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Generic description of a two-day seminar

The problem

The costliest problem in most organizations is a little known problem at the heart of the human sciences.

This problem, known by scholars as the problem of “self-deception”, devours organizational resources.

The “self-deception” problem: Most people feel that others cause problems, but few people feel they themselves cause them. Consequently, no one feels responsible, and individuals and organizations seem doomed to live with problems no one seems willing or able to solve.

For example, all of the common “people problems” relating to leadership, communication, conflict resolution, team building, merging of organizational cultures, alignment, labor relations, trust, and so on, are manifestations of self-deception. Problems in these areas remain pervasive because attempts to solve the underlying problem have consistently failed.

Understanding the enormity of the issue, scholars had been searching for a solution to the self-deception problem for over a hundred years. In ground breaking work, an international team of scholars associated with Arbinger, finally identified how self-deception happens, why we put up with it, and most importantly what to do about it. This makes Arbinger the only organization in the world who can offer this program.

The self-deception solution has profound implications for personal and organizational performance – implications that turn conventional wisdom on its head.

Ways of working

The self-deception solution reveals gradations or “levels” of organizational performance. A workgroup’s level of performance is determined by its focus on results.

A Level 1 workgroup hardly focuses on results at all, although the people in it may be hardworking and busy. A Level 4 workgroup, on the other hand, focuses thoroughly on results in a unique and sophisticated way. A Level 4 organization produces bottom-line results and work environments that will put them a quantum leap ahead.

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DAY 1 - THE CHOICE SEMINAR (1 day)

“The Choice” (Phase 1) is Arbinger's one-day foundational seminar that exposes *the central issue in all organizational performance -- getting trapped in the box of self-deception.*

The seminar is designed to empower leaders / team members at a deeper level beyond mere behavior so as to complement other approaches with more of an emphasis on skills. *The Choice* shows us that our real source of influence comes from our *way of being* not our behavior.

The general purpose of Phase 1 is to help participants *develop a mentality of responsibility rather than of blame in their work.* More specifically

- they learn how “self-deception” is at the heart of most people problems that occur in organizations-from problems in communication and motivation to problems in trust, morale, and productivity;
- they learn what the box of self-deception is, how they get in it, and how they can get out, and;
- by learning about the box of self-deception, they learn the extent to which they help create the very problems they complain about and blame on others. They learn that *they* are often the problem especially when they think they aren't.

The program outline is as follows:

- Way of Being: The Source of Influence** – Participants discover that one’s source of influence does not come as much from behavior as most think. It comes from something deeper which Arbinger calls “Ways of Being”. Arbinger suggest that there are basically two ways of being; The Responsive Way and The Resistant Way.
- The Choice That Determines Way Of Being** - Participants discover how individuals move from one Way of Being to the other, especially from the Responsive Way to the Resistant Way. They discover the realities that one faces as a result of each “Way of Being.”
- When The Resistant Way Becomes Characteristic** - Participants discover how the Resistant Way becomes THE characteristic way and what this means. Participants discover some of their own Resistant Ways and its impact on others.

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- ❑ **The Effect Of The Resistant Way On Others** – Participants will discover how one’s resistance affects another and the results therein. They also discover that most of the time people are oblivious to this truth.

- ❑ **Becoming Responsive: Getting Out Of the Box** – In this last segment participants discover how they can become responsive and stay responsive. Participants are invited to identify someone they would like to be more responsive towards and do what they planned to do for them and be ready to share what they discovered the following day.

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DAY 2 - THE CHOICE AT WORK SEMINAR (1 day)

“The Choice at Work” is Arbinger’s day 2 implementation training. It will help participants discover how to create a team that works at this deep, Way of Being level.

Participants will explore and discover that being truly focused on results means four specific things. In each direction of their work – toward their customers, their coworkers, their team, and their managers – *participants will learn to focus on their work in a particular kind of way, a way that they will find exhilarating and rewarding.*

As a result of Phase 2 participants will learn to focus on achieving a clear result in each of these directions, and this focus will help them to clearly determine, prioritize and order all of their workplace efforts.

The program outline is as follows:

- Review** – Participants explore the implications of the core material to work and the organization.
- Box Symptoms At Work** – Participants explore symptoms that might suggest being in the box at work. This initial recognition is one of the key factors to steering the team out of the box.
- Working Out Of The Box: An Introduction** - Participants are introduced to a way of working and leading that is truly the Responsive Way. Participants discover 4 directions of work that they need to focus on that will enable them to sustain the Responsive Way and thereby minimize self-deception and its consequences. The four directions are towards customers, coworkers, employees and managers.
- Making The Out-of-the-Box Way, The Way I Work** – Participants start to reflect, discuss, confirm and commit to what each direction of work means to them personally at work and what they need to start doing differently. Participants are introduced to a Way of Working that creates and nurtures a platform that enables effective coaching and reporting.
- Solving Workplace Collusions** – In this final segment, participants learn how to solve workplace collusions in a Responsive Way. They also have an opportunity to apply this methodology to resolve a real-life situation that they identify at the workshop. This allows the elimination of inter and intra-departmental barriers and invites synergistic solutions within organizations.