

STUDENT WORKBOOK



MINDSHOP
EXCELLENCE

Building capability today in
tomorrow's problem
solvers

WHAT IS MINDSHOP EXCELLENCE?

Mindshop Excellence is the community purpose of the Mindshop organization - our way of giving back by equipping future young leaders with real-world skills. Mindshop Excellence has supported thousands of students globally since 1995.

Instead of a traditional work experience placement, students take part in a structured workplace learning program. In small teams of up to six Year 10 or Year 11 students, you spend one week inside a host organisation. Acting as company "executives," your team is given a real business challenge to solve.

PROJECT PATHWAY / WHERE DO I START?

DAY 1:

LEARN THE TOOLS / GET YOUR CHALLENGE

- Groups are taught a variety of problem-solving tools by their Mindshop Excellence Facilitator
- Groups are shown the importance of working in teams and elect a team leader
- Groups are given a brief OHS induction, if required, and a guided tour of the host company / introduction to staff members
- At the end of the day, the group is given an important challenge and asked to solve it by a manager from the host company. A one page scoping document is provided to the team.

DAY 2:

WHAT IS THE CURRENT SITUATION NOW?

- Allocate team tasks and responsibilities – Don't all work on the same task
- Groups spend the day discovering where the host company is NOW in relation to the challenge given to them
- Groups commence researching and gathering data
- Groups start documenting their findings into their final PowerPoint presentation and materials

DAY 3:

WHERE DO WE WANT TO BE?

- Using the visioning tools, groups work out WHERE they would like their host company to be in relation to the challenge given to them
- Groups commence surveying and interviewing if necessary
- Groups continue to feed their findings into their final PowerPoint presentation and materials

DAY 4:

HOW DO WE GET THERE?

- Groups will now have collected enough data to determine HOW the company should solve the challenge using the recommendations the students have identified
- Groups complete their final PowerPoint presentation and materials

DAY 5:

PRESENT TO MANAGEMENT

- Groups spend the morning rehearsing their presentation
- Typically, in the early afternoon, all group members will present their findings to the host organization, their Facilitator, teachers from their school and their parents
- Display your passion, enthusiasm, and excitement for YOUR solution to THEIR problem



MINDSHOP TOOLS & PROCESSES

During the week you will learn a variety of powerful problem-solving tools and processes. While most of the tools covered in this workbook will be explained by your experienced Facilitator, if you do need a refresher on any of the core tools, you can click on the QR codes throughout this workbook.

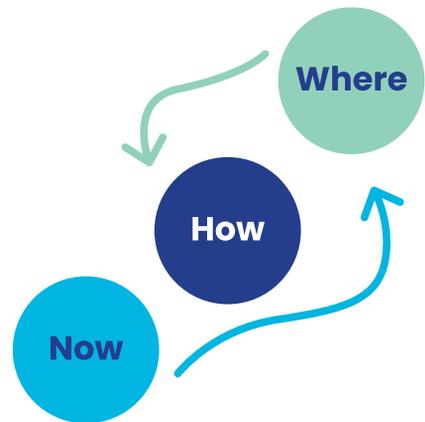
CORE FRAMEWORK: NOW WHERE HOW

In Mindshop Excellence, you'll use the **Now Where How** framework to structure your week and find solutions for your issue:

- **NOW** - your current situation
- **WHERE** - the future you want to achieve
- **HOW** - the strategies and actions to get there

Many people jump straight to the HOW, but that often only fixes symptoms, not the real issue. By first clarifying your WHERE, you set a clear direction before working out the best HOW.

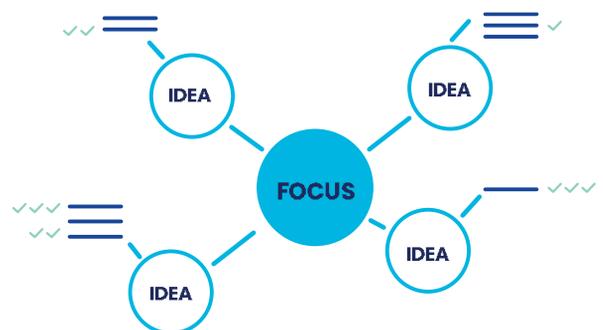
This framework also gives you a start and finish point to measure progress. If you find yourself rushing to solutions during the week, pause and return to this process - it will keep you on track.



