

# Mindsets

*The Key to Developing an Agile Workforce*

# Two Purposes for Webinar

1. Add value to you personally
2. Empower you to add value to your organization



# Outline for Webinar

1. What is agility? & What is an agile workforce?
2. Why is it important?
3. How do we create agility in our organizations?



# Who am I?

- Leadership professor at Cal State Fullerton
- Mental success coach for organizations, leaders, & teams
- Former Gallup consultant



# What is Agility?





# What is Agility?





# What is Agility?





# What is Agility?



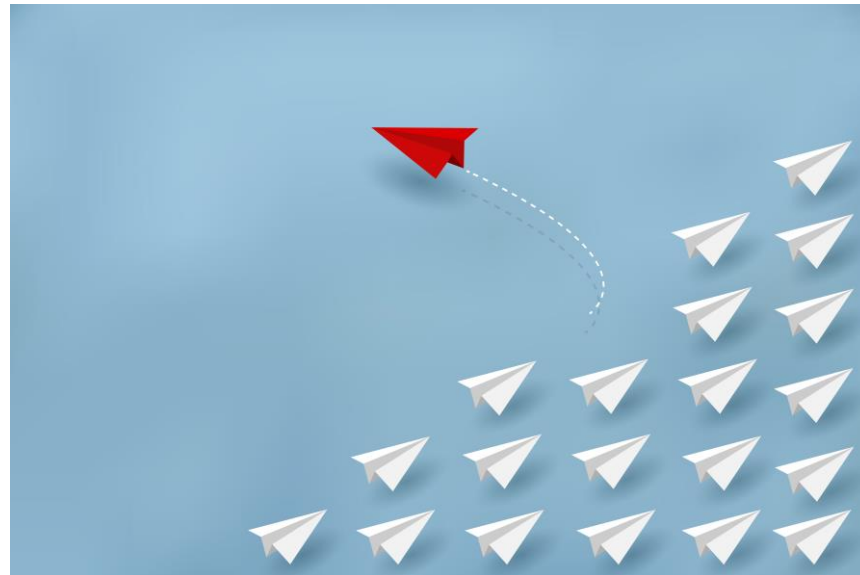


# What is Agility?



# What is an agile workforce?

- A workforce that can swiftly adapt to the changing needs of customers, employees, and the marketplace



# Poll Question

- I work in an agile organization, one where leaders and employees are open and willing to adapt to meet the changing needs of customers, employees, and the marketplace
  - a. Strongly agree
  - b. Somewhat agree
  - c. Somewhat disagree
  - d. Strongly disagree



# Open-ended Question

- What does it feel like to work in an agile organization?

# Open-ended Question

- What about your external environment is creating a need for your organization to change?

# Setting the Need for Agility

- What about your external environment is creating a need for your organization to change?
  1. Increased competition
  2. Compressed product life cycles
  3. Rapidly changing customer interests and needs



# Recognize these companies?

- Toys R Us
- Radio Shack
- Payless Shoes
- True Religion
- Nine West
- Claire's
- The Limited

Are these the reasons these companies have failed:

- Increased competition
- Compressed product life cycles
- Rapidly changing customer interests and needs



