Your presenter
Dr. Rachel Cubas-Wilkinson

- Design learning and development programs for staff, teams, leaders, and company-wide rollouts.

- Specialize in leader development, virtual / remote teams, and high-performing teams

- Education:
  - Doctorate: Transformational Leadership & Change
  - Masters: Organizational Leadership
  - Graduate specialization: Adult Learning Methods, Curriculum, and Instruction
  - Bachelors: Organizational Management

- Certified in the MBTI® Step I & II, CPI 260 ®, Strong Interest Inventory, FIRO-B® and FIRO Business®, Hogan Assessments

- Based in Jupiter, Fl

Agenda

1. The case for growth mindset

2. Does my organization have a growth mindset culture?

3. Is growth mindset the new soft skill?

4. How does the MBTI connect with growth mindset?

The Myers-Briggs Company

The case for growth mindset

Employees in a growth mindset company are...

34%

Likelier to feel a strong sense of **ownership and commitment** to the company

47%

Likelier to say that their **colleagues are trustworthy**

Dweck, 2016, Harvard Business Review

The Myers-Briggs Company

Employees in a growth mindset company are...

65%
Likelier to say that their company **supports risk taking**

49%
Likelier to say that their company **fosters innovation**

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When companies **embrace growth mindset**

✓ Employees **achieve more**

✓ Greater **collaboration and innovation**
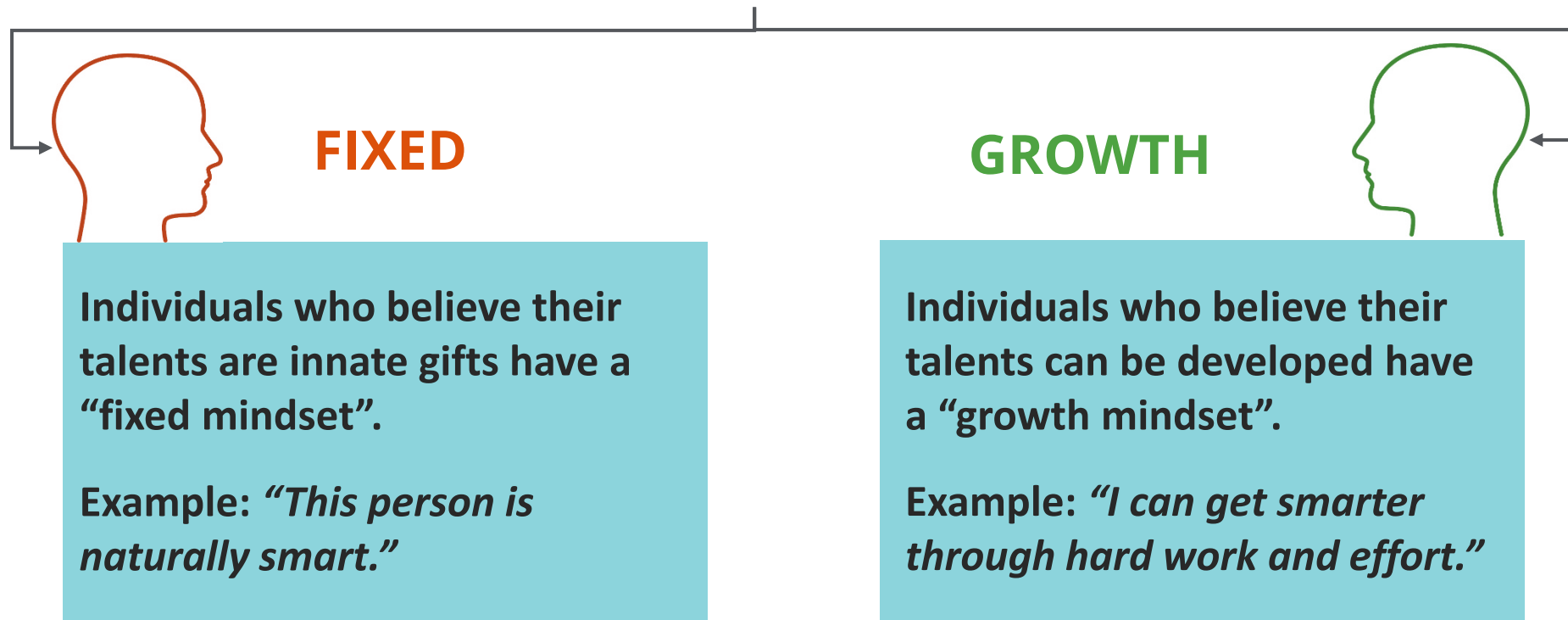
✓ Greater employee **empowerment and commitment**

Dweck, 2016, Harvard Business Review

What is growth mindset?

