GROWTH MINDSET PLANS

Personal and Organizational Approaches
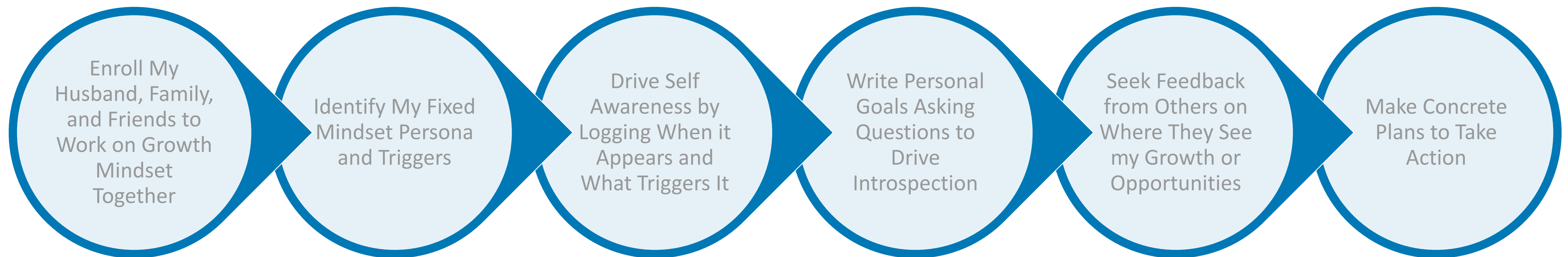
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**All references cited at bottom of presentation

PERSONAL GROWTH MINDSET DEVELOPMENT PLAN

A Personal Growth Mindset Development Plan

Enroll My Husband, Family, and Friends to Work on Growth Mindset Together

Identify My Fixed Mindset Persona and Triggers

Drive Self Awareness by Logging When it Appears and What Triggers It

Write Personal Goals Asking Questions to Drive Introspection

Seek Feedback from Others on Where They See my Growth or Opportunities

Make Concrete Plans to Take Action

- Group support can provide accountability and valuable feedback
- Growth benefits all and creates a culture that supports my personal efforts

- What Opportunities for Growth Do I Have?
- Where am I limiting my ability to influence the outcomes?
- What can I learn from what I am facing?
- What can I do differently?

My personal plan will be supported by my professional efforts, as I participate in the plan outlined for my business unit

My Fixed Mindset Persona

When It Comes (triggers): Tired | Outside of Comfort Zone | Feeling Vulnerable | Frustrated with Setbacks and Weaknesses

What It Tells Me:

How I Feel :

You're bad at things you need to be good at to be successful

Defensive and Reactive

It's not my fault... If only that other person would have....

Defeated before I start

If I had the benefits others had I would have done better...

Reminded of past failures and mistakes, big and small

I will never be what I want to be, so there's no point in trying

Incapable, inept, unintelligent

Practice a Growth Mindset

- Discuss with husband, friends, or capture in my journal:
  - What did you learn today?
  - What mistake did you make that taught you something?
  - What efforts, strategies did you undertake? What was successful, what revealed new opportunities?
  - What are you struggling with? Can this person help you or give you a different approach or strategy to try?

- Periodically ask myself, and for feedback from others:
  - Am I growing and developing?
  - Am I becoming what I shared I was trying to?
  - Am I learning?
  - What of my Fixed Mindset Persona behaviors are you seeing less of or more of?
  - Any feedback or suggestions to help me grow?

- Review my log and self-reflect on progress and opportunities

Dweck, C. S. (2016). Mindset: The New Psychology of Success. New York: Random House.

Themes for My Personal Growth Mindset Goal Setting:

Be more open to asking for help

- This is a different strategy or approach I don't often like to engage, to my own detriment.
- My fixed mindset says: I should be able to do it all myself, and if I was good enough I would.

Remind yourself that everyone has a learning curve

- I have to remember that I can't expect to be perfect or expert day 1. I need to learn to enjoy the learning again, versus beating myself up for not already knowing.
- My fixed mindset says: If you were smarter or more capable you wouldn't be struggling so much! Or, see those around you, they are not struggling as much as you are!

Be willing to put yourself out there, even if you might fail

- I fear failure and especially public failure.
- My fixed mindset tells me to avoid this at all costs.

Take action on the things that matter to you, the outcomes are not fixed

- There are things in my life that I can and should try different strategies or approaches to, that I had given up on and said, "That is just the way it is… the way he is… the way I am…"
- My fixed mindset says to give up on it, that there is nothing I can do.

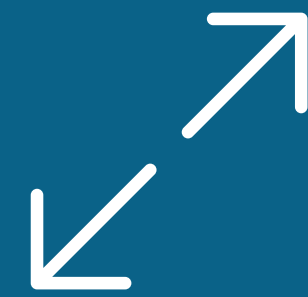*Dweck, C. S. (2016). Mindset: The New Psychology of Success. New York: Random House.*

ORGANIZATIONAL GROWTH MINDSET DEVELOPMENT PLAN

PILOT

DETERMINE SCALABILITY

BROADER ROLL OUT

Pilot an Implementation Plan with Single Business Unit. Capture Feedback and Measure Outcomes.

Analyze Results and Determine if Scalable. Identify Improvements for Further Implementation.

