

2025 ADMINISTRATIVE LEADERSHIP CONFERENCE  
AUGUST 5, 2025



Mike Merchant – The Arbinger Institute

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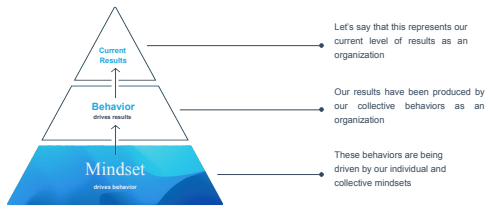
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### Arbinger Mindset Model



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### Two Mindsets



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Dealing with things that go wrong

Helping things go right

Correct

Teach & Communicate

Listen & Learn

Build the Relationship

Build Relationships with Others Who Have Influence

Improve My Mindset  
Turn Outward

### The Influence Pyramid

#### Lessons of the Pyramid

1

**Work Bottom Up**  
Most time and effort should be spent at the lower levels of the pyramid.

2

**When Stuck, Go Lower**  
The solution to a problem at one level of the pyramid is almost always below that level.

3

**Mindset Matters Most**  
Ultimately, my effectiveness at each level of the pyramid depends on the lowest level of the pyramid—my mindset.

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1

**See Others**  
Strive to understand others' needs, objectives, and challenges.

2

**Adjust Efforts**  
Given what I learn about others, adjust my efforts in order to be more helpful.

3

**Measure Impact**  
Measure and hold myself accountable for the impact of my work on others.

MANAGER

PEERS

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STAKEHOLDERS

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