business bitesize
business breakthroughs in minutes

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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.

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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."

"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?

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.

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.

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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.

Get Your Bitesize Support Tools Now

Use the Business Bitesize Support Tools And Resources
to help you make the most of this edition of Business Bitesize – go here: www.businessbitesize.com/anthony_russel to download these

Your feedback is important to us. We'd love to know what you think of this edition of Business Bitesize and how you use it or plan to use it. Also we'd welcome your suggestions for future editions of Business Bitesize. To give us your thoughts please use the simple feedback form here: www.businessbitesize.com/anthony_russel

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 Kaizan 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/anthony_russel

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Growth Mindset
Support tools and resources

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

When facing a challenge at work start by asking yourself:

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

CONTENTS:

1. **The one 'Growth Mindset' question you must ask to determine whether you're in a fixed mindset or growth mindset**
2. **Your 'Growth Mindset' checklist to help you recognise the fixed mindset dialogue**
3. **A 2-minute video from Michael Jordan and a video of Carol S.Dweck show the way to a growth mindset**
4. **Mindset moment of truth makes all the difference**
5. **Drawing shows how we all can grow and learn and improve**
6. **The books and resources to help you uncover more insights on a growth mindset…**

STOP thinking you're immune to a fixed mindset view

START hearing the fixed mindset responses and respond with a growth mindset answer

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1. The one 'Growth Mindset' question you must ask yourself to make sure you're in the right frame of mind for success is…

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

Where is the value in this question?

The value in this question prompts you to consider whether you're ready to tackle the difficulty you face in a wholehearted, committed and energetic way. The same question can be used to challenge any of your colleagues about their mindset too. This 'challenge' can then be used to set up a conversation about

- Taking on the challenge wholeheartedly
- Learning from your setbacks and trying again
- Hearing the criticism and acting on it

Rather than take a person's mindset for granted it pays to challenge their frame of mind using this question connected with the business challenge of the moment.

Get mindset right first then work out your responses to the difficulties you face.

Certainty is a positive thing when it's certainty that we can all learn new and better ways to do things – like we learned to drive.

However certainty can be negative when it's certainty that your intelligence, character, skill and creativity are fixed and can't be improved. This mindset freeze-frames your thinking, locks-in old behaviour and limits your business potential.

Using these tools, the websites and the research it sign posts can help you stimulate conversations with your team (and yourself) to help stimulate a success, growth, learning mindset.

Check out the rest of the tools here to help you build your growth mindset skills .

IMPORTANT: This question is about getting you to be in the right frame of mind for wholehearted, energetic and constructive action.

Study the 'growth mindset' checklist below to see how you engage with fixed mindset responses and help turn them into a growth mindset state.

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2. Your *'Growth Mindset'* checklist to give you certainty that you are using a growth mindset when tackling your next business challenge……

1. Learn to HEAR YOUR FIXED MINDSET "voice"

☐ **As you approach a challenge:**

As you approach a challenge, that voice might say to you:

"Are you sure you can do it? Maybe you don't have the talent."

"What if you fail—you'll be a failure"

"People will laugh at you for thinking you had talent."

"If you don't try, you can protect yourself and keep your dignity."

☐ **As you hit a setback:**

As you hit a setback, the voice might say:

"This would have been easy if you really had talent."

"You see, I told you it was a risk. Now you've gone and shown the world how limited you are."

"It's not too late to back out, make excuses, and try to regain your dignity."

☐ **As you face criticism:**

As you face criticism you might hear yourself say:

"It's not my fault. It was something or someone else's fault."

You might feel yourself getting angry at the person who is giving you feedback: "Who do they think they are? I'll put them in their place."

The other person might be giving you specific, constructive feedback, but you might be hearing them say:

"I'm really disappointed in you. I thought you were capable but now I see you're not."

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2. Recognize that YOU HAVE A CHOICE

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

You can interpret them 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 ramp up your strategies and effort, stretch yourself, and expand your abilities. It's up to you.

So as you face challenges, setbacks and criticism, listen to the fixed mindset voice and...

3. TALK BACK WITH A GROWTH MINDSET voice

☐ **As you approach a challenge:**

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

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

FIXED MINDSET: "What if you fail—you'll be a failure"

GROWTH MINDSET: "Most successful people had failures along the way."

FIXED MINDSET: "If you don't try, you can protect yourself and keep your dignity."

GROWTH MINDSET: "If I don't try, I automatically fail. Where's the dignity in that?"

☐ **As you hit a setback:**

FIXED MINDSET: "This would have been easy if you really had talent."

GROWTH MINDSET: "That is so wrong. Basketball wasn't easy for Michael Jordan and science wasn't easy for Thomas Edison. They had a passion and put in tons of effort."

☐ **As you face criticism:**

FIXED MINDSET: "It's not my fault. It was something or someone else's fault."

GROWTH MINDSET: "If I don't take responsibility, I can't fix it. Let me listen—however painful it is – and learn whatever I can."

