

Win With What You've Got

*Inspiring Ongoing Improvements
in Team Performance*

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Passionate about the topic of developing leaders.

Why does leadership need reframing?

We are dealing with a world where:

- **change is ever greater,**
- **the future is less predictable,**
- **the options increase exponentially,** and the way we think about these options has undoubtedly changed.

Leadership Challenges in the V.U.C.A World,
Oxford Leadership, 2016

Volatility: A brutal increase in four dimensions of the changes that we face today: the type, speed, volume, and scale.

Uncertainty: As a result of the Volatility, we are unable to predict future events.

Complexity: Widespread confusion, with no clear connection between cause and effect, affects all organisations nowadays.

Ambiguity: There is a lack of precision, and the existence of multiple meanings within the conditions surrounding us.

Reframed Leadership: Defined

Traditional Leaders:

- understand objectives
- gather the best team
- give instructions

Reframed Leaders:

- create a safe environment
- create clarity
- inspire (ongoing) improvements

Inspiring
Ongoing
Improvements

What does it *really mean*
to lead when you are not
the expert?

MAGIC EYE

A New Way of Looking at the World



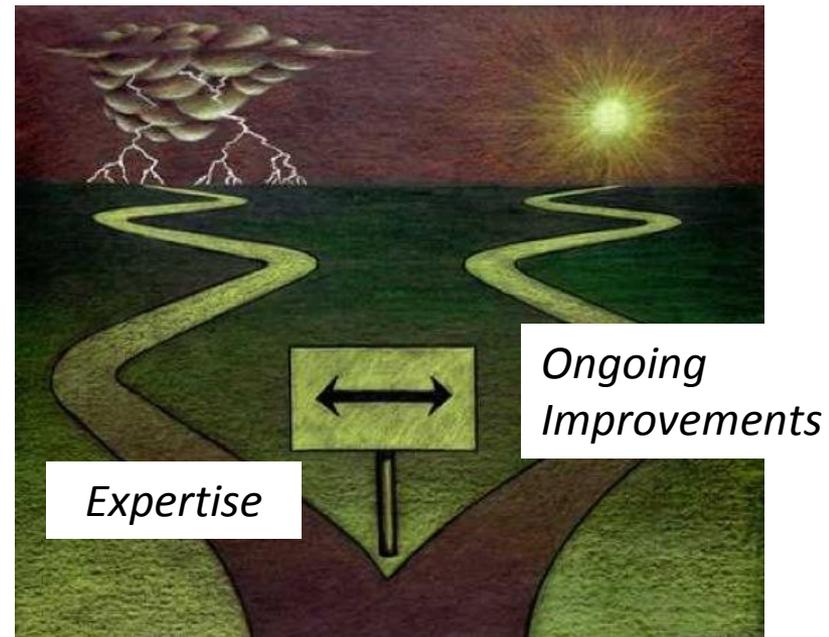
3D Illusions by N.E. Thing Enterprises

Dangers of Being the “Expert”

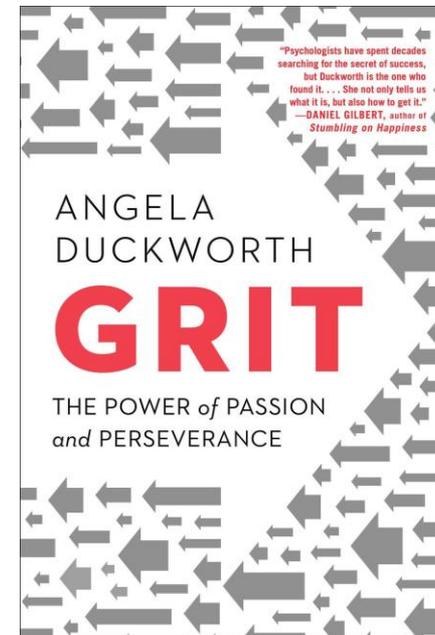
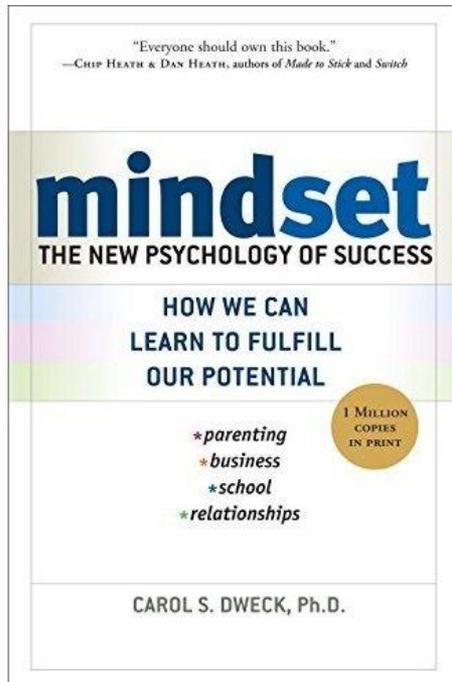
You can't actually be the expert in everything.

