



Who in their right mind would let the wrong mindset derail their business?

Could it be that your mindset is derailing your success?

Any doubt about whether you can or can't do something will hold you back.

Doubt puts the brakes on your success without you realising.

Doubt makes it less likely that you'll achieve what you want because it limits the commitment and energy you invest in the action you take.

Know for certain **you can do something** and your self-belief improves. Know for certain, and the energy and commitment you bring to the actions you have planned improve.

The wrong fixed mindset holds you back. The wrong mindset derails your ability to win.

The right **growth mindset** sets you up for success.

In a nutshell

The odds in favour of your success improve when you wholeheartedly believe that your intelligence, character, skill and creativity **can be cultivated**.

This applies to you as it does to everyone in your business.



Talent versus learning

Have you ever heard people say anything like these three things?

"I'm not creative but Sheila was born creative, I could never dream up a story from scratch like she does."

Here's a proven solution for you...

When people are taught to think differently about a growth mindset, they are more motivated to put new skills into practice.

"I don't do new technology, that's for my younger colleagues."

"I wasn't put on this earth to be a [fill in the blank]."

With such a mindset how do you think they would answer this question?

"Is a person's intelligence, character, skill and creativity static or are these things that can be cultivated?"

The three statements suggest a **fixed** mindset - intelligence, character, skill and creativity - is **static**. There's no doubt, but they're suggesting it's a talent thing, not a learned thing.

But can't any skill be learned?

Toyota sets a standard

A business (rather than personal) growth mindset is perfectly reflected by Kaizen, a Japanese process of continuous improvement.

Kaizen learning is at the heart of The Toyota Production System and has proved so successful it has influenced all car and many other production processes throughout the world.

A personal growth mindset is the Kaizen of human development. A growth mindset is at the core of the success achieved by top athletes, musicians, artists and business people.

The DVLA show the way...

The DVLA reported on 30th September 2015 that 45.5 million people held a valid driving licence in the UK – the vast majority of the UK adult population.

These DVLA statistics prove that everyone has a growth mindset at some point. Everyone learns to drive as an adult. Mistakes are made, tests are failed and retaken, but most people learn a new skill from scratch.

Just like you and anyone else with a growth mindset can draw a self-portrait worthy of an art gallery!

Self-portrait perfection...

Based on the five-day classes of Betty Edwards anyone can learn to draw expertly. Check out the 'before and after' picture.

Betty helps you learn the five skills of drawing. And then you too can draw as an expert can.

In just five days an artistic novice transforms his drawing skill. You'll find many more examples like these in the downloadable tools for this edition of Business Bitesize. The evidence is inspiring.



And so Henry Ford was right all along...

The founder of The Ford Motor Company is famous for saying:

"Whether you believe you can do a thing or not, you are right."

It's simply a matter of a learning mindset.

And science is now proving that Mr Ford was right all along. Carol S. Dweck is leading research into the power and value of a growth mindset.

Proof on a large scale

160,000 10th grade students in the country of Chile showed that holding a growth mindset predicted academic achievement at every socioeconomic level.

Yet another study of 100,000 middle school kids showed a similar result in California.



Plus a meta-study of 113 research papers concluded that mindset is a significant factor influencing people's behaviour towards achieving goals.

Dweck's ground-breaking book and website resources point to the positive impact of a growth mindset.

Growth mindset signpost

"Is a person's intelligence, character, skill and creativity static or are these things that can be cultivated?"

The answer to this question, according to Dweck, is a key indicator about whether you have a growth mindset or a fixed mindset.

When does it really matter?

There's a mindset moment of truth when it matters which frame of mind you hold.

"Learning mindsets come into play right at the point at which we begin to struggle or face a challenge."

How we interpret this adversity affects our motivation to remain engaged with the task at hand."

If we don't remain engaged, we lose out on the cognitive benefits of working through a challenge."

It's when it gets tough, difficult or challenging that you want your growth mindset to hold sway and be strong (not your limiting, fixed mindset).

Stack the odds in your favour...

Dweck and her colleagues point to several ways for stacking the odds in our favour. If we can be more 'growth' than 'fixed' in our mindset we'll be more successful.

Step 1 involves accepting that we all have both fixed and growth mindsets showing up...

1. Hear your fixed mindset "voice"

Avoiding or ignoring your fixed mindset means you'll never achieve your maximum potential for yourself or your business. We all have both mindsets at play, we are human after all.

Accept and acknowledge the existence of a fixed mindset. You can then enter into a

dialogue that moves you, your people and your business to a greater use of a growth mindset and the better results that will follow.

Check out the downloadable tools - for example scripts showing you how to handle this 'dialogue' at your point of challenge.

2. Remember you have a choice

How you interpret challenges, setbacks and criticism is a choice.

You can interpret difficulties in a fixed mindset as signs that your fixed talents or abilities are lacking.

Or you can interpret them in a growth mindset as signs that you need to learn more and apply more effort, stretch yourself and expand your abilities.

So as you face challenges, setbacks and criticism, you will hear your fixed mindset voice and...

3. Talk back with a growth mindset voice

As you approach your challenge:

THE FIXED-MINDSET voice says "Are you sure you can do it? Maybe you don't have the talent."

THE GROWTH-MINDSET voice answers, "I'm not sure I can do it now, but I think I can learn to with time and effort."

Then...

4. Take the growth mindset action

Over time, the voice you respond to most becomes pretty much your choice. Whether you:

- Take on the challenge wholeheartedly
- Learn from your setbacks and try again
- Hear the criticism and act on it

Practice hearing both voices, and practice acting on the growth mindset.

The DVLA proves that everyone experiences a growth mindset.

We must acknowledge we have both a fixed and a growth mindset showing up in our daily lives.