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4. Take the growth mindset action

Over time, which voice you heed (fixed or growth) becomes pretty much your choice. It pays to be conscious of the choices you make when facing a business challenge. You'll then at least do what you can to then take action based on the growth mindset, you'll then:

- take on the challenge wholeheartedly
- learn from your setbacks and try again
- hear the criticism and act on it, it's now in your hands

Practice hearing both voices, and practice acting on the growth mindset. See how you can make it work for you.

For more information and the source material for this checklist use this URL link - https://mindsetonline.com/changeyourmindset/firststeps/index.html

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3. **Watch this video and hear Michael Jordan describe his growth mindset attitude show up in the hard work and training essential to his success – not talent…**

Kaizen – continuous improvement – is a way of life for top sportsmen and sportswomen. Learning from errors, as missed game-winning shots are expected if you're to be a top class athlete. It's this Kaizen approach that supports their progress and their success.

How many coaches and athletes do you hear say it's mostly in the mind rather than the skill and talent that gets them the success.

Here's Carol S.Dweck describing her mindset insights in her own words to help you gain a deeper understanding of the learning, growth, Kaizen mindset:

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4. Mindset moment of truth makes all the difference…

As human beings our brains are pre-programmed, pre-conditioned to build habits. Without this ability to build habits we would be much less effective at getting so much done every day.

Habit forming is helpful when the habits support the goals we have for ourselves and our business. The habit forming is hindering if the habits undermine our ability to improve what and how we do what we do.

So what's habit forming got to do with managing our mindset?

When you hit a mindset moment of truth – a difficult issue or challenge or criticism – chances are you'll respond habitually. Your response will be words you say out loud or, more likely, words you say to yourself in your head (not out loud).

If you've habitualised a fixed mindset you might try something new, fail and then respond with something like 'I didn't think I could do it anyway!' or 'I've never been good at this kind of thing' or 'I should never have bothered' or some other predictable fixed mindset phrase.

But the mindset moment of truth is at times of challenge.

So you want to use every moment of challenge or difficulty as a trigger or cue or prompt to challenge any fixed mindset response you currently have. Use every difficulty as a trigger to prompt a choice to apply a growth mindset and you start to habitualise a new automatic healthy growth mindset response.

Dealing with this consciously isn't easy because one of the strongest habits to dominate human lives are language habits – things we say automatically in normal daily routines (habits!). When somebody asks you, 'how are you today?' what's your habitualised response? 'Fine thank you' or is it something less common like 'Brilliant thanks for asking'? Whatever you say it will almost certainly be the same thing every time (or similar).

They key is being aware of the moment of difficulty or challenge.

Then applying the response checklist above so that you choose a growth mindset response.

The neuroscience behind hard wiring habits…

What happens when we repeatedly take the same actions (including what we say and think) is 'hard-wire' our brain fibres. What happens is for every repeated action our brain adds a myelin wrap to the brain fibres used for the action. And every myelin wrap speeds up the signal of the used brain fibres. In fact the signal speed in a brain fibre jumps from 2 miles per second to 200 miles per second with 50 myelin wraps applied and makes such actions 'second nature', 'automatic', 'natural'.

So use every challenge or difficulty as your prompt or cue or trigger to choose a growth mindset. When you do you'll be build good mindset habits and building towards automatic success.

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5. Learning to drive proves we can all learn a new skill. Learning to be an expert artist in 5 days also proves the learning power of the brain and that a growth mindset exists in us all…

Betty Lawrence teaches 5 core drawing skills in just 5 days and turns what look like kindergarten level drawers into gallery-worthy portrait artists.

You can probably see yourself creating similar images to the 'before' pictures you see here:

Drawing a perceived object (so-called "realistic" drawing), Edwards proposes, is a visual perceptual skill made up of five component skills. These are *the basic skills* that student's learn from Betty's workshops (and her book). The 5 core skills are:

1) Seeing and drawing *edges* (sometimes called "contour drawing")
2) Seeing and drawing *space*s (called "negative spaces")
3) Seeing and drawing *relationships* (called "perspective and proportion")
4) Seeing and drawing *lights and shadows* (called "shading")
5) Seeing and drawing the whole (called the *gestalt,* the "thing itself," the essential nature of the observed subject, which emerges spontaneously from the first four component skills)

For more on drawing skill development go here - https://anne-farrell-8c18.squarespace.com/band-horizon/

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6. Carol S.Dweck is influencing teachers, parents and even governments on the power of a growth mindset…

Please check out Dweck's excellent mindset community website for more inspiration about growth mindset and read her landmark book too - http://mindsetscholarsnetwork.org/

Another useful website with a wealth of resources and insights on mindset you can find here - https://mindsetonline.com/whatisit/about/index.html

You can get the book from Amazon here - https://www.amazon.co.uk/Mindset-Updated-Changing-Fulfil-Potential-ebook/dp/B005RZB65Q/ref=sr_1_2?ie=UTF8&qid=1514977830&sr=8-2&keywords=%27mindset%27+by+carol+dweck

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