



Build a High-Performing Team: Teaching Others to Embrace a Growth Mindset

Pathstream Webinar Series

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Introductions



Lauren Pizer

VP of User Experience

Centene has partnered with Pathstream to help you **grow and develop your career at Centene through 1:1 career coaching, resources and certificate programs.**



Today's Goals

01

Share specific strategies to **build a growth mindset** with your employees.



?

Please add any questions you have in the Q&A feature. You can even add questions anonymously.



To understand growth mindset, let's first discuss what a FIXED MINDSET is...



Fixed mindset

Gives up when challenged.
Avoids challenges to avoid failure.
"Why try when I know I will fail."

Believes they are good at something or not.
Has excuses for why they can't learn.
"I'm not good at public speaking."

Sees feedback as an attack on their character
and feels defensive or discouraged.
*"This feedback is personal.
They just don't like me."*

Sees the success of others as a threat and
thinks it's unfair that others are succeeding.
*"People who are naturally smart
don't need to try hard to succeed."*

> In short, a fixed mindset is the belief that your skills and abilities are set in stone.

So what's a growth mindset?



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Growth mindset

Embraces challenges as an opportunity for growth. Sees failure as a part of the process.
Setbacks are a part of the learning process."

Focuses on getting gradually better.
Believes in constantly learning new skills.
I'm not good at public speaking, yet."

Sees feedback as a tool for learning and development, and actively seeks feedback.
This feedback is helpful. It shows me where I need to focus my efforts to improve."

Is inspired by the success of others and tries to learn from their success.
"I wonder how they accomplished that? I'm going to learn how they did it."

A growth mindset is the belief that your qualities and skills can be cultivated through effort and hard work

I CAN'T DO IT



I CAN'T DO IT YET



As a Manager, why should you care about cultivating a growth mindset with your employees?



- **Increased Adaptability**
Employees with a growth mindset are more adaptable to change. They view challenges as opportunities to learn and grow, rather than as obstacles.
- **Enhanced Problem-Solving**
A growth mindset encourages creative problem-solving and innovation. Employees are more likely to explore multiple solutions and learn from each attempt.
- **Continual Learning and Improvement**
By valuing learning over perfection, employees are more likely to pursue personal and professional development opportunities that drive improvement in their skills and job performance.



As a Manager, why should you care about cultivating a growth mindset with your employees?



- **Greater Resilience**
Cultivating a growth mindset helps build resilience, which can be crucial in high-stress situations or during organizational changes.
- **Higher Engagement and Motivation**
Employees with a growth mindset are typically more engaged and motivated. They see how their efforts contribute to their growth and the success of the organization.
- **Improved Collaboration**
A growth mindset fosters an environment where sharing knowledge and supporting each other's growth is valued. Employees are more likely to seek input and learn from their peers.
- **Talent Retention and Attraction**
Organizations known for a culture that promotes growth and development are more attractive to potential employees. People want to work in places where they feel they can grow and learn.

6 Ways to Cultivate a Growth Mindset in your Employees



01. Model the Behavior

02. Encourage Learning

03. Set Stretch Goals

04. Foster Open Communication

05. Provide Constructive Feedback

06. Develop a Supportive Culture

Strategy #1: Model the Behavior



Yes, you can still build a growth mindset in others even if your own growth mindset is still being cultivated. As humans, we are all continually building our growth mindset.





Strategy #1: Model the Behavior

Demonstrate a growth mindset in your own actions.
Share your learning experiences, challenges, and how you overcome them.

Instead of saying this in front
of your direct reports or peers...

"I'm not good at new technology.
Anyone know how to use ____?"

"[Employee or Peer] is just not very good at ____"

"If you can't do this right, maybe this isn't for you."

"I don't really have time for feedback right now"

Try this instead...

"I'm still learning how to use ____.
I haven't yet mastered it."

"[Employee or Peer] has not yet mastered ____.
But they can get better with practice and effort."

"This is a tough challenge, but it's
a great opportunity for learning."