Broader Multi-BU Roll Out Leveraging Insights from Pilot Implementation

Guiding Principles

Leader Driven

Champion Change | Model Behavior | Share Experiences

Self-Reflective Learning

Self-Assess | Personalize Approach | Safe Sharing Opportunities

Phased Approach

Digestible Learning Progression | Journey Not Event

Embed for Sustainability

Reward and reinforcement | Build into Cultural Practices

Test and Learn

Pilot to Learn | Measure Outcomes | Apply Learnings | Scale

- Leaders champion the change; work towards own growth mindset before engaging employees
- Leader experiences are leveraged in enrollment of employees
- Leaders model the behavior, for others to follow
- Leaders customize implementation utilizing mindset experience and cultural understanding

- Allow learners to self-assess and build a personalized change and learning journey
- Utilize team assessments to encourage dialogue, community, and build group support and unity
- Create safe spaces for sharing success as well as challenges, where learners can gain insights from peers in different groups

- Leverage self- and team-assessment approach to allow the learner to consume a personalized pace
- Build foundational knowledge before application
- Provide content and learning in "bite size" amounts
- Reinforce and build continuity mechanisms

- Implement systems and structures for long term sustainment
- Reward systems that positively reinforce behavior
- Collective dialogue that allows employees to help coach and support each other
- Build into cultural mechanisms already in existence

- Pilot in one business unit and measure results
- Self and team assessments form baseline as do employee focus groups and feedback from Change Network
- After 3 months, assess, apply learnings, and if appropriate began to scale to other business units

Target for Pilot Implementation

Pilot Audience:

- Marketing business unit with ~200 total employees
    - 10 management team
    - 18 leadership team
    - 50 field sales employees
    - 122 headquarters employees

- Growth Mindset Initial Assessment: Low to Medium
    - Challenges:
        - Fear of failure
        - Little learning culture
        - Low willingness to take risks
        - Important to demonstrate capability rather than progress
    - Foundations to build from:
        - Collaborative learning environment
        - Desire to become more able to take risks and reduce fear of failure
        - Creative, open teams

PILOT: Multi-Phased Implementation Plan

PHASE 1

BUILD SPONSORSHIP

- Identify influential leaders who will champion the cultural shift
- Educate sponsors and identify behaviors that leaders can model. Highlight business benefits. Share examples from co. history where a growth mindset led to success (or use external examples if internal unavailable).
- Sponsors garner leader support
- Ask leaders to begin to apply behaviors and practice a growth mindset. Follow up and capture learnings and progress.
- Build Change Network of influential employees who can help bring org along

PHASE 2

BUILD KNOWLEDGE

- Introduce: Townhall Meeting to introduce concept
- Pre- Learning: Short Video Series educating on Growth Mindset and the cultural shift desired.
- Self- Reflection: Employees take quiz to better understand their Mindset and make individual action plans. Also, anonymously report results in survey to track organizational baseline
- Training: Growth Mindset Training
- Follow Up: Disseminate Infographic

PHASE 3

30 DAY CHALLENGE

- Implement 30 Day Challenge to kick-start the behavior and build adoption
- Team Training on Growth Mindset utilizing anonymous survey results to diagnose a team's starting point and set goals and brainstorm ideas for progressing
- Social Learning: Mixed group discussion sessions, providing safe spaces for dialogue, as well as, best practice sharing on progress and challenges

PHASE 4

REINFORCEMENT

- Growth Mindset goals in Performance Management Process
- Peer-to-Peer and leader recognition program highlighting growth mindset behaviors
- Start large meetings with a "Growth Moment" that highlights learning moments or lessons from mistakes
- Celebrate progress and successes, encourage employees to share experiences
- Execute reinforcement campaigns on a regular cadence to continue the momentum and sustain the change
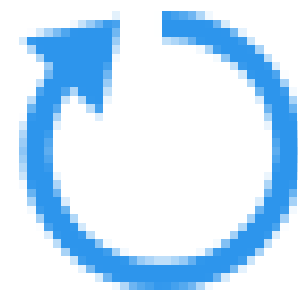
Sponsor and Leader Enrollment Messaging

"Teaching a growth mindset creates motivation and productivity... It enhances relationships." (Dweck, What is Mindset)

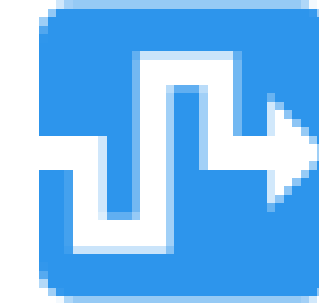- **People with a Growth Mindset:**

Desire to learn and become better

Try again despite setbacks

Are willing to try different approaches and strategies

Know mastery takes effort and that learning is a journey

Learn from and seek feedback

Learn from and are inspired by other' success

Are more resilient and can better adapt to new opportunities or absorb change

Dweck, C. (n.d.). What is Mindset. Retrieved from http://mindsetonline.com/whatisit/about/index.html | Dweck, C. S. (2016). Mindset: The New Psychology of Success. New York: Random House. (p. 263 Diagram by Nigel Holmes)

Roll-Out Plan Elements:

LEADER-LED TOWNHALL

SELF & TEAM ASSESSMENT

EMAILS: MICROCONTENT, REMINDERS

INFOGRAPHIC

LEADER EXPERIENCES VIDEOS

PEER TO PEER SOCIAL LEARNING

GROWTH MINDSET TRAINING

30 Day Challenge

Each week of the challenge features:

- A different focus area for the organization

- Messaging and communication on each topic

- A leader message on their experience with this topic/ behavior

- Team growth mindset workshops and goal setting

- Desk drop "Hints and Tips" reminders

- Email reminder and learning content on Growth Mindset
  - Email interactive data capture allows employees to self-report adoption and usage
  - Overall, team and business unit "success-board" shown on central TV system