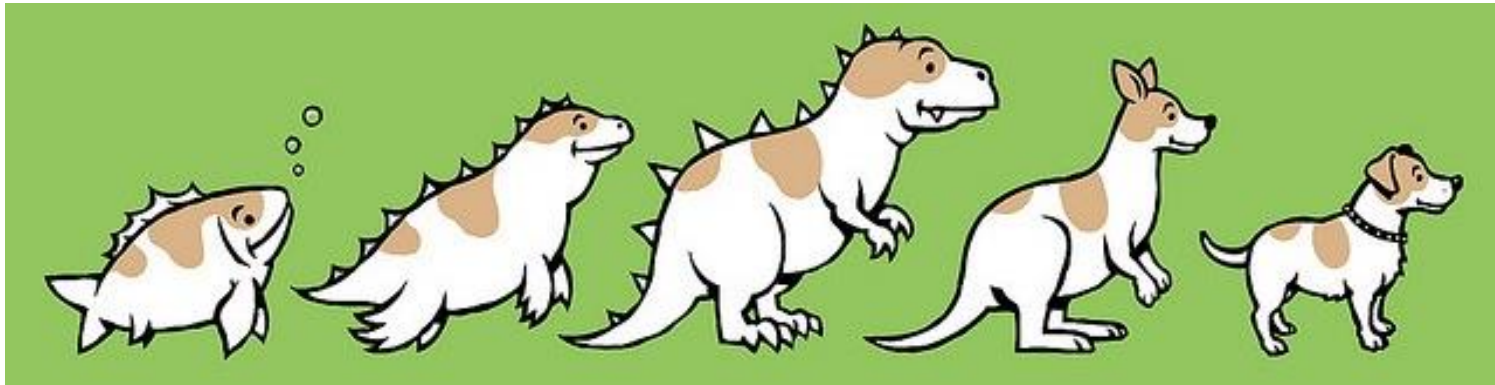
THE LIMITED



# Companies fail because:

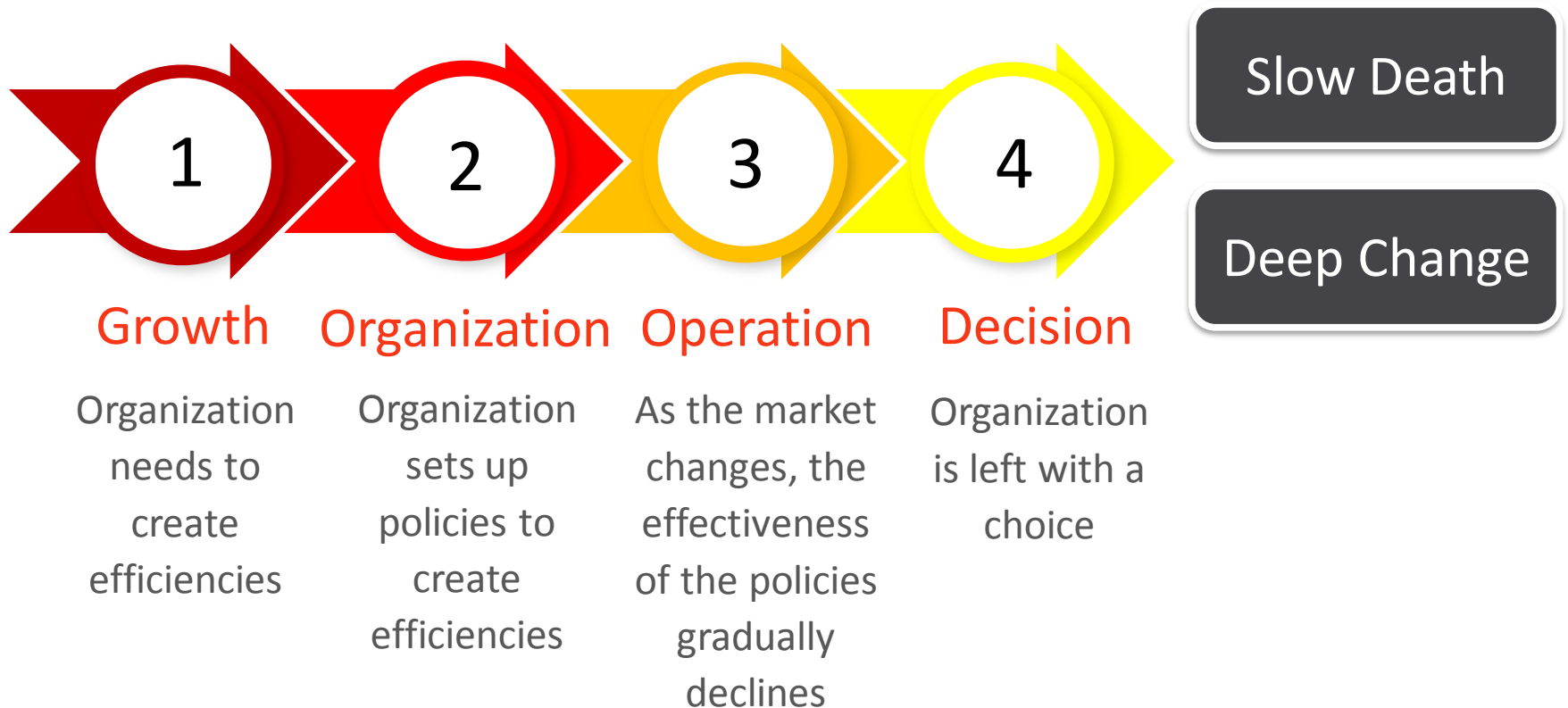
They lack the ability to:

- Adapt
- Change
- Pivot



# “Organization”

“Organization and change are not complementary topics”





# How do you create agility?

We have got to help our employees become more willing and able to change



Consider: What prevents employees from being willing to change?

