

# A Growth Mindset Sparks Resilience and Perseverance

How can organizations develop a culture where employees can thrive despite obstacles?

## EMPLOYEES IN A GROWTH MINDSET COMPANY ARE:

47%

Likelier to say that their colleagues are trustworthy

34%

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

65%

Likelier to say the company supports risk taking

49%

Likelier to say the company fosters innovation

How Companies Can Profit from a Growth Mindset: Research by Carol Dweck, HBR 2014

Employees thrive in companies that foster a growth mindset culture—an environment that prepares them to achieve break-through success despite their obstacles. Carol Dweck, a leading expert on mindset psychological traits, found that “those who embrace growth mindsets—the belief that they can learn more or become smarter if they work hard and persevere—may learn more, learn it more quickly, and view challenges and failures as opportunities to improve their learning and skills.”

Managers encourage and promote a growth mindset when they believe the solutions to the challenges their employees face can be found within the employees themselves—and then coach accordingly. Too many managers have a fixed mindset on what an employee’s growth potential might be, and this then becomes a self-fulfilling prophecy for both the manager’s performance as well as the employee’s.

The danger of a fixed mindset perspective is that when managers assume that their employees’ ability to learn and adapt are finite, limiting their horizons for personal and professional growth, it can cause good company cultures to deteriorate, strategy to derail, and results to suffer.

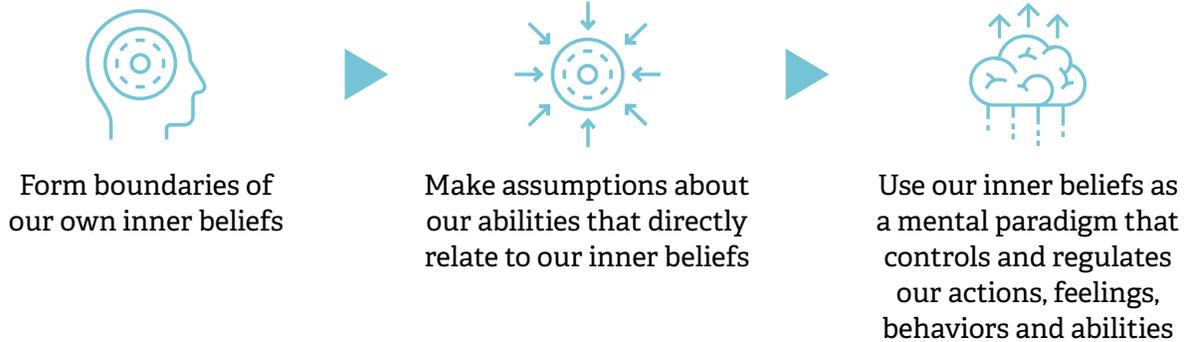
**“The passion for stretching yourself and sticking to it, even (or especially) when it’s not going well, is the hallmark of the growth mindset. This is the mindset that allows people to thrive during some of the most challenging times in their lives.”**

– Carol Dweck, HBR 2014

**THE CORE OF A GROWTH-MINDSET COACHING CULTURE: EXPANDING BELIEF BOUNDARIES**

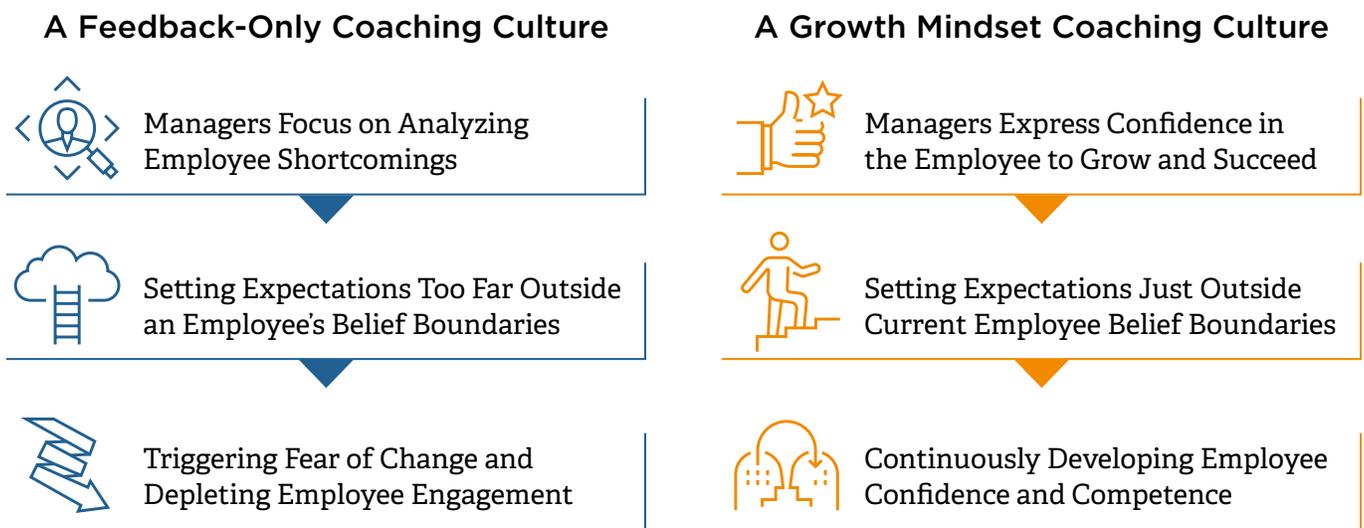
Great coaches understand how “belief boundaries” impact what employees perceive as possible, and how these boundaries either help or hinder progress towards achieving greater personal and professional growth.

