

Growth Mindset

With Kendra Davies

UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

2
MILLION
COPIES
IN PRINT

- *parenting
- *business
- *school
- *relationships

"Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life."

—BILL GATES, *GatesNotes*

Carol Dweck

Mindset: a set of beliefs or a way of thinking that determines one's behavior, outlook, and mental attitude.

FIXED MINDSET

MINDSET

CHARACTERISTICS

GROWTH MINDSET

SET - YOU HAVE WHAT
YOU HAVE

SKILLS+INTELLIGENCE

CAN BE GROWN AND
DEVELOPED

HOW THEY LOOK
PERFORMANCE FOCUS

MAIN CONCERN

LEARNING / GETTING BETTER
PROCESS FOCUS

SOMETHING YOU DO
WHEN YOU'RE NOT GOOD

EFFORT

AN IMPORTANT PART OF
LEARNING

GIVE UP / CHECK OUT

CHALLENGES

PERSEVERE / WORK THROUGH
IT - SHOW MORE GRIT

TAKE IT PERSONAL
GET DEFENSIVE

FEEDBACK

LIKE IT / USE IT TO LEARN

HATE THEM / TRY
TO AVOID MAKING THEM

MISTAKES

TREAT THEM AS A LEARNING
OPPORTUNITY

Remember...



1. You can have a fixed mindset in one area of your life, and a growth mindset in another. One is not good or bad.
2. You can learn to shift your mindset.

Growth Mindset at Work



Coddled

Mistakes are overlooked

— • — • — •

Leader is loved because people can “do what they want”

— • — • — •

Leader believes some people just aren't cut out for tasks/roles

— • — • — •

Employees are 'helpless' and need to be closely managed

Nurtured

Mistakes are learning opportunities and 2nd chances

— • — • — •

Leader is loved because people feel encouraged, challenged, and cared for

— • — • — •

Leader believes with time, effort and practice anyone can grow into what they hope for

— • — • — •

Employees manage their own time and learning, and are encouraged to take risks

Disconnected

Mistakes result in discipline and loss of trust

— • — • — •

Leader is viewed as authoritarian or gatekeeper

— • — • — •

Leader believes as long as the job gets done 'who cares'

— • — • — •

Employees do what the leader says if not they are 'noncompliant' if they do they are 'good'

Feedback Matters



Only **36%** of managers complete appraisals thoroughly and on time.



55% of employees said their most recent performance evaluation was unfair or inaccurate.



HR biggest performance management challenge?
63% cite a manager's inability or unwillingness to have difficult feedback discussions

Nurturing a Growth Mindset

Person Praise

- You're a natural at ___
- You are ___



Process Praise

- I am so proud of how hard you worked on this
- That was not an easy task, and you challenged yourself to overcome it

Person Criticism

- You really messed this up
- Maybe ___ just isn't for you
- You did your best, but it wasn't good enough



Process Criticism

- You did not meet your goal, but what did you learn?
- This did not work out the way you hoped, how could you approach it differently?

Growth Mindset and You





Red Flag Words

All, Always, Never, everyone,
No one

Can't, (s)he/they are
incapable

No one can, It will fail,
Should

Discussi on

What are your red flag words?



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Stories We Make Up Become Beliefs

Types of Stories:

Overgeneralizing

Blinding

Mountain-izing

Molehill-izing

Personalizing

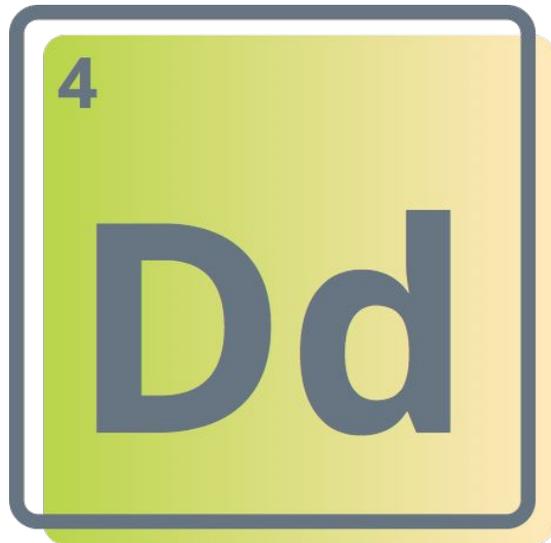
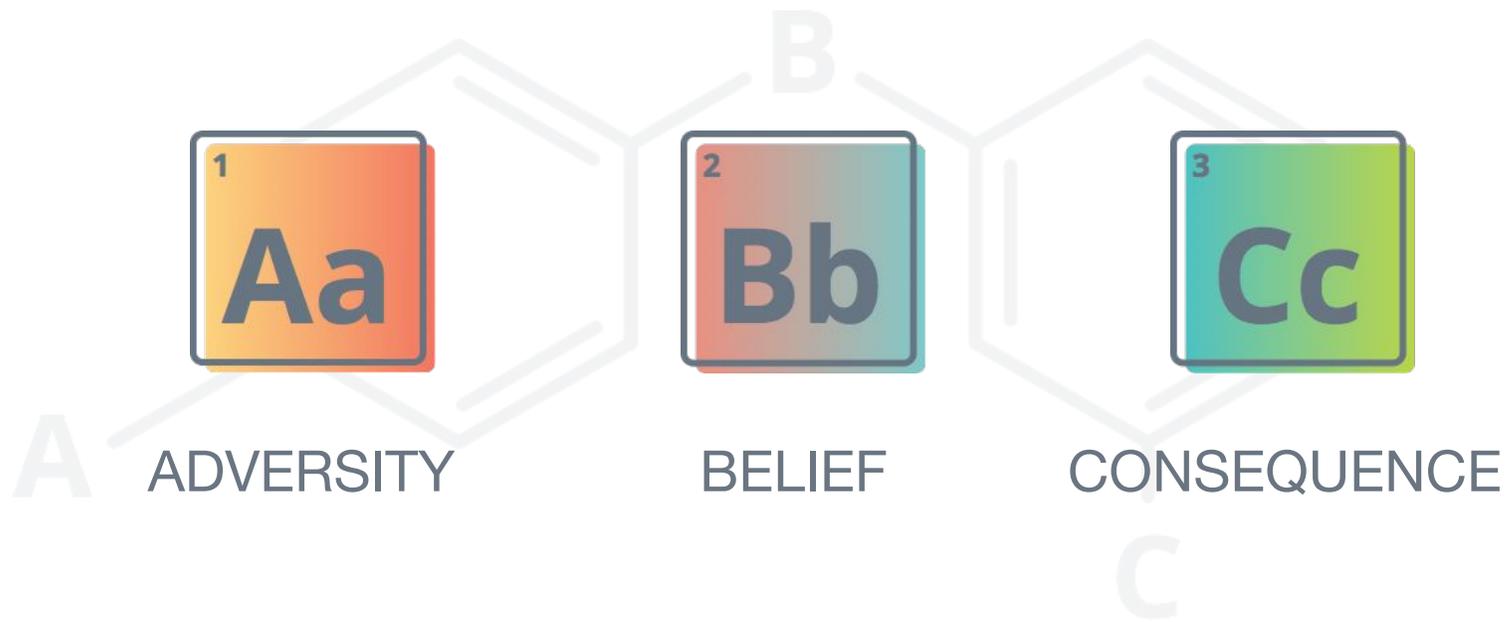
Over Rationalizing

Mind-Reading

Catastroph-izing

Types of Stories:

1. **OVERGENERALIZING:** believing one thing, is representative of all similar situations people/experiences.
2. **MOUNTAIN-IZING:** believing that there is a greater intensity/meaning than is likely.
3. **PERSONALIZING:** believing the actions/situation/thoughts or feelings of another are about you.
4. **MIND-READING:** believing that you know what someone else is thinking and feeling.
5. **BLINDING:** when you get hijacked by a thought or an idea, so much that we disregard other contrary, possibly more accurate, information.
6. **MOLEHILL-IZING:** believing everything is fine, when it obviously is not.
7. **OVER RATIONALIZING:** using logic, big words, and/or rational thoughts to avoid discomfort and/or distance yourself from the undesired feeling/outcome.
8. **CATASTROPHI-ZING:** taking a potentially manageable situation and assuming the worst-case scenario is inevitable.



DISPUTE THE BELIEF

- What stories am I making up?
- Take it to Court

ACTIVITY

Using the **ABCD** Model
for Resilience **Take it to Court**



Disputing Beliefs

Take It To Court

DEFINE THE TERMS: _____

BELIEFS: BELIEFS/THOUGHTS	CONSEQUENCE: FEELING, AND ACTION

EVIDENCE IT IS TRUE	EVIDENCE IT IS FALSE

Create a more useful and accurate belief

WHAT WOULD YOU DO DIFFERENTLY IF YOU WERE INCAPABLE OF THINKING THE THOUGHT? _____

A MORE ACCURATE STATEMENT: _____



Thank You

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