

Developing and strengthening a Growth Mindset

The McCain Way of Winning and achieving our commercial ambitions is underpinned by a strong **commitment** to delivering our goals, an **energy and enthusiasm for growth**. This is captured in a **Growth Mindset**.

Let's explore:

- What's meant by a "Growth Mindset".
- How you can understand your own bias for a Growth Mindset.
- What you can do to develop a Growth Mindset.



Watch:
Growth Mindset – A Summary
<https://youtu.be/EyIF5VUOJc0>

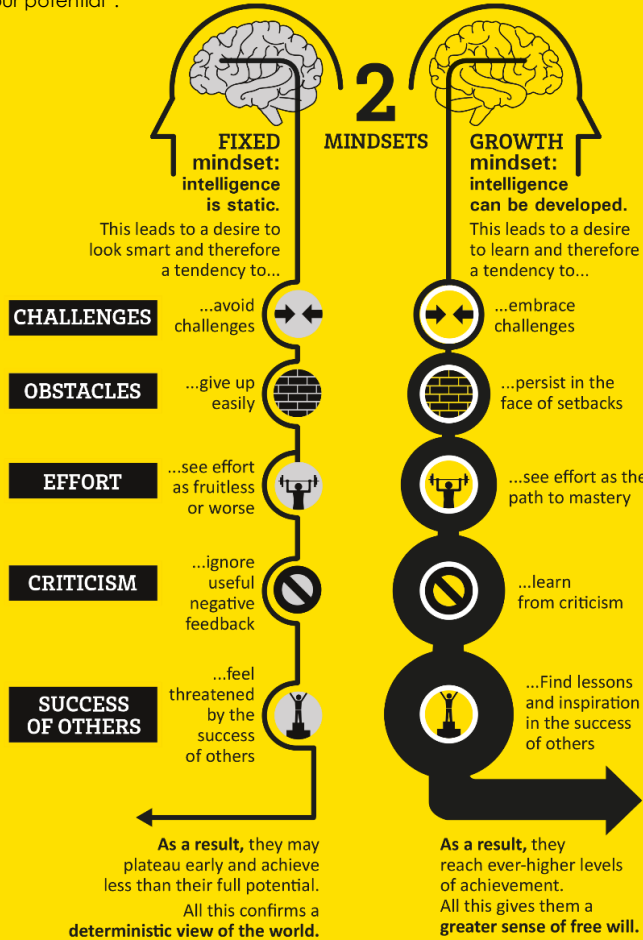
Introducing the concept of a Growth Mindset.

Research by Carol Dweck, a Professor of Psychology at Stanford University (USA) found that an individual's success **is not** solely predicated on talent and ability **BUT** also **how we think** about aspirations/goals and **whether we use a fixed or growth mindset**.



Suggested Reading: "Mindset: Changing the way we think to fulfil our potential".
Carol Dweck

A **fixed mindset** maintains that all human qualities are innate i.e. you are born with them or not.



A **growth mindset** maintains that human qualities are adaptable, they are things that can be developed or changed over time.

FIXED MINDSET

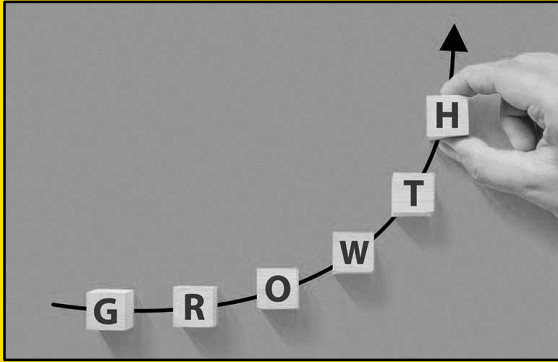
Intelligence and ability are fixed qualities from birth that **cannot be changed over time.**

GROWTH MINDSET

Intelligence and ability can be developed with **clear intent, effort, strategies and support.**

Most people have a combination of both fixed and growth mindsets based on certain abilities. For example, you might have a growth mindset about intelligence – you believe that all people have the capacity to learn. At the same time you might also have a fixed mindset regarding something like creative or sporting ability – you believe that this is something people are generally born with or without.