**What are belief boundaries? Over time certain beliefs have been formed, impacting the view of what we believe can be achieved, and as a result we:**



A coaching culture that supports a growth mindset hinges on expanding an employee’s belief boundaries, starting with understanding how beliefs and values are impacting their emotions, which in turn are driving their behaviors and actions.

When coaching efforts shift from providing feedback towards building self-discovery, belief boundaries incrementally stretch, creating an emotional openness to learning new skills and behaviors.



By focusing coaching conversations on an employee’s belief boundaries, the coach has the opportunity to reset feelings about future success and instill a greater desire for learning. This also helps widen perceptions about the employee’s abilities and performance potential. Over time employees accelerate their growth as they expand belief boundaries, becoming increasingly resourceful in finding innovative solutions to the problems they face.

### CHARTING OUT ENTERPRISE-WIDE SUSTAINABLE GROWTH

When a manager sees more in their employees than they themselves see and is able to express a genuine confidence in their ability to succeed, employees will rise to meet higher expectations. Expanding belief boundaries at all levels improves problem solving and increases creativity and innovation enterprise-wide. As new levels of success occur, employees form new behaviors and keep improving their performance.

“The only way we grow as leaders is by stretching the limits of who we are—doing new things that make us uncomfortable but that teach us through direct experience who we want to become. Such growth doesn’t require a radical personality makeover. Small changes—in the way we carry ourselves, the way we communicate, the way we interact—often make a world of difference in how effectively we lead.”

*-Herminia Ibarra*

Professor of Organizational Behavior, London, United Kingdom

#### Senior Leadership Steps for Success

- Create new expectations and clear accountabilities for coaching, with all levels of managers responsible for improving their team’s behaviors, attitudes and skills—critical to delivering greater value, profitability and growth.
- Communicate and model core organizational leadership values and behaviors, emphasizing that coaching is an authentic, honest desire to develop managers and their teams to their full potential. Without this, other management levels will not follow.



#### Middle Management Steps for Success

- Encourage coaching as a tool to achieve business results.
- Reinforce that coaching is also about building a shared purpose, connecting coaching conversations with organizational values, direction and strategy.
- Coach the coaches, using the power of questions coupled with listening to gain an accurate picture of how frontline managers are effectively leading and coaching.



#### Frontline Management Steps for Success

- Understand the drivers of human behavior—emotions, beliefs and values—using these insights to break through perceived blocks inhibiting employee success.
- Use the power of questions to build employee self-discovery.
- Know when to be non-directive (listening, questioning, clarifying, to promote creative thinking and idea generation) and when to be more directive (giving advice and training).
- Respond to resistance by uncovering the true root cause of employee disengagement, and treat failure as learning.



## **BUILDING THE SKILL AND WILL OF TEAMS**

Integrity Coaching® develops managers as leaders, able to balance goal directedness with people development. Managers learn how to create an environment where employees are challenged and motivated to perform at higher levels by expanding beliefs that impact attitudes, skills and behaviors, and improving team effectiveness by helping them set and achieve goals.

Integrity's principles have a profound and sustainable impact on both organizational health and business results – with managers and employees solving real work challenges together. Our programs offer a flexible and sustainable framework for shifting mindsets and sustaining new levels of performance.

## **ABOUT INTEGRITY SOLUTIONS**

Integrity Solutions, the performance experts, equips sales teams to rise up and lead by building trusted customer relationships with integrity at their core. As the partner of choice for values-driven organizations, the firm specializes in innovative sales, service and coaching training solutions that fuel performance, grow talent, lift up customers and elevate leaders. Our experience spans over 50 years, 130 countries and industries including healthcare, financial services, manufacturing, energy and utilities, agriculture and more. Integrity was most recently recognized with multiple Stevie Awards for sales training excellence in 2020 and 2019 and as a 2019 Top 20 Sales Training Company by Selling Power and Training Industry.

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