

Apply S.A.M.

Operationalize the outward mindset pattern and apply it to your everyday work

The outward mindset pattern is a way of thinking and acting that helps us focus on the steps critical to high performance—seeing others, adjusting our efforts, and measuring impact (S.A.M.). By adopting this pattern, new managers can transform the way they interact with their teams, improve their leadership skills, and achieve better results.

Seeing others means recognizing that your team members are individuals with their own goals, desires, and struggles. It's about acknowledging their humanity and valuing their contributions. When you see others in this way you'll change your approach based on what you learn. Then you'll measure impact by tracking progress and evaluating your results. It's all about being accountable and taking responsibility for your actions.



Apply S.A.M. (See Others, Adjust Efforts, Measure Impact)

When And With Whom Might You Use This Tool?

Applying the outward mindset pattern will help you turn outward in your efforts (either individually or collectively). The questions included in this tool will help you apply S.A.M. to any workplace situation.

How to Use It

Identify a current situation you'd like to improve. Then apply the outward mindset pattern S.A.M. to that situation by doing the following:

1. See Others

What are others in this situation wanting/trying to accomplish?

2. Adjust Efforts

- a) How have I gotten in their way or added to their challenges, trials, burdens, or pains?
- b) Think of other ways that I have mistreated or neglected this person or group.
- c) In light of all this, identify something I feel I could and should do for this person or group.

3. Measure Impact

How can I keep myself accountable for having a positive impact in this situation and on this person or group?

Situation

See Others	Adujust Efforts	Measure Impact
	a)	
	b)	
	c)	

This tool is just one of 50+ situational frameworks and tools available through the Arbinger Institute's robust training programs.

From selecting a new hire to making a key business decision, Arbinger has a tool for any business challenge you face. Get in touch today to learn more about Arbinger's *Outward Leadership*, our leadership development program that changes mindsets and improves organizational performance.

[Chat with an Expert](#)

Meet to Learn

A meeting template to uncover the objectives, needs, and challenges of others

Taking the time to meet with and learn about your coworkers can help you establish stronger working relationships, build trust, and improve communication within your team—all things that are especially valuable as a leader. This can result in a more positive and productive work environment, and ultimately lead to better outcomes for your team and organization.

Arbinger's Meet to Learn tool is designed to help uncover the objectives, needs, and challenges of others. It's a tool for increasing your curiosity that then positions you to be more helpful to those around you. You can use it individually to get to know collaborators, customers, your direct reports, or with groups that your team interacts with regularly.