In a work context, a growth mindset shows up when Leaders and team members:



- Are consistently willing to “stand up” to lead or drive growth initiatives.
- “Show up” consistently as doers who take action to drive progress.
- Are prepared to work increasingly more outside of their comfort zone.
- Are enthusiastically willing to actively learn and develop new growth related skills.

- Demonstrate resilience i.e. engage with an opportunity, persist through challenges, recover quickly from setbacks and learn from those experiences to move forward.

Is this you?

What's your mindset bias? Growth or Fixed?

Find out by downloading the **“Mindset Exercise”** from the #BeMore platform and take 5 minute to answer each question honestly.

Once completed, download the Scoring Guide and get your total.

There is no good or bad score, it's your score and optional whether you share it with your Line Manager.

Mindset Exercise				
Circle the word(s) that indicates how much you agree with each statement				
1. Intelligence is something people are born with that can't be changed.	Strongly agree	Agree	Disagree	Strongly disagree
2. No matter how intelligent you are, you can always be more intelligent.	Strongly agree	Agree	Disagree	Strongly disagree
3. You can always substantially change how intelligent you are.	Strongly agree	Agree	Disagree	Strongly disagree
4. You are a certain kind of person, and there is not much that can be done to really change that.	Strongly agree	Agree	Disagree	Strongly disagree
5. You can always change basic things about the kind of person you are.	Strongly agree	Agree	Disagree	Strongly disagree
6. Musical talent can be learned by anyone.	Strongly agree	Agree	Disagree	Strongly disagree
7. Only a few people will be truly good at sports – you have to be “born with it”.	Strongly agree	Agree	Disagree	Strongly disagree
8. Math is much easier to learn if you are male or maybe come from a culture that values math.	Strongly agree	Agree	Disagree	Strongly disagree
9. The harder you work at something, the better you will be at it.	Strongly agree	Agree	Disagree	Strongly disagree
10. No matter what kind of person you are, you can always change substantially.	Strongly agree	Agree	Disagree	Strongly disagree
11. Trying new things is stressful for me and I avoid it.	Strongly agree	Agree	Disagree	Strongly disagree
12. Some people are good and kind, and some are not – it's not often that people change.	Strongly agree	Agree	Disagree	Strongly disagree
13. I appreciate when people give me feedback about my performance.	Strongly agree	Agree	Disagree	Strongly disagree
14. I often get angry when I get negative feedback about my performance.	Strongly agree	Agree	Disagree	Strongly disagree
15. All human beings are capable of learning.	Strongly agree	Agree	Disagree	Strongly disagree
16. You can learn new things, but you can't really change how intelligent you are.	Strongly agree	Agree	Disagree	Strongly disagree
17. You can do things differently, but the important parts of who you are can't really be changed.	Strongly agree	Agree	Disagree	Strongly disagree
18. Human beings are basically good, but sometimes make terrible decisions.	Strongly agree	Agree	Disagree	Strongly disagree
19. An important reason why I do my work is that I like to learn new things.	Strongly agree	Agree	Disagree	Strongly disagree
20. Truly smart people do not need to try hard.	Strongly agree	Agree	Disagree	Strongly disagree

