

THE POWER OF MINDSET

Dr. Merna Jacobsen
University of Colorado Boulder
Associate Vice Chancellor,
Deputy Chief Human Resources
Officer
Department of Human
Resources

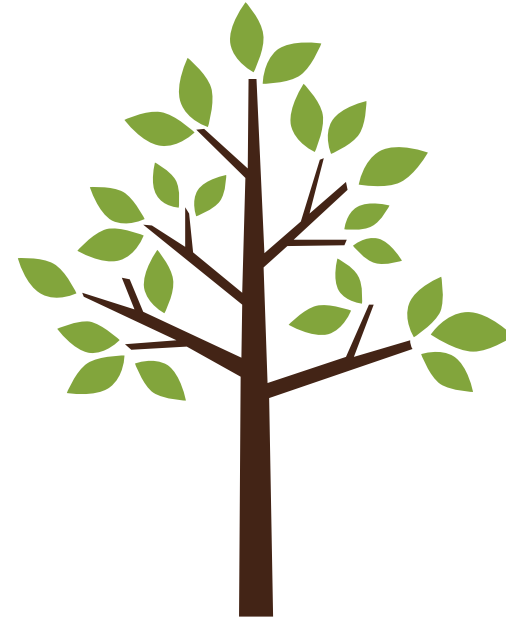
AGENDA



What is a
mindset?
Fixed Vs.
Growth
Mindset



Growth
Mindset And
You
*Activation
Lab*



Growth
Mindset and
Your
Organization
*Activation
Lab*



The Mindset CONTINUUM

Going beyond "Fixed V's Growth" to a deeper understanding of Mindsets

By James Anderson
Certified Growth Mindset Trainer

	FIXED	LOW GROWTH	MIXED	GROWTH	HIGH GROWTH
WORLD VIEW	Sees themselves as UNCHANGING AND UNCHANGEABLE . Life is about discovering yourself and searching for where you fit into the world.	Change and GROWTH IS VERY LIMITED . See themselves as "not cut out for" some domains. Amount of growth possible in other domains is limited.	Limited Growth Mindset – believes they are capable of GROWTH IN A LIMITED NUMBER OF DOMAINS . Life offers only limited choices.	Sees themselves as CAPABLE OF SIGNIFICANT GROWTH in most domains. Sees great choice in life. May see themselves as restricted from significant growth in some domains.	Understands they can CHANGE THEIR MOST BASIC CHARACTERISTICS . Life is about deciding what you want to be and creating the abilities required to reach goals.
CHALLENGES	AVOIDS CHALLENGES . Sees them as a potential threat.	Takes on EASY CHALLENGES that they believe they are likely to succeed at.	PREFERS CLEAR, IMMEDIATE GOALS that aren't too far out of reach, or in an area they find difficult.	ENJOYS BEING CHALLENGED by more open-ended tasks, even if not always immediately successful.	EMBRACES CHALLENGES even when path to achievement is not immediately clear.
ENCOUNTERING DIFFICULTY & OBSTACLES	GIVES UP IMMEDIATELY when they encounter difficulty.	TRIES FOR A WHILE , but gives up if not progressing easily. May try a few alternatives when encountering obstacles.	PERSISTS WHEN SEEING PROGRESS . Is developing a repertoire of strategies for getting past obstacles.	EXPECTS EVENTUAL MASTERY . Understands new learning is meant to be difficult so sticks at tasks for long periods.	PERSISTS FOR LONG PERIODS even in the face of setbacks and when new skills need to be learnt to achieve mastery.
EFFORT	EFFORT IS ASSOCIATED WITH FAILURE and inability, so is seen as bad. Expects things you can do to come easily.	Recognizes that effort is sometimes required. SUSTAINED EFFORT IS A BAD THING . Misunderstands that not all types of effort produce growth.	EFFORT IS NECESSARY , but usually not enjoyable. Likely to prefer to do it easily. Recognizes when effort is being ineffective.	EFFORT IS A GOOD THING . Has experienced success as a result of effort in the past. Associates Effective Effort with growth.	Understands EFFORT AS PATH TO MASTERY . Actively works on developing strategies for more Effective Effort.
FEEDBACK & CRITICISM	IGNORES useful negative feedback. Sees feedback as a list of their faults.	Accepts some direct feedback when corrections can be made quickly and easily. TENDS TO FOCUS ON POSITIVE FEEDBACK .	FORMATIVE FEEDBACK IS SEEN AS USEFUL , as long as it is targeted and achievable.	Accepts and LEARNS FROM FEEDBACK . Positive feedback is seen as recognition of the effort and process that led to the achievement.	REQUESTS CRITICAL FEEDBACK from targeted expert sources in order to improve both process and outcome.
SUCCESS OF OTHERS	FEELS THREATENED by comparisons to others and avoids competitions, as these may highlight perceived deficits.	MAY MIS-ATTRIBUTE SUCCESS of others to luck or natural ability rather than growth achieved through effort.	ENJOYS PERSONAL SUCCESS , so will engage in competition and comparison when these make them look good.	FINDS LESSONS AND INSPIRATION in the success of others. Admires excellence. Enjoys the challenge posed by competition.	SEEKS OUT MASTERS AND EXPERTS in an effort to "learn their secrets". Competition is seen as a way for both competitors to push themselves to improve.
MAKING MISTAKES	Actively HIDES OR IGNORES mistakes.	MAKES EXCUSES for mistakes. Looks for quick fixes. May attribute blame to others.	Expects to make mistakes and understands MISTAKES CAN BE CORRECTED .	Recognizes mistakes made are SIGNALS FOR LEARNING opportunities.	Deliberately checks themselves as errors have HIGH LEARNING POTENTIAL to facilitate further growth.
OFFERED HELP AND SUPPORT	URNS DOWN help and support. Feels requiring help highlights their own deficits.	TOLERATES help when given. Disinclined to ask for help. Doesn't like to be seen to need help.	ACCEPTS HELP and support when offered. May not continue to seek help, if difficulties are persistent.	Expects feedback and recognizes it as DESIRABLE to help them grow.	SEEKS OUT help and support from specialized sources.