NOW - MINDMAPPING AND PARETO ANALYSIS

Mindmapping is a simple but powerful tool for organising ideas and solving problems. You start with the main issue in the centre of the page, then branch outwards with related thoughts, creating a visual map of all the elements involved. It works best when ideas flow freely - don't rush, deeper thinking leads to stronger outcomes.

By the end, you might have 20-80 ideas. Since you can't use them all, the Pareto Analysis helps narrow your focus. It's based on the principle that 80% of results come from 20% of causes. Use it to identify the 3-4 ideas that will make the biggest impact.



Mindmap

Top 3 Issues

1.

2.

3.

WHERE: MAGIC WAND

Abandon your fixed ideas, think 'outside the normal square', be creative using the Magic Wand tool. The reason it is important not to worry about HOW or COST is that these become barriers and act as filters by causing you to focus on what is possible now and not on the possibilities of what can be.



WHERE - VISIONING

If you can draw it, you can see it. If you can see it, you can describe it. If you can describe it, you can plan for it. If you can plan for it, you can have it.

This tool is very good to use on members of the Host Company to quickly assess their views on where their company is 'Now' and 'Where' they would like it to be. It answers many questions without you even having to ask. Remember to focus on what is possible if there were no restraints.

Now	Where

WHERE - THE RCB FORMULA FOR CHANGE

The Readiness x Capability x Beliefs (RCB) formula for Change Success is a powerful tool which allows you to develop an understanding of what it will take to implement a change and where you must increase your efforts.

EXAMPLE

READINESS	CAPABILITY	BELIEFS			
$\frac{5}{10}$	x	$\frac{8}{10}$	x	$\frac{7}{10}$	= $\frac{280}{1000}$ = 28%

Score your host organisation out of 10 for their Readiness, Capability, and Beliefs to change for the issue you are resolving in the company to get your change score %. What are some initial ideas to lift their Readiness, Capability, and Belief scores?

RCB %	
Ideas to lift Readiness score?	
Ideas to lift Capability score?	
Ideas to lift Beliefs score?	

NOW AND WHERE - SUMMARY

You have now completed some basic Now and Where problem solving tools and processes. Before you get to the HOW, it's important to look over all the work you have done so far and identify the key issues for either yourself or when the time comes, the organisation's issue you are working on. Take some time to reflect on the top 3 issues that you have identified from your Now and Where analysis.

Top 3 Actions
1.
2.
3.



HOW - DECISION MATRIX

We make countless decisions every day, some simple and others with higher stakes. To make stronger choices, it helps to focus on the factors behind a decision rather than just the options. The Decision Matrix is a tool that compares options against key factors – like price, safety, and style when buying a car, or cost, weather, and activities when choosing a holiday. Because not all factors carry the same weight, the matrix helps you prioritise what matters most, resulting in more balanced, thoughtful decisions. It also works well in groups, providing a fair process that prevents the loudest voice from dominating.

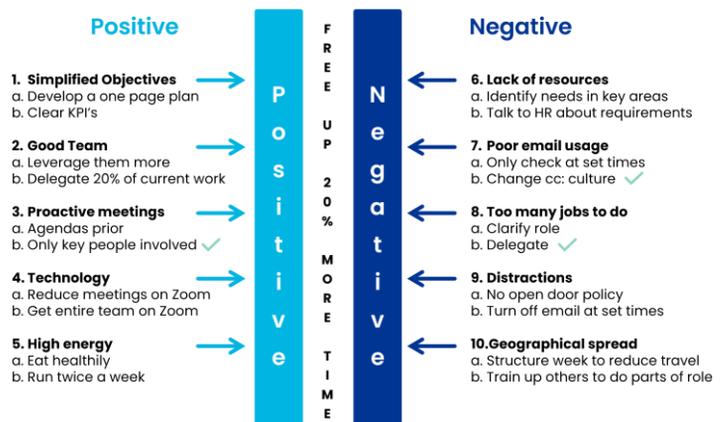
Factors	Weight	Alternative			
TOTAL	100				



HOW - FORCE FIELD ANALYSIS

The Force Field Analysis is one of the most important problem-solving tools you can use to develop HOW action plans in your One Page Plan. A powerful problem-solving tool for virtually any issue. Change will not occur when either the positive and negative forces are equal, or the negative force is stronger than the positive force.

For change to occur and the issue to move forward, the positive forces must overpower the negative forces.



1.	P O S I T I V E
2.	
3.	I S S U E
4.	
5.	

N E G A T I V E	6.
	7.
49	8.
10.	

Top 3 Actions	
1.	
2.	
3.	