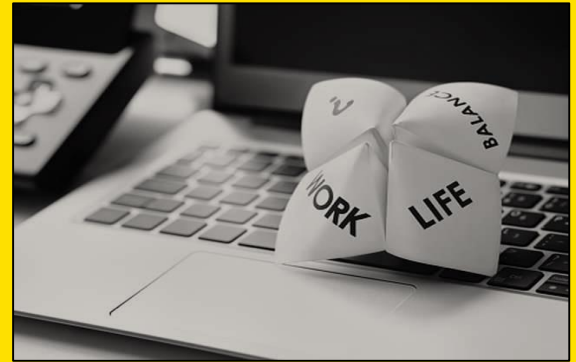
Mindset Exercise Scoring Guide	
For the questions below, please capture our score. If you answered:	
	Strongly agree = 0 points Agree = 1 point Disagree = 2 points Strongly disagree = 3 points
Question 1 =	Question 12 =
Question 4 =	Question 14 =
Question 7 =	Question 16 =
Question 8 =	Question 17 =
Question 11 =	Question 20 =
Your total points for this section: 	
For the questions below, please capture our score. If you answered:	
	Strongly agree = 3 points Agree = 2 point Disagree = 1 point Strongly disagree = 0 points
Question 2 =	Question 10 =
Question 3 =	Question 13 =
Question 5 =	Question 15 =
Question 6 =	Question 18 =
Question 9 =	Question 19 =
Your total points for this section: 	
Your total score (add the two sections together): 	
<div style="display: flex; justify-content: space-between;"> <div> <p>44 – 34 points = growth mindset with some fixed ideas 33 – 21 points = fixed mindset with some growth ideas 20 – 0 = strong fixed mindset</p> </div> <div> <p>60 -45 points = strong growth mindset</p> </div> </div>	

How does your mindset reflect in your attitudes, behaviors and actions?



In work:

- When did you last volunteer to do something on behalf of your Team that felt “uncomfortable”?
- Do you use language like “we tried that before and it didn't work” or “what if we change “X”, I'd be happy to give it a go?”
- Are you sharing experiences/learnings to benefit the Team?
- How creative are you in finding solutions when faced with a crisis, problem or objection?
- How curious are you about your Customers and hunting out opportunities to help them?
- How often do you dive into #BeMore to learn or re-learn?

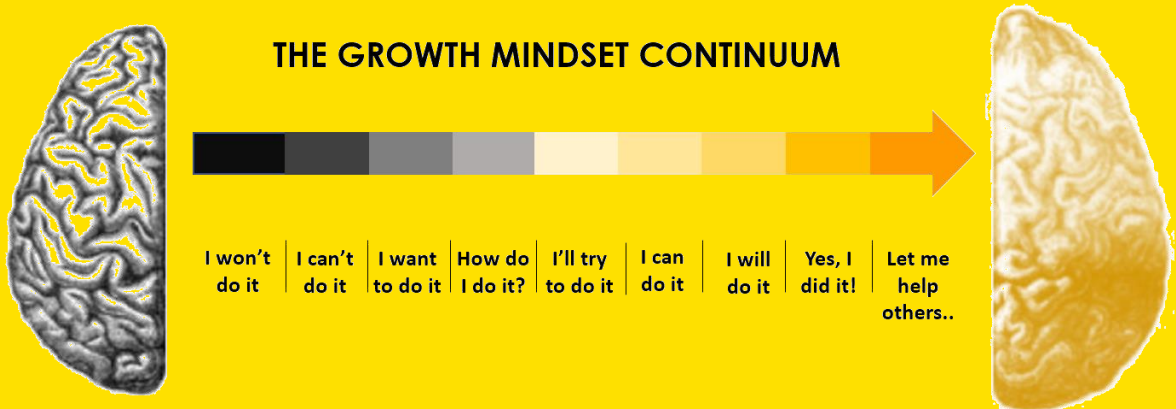


Out of work:

- When was the last time you did something for the first time?
- Do you encourage or discourage those close to you when they're learning/trying something new?
- How much does your personal routine vary at the weekend? Do you tend to stick to doing the same things?
- What would people around you say about how you face change, challenges or personal obstacles?

Developing and strengthening a Growth Mindset.

- It **IS** possible to develop a Growth Mindset or strengthen an existing one by moving through the Mindset Continuum.



