NLI’S VISION
Transform Leadership Through Neuroscience

TODAY’S AGENDA
• Defining Organizational Growth Mindset
• Why Growth Mindset now?
• What’s Next?

MYTHS ABOUT GROWTH MINDSET
• Myth #1: Striving for business growth
• Myth #2: Businesses can have a growth mindset
• Myth #3: Growth is unbounded
• Myth #4: Growth mindset is binary
• Myth #5: Having a positive, can-do attitude - no matter what

EXPLAINING FIXED AND GROWTH MINDSET
Do you believe that attributes are fixed traits that can’t be changed, or that they are malleable qualities that can be grown?

<table>
<thead>
<tr>
<th>FIXED MINDSET = “be good”</th>
<th>GROWTH MINDSET = “get better”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proving</td>
<td>Improving</td>
</tr>
<tr>
<td>Demonstrating skills</td>
<td>Developing skills</td>
</tr>
<tr>
<td>Performing better than others</td>
<td>Performing better than you did before</td>
</tr>
</tbody>
</table>
THE SCIENCE OF GROWTH MINDSET

**Fixed Mindset = Threat**

What if I’m not good?
I could make mistakes

Maybe I don’t have the skills
Others may do better than me

**Growth Mindset = Challenge**

I can get better!
I can always improve
A great chance to develop skills
A year ago, I wouldn’t have done this well

Source: NeuroLeadership Institute, 2018

DEFINING ORGANIZATIONAL GROWTH MINDSET

Growth mindset is both the belief that skills and abilities can be improved, and that developing your skills and abilities is the **purpose** of the work you do.

An organizational growth mindset represents a culture in which all employees are seen as possessing potential, are encouraged to develop, and are acknowledged and rewarded for improvement.

Source: NeuroLeadership Institute, 2018

WHY GROWTH MINDSET NOW?

Microsoft’s “Cultural Refresh” inspired by the science behind growth mindset (Forbes, April 2018)

- “A growth mindset is key to digital transformation.”
  MIT Sloan Management Review, June 2018

- “In an age where things are changing and evolving so quickly it is critical to have a growth mindset. Without constant growth you are doomed to get left behind.”
  Josh Bersin, Independent Analyst and Founder of Bersin by Deloitte

Source: Industry Research, NeuroLeadership Institute, 2018
BUSINESS DRIVERS FOR GROWTH MINDSET
RESEARCH FINDINGS

Business drivers of growth mindset adoption*

- Digital transformation
- Business improvement
- Maturing company
- Reinvention
- Performance management transformation
- Quality enhancement

*percentage of organizations that adopt growth mindset to fulfill the listed objectives. N=16

CASE IN POINT: DIGITAL TRANSFORMATION AT A GLOBAL BEVERAGE COMPANY

- CEO driven strategic objective: becoming a “growth company”
- Wanted to be more agile, faster acting, quickly learning, and more adaptable
- Growth Mindset Initiative:
  - Building a growth mindset culture in which employees at all levels would demonstrate the necessary attitudes and behaviors to achieve this goal
  - The culture transformation effort began with the definition of “growth behaviors” (curious, empowered, iterative and inclusive)
  - Implemented with the strong support of business leaders and dedicated change agents
  - Embedded growth mindset language and practices into talent systems from hiring to performance management, and leadership development.

GROWTH MINDSET IN TALENT PROCESSES

Growth Mindset Adoption by Talent Process*

- Learning
- Leadership Development
- Performance Management
- Hiring
- Talent Reviews
- Career Development
- HiP’s Selection
- Onboarding & Development

*percentage of organizations in our sample embedding growth mindset into talent processes. N=16

WHAT’S NEXT? – WEBINAR OCTOBER 25TH

- Personalize growth mindset meaning
- Describe business reason
- Set growth mindset as priority
- Create tools for habit formation
- Embed growth mindset into talent systems
- Track progress about growth mindset implementation
- Overcome stumbling blocks

Source: Industry Research, NeuroLeadership Institute, 2018
Thank you