Mindset = ?

What is growth mindset?

Mindset = a *mental framework that guides how people think, feel and act in achievement contexts.*

FIXED

GROWTH

Individuals who believe their talents are innate gifts have a "fixed mindset".

Example: *"This person is naturally smart."*

Individuals who believe their talents can be developed have a "growth mindset".

Example: *"I can get smarter through hard work and effort."*

Dweck, 2016, Harvard Business Review

View of capability

FIXED

GROWTH

The talent and skills I have

The talent and skills I have + potential to develop through effort and persistence

Leads to desire to look smart / talented

Leads to desire to learn

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Spectrum view of potential and capability

I am good at _____.

I am not good at _____.
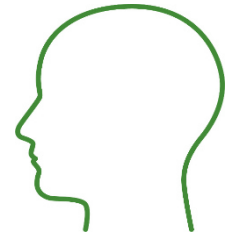
That doesn't come easily to me...

I have improved at _____.

Each time I try, I get better at...

FIXED

GROWTH

The talent and skills I have

The talent and skills I have + potential to develop through effort and persistence

The Myers-Briggs Company

Mindsets are Issue / Area Specific

I am a terrible cook.

I am *not* a public speaker.

I am not good with data.

I have improved at managing a budget.

I get better at networking each time.

Now, I love working with my hands.

FIXED

GROWTH

The talent and skills I have

The talent and skills I have + potential to develop through effort and persistence

The **Myers-Briggs** Company

Does my organization have a growth mindset culture?

Please self-estimate

FIXED

Which overall profile best describes your organization?

GROWTH

- Values talented individuals
- Emphasizes handful of "star" employees
- Tends to hire for roles from mostly outside of the company
- When hiring, looks for applicant credentials and pedigree over potential

- Values Individuals who want to learn and grow
- Emphasizes potential of all employees
- Tends to hire for roles from mostly inside the company
- When hiring, looks for applicant approach to problems, potential, and commitment to learning over credentials and pedigree

The **Myers-Briggs** Company

Please self-estimate

FIXED

Which overall profile best describes your organization?

GROWTH

- Emphasize accomplishment
- Emphasize and reward output
- Risks are contained and pursued only in limited instances
- Rewards focused on achievement of original project goals

- Emphasize learning and creativity
- Emphasize and reward for the process and effort involved
- Encourage smart risks knowing they won't all succeed
- Reward employees for important and useful lessons learned, even in a project does not meet its original goals

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Please self-estimate

Which overall profile best describes your organization?

FIXED

- Reward competition across employees or depts.
- Employees reprimanded for setbacks and mistakes
- Company goals or policies lend to silos, competition, and/or a focus on output and talent
- Lack demonstrative commitment to employee development and advancement

GROWTH

- Employees encouraged to collaborate and seek help from others, collaboration is explicitly rewarded for harnessing diversity
- Employees encouraged to capitalize on setbacks to move forward effectively
- Have concrete policies that reinforce growth mindset values
- Provide broadly available development and advancement opportunities

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Fixed mindset – behavioral results

FIXED

Pull back from facing challenges

Fear of failure

Avoidance of risk

Resistance to make efforts to learn and grow

Increased sense of stress from uncertainty and challenge

Mistakes are detrimental / missed opportunities for success

Failure to learn through challenge or not engaging at all

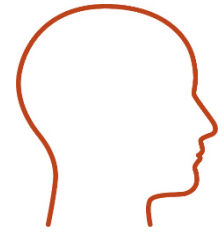Competition with others on basis of talent

