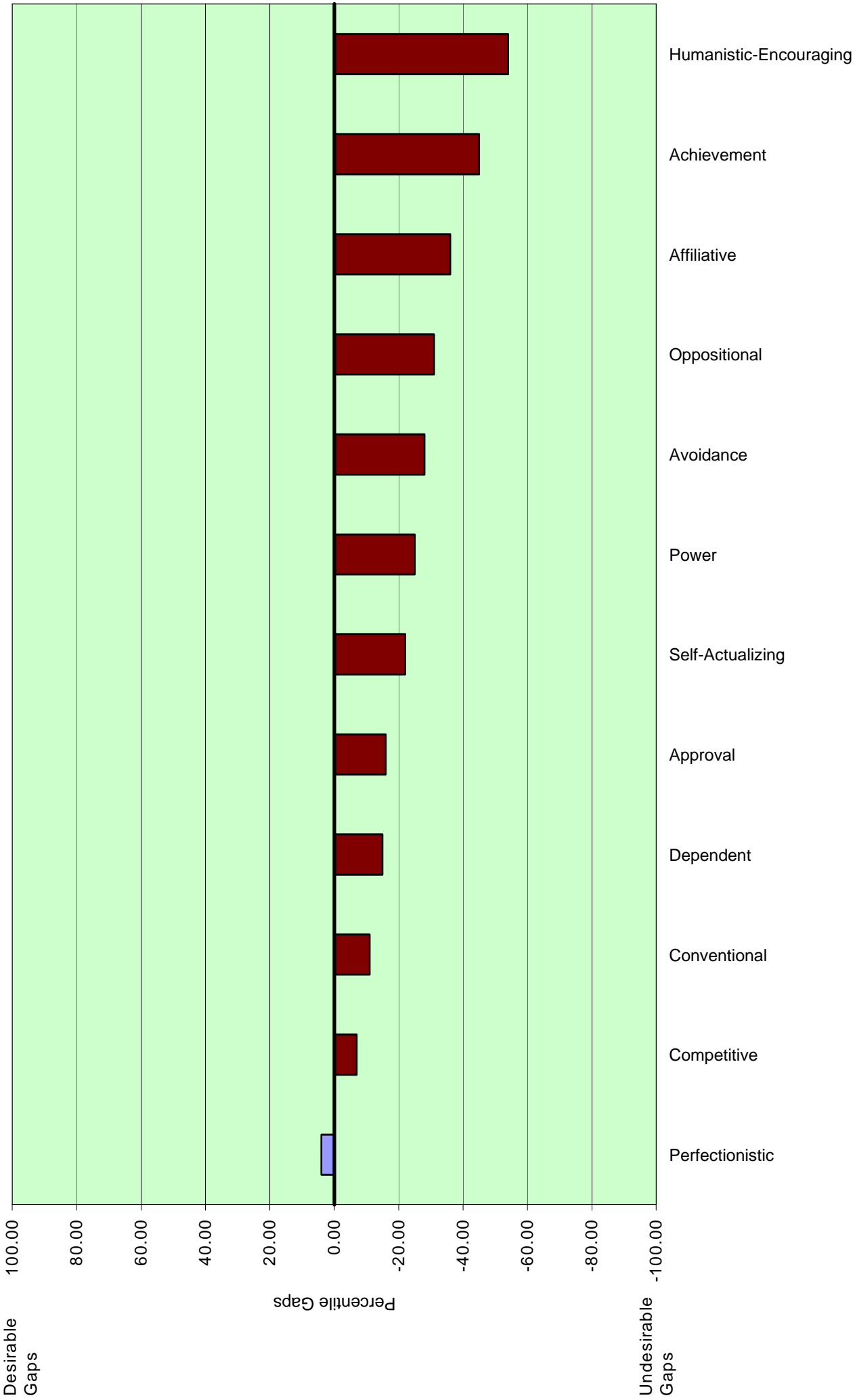
Skills /
Qualities

Organizational
Outcomes

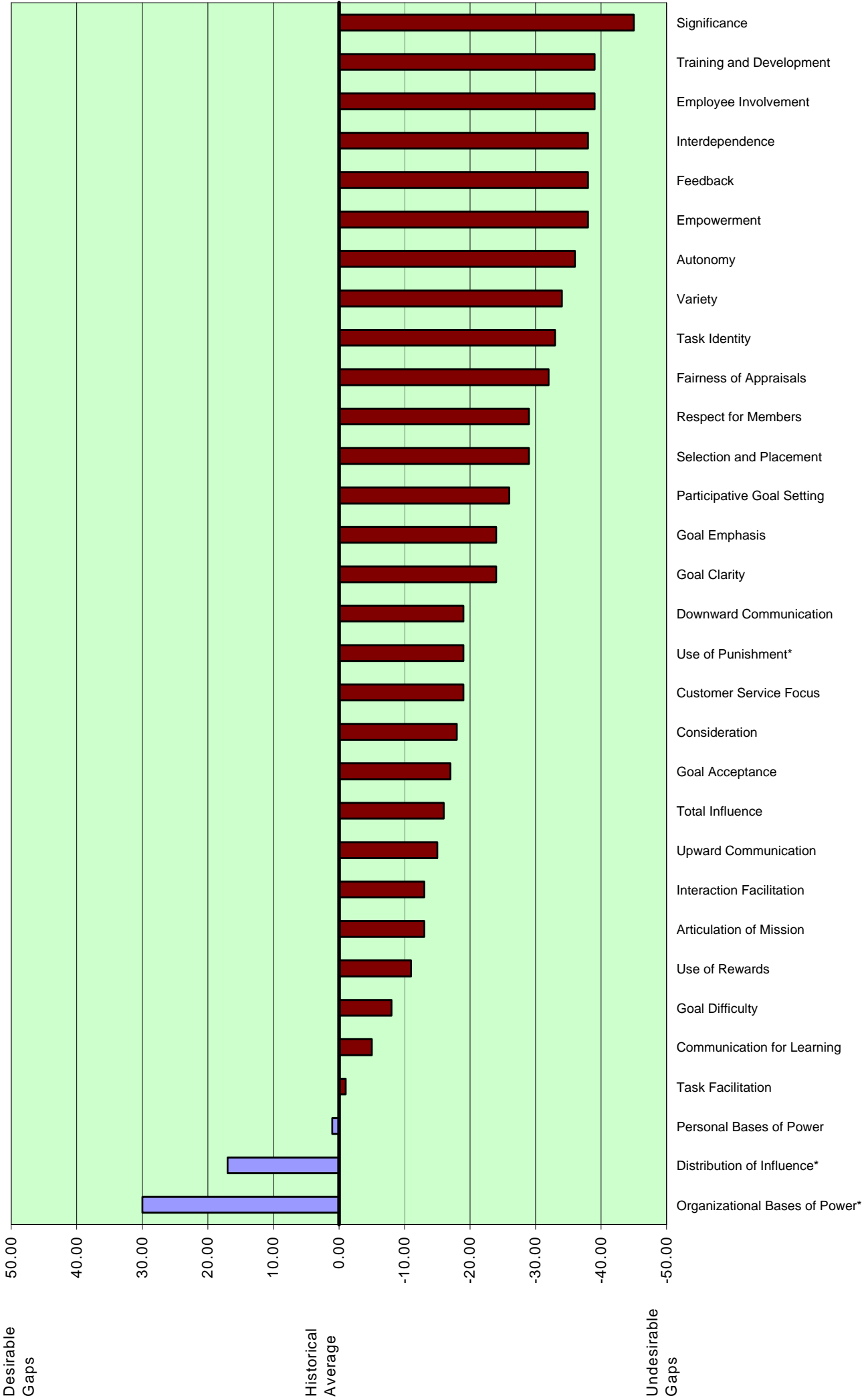




Gap Summary - Ideal and Operating Culture