In effective teams there are four key roles. These are Leader, Thinker, Carer and Doer. An individual's different strengths will mean that they are better in some functions than others.

ACTIVITY

Step 1: What type are you? Tick two of the boxes below to record what you think your two dominant styles are.

Leader

Carer

Thinker

Doer

Step 2: What about the people around you (i.e., Pop star, Sports star, Teacher, Parent, Friend)? What might their dominant style be? Put the names of 4 people below and what you think their style is.

Name	Team Style
1.	
2.	
3.	
4.	

Step 3: Complete the Questionnaire and then immediately after, go to the scoring to give you your total Leader, Thinker, Carer, Doer score. Enter below your scoring sheet your primary and secondary styles

Step 4: Go through each person in your team and learn their styles and write in the table below. Was one person the standout in having "Leader" as their primary style? If not, you will need to elect a team leader - will you need to run an election? Secret Ballot? It's up to you!

Name	Primary	Secondary
1.		
2.		
3.		
4.		
5.		

IMPORTANT:

Elected Team Leader: _____

To download the Team Leader Resources visit:

<https://mindshopexcellence.com/teamleader>

In effective teams there are four key roles. These are Leader, Thinker, Carer and Doer.

An individual's different strengths will mean that they are better in some functions than others.

	Often	Sometimes	Rarely
1. I go out of my way to encourage people in the team.			
2. I am inclined to get annoyed with people who stall and are slow to do things.			
3. I urge the team to stick to plans and schedules and to meet targets.			
4. When there are different opinions, I encourage the team to talk through the differences to reach an agreement.			
5. I can be counted on to contribute new creative ideas.			
6. I use humour to ease tensions and maintain good relationships.			
7. I seek general understanding from the team prior to making decisions.			
8. I listen carefully to what others have to say.			
9. I avoid getting involved in arguments.			
10. I can quickly see what is wrong with faulty ideas put forward by others.			
11. I openly communicate the pros and cons of a situation.			
12. I am always ready to back a good suggestion in the common interest of the team.			
13. I tend to put forward lots of ideas.			
14. I encourage people to talk whenever I sense they have something to contribute.			
15. When things aren't progressing well, I will push ahead and get the job done.			
16. I develop other people's ideas so that they are improved.			
17. I tend to change my mind after listening to other people's points of view.			
18. I tend to seek approval and support from others.			
19. I don't mind being unpopular if it gets the job done.			
20. I actively seek ideas and opinions from other people.			
21. I am a friendly person and find it easy to establish good relationships with others.			
22. I am careful not to jump to conclusions too quickly.			
23. I am good at noticing when a group member is feeling angry or upset.			
24. I enjoy studying situations and thinking up other alternative options.			
25. I can work well with a very wide range of people.			
26. I have a reputation for having a no nonsense/ no rubbish style.			
27. I like to feel that I am encouraging good working relationships.			
28. I tend to be forceful and dynamic.			
29. I like to anticipate possible difficulties and be prepared for them.			
30. I press for action to make sure people don't waste time.			
31. I can usually get people to agree on a course of action.			
32. When people have second thoughts, I urge them to press on with the task at hand.			
33. I like to think about alternatives before making up my mind.			
34. I tend to be open about how I am feeling.			
35. People sometimes think I am being too logical and cautious.			
36. In discussion, I like to get straight to the point.			
37. While I am interested in all views, I do not hesitate to make up my mind when a decision must be made.			
38. Jokey people who don't take things seriously irritate me.			
39. I can influence people without pressurising them.			
40. I like to think things through before doing something.			

SCORE SHEET

Question	Often	Sometimes									
1			2			5			6		
4			3			10			9		
7			15			13			12		
8			19			16			17		
11			25			22			18		
14			28			24			21		
20			30			29			23		
31			32			33			25		
37			35			35			27		
39			38			40			34		
Number Often			Number Often			Number Often			Number Often		
X2 =A			X2 =A			X2 =A			X2 =A		
Number of Sometimes	=B		Number of Sometimes	=B		Number of Sometimes	=B		Number of Sometimes	=B	
	A	B		A	B		A	B		A	B
Grand TOTAL	A + B		Grand TOTAL	A + B		Grand TOTAL	A + B		Grand TOTAL	A + B	
LEADER			DOER			THINKER			CARER		

Complete the Questionnaire and then enter below your primary and secondary styles.

