

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>

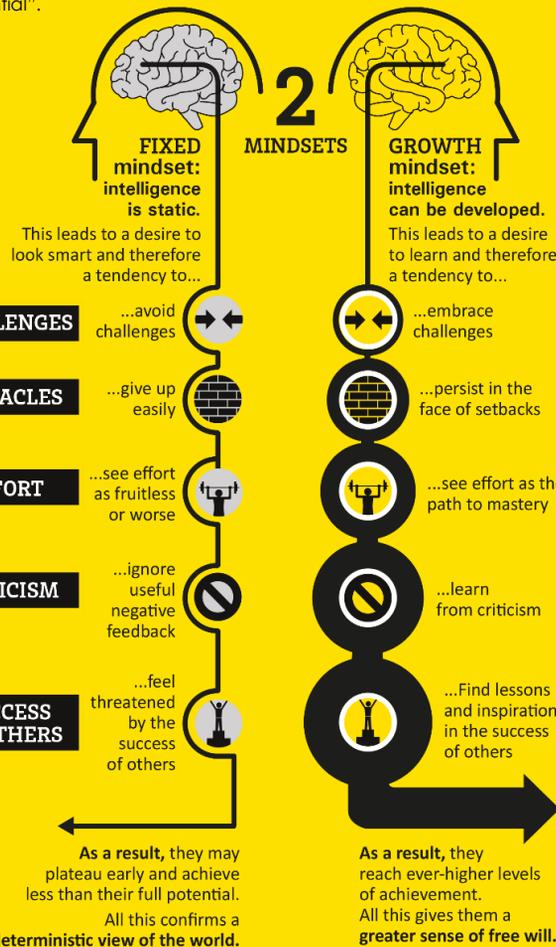
Introducing the concept of a Growth Mindset.

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.



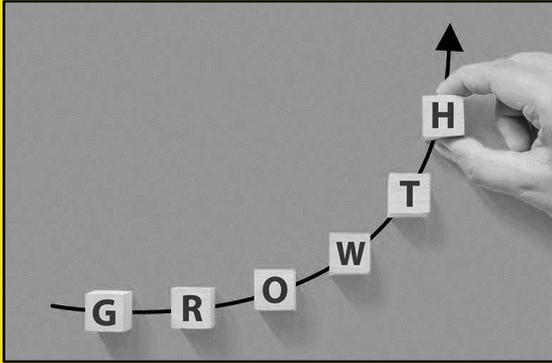
A **growth mindset** maintains that human qualities are adaptable, they are things that can be developed or changed over time.

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: <input type="text"/>	
For the questions below, please capture our score. If you answered:	
	Strongly agree = 3 points Agree = 2 points 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: <input type="text"/>	
Your total score (add the two sections together): <input type="text"/>	
44 – 34 points = growth mindset with some fixed ideas 33 – 21 points = fixed mindset with some growth ideas 20 – 0 = strong fixed mindset 60 - 45 points = strong growth mindset	

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?

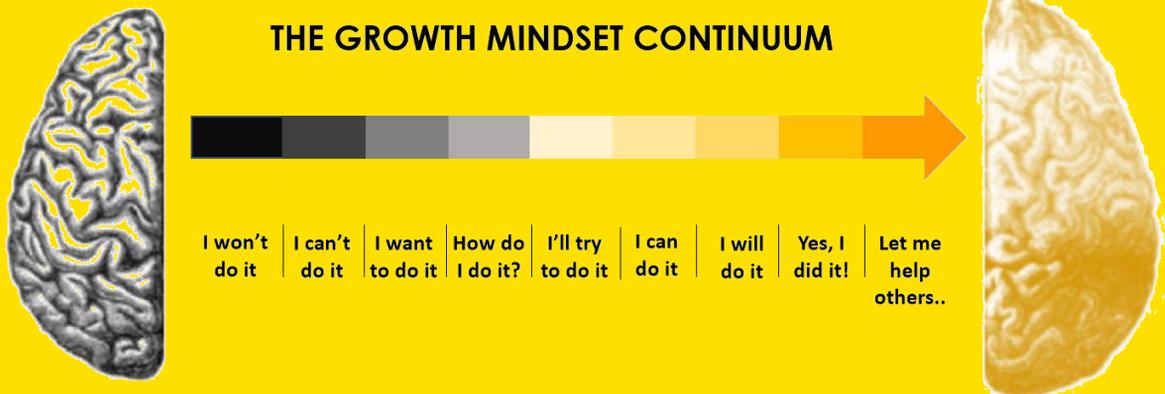


Out of work:

- 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 – as a LEADER.

- Commit to thinking big, delivering profitable topline growth and being accountable for your actions.
- Put in place the time, support and resources to develop the change in mindset needed by your Team.
- Think in perpetual beta i.e. work in progress where there's always room for improvement.
- Encourage and celebrate different approaches and experimentation that result in growth.
- Create an environment for the team to perform rather than just work together.
- Give permission to fail and learn fast so they are not held back by the fear of repercussions.
- Build teams that are constantly moving forward with innovative thinking and agility.
- Encourage the team to be always looking for growth opportunities with their customers and challenge plans that are biased to business retention.
- Share **YOUR** growth mindset score with the team and talk about your approach to how you will develop and strengthen it. Use this to have an open dialogue with the Team and put support plans in place.

**TODAY
I WILL DO
THAT OTHERS
WON'T.**

**TOMORROW
I CAN DO WHAT
OTHERS
CAN'T.**

Invest time in developing your understanding



<https://hbr.org/2014/11/how-companies-can-profit-from-a-growth-mindset>

<https://www.tlnt.com/four-ways-to-create-a-growth-mindset-team/>

The Barcelona Way or The Winning Mindset, both by Damian Hughes.



<https://youtu.be/6TZkAGgu7qE>

Creating a High Performance Culture, Damian Hughes (50 mins).

<https://youtu.be/uTk59zQG52w>

The Barcelona Way Podcast, Damian Hughes (50 mins).