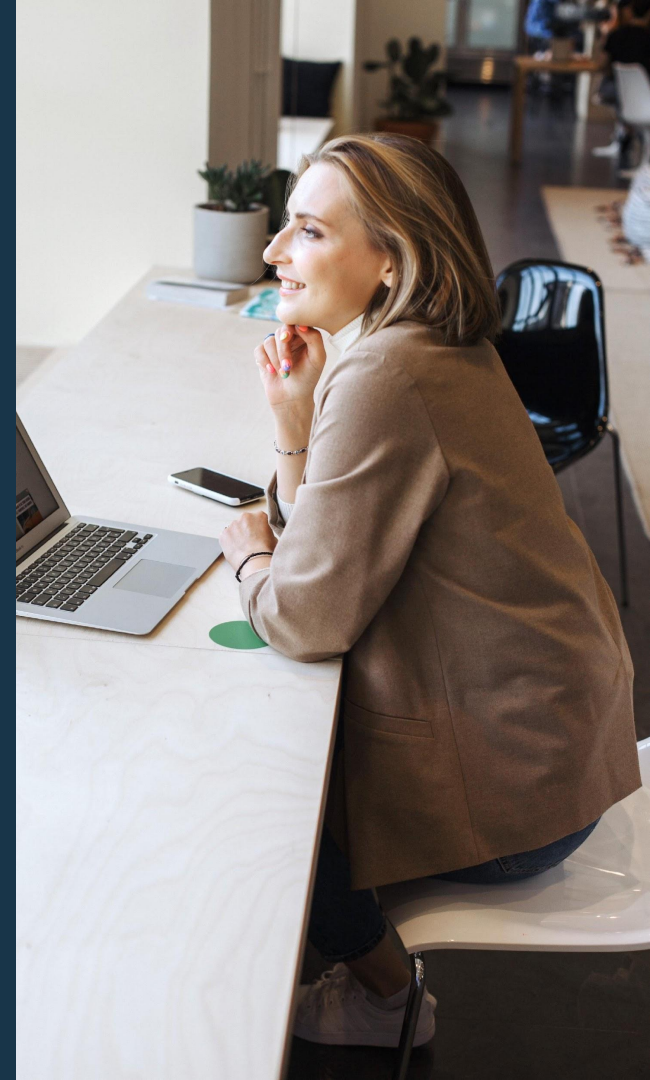
"I value your feedback as it helps me improve."

Strategy #2: Encourage Learning

Promote continuous learning and development.

Encourage your employees to:

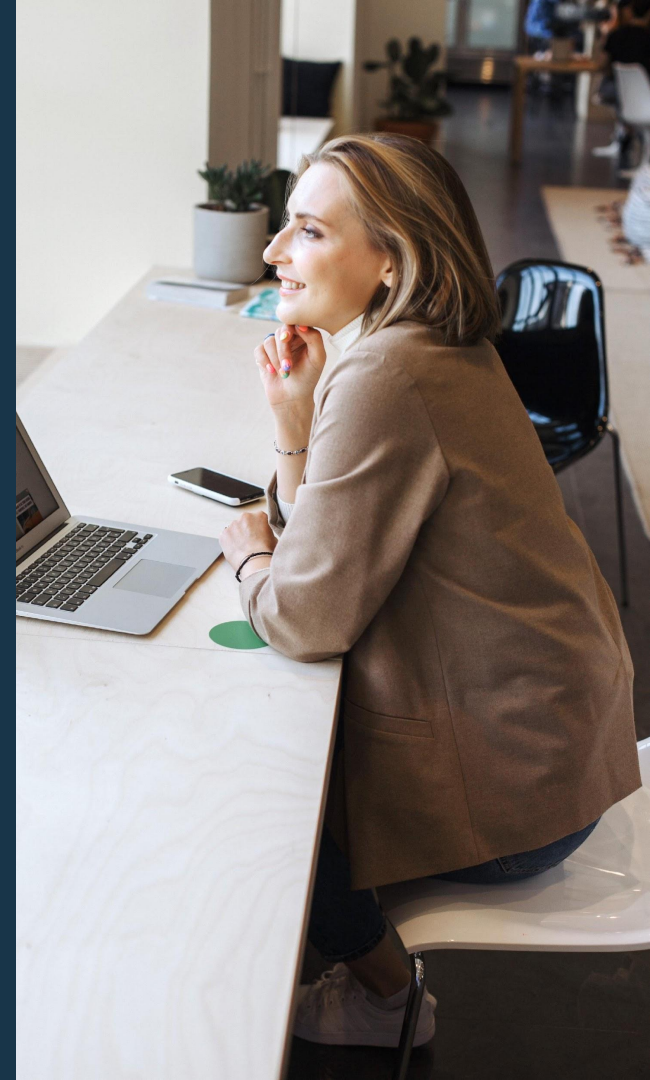
- Pursue training opportunities
- Engage with Pathstream!
- Attend company workshops or use internal resources
- Read relevant books, podcasts, articles etc. that you personally have found helpful