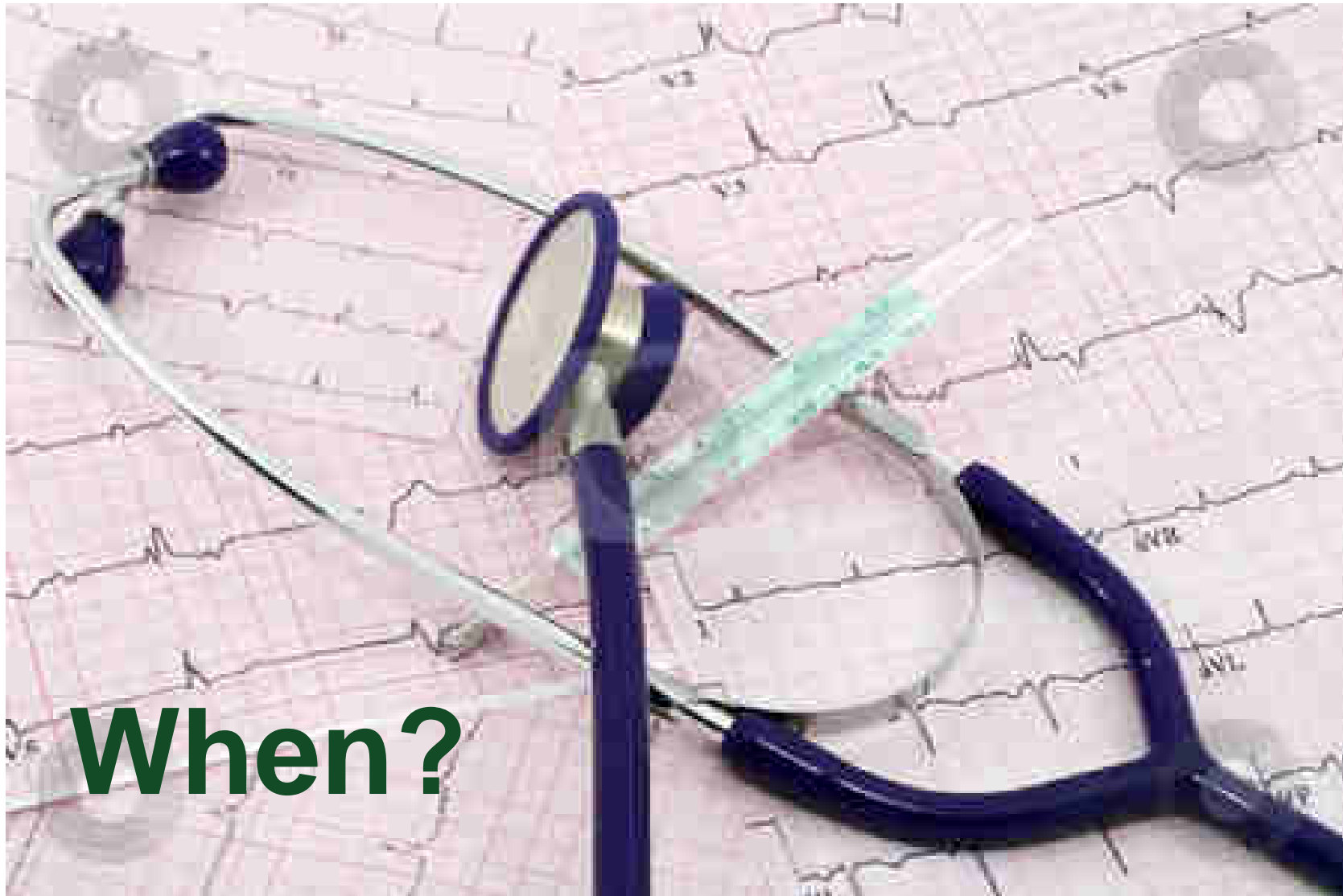


Gap Summary - Causal Factors








Gap Summary - Outcomes





When?

When Do We Use This Tool?

-  Organizational wide initiatives
-  Culture & Effectiveness initiatives
-  Mergers and Acquisitions
-  Organizational Development
-  Restructuring

