LEADING WITH A GROWTH MINDSET

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AGENDA

What is a mindset?
Fixed Vs. Growth Mindset

Growth Mindset in Organizations

Cultivating Growth Mindset
Pair and Share

• Stand, find a partner, and share with your partner your response to the following:

In which of the dimensions identified on the Growth Mindset Continuum have you changed the most?
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"
"My potential is predetermined"
"When I'm frustrated, I give up"
"Feedback and criticism are personal"
"I stick to what I know"
<table>
<thead>
<tr>
<th>Fixed Mindset</th>
<th>Growth Mindset</th>
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<td>Basic qualities (like intelligence and talent) are fixed traits.</td>
<td>Basic abilities can be developed through dedication and hard work—brains and talent are just the starting point.</td>
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win because we are winners
den when
must make us loser.”
- Josh Waitzkin
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.

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.

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.

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.

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.

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.

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.
Personal Assignment

• Identify a *Defining Moment* that shaped your mindset
• Identify a time when you adopted a fixed mindset. A growth mindset. What was the outcome in each situation?
• How has your mindset impacted your life to date?
AGENDA

What is a mindset?  
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Cultivating Growth Mindset
In Organizations

• 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?
• CEO Disease
• Star performers – the genius culture – talent mindset
• The self-esteem movement
• Effort (‘you’re a natural’)
• Praise
• Hiring, selection, admission criteria
• High stakes testing
• Stereotypes
“Well, these children of praise have now entered the workforce and sure enough, many can’t function without getting a sticker for their every move.

Instead of yearly bonuses, some companies are giving quarterly or even monthly bonuses. Instead of employee of the month, it is employee of the day. Companies are calling consultants to teach them how to best lavish rewards on this overpraised generation.

We now have a workforce full of people who need constant reassurance and can’t take criticism. Not a recipe for success in business, where taking on challenges, showing persistence, and admitting and correcting mistakes are essential. “

“If the wrong kind of praise lead kids down the path of entitlement, dependence, and fragility, maybe the right kinds of praise can lead them down the path of hard work and greater hardiness.”

“What would this feedback look or sound like in the workplace? Instead of just giving employees an award for the smartest idea or praise for a brilliant performance, they would get praise for taking initiative, for seeing a difficult task through, for struggling and learning something new, for being undaunted by a setback, or for being open to and acting on criticism.”

A fixed mindset is the enemy of innovation.
Pair and Share

• Stand, find a partner and share your answer to this question:

What evidence do you see of fixed mindset in your organization? Of growth mindset?
AGENDA

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Growth Mindset in Organizations

Cultivating 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
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
1) What lesson was Yoda trying to teach Luke about mindset?

2) What is a ‘mindset’?
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<th>Fixed-Mindset Statements</th>
<th>Growth-Mindset Statements</th>
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<tr>
<td>XYZ is not my thing.</td>
<td>I can grow my brain.</td>
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<tr>
<td>I’m not good at this.</td>
<td>I need to change my strategy.</td>
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<tr>
<td>S/he is smarter than me.</td>
<td>My hard work and effort has paid off.</td>
</tr>
<tr>
<td>Scores mean more than growth.</td>
<td>I’m not there yet.</td>
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<tr>
<td>It’s better to look smart than take risks.</td>
<td>People can change.</td>
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<tr>
<td>I feel dumb if I am corrected.</td>
<td>I’m a problem solver.</td>
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