PRIMARY STYLE (Highest score)	SECONDARY STYLE (2nd Highest score)

DESIGNING SURVEYS

Depending on the issue given to you by your organisation, you may need to do a survey. Key things to consider when surveying is:

- You need to clearly state your intentions with the research at the start of the survey
- Include specific instructions for the participants
- Keep the questions short and concise
 - Structured questions (for example, Yes/No are only used when you are not wanting to capture new ideas or thoughts from respondents).
 - Rating Questions ask respondents to explain the degree to which they feel about a certain topic or subject. Be clear on your scoring here. I.e., Mindshop uses a -5 to +5 Likert scale where -5 is very poor, and +5 is very good
 - Open-ended questions allow respondents to write their response to a question
- Design and test your survey on a sample group
- Look to utilise technology to collect your data (i.e., Survey Monkey)
- Present your results in graphical form and develop action plans to address the issues identified in the survey

Keep in mind that Survey Monkey allows you to create a free account with limited questions.

DAY 3: WHERE – FIVE WHYS

By repeatedly asking the question "Why" (five is a good rule of thumb), you can peel away the layers of symptoms which can lead you to the root cause of a problem. Each time the question is answered, ask "Why?" again. If you still don't have the answer, consider using the Force Field.

Why?
Why?
Why?
Why?
Why?



DAY 4: HOW – ONE PAGE PLAN

Leading up to this point, you have covered several tools to assist in the NOW, WHERE and HOW elements. The One Page Plan tool isn't about developing any new ideas, it's used to culminate of all the great work you have done in the course into an actionable and easy to use document for your issues / opportunities or yourself. The advantage of a One Page Plan is it only takes minutes to do as well as being simple and easily understood by all.

NOW Analysis

- where are you NOW?
- describe your current situation in bullet point form.
- to be so concise you need a clear understanding of the key elements

WHERE Analysis

- where would you like to be in the FUTURE?
- contains Vision
- identifies Objectives

HOW Analysis

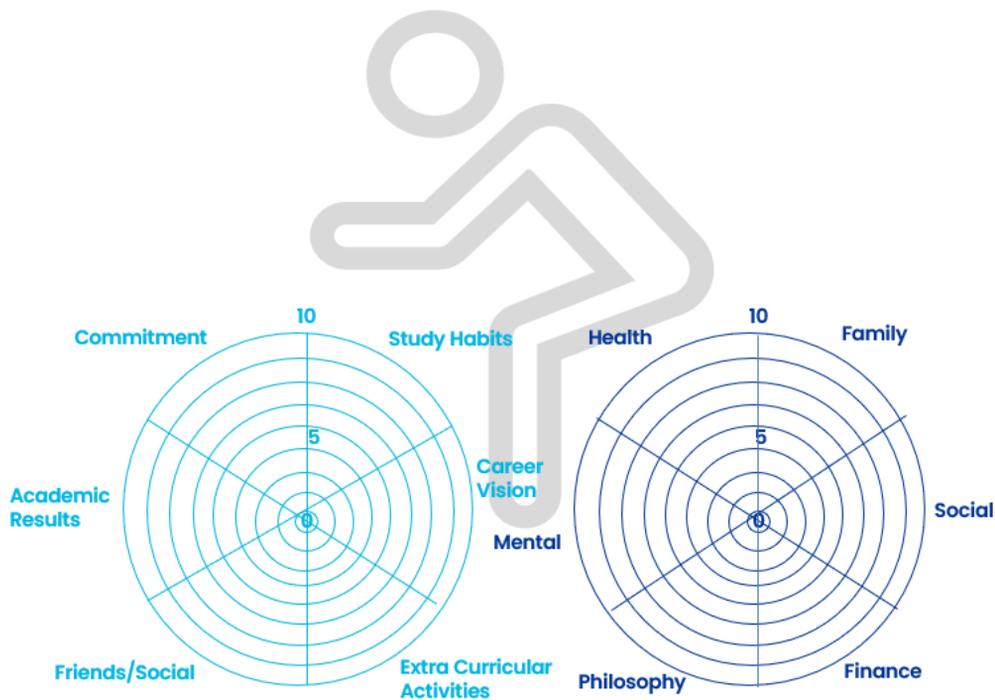
- strategies that will bridge the gap between the NOW and the WHERE
- specific action plans that are generated from these strategies.
- lists when you target to achieve the result and who is responsible for it. These should be in priority order.

ADDITIONAL MINDSHOP TOOLS



BIKE OF LIFE

The 'Bike of Life' tool is designed to help you understand the connection between your 'personal' life balance and your 'education' life balance. It helps you consider each area of your life in turn and assess what's off balance. It helps you identify areas that need more attention.