# What prevents employees from being agile?

- They feel threatened
- They want to be “in control”
- They are scared of uncertainty
- They care more about looking good than doing what is very best

**FEAR!**

# What prevents people from being agile?

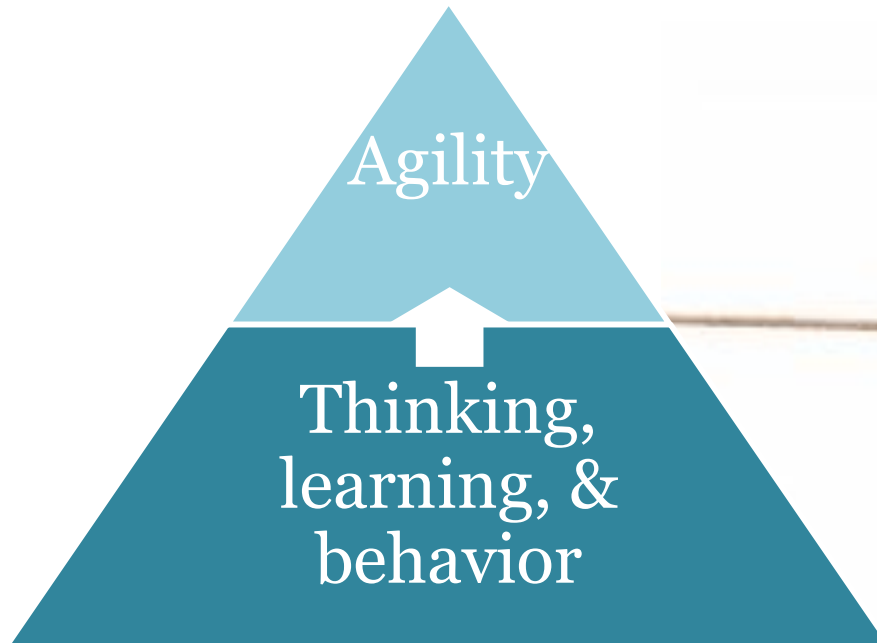
Introspect: Does your organization fuel fear or remove fear?

- Can employees make mistakes or fail without negative repercussion?
- Is there an “old guard?”
- Do managers care more about avoiding problems than about creating wins?
- Is it more important to be seen as being right or to find truth?