Emphasize talent, conceal deficiencies

Success depends on protecting and promoting self

Dweck, 2016, Harvard Business Review

The **Myers-Briggs** Company

When a *fixed mindset* culture is predominant

FIXED

Employees see that only "star" workers are highly valued

Employees are less committed

Employees feel the organization does not have their back

Employees are worried about failure

Employees hold back from and pursue fewer innovative projects

Employees keep secrets, cut corners, and cheat to try to get ahead

Dweck, 2016, Harvard Business Review

Growth mindset – behavioral results

Collaborate

Innovate & take risks

Seek feedback / input from others

Admit errors

Share information

Apply effort and hard work toward goals (vs. Talent alone)

Look for and employ new and useful strategies

Desire to learn

See potential to develop new skills

Dweck, 2016, Harvard Business Review

When a *growth mindset* culture is predominant

GROWTH

Companies see more innovative ideas and products

Managers see far more potential in their employees- for innovation, collaboration, and leadership / management potential

Earlier talent identification and development of new leaders

Greater unleashing of people potential across the company

Greater opportunities for employee growth supporting talent recruitment and retention

Happier employees

More innovative, risk-taking, and collaborative approaches for getting work done

Dweck, 2016, Harvard Business Review

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Why?

Why do employees in predominantly fixed-mindset organizations act in ways we might consider *negative*, such as:

- *competing / not sharing information*
- *pulling away from challenges,*
- *concealing deficiencies,*
- *cheating for self-promotion?*

Research shows that a **fixed mindset** leads to a desire to "look smart" or naturally talented and therefore **cognitive** and **behavioral** tendencies to:

- Avoid what is difficult to us / challenges
- Give up when we face obstacles
- See effort as a negative
- Fear mistakes or failure
- Ignore or become defensive of useful criticism or negative feedback
- Feel threatened by the success of others

Result:
- Plateau (Lack of desire to learn and grow)
- Achieve Less
- Less explored potential

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Is growth mindset the new soft skill?

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The shift to growth mindset

Affect:

- How we view intelligence / capability

- How we view and respond to challenges

- How we view and respond to setbacks and mistakes

- Willingness to learn from these

- Willingness to take risks and invest effort into new challenges

- Fortitude to stick it through

Interventions:

- Changing mindset in an area is possible

- Mindset interventions can support a mindset shift

- Growth-mindset sustaining environments can support interventions

Outcomes:

- A change from **fixed** to **growth** mindset can lead to increased growth mindset behaviors:
  - Facing Challenges
  - Learning from Mistakes and Setbacks
  - Seeking New strategies / Feedback
  - Effort / Persistence / Learning Desire

- A change is mindset from **fixed** to **growth** can lead to increased achievement.

Dweck, 2016, Harvard Business Review

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Big shifts

As a result of the growth mindset research, companies are making shifts...

Job market   ## Talent / leader development

Desired skills

- Demonstrative capacity for being **capable independent learners**
- Passion for learning and growth
- Collaborative problem-solving and learners
- Tackling / overcoming challenges and setbacks
- Greater focus on effort and persistence over talent alone
- Resilience and ability to work within uncertainty

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Toward a growth mindset culture

"Growth-mindset firms value *potential, capacity, and a passion for learning*.

Focusing on pedigree is not as effective as *looking for people who love challenges, who want to grow, and who want to collaborate.*"

Dweck, 2016, Harvard Business Review

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Toward a growth mindset culture

Growth mindset in hiring

GE's Jack Welch hired according to "runway", not pedigree.

He spent thousands of hours grooming and coaching employees, recognizing **people's capacity for growth** versus emphasizing applicant credentials and relying on outside hires as the company's source for talent.

Google appears to be making such a hiring shift; the company has recently begun hiring more people who lack college degrees but have proved that they are **capable independent learners.**

CME Group has shifted their hiring strategy to look for the **growth-mindset quality** in applicants. They use behavioral interviewing techniques and mindset-focused questions.