Watch these films to get you started:



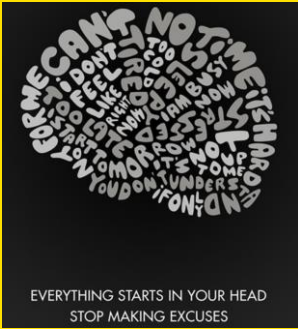
<https://youtu.be/aNHAs97iE78>

4 Steps to Developing a Growth Mindset (5 mins)

<https://youtu.be/V7XjFTrPI6o>

How to Build A Growth Mindset (18 mins)

Take a step forward.



Download the **Activity Sheet “Developing and Strengthening a Growth Mindset”** from #BeMore and work through it either on your own and then with your Line Manager or, together. They can only support if they know what your trying to develop.

Note: You may find it easier to do something “out of work” first which builds your confidence to take on a mindset change at work.

Take a step forward out of your comfort zone and travel through the Growth Continuum.

As you do, there may be some bumps in the journey but remember that a Growth Mindset:

- Embraces challenges.
- Persists in the face of setbacks.
- Sees effort as leading to mastery.
- Learns from criticism and failure.
- Finds inspiration in the success of others, and,
- Celebrates success **before asking**



McCam

Developing or strengthening a Growth Mindset

Use this activity to help you trigger your own Growth Mindset into activities where you know there's room for development.

1 We agree I'm good at ...

In the 3 yellow boxes, write or draw a professional skill or ability related to your growth mindset that you and your Line Manager would agree you are strong at.

2 We agree I'm good at ...

3 We agree I'm good at ...

In the white box, write or draw a professional skill or ability that you and your Line Manager agree you need to develop which will contribute to evolving your growth mindset.

4 We agree I need to develop of ...

1 How I developed this capability ...

For each of the areas you are strong at, write in the relevant box HOW you learned, developed or achieved that level of capability e.g. working on a project, coaching from my Line Manager, jumping in to have a go with the support of my team.

2 How I developed this capability ...

3 How I developed this capability ...

Reflect on what works for you and therefore, HOW you can start to develop your capability and confidence to move up the Growth Mindset Continuum.

4 How I commit to develop this growth related capability's ...

After doing this exercise, how do you feel about moving up the continuum?

B E M O R E

Did you know, failure has been a catalyst to success for...

FAMOUS FAILURES

<p style="text-align: center; font-weight: bold; margin: 0;">MICHAEL JORDAN</p> <p style="font-size: small; margin: 0;"><i>After being cut from his high school basketball team, he went home, locked himself in his room, & cried.</i></p>	<p style="text-align: center; font-weight: bold; margin: 0;">WALT DISNEY</p> <p style="font-size: small; margin: 0;"><i>He was fired from a newspaper for "lacking imagination" and "having no original ideas."</i></p>
<p style="text-align: center; font-weight: bold; margin: 0;">STEVE JOBS</p> <p style="font-size: small; margin: 0;"><i>At 30 years old, he was left devastated & decompressed after being unceremoniously removed from the company he started.</i></p>	<p style="text-align: center; font-weight: bold; margin: 0;">THE BEATLES</p> <p style="font-size: small; margin: 0;"><i>Rejected by Decca Recording studios, who said "We don't like their sound" & "They have no future in show business."</i></p>
<p style="text-align: center; font-weight: bold; margin: 0;">OPRAH WINFREY</p> <p style="font-size: small; margin: 0;"><i>She was demoted from her job as a news anchor because she "wasn't fit for television."</i></p>	<p style="text-align: center; font-weight: bold; margin: 0;">ALBERT EINSTEIN</p> <p style="font-size: small; margin: 0;"><i>He wasn't able to speak until he was almost 4 years old, and his teachers said he'd "never amount to much."</i></p>

"IF YOU'VE NEVER FAILED, YOU'VE NEVER TRIED ANYTHING NEW."