Experts tend to:

- be less open minded to new ideas
- suspicious of the contributions of others
- bound by process (dogmatic)

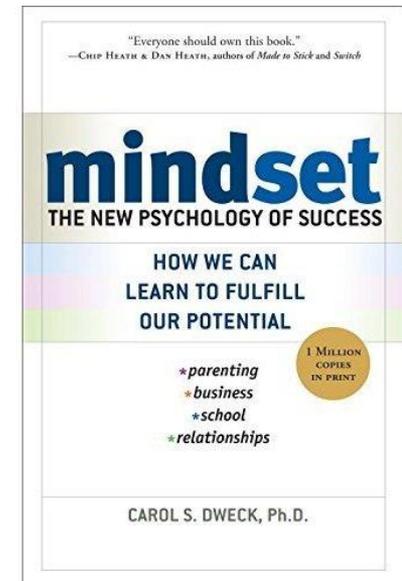


Inspiring Ongoing Improvements



How Familiar are you with Growth Mindset?

- A. I've never heard of Growth Mindset
- B. I've heard of Growth Mindset, but it isn't part of my daily life
- C. I regularly apply Growth Mindset concepts to my daily life



Growth Mindset – What Is It?



Growth Mindset associated with great leadership

50 managers who achieved “breakout” results embodied Growth Mindset.

(Liedtka et al., 2008)

In Growth Mindset Companies

65% more agreement with: “This company genuinely supports risk-taking and will support me if I fail.”

49% more agreement with: “People are encouraged to be innovative in this company- creativity is welcomed.”

(Murphy, Chatman, Kray & Dweck, 2014)

How does Growth Mindset Inspire Ongoing Improvements?

Growth mindset encourages a focus on effort and process. “I can increase my IQ, but I can improve upon my process for accomplishing results”.

Growth Mindset gives people an **understanding of how to get better.**

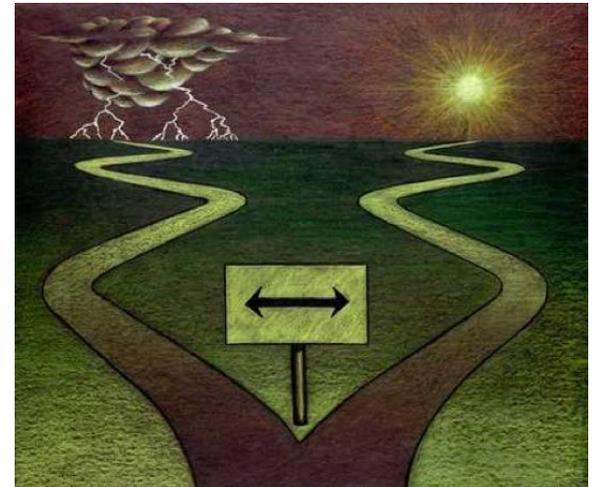
Growth Mindset **avoids damaging labels** that might limit the contributions of a team member.

Growth Mindset – Key Aspects

Growth Mindset isn't binary. People aren't "growth" or "fixed".

Growth Mindset is relative to the task at hand. You can be Growth Mindset at somethings and not others.

Growth Mindset is a conscious, daily choice.



Growth Mindset: Leadership Challenge

Embrace a Challenge: encourage others to purposefully engage in an activity they cannot do perfectly.

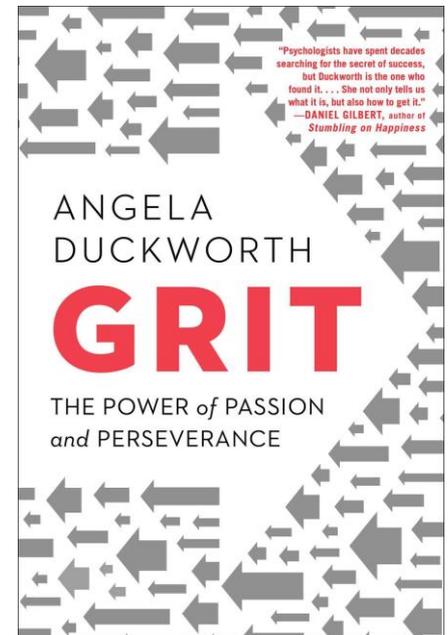
Celebrate Effort: highlight the process that led to the results, rather than the results themselves.