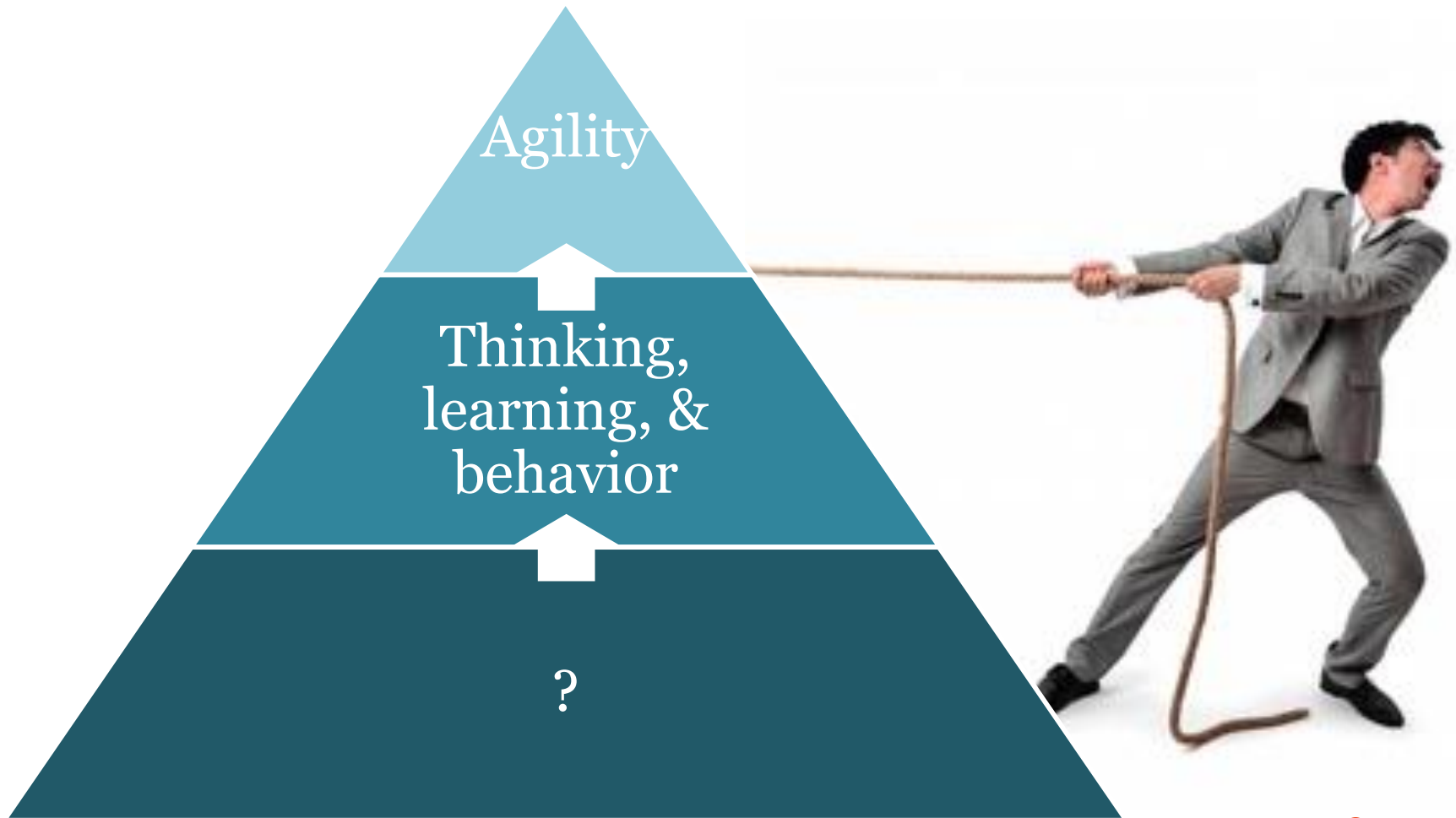
All of these are tied into one factor that drives agility, but it is something that most organizations overlook