Breakout Rooms

Pairs

Answer the following with your partner:

*In which of the dimensions identified on the Growth Mindset Continuum have you **changed the most**? (since birth)*

Time: 8 minutes

What is a Mindset?



- Self-Beliefs
- A way of thinking
- Self-perception or self –theory

"Failure is an
opportunity to grow"

GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude
determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try
new things"

"Failure is the
limit of my abilities"

FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like
to be challenged"

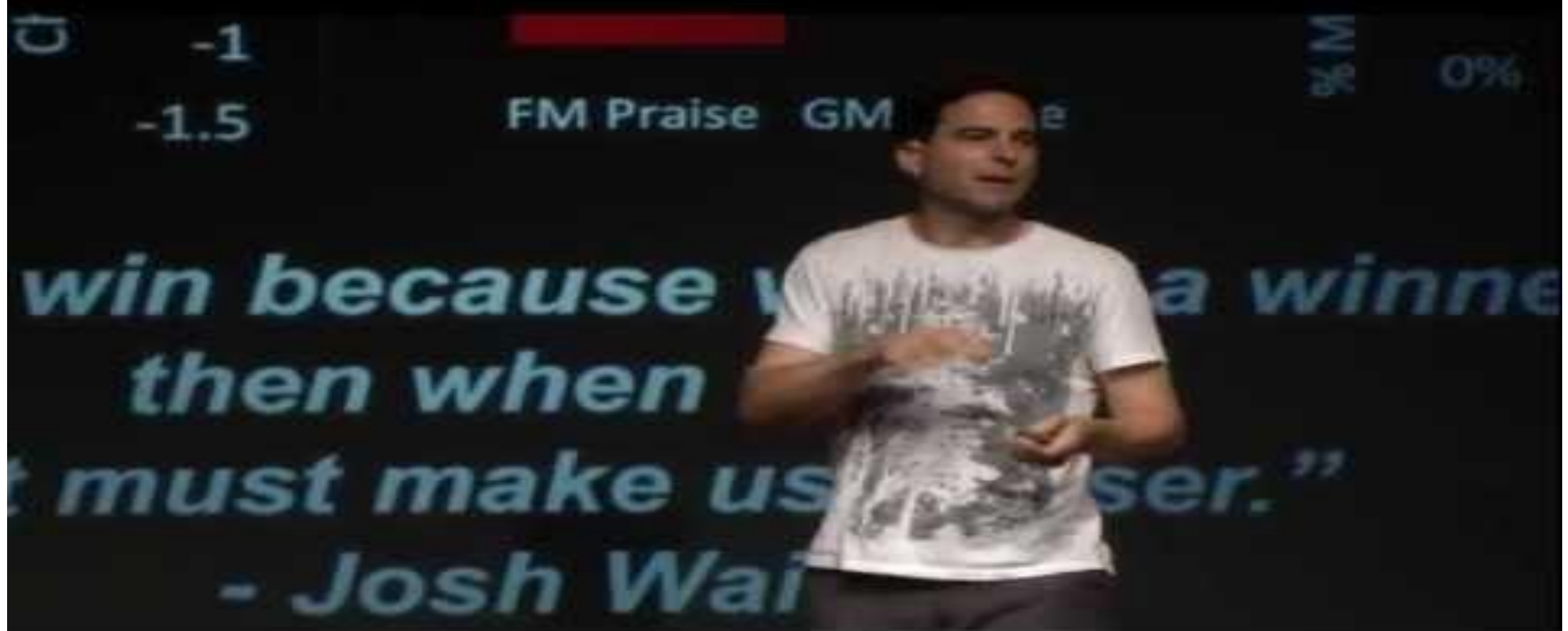
"I can either do it,
or I can't"