Find Lessons from the Success of Others: encourage team members to celebrate the success of their peers.

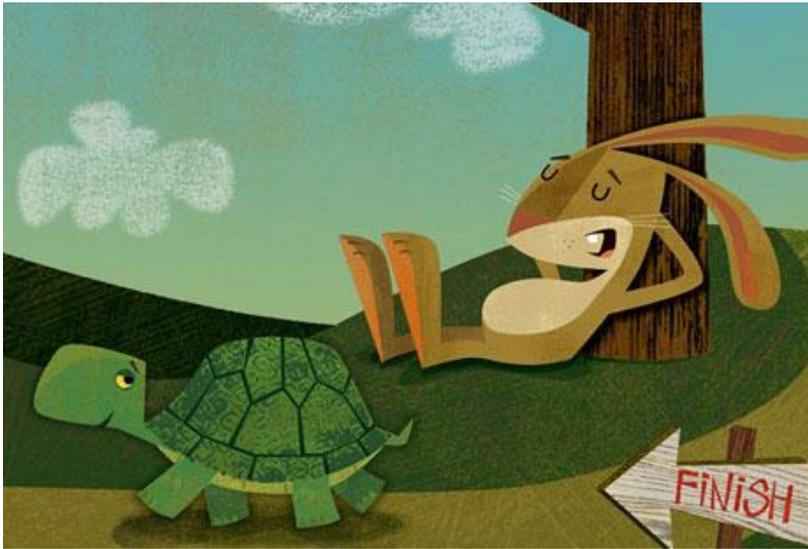
Bonus! Teach others about Growth Mindset.

How Familiar are you with Grit ?

- A. I've never heard of Grit/I don't think about resiliency on a regular basis
- B. I've heard of Grit/resiliency, but it isn't part of my daily life
- C. I regularly apply Grit/resiliency concepts to my daily life



Grit – What Is It?



Understanding that stamina and effort are necessary to accomplish meaningful results.

How does Grit Inspire Ongoing Improvements?

We are all tortoises. Very high talent and very high resilience individuals **are extremely rare.**

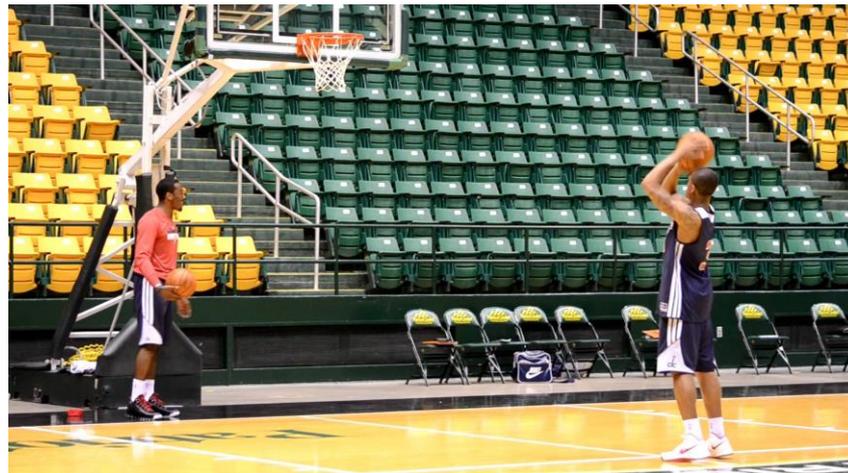
We all face challenges. Accepting this fact encourages the follow up question of, “**how will I persevere** through these challenges?”

Eventually we accomplish goals. But the idea of inspiring ongoing improvements is asking the question, “**how will I get better?**”

Grit – Key Aspects

The link between grit and achievement is **deliberate practice**. Deliberate practice are activities designed to improve specific aspects of performance.

Deliberate practice is the **hardest and least pleasurable** form of practice.



Grit: Leadership Challenge

Find Opportunities for Deliberate Practice: Identify the skills that really matter and work to achieve near-perfect performance.