But if we want to be successful we must apply the growth or learning mindset when we hit obstacles, challenges, criticism or difficulties.

TIME TO DISAGREE

“What if my people say they have a growth mindset but carry on resisting learning just the same?”

Who would want to own up to having a fixed mindset anyway?

Firstly, your own growth mindset will point you to learning more about how to help and guide your people so that you can take this difficulty, learn from it and improve things. Carol Dweck's book, research and website can help direct you. To help you learn more check out the downloadable tools from the back page.

Secondly, just saying you have a growth mindset does not mean you actually have a growth mindset!

It's what people do (not say) that shows their true mindset. So work together on learning from the mistakes or difficulties rather than leaving them to fend on their own. A fixed mindset is more likely to win when unchallenged by others.

“What if one of my team is trying as hard as they can but still fail to master a new skill?”

Praising effort (rather than talent) helps build a growth mindset but only goes so far. If skill improvement is not happening, then new ways of learning, practicing, role-plays, training and process improvement all need your attention.

Think about it, if you repeatedly failed your driving test what would you do? Change teacher? Change learning strategies? Focus on the specific points of failure. Find out the strategies of recently successful drivers? Drive the test routes more often?

Together you and your people can seek out ways to improve the knowledge, skill, energy and motivation for improving. It's really about being committed to a growth mindset.

“Please tell me more”

The UK Government, who are not alone, are implementing Dweck's ideas into the UK schooling system.

Sports people and business people are also applying Dweck's insights. The research and the insights into a growth mindset are compelling and worth investigating further.

Check out Dweck's best-selling book 'Mindset - changing the way you think to fulfill your potential' for further deeper insight and inspiration.

You'll also find more insights, exercises and resources by checking out the downloadable tools that come with this edition of Business Bitesize.



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to help you make the most of this edition of Business Bitesize – go here: www.businessbitesize.com/pentlands

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4 helping hands for you...

Avoiding or ignoring a fixed mindset means you'll never achieve the maximum potential for yourself or your business.

It really pays to accept we're human and accept we all have both mindsets at play.

Accepting and acknowledging the existence of a fixed mindset means you can enter into a constructive dialogue that moves you on. You, your people and your business move on to a greater use of a growth mindset and the better results that will follow when you:

1. Learn to HEAR YOUR FIXED MINDSET “voice”
2. Recognise that YOU HAVE A CHOICE
3. TALK BACK WITH A GROWTH MINDSET “voice”
4. Take the GROWTH MINDSET ACTION

ULTIMATE ARGUMENT: “How do I know that a growth mindset will deliver better results for my business?”

A process of continuous improvement, called **Kaizen**, is at the heart of The Toyota Production System. Kaizen has influenced all car and many other production processes throughout the world because it has proved to be so successful for the companies who adopt a continuous improvement, Kaizen way.

A growth mindset is the Kaizen of human development and is at the core of the success achieved by top athletes, musicians, artists and business people.

Why would you not adopt a Kaizen approach to your skill improvement and respond positively to mistakes, challenges and difficulties?

STOP thinking you're immune to a fixed mindset view and ignoring your fixed mindset voice

START hearing your fixed mindset responses to challenges and respond with a growth mindset answer instead



Your next steps:

Your business success depends on your ability to constantly improve what you do and how you do it.

The Japanese call this Kaizen – constant improvement.

Applying Kaizen to your mindset means accepting that, despite any difficulty you face, you can work out a solution, learn a new skill, build new insight and master a better way.

Start by actively engaging in challenging your own fixed mindset and that of others around you

Sharing insights about a learning mindset and the elastic nature of our brains helps stimulate conversation about a learning mindset.

Praising applied effort not talent promotes a healthy growth mindset too.

More tools and information for you:

To download more insights and supporting resources use the URL link below.

A growth mindset sets you up for continuous improvement and long-term success...

Carol S. Dweck and her colleagues point to several ways for stacking the odds of success in our favour. If we can be more 'growth' than 'fixed' in our mindset we'll be more successful.

If 45.5 million people can learn to drive and anyone can learn to draw it follows that with a growth mindset you and your team can turn your hand to solving any and every challenge.

To start, do not avoid or ignore your fixed mindset. Being human means that having both mindsets at play is natural and necessary for you to build a stronger growth mindset:

1. Learn to HEAR YOUR FIXED MINDSET "voice"

Accepting and acknowledging the existence of a fixed mindset means you can enter into a dialogue that moves you, your people and your business to a greater use of a growth mindset and the better results that will follow.

2. Recognise that YOU HAVE A CHOICE

How you interpret challenges, setbacks and criticism is your choice.

You can interpret difficulties in a fixed mindset as signs that your fixed talents or abilities are lacking. Or you can interpret them in a growth mindset as signs that you need to learn more and apply more effort, stretch yourself and expand your abilities.

Adopt a growth or learning mindset and...

3. TALK BACK WITH A GROWTH MINDSET "voice"

Every limiting fixed-mindset self-talk can be countered or balanced with a growth mindset alternative. Building your vocabulary of growth mindset views, perspectives and insights helps you maintain a healthy learning approach to any and every challenge you face.

4. Take the GROWTH MINDSET ACTION

Over time, the voice you respond to most (growth or fixed) becomes pretty much your choice. Applying a Kaizen approach to your mindset means you'll act more from a growth or learning mindset and take the action for growth

- Take on the challenge wholeheartedly
- Learn from your setbacks and try again
- Hear the criticism and act on it

Learn more about Carol S. Dweck's research from her book and from the downloadable tools here

YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a selection of practical support tools to help you get a deeper understanding and develop greater skills for a growth mindset.

Find the support tools to help you here - www.businessbitesize.com/pentlands

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