Example: **"Describe a time you confronted a challenge. How did you work through it to overcome your doubts?"**
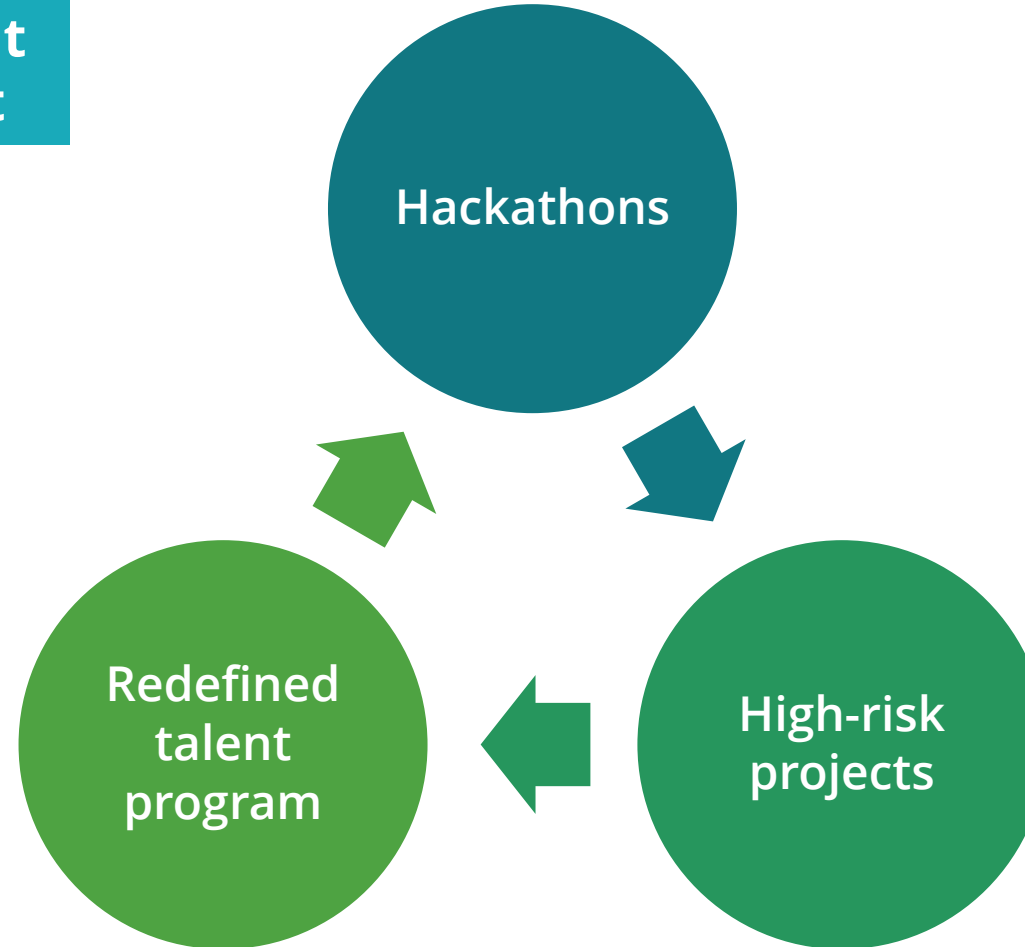
Dweck, 2016, Harvard Business Review

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Toward a Growth Mindset Culture

Growth mindset in talent and leader development

Microsoft is deliberately creating a **growth-mindset culture** and, in that context, rethinking its approach to development.

As a result, previously unidentified — yet skilled — **leaders are rising to levels they might not have in a traditional development model.**

Hackathons

High-risk projects

Redefined talent program

Dweck, 2016, Harvard Business Review

Outcomes

- ✓ Improved performance
- ✓ Expansion in new products / services directions
- ✓ Broader pool for succession planning
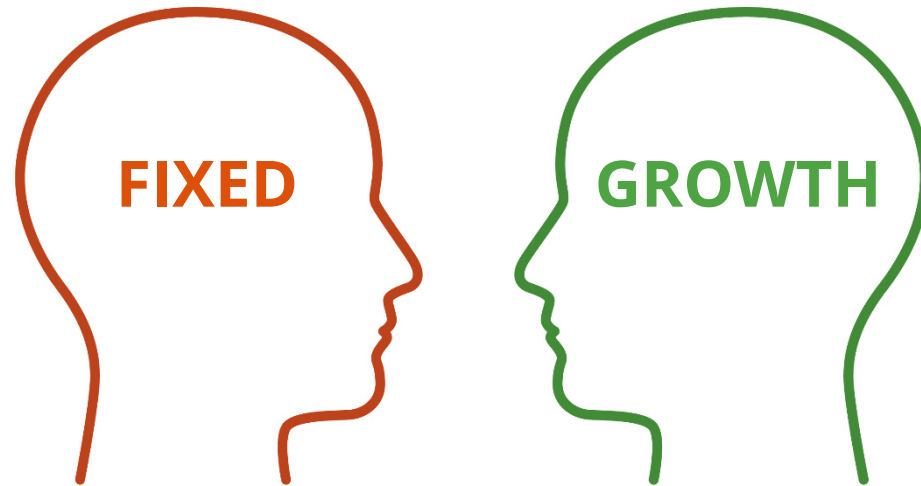- ✓ Earlier identification of new leader talent