"My potential is predetermined"

"When I'm frustrated,
I give up"

"Feedback and criticism
are personal"

"I stick to what I know"

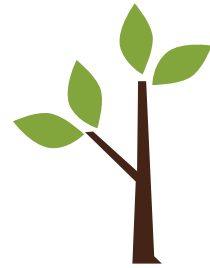




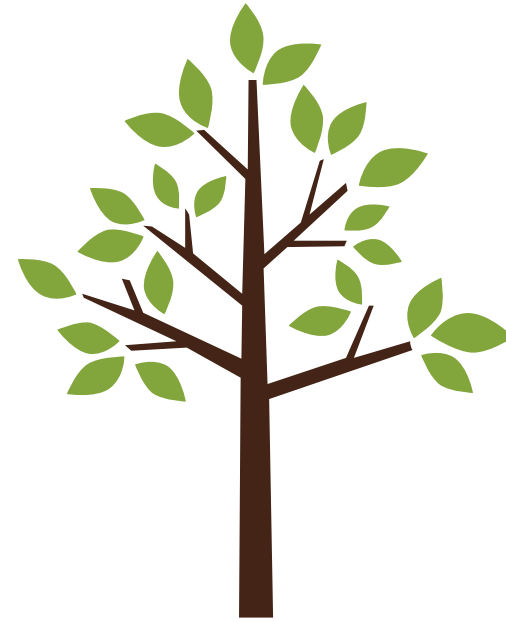
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Growth Mindset Activation Lab

Refer to Your Packet

1. Talk Back to Your Fixed Mindset
2. Identify Moments that Matter
3. Build Your Neuroplasticity
4. Set Learning (not performance) Goals



