

# Growth Mindset

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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 2<sup>nd</sup> 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

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# 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 WARNING

## Red Flag Words

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All, Always, Never, everyone,  
No one

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

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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

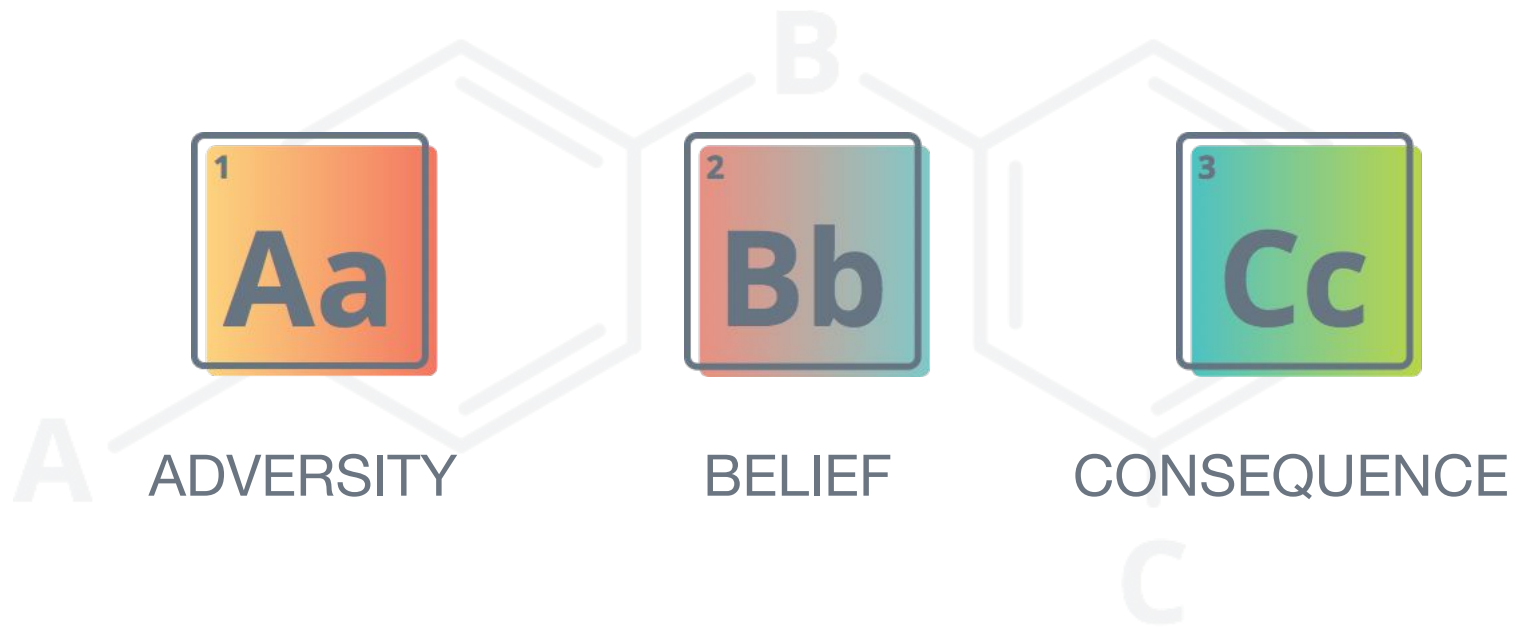
Mind-Reading

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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