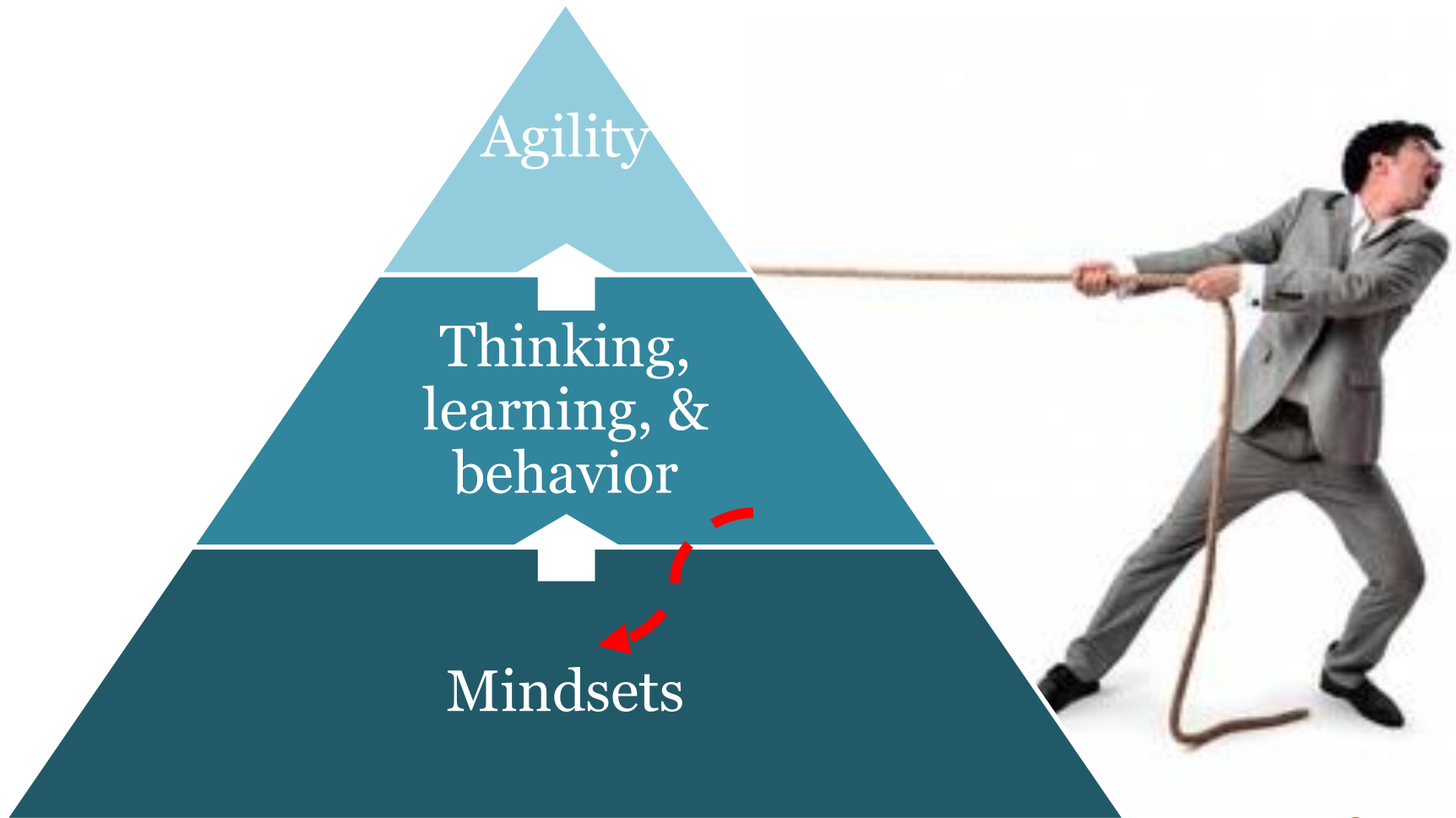
# Most Organizations:



# Most Organizations:



# Most Organizations:



# What are Mindsets?

1. What are mindsets?
2. Why are mindsets so critical to agility?
3. What are the mindsets that drive agility?
4. How do I cultivate these mindsets?





# What are Mindsets?



# What are Mindsets?



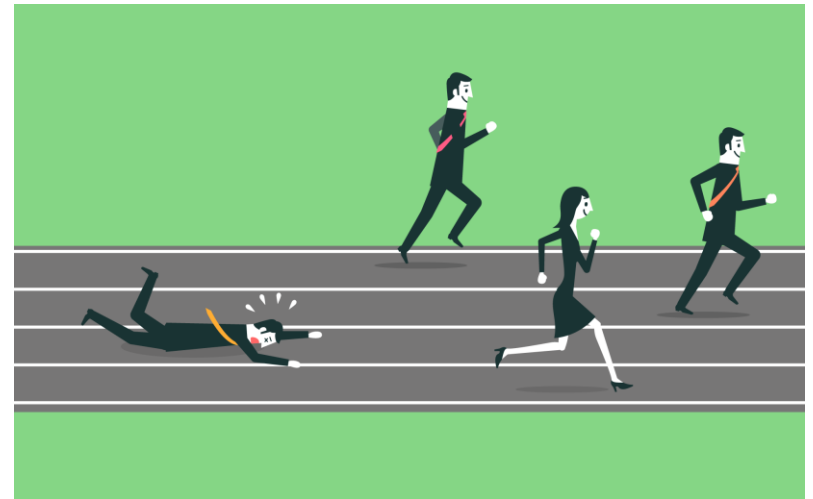
# What are Mindsets?