Key strategies to address out of balance areas

1.

2.

3.



LOCUS OF CONTROL

One of the significant factors limiting the attainment of your vision is the degree to which you believe you are in control of your destiny. Do you have an internal or external locus of control? You can tell by listening to what you say when talking about your school activities and your life. If you say things like, "I would have been successful, but the teacher didn't like me" or "I got mixed up with some other kids that just wanted to party, I just couldn't study" you have an external locus of control. People with an external locus of control blame the external factors for their failure. People with an internal locus of control feel that they can influence the issues around them. You'll hear them say things like "I didn't do enough work, but I am making up for it now" or "By improving my breathing technique, I am swimming a lot better".

How do you think? Pick a topic such as 'millionaire' or 'success', think about it for a few minutes and record any random thoughts.

Review what you have recorded. Does it suggest an internal or external locus of control? If it suggests an external locus you may need to work on your 'belief system'. The people around you may influence you. Review the list of people below and decide whether each has an internal or external locus of control and give your comments on why.

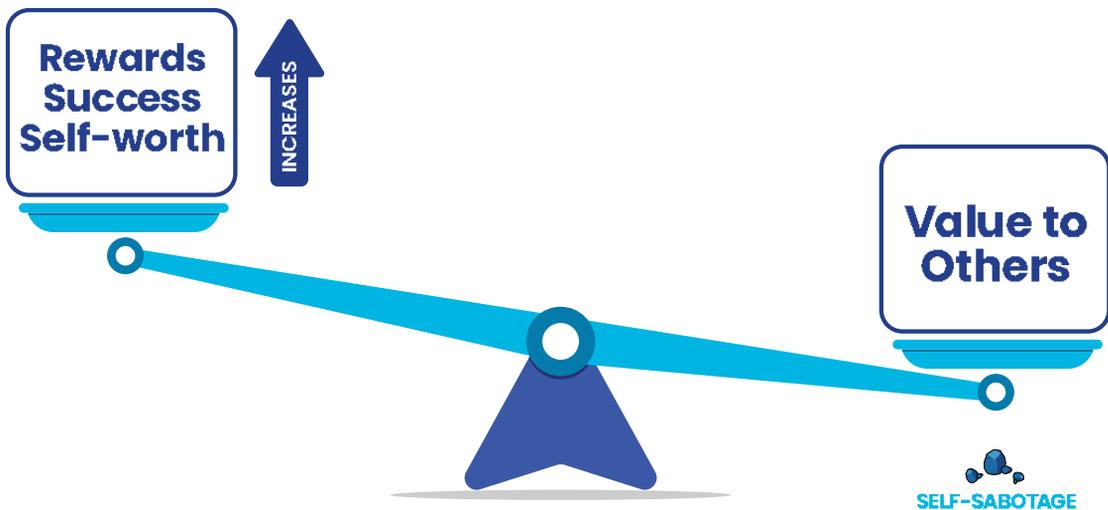
People	External - Internal	Comments
Mother		
Father		
Sister		
Brother		
Teacher		
Friend		



VALUE TO OTHERS

Value to others (VTO) is the core value of the Mindshop organization and means that if you focus on the needs of others, you increase your personal feeling of self-worth; if your self-worth is high, you are less likely to sabotage yourself; and if you reduce your self-sabotaging behavior, your personal success will increase.

Most people understand this philosophy but fail to implement it - it can often take years before VTO kicks in and you see direct results.



Life is like a balance, if you want more rewards you need to put more of the secret ingredient in. List four secret ingredients you think will increase your rewards.

The answer to the 'Value to Others' philosophy is "who cares, do it for yourself, it is your own self-worth that is the key".

SUMMARY AND NEXT STEPS

The tools you learned this week can be used to solve any issue, at home, at school or in a business.

Need a refresher on how to use any of the tools covered or looking for a tool template?



Visit the Mindshop Excellence website where you will find further information on key tools, and spare tool handouts for the One Page Plan and Force Field tools you can download and print.

Are you the Team leader?

Ensure you visit the below page to download your Team Leader resources including:

- Team Leader Checklist - to help you plan your week ahead
- Sample presentation - a template that you can customize for your own presentation
- Student workbook - just in case any of your team misplace their own, you can download and print a new copy

<https://mindshopexcellence.com/teamleader>

Contact details for the week

Facilitator	
Team Leader	
Team Members	

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