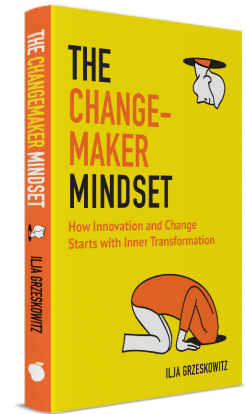


The Changemaker Mindset

How Innovation and Change Starts with Inner Transformation

by **Ilja Grzeskowitz**



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THE SUMMARY IN BRIEF

On a hill above Los Angeles is a building that stands apart. George Wyman, the designer, was a simple draftsman working for five dollars a week for the original architect when millionaire Lewis Bradbury asked if he wanted to design the building. After initial doubts, Wyman agreed. Although he had no training as an architect, nor past projects for reference, he created a structure that has shaped the cityscape for over a century and is admired by professionals around the world. Wyman had a changemaker mindset. He took his “one shot,” his unique opportunity to make a difference. We all have “one shot.” It’s our task in life to figure out how we use it.

In his ninth book, *The Changemaker Mindset*, Ilja Grzeskowitz, states, “The most important success factor of the future will be a radical human changemaker mindset.” In this time of increasingly intense digitization of all areas of life, the return to personal relationships, team spirit, and the individual—with all their strengths and weaknesses—will be the most crucial success factor for the future.

IN THIS SUMMARY, YOU WILL LEARN:

- To envision your purpose to formulate your plan for success.
- People matter—don’t go on the journey alone.
- Persistence is more than a daily grind.
- A mindset for change makes the difference.

Introduction

When it comes to getting from point A to point B—mentally or physically, a changemaker mindset is essential. Grzeskowitz notes that the three Ps of Personal Development are: Purpose. People. Persistence.

The Change Loop

The better you understand what drives you and your fellow human beings, the easier it is to reach your goals. Six core needs drive each person. Four of them are based on lack (Freedom, Security, Individuality, and Community, one of which is always dominant). These motivate behavior. Once we have permanently secured these four needs, the two growth needs—Vision and Mission—come into play.

Change or Die

The more we understand what drives us and what our dominant basic need is, the easier it is to lead a life free from the expectations of others and design our future. The motto is: change or die. And, at a time when conditions are becoming increasingly complex, technical developments are more rapid, and the pace of change is soaring, your individual personality is the only factor you can really rely on. The best part? You can influence this factor, beginning to end.

Stay Yourself To Change Yourself

Trust yourself. Listen to your inner voice and find out what drives you. The more your work is based on the true core of your personality, the easier it will be for you to make necessary changes.

What's Important

Who owns the story of your life? Are you the producer, scriptwriter, and lead actor, or are you primarily guided by the expectations and standards of others?

The Personal Freedom Plan

The combination of your dream life and work life ultimately leads to personal freedom for true fulfillment. Determine what's important; build everything else around that vision. Start by asking yourself about what matters to you: What do I wish for myself most of all? Follow with questions probing your financial and professional vision. Finally, ask lifestyle questions such as: What is the everyday life that I dream of? Create a clear vision.

Positive Obsession

Use the power of positive obsession. Four Love Factors determine your career success: what you do, how you do it, who you do it for, and why you do it. Whenever we love our job, our products, and especially our customers, we inevitably deliver above-average results.

Picture people who love what they do: Accountants juggling numbers as if there were nothing better in the world. Or teachers who treat their students as if each one of them was an extraordinary gift to the world. So, whatever kind of job you have, do the work with infectious passion. If you love how you do something, then even the smallest task acquires great significance.

External Change Through Internal Transformation

You can let yourself be guided by the expectations of others, make yourself cozy in your comfort zone, and react passively to external circumstances. Or you can assume responsibility and actively shape the desired or necessary change. If you don't take care of your own luck, your success, and your satisfaction, nobody will!

Of Dodos and Wolves

Are you a dodo or a wolf? The dodo, extinct since 1681, lived a happy and carefree life on the island of Mauritius. Its wings were so stunted that the dodo was unable to fly. But that didn't matter, because dodos didn't have a single natural enemy. They were cozy and comfortable living in paradise until the humans arrived. The humans left the dodos alone, but the rats, pigs, cats, and monkeys that traveled with the humans loved the taste of the dodos' eggs. The dodos were victims of never having faced a challenge.

The counterpart to the dodo is the wolf—it has numerous characteristics that are relevant to change. The wolf is a prime example of future-oriented adaptability—awareness, flexibility, and persistence. The future will belong to the wolves, while the dodos will perish due to their comfortable passivity. And yet, in our society, our companies, and organizations, there are far too many dodos who prefer to wait, hesitate, and blame external circumstances instead of taking life by the horns.

Nobody Wins Alone

In a future characterized by digitization, disruption, and

technical progress, the human being will be the most critical success factor.

The Team Is Sacred

Only a team allows ordinary people to achieve extraordinary results—the team is sacred. Even supposed superstars are lost without their team. The British Formula One racing driver Lewis Hamilton needs his mechanic team like he needs air to breathe. Professional soccer player Cristiano Ronaldo can shine only because Sergio Ramos and his defensive colleagues have his back. The great Richard Branson, with more than 260 companies, is so successful only because he places his employees at the center of his endeavors. And they pay him back with dedication, performance, and passion. Nobody wins alone.