Successful When Used For

Development
Programs

Behavior
Interventions

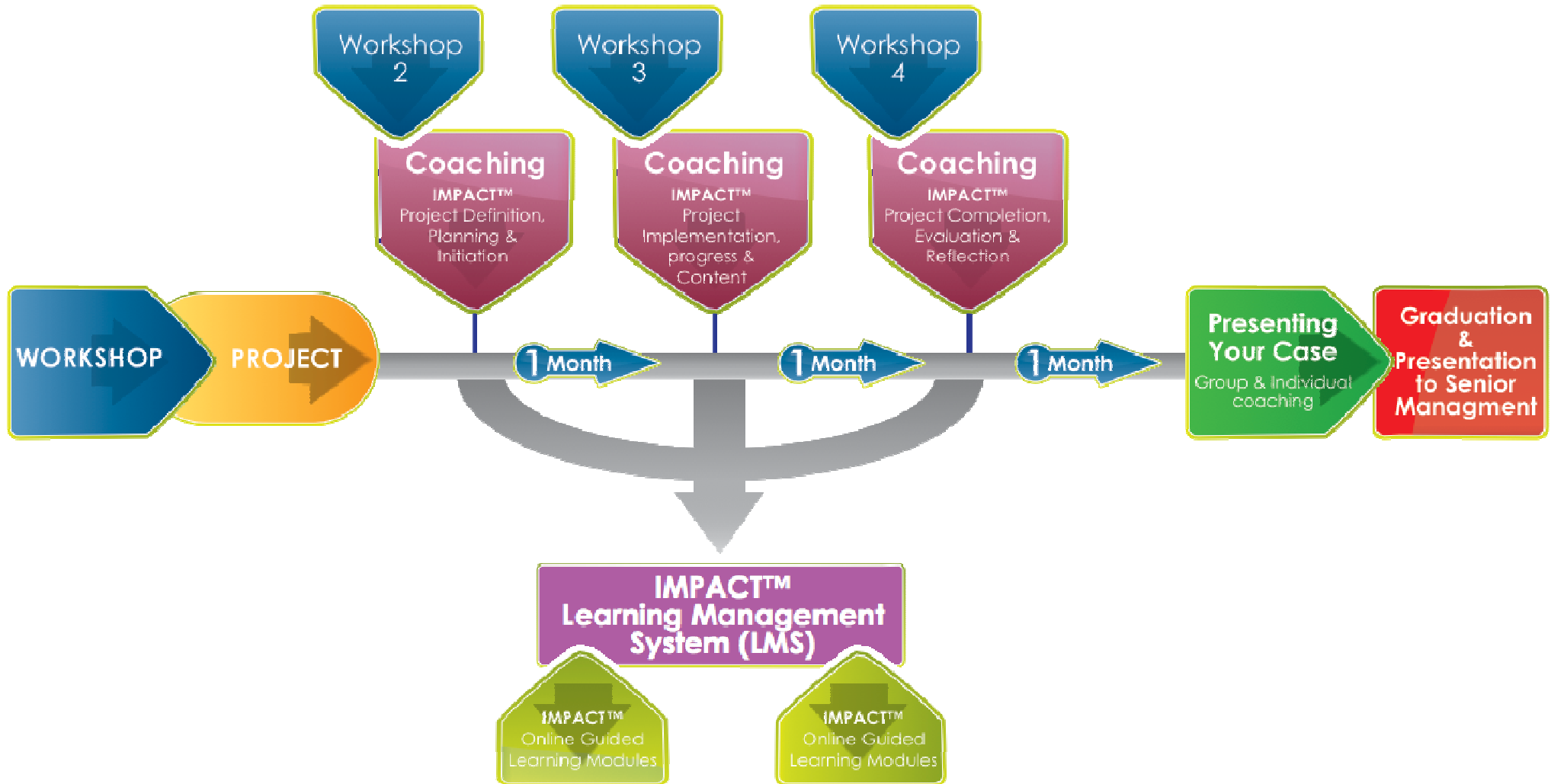


Individual
Workshops

Coaching







Applied
Learning
Projects

iIMPACT™ Solutions









Sustainability



-  Tools at every level of the organization
-  Individual / team / organizational
-  Data mining capability – BASIS / ASSESS
-  Consistent language
-  Measurable change
-  Accountability

Journey - Outcomes



-  better long term results
-  higher levels of customer satisfaction
-  higher levels of quality awareness
-  higher safety awareness
-  higher levels of employee engagement
-  lower levels of employee stress

Blue Mindset - Outcomes

A photograph of a river with a stone path leading through it. The path is made of large, flat, mossy stones that create a series of steps across the water. The water is clear and reflects the sunlight, creating a shimmering effect. The surrounding area is lush with green trees and foliage.

Next
Steps...

Questions?

Thank You