Strategy #2: Encourage Learning

Then, recognize and reward efforts your employees make to learn, however big or small:

- *“I saw you attended the company webinar about ____.
Loved seeing your curiosity about learning something new.”*
- *“I know you’ve started working with a Pathstream career coach.
I appreciate that you are taking steps to grow your career.”*



Strategy #3: Set Stretch Goals



Challenge your team with goals that push them slightly beyond their current capabilities, yet are achievable. This can help shift the focus from proving competence to improving it.

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- **Set goals with your employees that are SPECIFIC, MEASURABLE, ACTIONABLE, RELEVANT & TIME BOUND - also known as SMART Goals**

Strategy #3: Set Stretch Goals



GOAL

⚡ SMART GOAL

Strategy #3: Set Stretch Goals



GOAL	⚡ SMART GOAL
Work on improving your customer service skills	Improve your customer interaction skills by achieving a customer satisfaction score of 90% or above within the next 3 months. Review the company's existing customer service training and schedule weekly feedback sessions with me (your manager) to increase performance.

Strategy #3: Set Stretch Goals



GOAL	⚡ SMART GOAL
Increase productivity during your shift	Increase the number of calls taken during each shift by 10% within the next month. Use call management software for all calls and come into the office 3 times per week to improve efficiency.

Strategy #4: Foster Open Communication



Create an environment where employees feel safe to discuss their challenges and mistakes without fear of criticism. This encourages open dialogue about growth and learning.



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Instead of saying this in front
of your direct reports...

“I don’t know what’s been happening this week, but your performance is really off.”

“Is something wrong? What’s going on.”

“Are you having a problem with ___?”

Try this instead...

“I’ve noticed that your performance has dipped this week. Tell me more about what’s been happening.”

“How are you doing? I noticed... and wanted to talk with you about it.”

“I noticed you made some mistakes with _____. Let’s talk about what happened and how you can adjust for next time.”

Strategy #5: Provide Constructive Feedback



Instead of just pointing out mistakes, offer feedback that helps employees understand how they can improve. Here's one framework you can use

How to Give Constructive Feedback

B.E.S.T

Identify & Name the **B**ehavior You're Seeing

Reinforce Your **E**xpectations

Offer **S**upport and Listen

Talk It Out



Strategy #5: Provide Constructive Feedback

How to Give Constructive Feedback

B.E.S.T

- Identify & Name the **B**ehavior You're Seeing
- Reinforce Your **E**xpectations
- Offer **S**upport and Listen
- Talk It Out

Instead of saying this:

“I noticed you’ve clocked in late the last few weeks. This really cannot continue to happen. It’s starting to affect other members of the team. Can you please be on time moving forward? If it doesn’t change, there will be more serious consequences.”



Strategy #5: Provide Constructive Feedback

How to Give Constructive Feedback

B.E.S.T

Identify & Name the **B**ehavior You're Seeing

Reinforce Your **E**xpectations

Offer **S**upport and Listen

Talk It Out

Try this instead:

"Maria, I wanted to talk about your arrival times recently. I've noticed that you've been arriving about 15 to 20 minutes late over the past few weeks. Being on time is crucial for our team, especially since our team relies on everyone being on time to ensure we deliver excellent customer service. It also ensures that all team members can rely on each other, which is essential for our success.

I understand that things can come up that might prevent you from being on time, and I'm here to help address any issues you might be facing. Could we discuss what's been happening and explore potential solutions together?"

Strategy #6: Develop a Supportive Culture



Cultivate a team culture that values collaboration and mutual support

- Celebrate efforts and progress towards goals (not just achievements)
- Highlights success as improving not just achieving



Strategy #6: Develop a Supportive Culture

Some ideas:

1. Implement regular **team-building activities** that emphasize collaboration and problem solving for big events or just at the start of team meetings
2. Create **shadowing or mentorship opportunities** for more experienced employees to interact with less experienced team members
3. Create opportunities to publicly (and privately) **recognize achievements**: informal “awards”, shoutouts etc.
4. Schedule moments for employees to **openly share** their ideas, challenges and feedback