Put Your Employees First

In the markets of tomorrow, a focus on employees will be more important than a focus on customers. Marriott, the hotel chain, understands employee care. Company leader, J. Willard Marriott, clearly and articulately formulated his aspirations, values, and management philosophy, right on his homepage. Also, the entire HR strategy of the chain is geared toward employing people who can identify with it 100 percent. The results speak for themselves because Marriott is known primarily for its service-minded and friendly employees. When the entrepreneur was asked one day which training methods the company uses to ensure this high standard, he gave a simple but revolutionary response, saying, “We just hire nice people.” Why? J. Willard Marriott realized that his team is sacred; Marriott selects and treats his staff accordingly.

The Days Of “Harder, Faster, Stronger” Are Over!

The philosophy of “Harder—Faster—Stronger” is about the pursuit of more and more. And of course, more recognition from other people. Without a break. Without a deep breath. And without gratitude for what you have already achieved and accomplished. Life deserves mindfulness, appreciation, and a high degree of gratitude.

The World Needs More Battery Changers

Imagine the weekly meeting of department heads. The manager had carefully prepared a PowerPoint presentation, but when she clicked to the first slide, nothing happened. Frantically, she clicked on the remote control and stared hopefully at the projection screen. Multiple clicks—no luck. It wasn't long before a murmur started in the room and grew louder by the

second. “Somebody needs to do something,” one person said. Another complained, “With the ancient equipment we have to work with around here, it's no wonder it doesn't work.” The criticism was hurled at everything. The mood was boiling. All because the projector didn't work. It probably would have continued for some time longer, had the young head of one department not done something that interrupted the endless spiral of negativity and criticism. She rummaged in her purse, rose from her seat, and wordlessly stepped forward. Then she took the remote control, opened the flap, and changed the batteries. “So,” she told her colleagues, “it's working again. Can we continue now?” The world doesn't need any more people who think they know exactly what everyone else is doing wrong. The world needs more battery changers!

The Motivation Revolution

An Uncomfortable Truth

The better we can motivate ourselves, the better prepared we will be for the challenges of the future. The concept of motivation can be traced back to the Latin word, *movere*. The “carrot and stick” method is a type of “motivation” in theory only. In practice, external motivation—where people only act based on money, praise, or avoidance of punishment—is no more than a myth. If we want to motivate other people to move mentally or physically from point A to point B, then we need to know their inner motives and create the framework conditions in which they are triggered as often as possible—provoked or nudged, that is. The better you know the values, needs, and motivations of your employees, colleagues, and customers, the more you can align your communication and motivate them to change.

Every Fool Is Different

One slogan seen on the wall art at Cologne Bonn Airport is “Every Fool is Different.” Every person is different. Every person is individual. Every person is a unique personality with strengths, weaknesses, and of course, lovable quirks. Yet, we continue to apply the standard formula for communication: what applies to me must also apply to all others. We must meet others according to their needs, values, and motives. Knowing these and combining them with personal goals creates a magical cocktail of deep drive, genuine commitment, and a contagious passion.

Change. Just. Do. It.

The biggest brake on personality development is the ten-

dency toward passivity. Start finally. You have everything you need. You just have to get on with the doing.

Imperfect, But Sexy

Berlin's famous party mayor was asked if there was a connection between wealth and erotic charisma. He replied, "No. You can see that in Berlin. We are poor, but sexy." The economic conditions of that time were not perfect, and the citizens had to accept many cutbacks. However, the slogan "Poor, but sexy!" ensured that the people of Berlin were suddenly proud. The perfect moment will never come. Don't wait for it. Prepare yourself as much as necessary, but as little as possible. Just start the change.

The Seven-Second Rule

Use the Seven-Second Rule to train your changemaker mentality. Behavioral scientists have determined that our daily decisions have already been made on an unconscious level before we register them with our full awareness. If you have not acted within seven seconds, then nothing will happen. You shift to your automatic behavior. And your brain will talk you out of the harder path. Whenever you feel an impulse to do, say, or implement something, you have seven seconds to physically take action. This doesn't have to be a big thing; it's also about starting with the little things. Pick up the phone, write something down, make eye contact, or open your laptop to write an important email.

The Success Formula

If you don't achieve what you'd hoped to, there's only one person responsible, and that is you. Let's rethink success. Can success only be tied to material things, external achievements, and the attainment of socially-decreed goals?

Is it not also success if a single mother raises her three children while, at the same time, working two jobs and still being happy and satisfied? Is it not success if a family decides to live far away from the big city in an old farmhouse and be completely self-sufficient? And is it not also success for a flourishing lawyer to give up his career, live on ten dollars a day as a diving instructor in Thailand, but to have finally found peace of mind through this activity? Figure out what you want and makes you happy and what's important to you. Then you'll make the right decisions.

It Is Never Too Late to Make a Big Difference

The author was surprised to see a 75-year old woman waiting for him at reception when he was speaking at an event. He was even more impressed when he met her 96-year old father. That elegant man in the wheelchair, in a perfectly fitted suit, holding a briefcase, was there to attend the conference devoted to personal growth and change. Don't you know people who, at the age of twenty, think that by the end of school they will have learned and already know everything that life has to offer? Yet this man said that although his time may be limited, one thing he knew for sure is—it's never too late to make a big difference!

Life is not a straight line, but a fast roller-coaster ride with ups and downs, successes and defeats. As soon as you find the answer, life changes the question. However, what you want to achieve in life—with every goal, vision, and dream—the growth staircase is waiting to be climbed by you.



Ilja Grzeskowitz is a global conference speaker on change, innovation and transformation. He was an executive manager for Germany's largest retail corporation Karstadt as well as for IKEA, before he started his own consulting company in 2009. As an author, he has published ten books (among them three bestsellers), which have been translated into ten different languages and hundreds of thousand copies worldwide.

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