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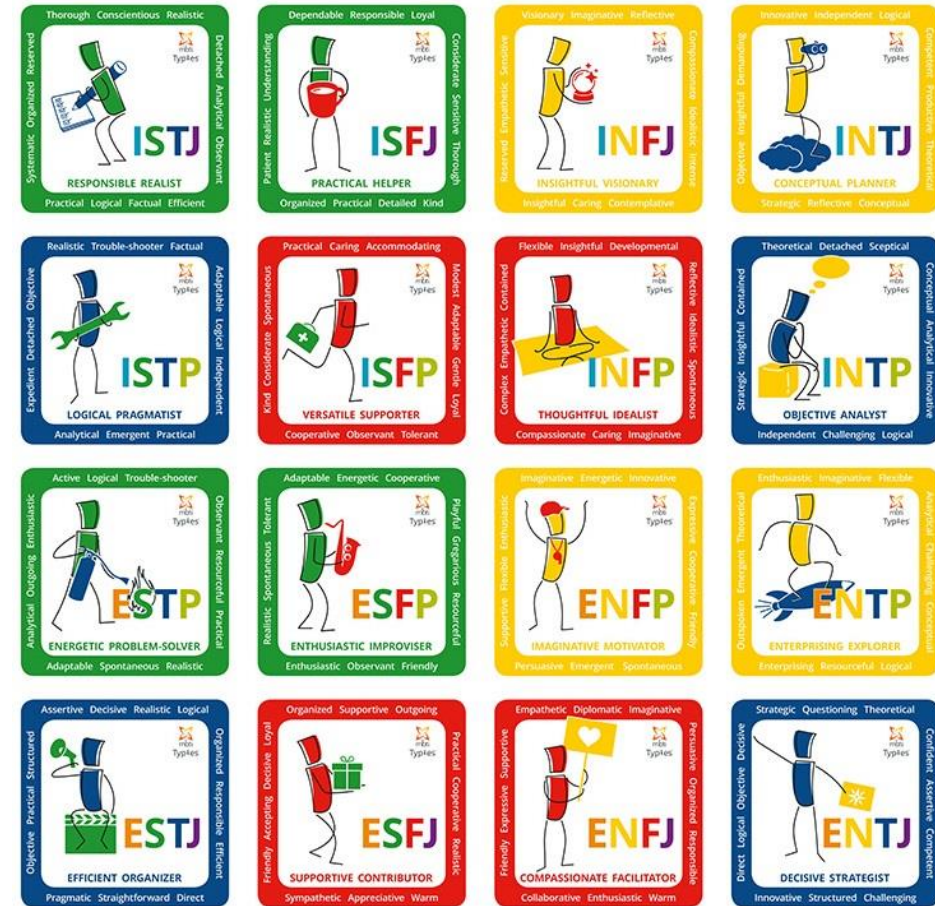# How does the MBTI connect with Growth Mindset?

Mindsets

Personality type

FIXED

GROWTH

Mindsets and Personality

"Mindsets are an important part of your personality, but you can change them.

Just by knowing about the two mindsets, you can start thinking and reacting in new ways."

Dweck, 2016, Harvard Business Review

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Personality self-awareness

The MBTI personality instrument can show us:

- What might come easily to us (our preferences)

- What we might find motivating and satisfying in work and education

- Our responses to change

- Our personal stressors and triggers

- Areas opposite to our preferences

- What might take more effort for us to develop

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Mindsets and personality

- If we have a **fixed mindset**, knowing our personality type can lead us to be boxed in by our personality preferences. "We are good at this___", "We are not good at____."