Exercise Patience: Grit (and ongoing improvements) are about balancing immediate results with long term goals.

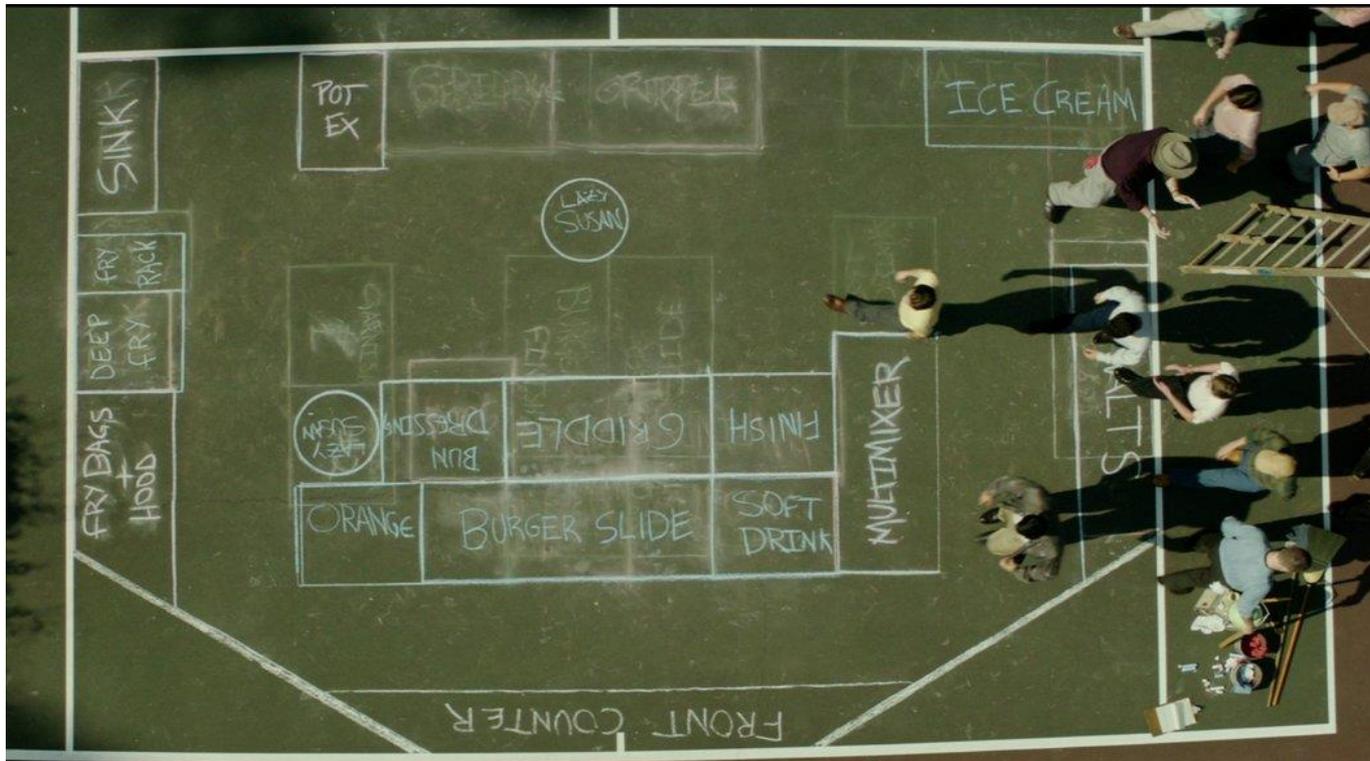
Become More Agile: Improve your agility by following the steps of pause, step back, reflect, shift perspectives, create options, and choose wisely.

Growth Mindset & Grit

Researchers have found a positive association between Growth Mindset and Grit.

Having a growth mindset is related to helping one become “grittier”.

Inspiring Ongoing Improvements



Thank you!

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Resources

http://lindagraham-mft.net/wp-content/uploads/2012/12/Clinical-Trainings-12-17-12_Neuroscience-Mindfulness-Resilience.pdf

<https://hbr.org/2016/06/627-building-resilience-ic-5-ways-to-build-your-personal-resilience-at-work>

<http://www.kenan-flagler.unc.edu/~media/Files/documents/executive-development/unc-white-paper-growth-mindsets-in-organizations.pdf>

<http://www.psychologicalscience.org/observer/true-grit>

<https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means>