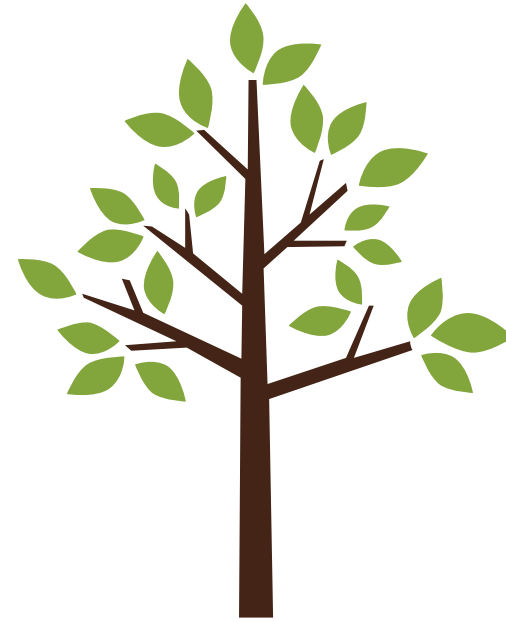
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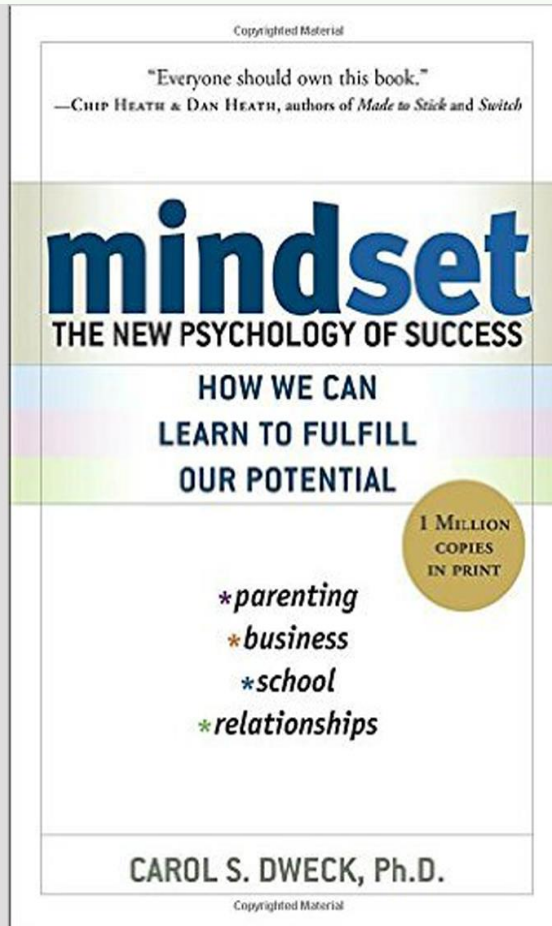


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Carol
Dweck

- Does the mindset of employees matter?
- Does the mindset of the leader matter? What are the implications of leader mindset?
- What are the implications of mindset for an organization being able to accomplish its goals?
- How does mindset show up in organizations?
- How does mindset impact the ability of organizational members to cope with failures or grapple with difficult problems?
- In what ways do we reinforce fixed mindset?
- In what ways do we cultivate growth mindset?

What does it take to cultivate something?





Priorities

Regarded as
more
important



Habits

A routine of
behavior that is
repeated
regularly and
unconsciously



Systems

A set of
interacting parts
forming a whole

(Recognition, Hiring,
Performance Evaluation,
Recruitment)

← Creating a Growth Mindset Culture →

Breakout Rooms

Priorities: Groups 1-3

Habits: Groups 4-6

Systems: Groups 7-9

(for the purpose of this exercise, the 'system' you will discuss is performance evaluations).

Directions:

- Have a discussion about your assigned area based on your group assignment.
- Select one person to take notes in the google doc.
- 10 minutes.

Four Things Leaders Can Do to Lead With a Growth Mindset

1. Presenting skills as learnable
2. Conveying that the organization values learning and perseverance, not just ready-made genius or talent
3. Giving feedback that promotes learning and future success
4. Presenting leaders as resources for learning



YET





CLOSING

Fixed Mindset

Basic qualities
(like intelligence
and talent) are
fixed traits.

Growth Mindset

Basic abilities can
be developed
through dedication
and hard work—
brains and talent
are just the starting
point.

- CEO Disease
- Star performers –the genius culture –talent mindset
- The self-esteem movement
- Effort -‘you’re a natural’ vs. ‘you have tremendous potential that can be developed’
- Praise – ‘you’re perfect’ vs. ‘you leaned into that challenge’ or ‘you really showed initiative’ or ‘I can see how much you have learned’
- Hiring, selection, admission criteria
- High stakes testing
- Stereotypes

MISUNDERSTANDINGS

ABOUT MINDSETS

BY JAMES ANDERSON



Self
Affirmations

A Growth Mindset is not the same as self-esteem or positive affirmations. It is about an understanding that the right sort of effort leads to real growth of our most basic abilities.



Unchanging

Whatever Mindset we find ourselves with today, we can change it. Ways we change our Mindset include studying the nature of abilities, learning and experiencing the real process that leads to success, as well as listening for, and re-framing, the Fixed Mindset messages around us.