- When we need skills in an opposite preference, we need a **growth mindset** to support a desire to learn, face difficulty, take smart risks, seek feedback, and grow our skills in challenging areas, such as opposite preferences.

Personality self-awareness

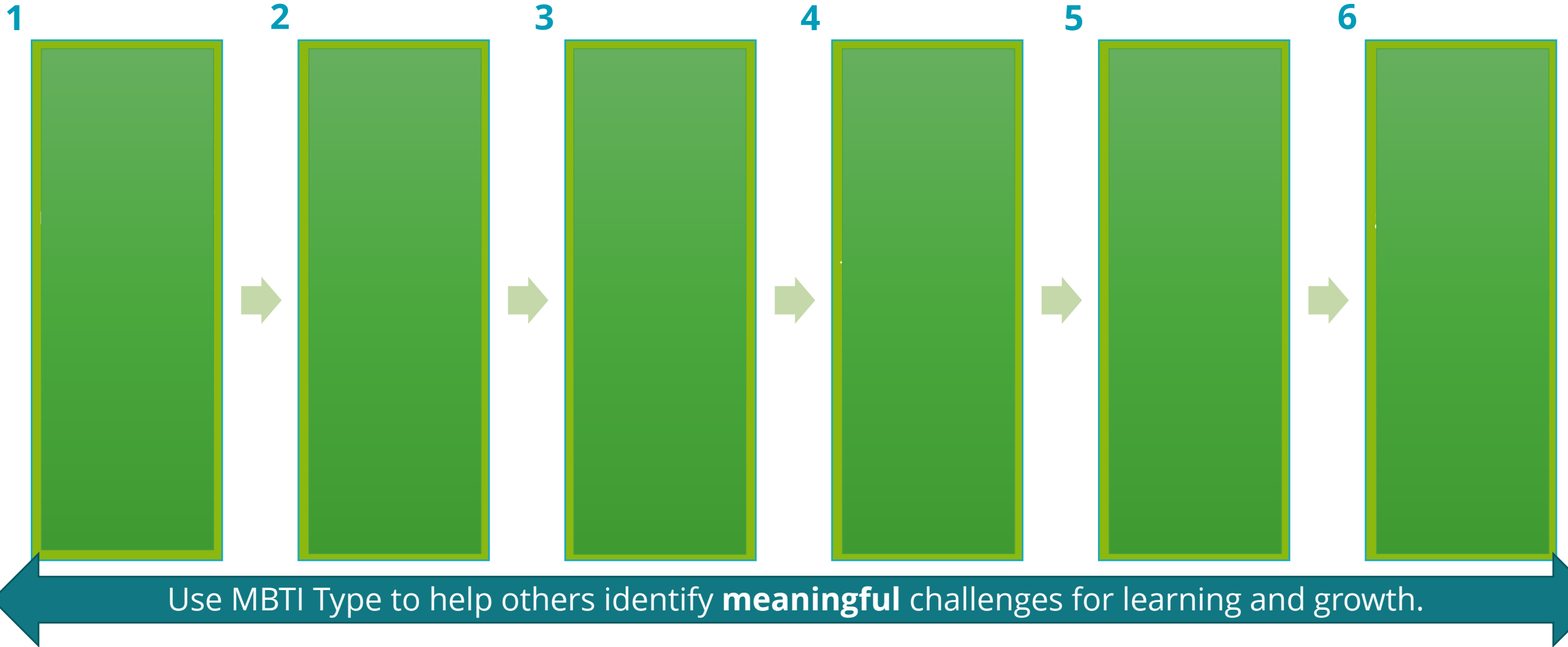**Knowing your MBTI personality is a starting point.**
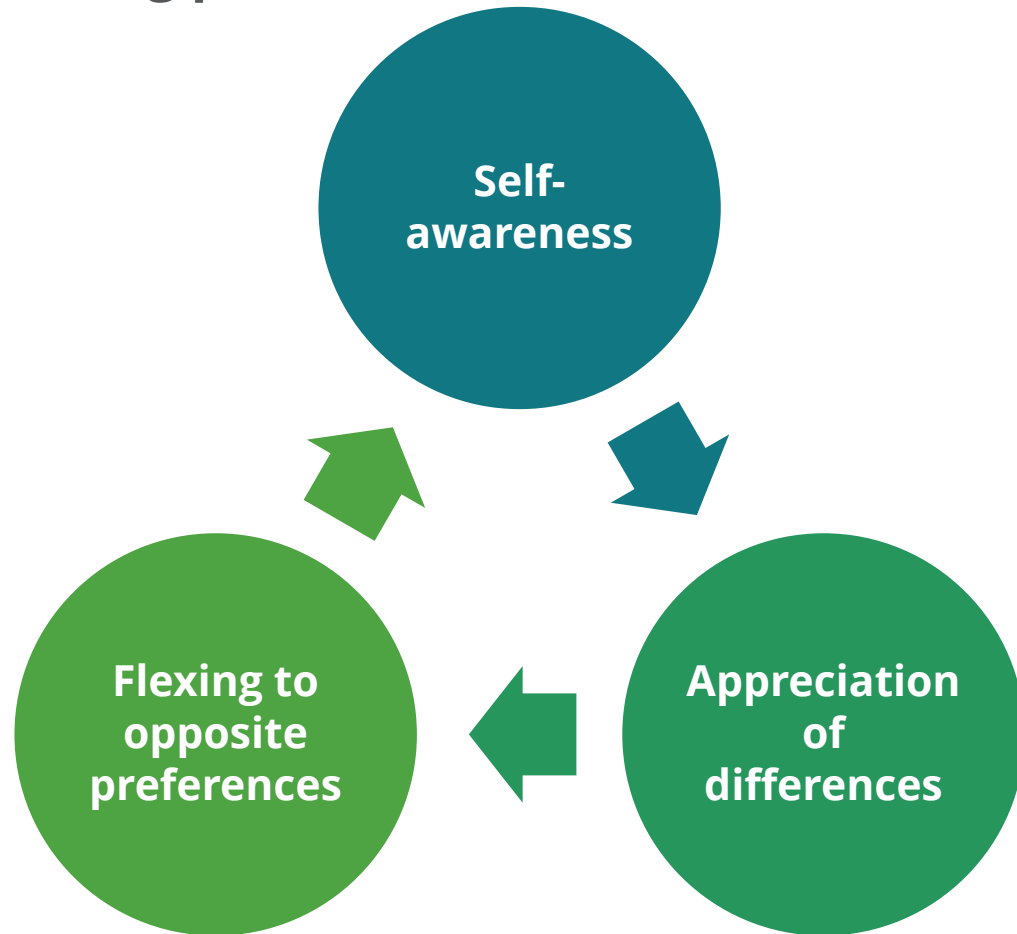
Growth mindset and the MBTI is about <u>applying self-awareness and developing our personality</u> to:

1. Being more aware of when our natural personality preferences help us and when **less explored areas** might be blind spots

2. Becoming comfortable flexing and using approaches that are **opposite** to our natural preferences (and perhaps *challenging*)

3. **Consciously developing** all parts of our personality through life

Growth mindset activity using MBTI preferences

1   2   3   4   5   6

Use MBTI Type to help others identify **meaningful** challenges for learning and growth.

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Toward a growth mindset culture and personality development

Partner with us | Powerful assessments | Instructor-led workshops | Coaching | Learning programs

Growth mindset and MBTI type for **individuals and teams**

- **Self-awareness**
- **Strengths / blind spots**
- **Enhancing communication**
- **Building resilience**
- **Working through change**
- **Team trust**

Growth mindset and MBTI type for **leaders**

- **Strengths / blind spots**
- **Developing leadership strength**
- **Individual Influence**
- **Managing Change**
- **Inclusive Leadership**
- **Bias and Flexing to meet team needs**
- **Giving Feedback**

Growth mindset and **organizational development**

Building a growth mindset culture to enhance:
- **Innovation**
- **Learning**
- **Motivation**
- **Workplace Trust**
- **Harnessing Diversity**
- **Rising leader talent**

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World-leading assessments to power growth

MBTI®	understand **personality** types
FIRO®	improve interpersonal **relations**
TKI®	resolve **conflict**
CPI™	inspire **leadership**
Strong	give **career** advice to adults
VitaNavis®	give **career and education** advice to students

Thank you