Magic Bullet
for Motivation

Knowing you can extend your abilities - a Growth Mindset - can be motivating, especially if you previously thought they were fixed. However, you also need to see those abilities as relevant to your goals in order to want to develop them.



Innate

Our Mindset is not an innate part of who we are. We are not born with a certain Mindset. We develop our Mindset through our experiences, including the messages we receive from others.



A Shortcut
to Success

Developing a Growth Mindset is just the first step. You will still have to do the actual hard work of engaging in effective practice, to see the growth and development. Just having a Growth Mindset doesn't make you smarter - it just opens the door to getting smarter!



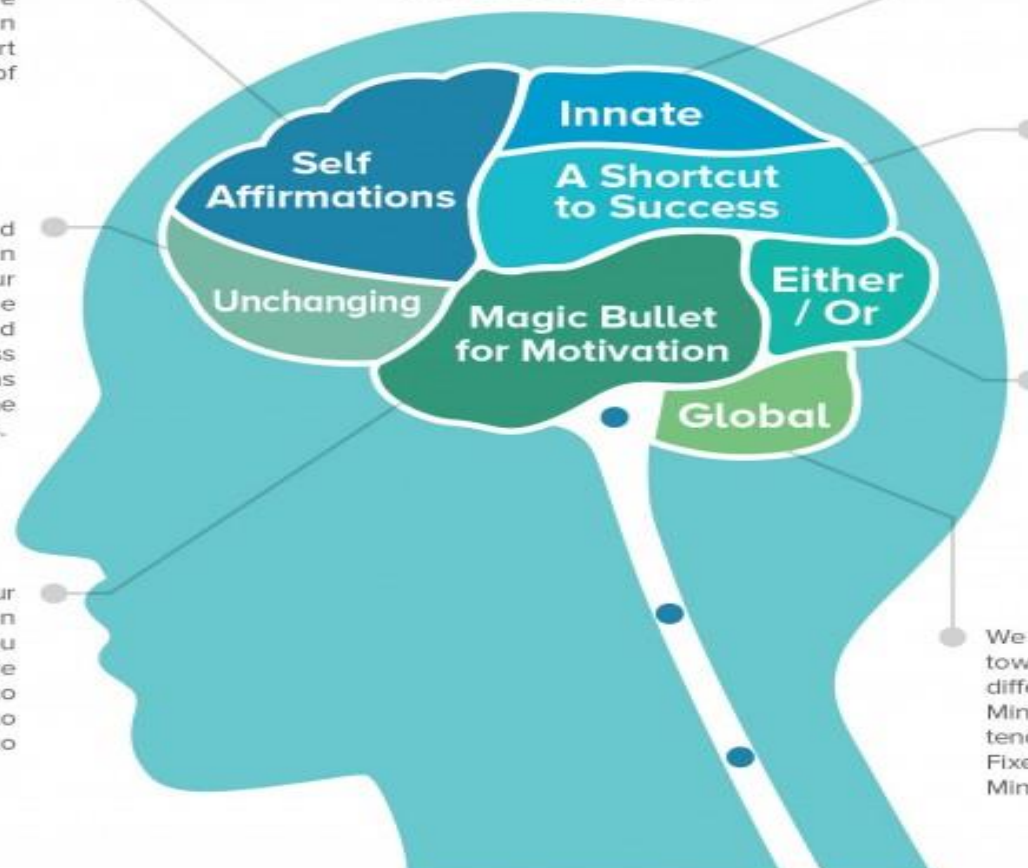
Either
/ Or

No one has a completely Fixed or Growth Mindset. It is probably more accurate to talk about the degree to which a person holds a Fixed or growth Mindset about abilities. When it comes down to it, we all have a Mixed Mindset to varying degrees.



Global

We usually don't have the same Mindset towards all abilities. We often approach different types of abilities with different Mindsets. Although we may have a tendency to be predominantly more Fixed or Growth-oriented, your actual Mindset is likely to vary by domain.



www.mindfulbydesign.com

James Anderson is a
Certified Growth Mindset
Trainer. He can be contacted at:
james@mindfulbydesign.com

Based on: Mindset: The New Psychology of Success, by Carol S. Dweck.



www.mindsetworks.com