- Our mindsets are what cause people to see the same thing, but interpret it so differently



# What are your first thoughts?

Challenge and Failure



Something to  
Avoid

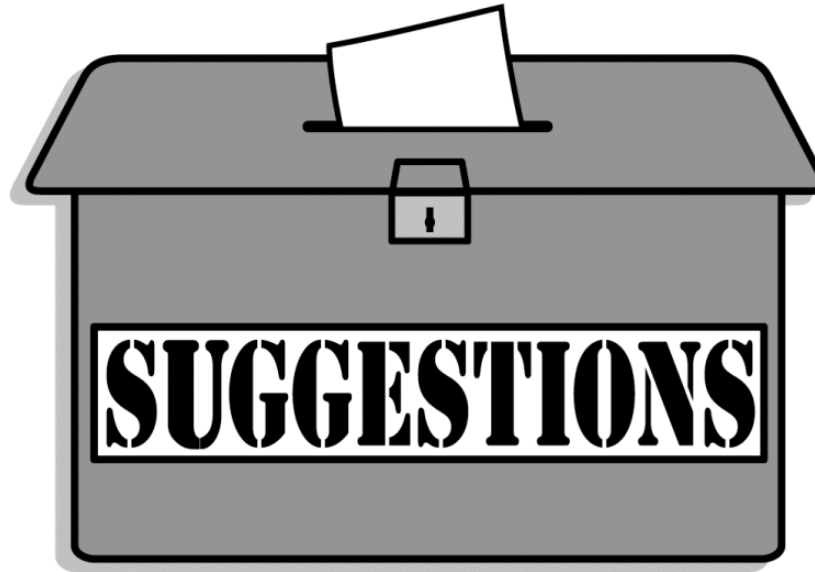
Or

Opportunity to  
Learn & Grow



# What are your first thoughts?

## Suggestions for Change



Hassle

Or

Necessary for  
Improvement

# What are your first thoughts?

Risk



Something to  
Avoid

Or

Necessary Part  
of Innovation

# Who is going to be more agile?

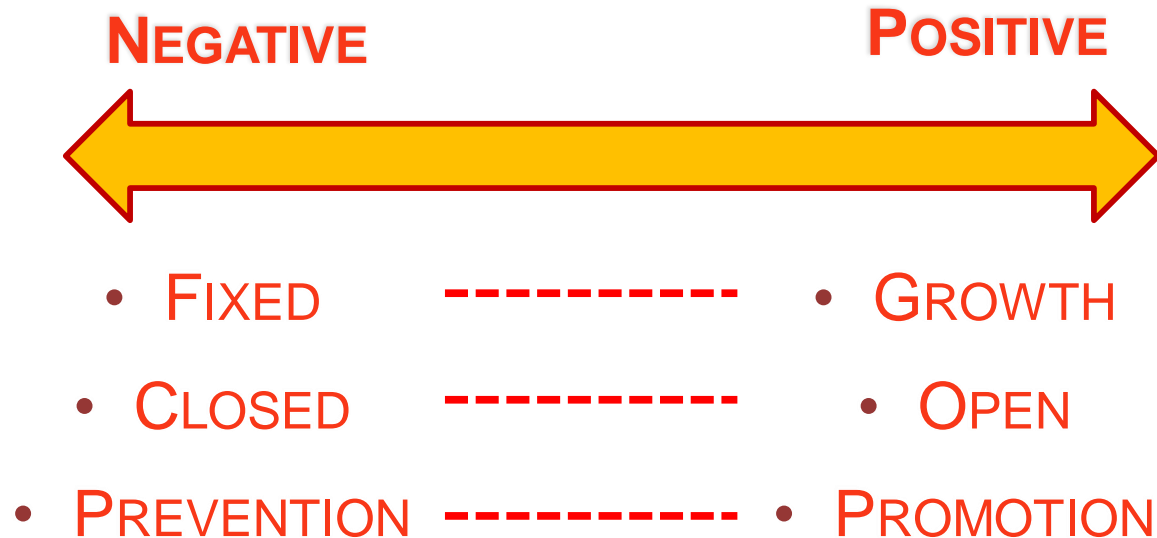
| Someone who sees:      |    | Leader A           |    | Leader B                         |
|------------------------|----|--------------------|----|----------------------------------|
| Challenges and Failure | as | Something to avoid | or | An opportunity to learn and grow |
| Suggestions for Change | as | Hassle             | or | Necessary for improvement        |
| Risk                   | as | Something to avoid | or | Necessary part of innovation     |

# Here is the problem





# 3 Mindsets Essential for Agility



# Fixed & Growth Mindsets

**NEGATIVE**

**POSITIVE**



Fixed

Growth

See ourselves and others as being unable to change talents, abilities, & intelligence









See ourselves and others as being able to change talents, abilities, & intelligence



50/50



# Fixed & Growth Mindsets

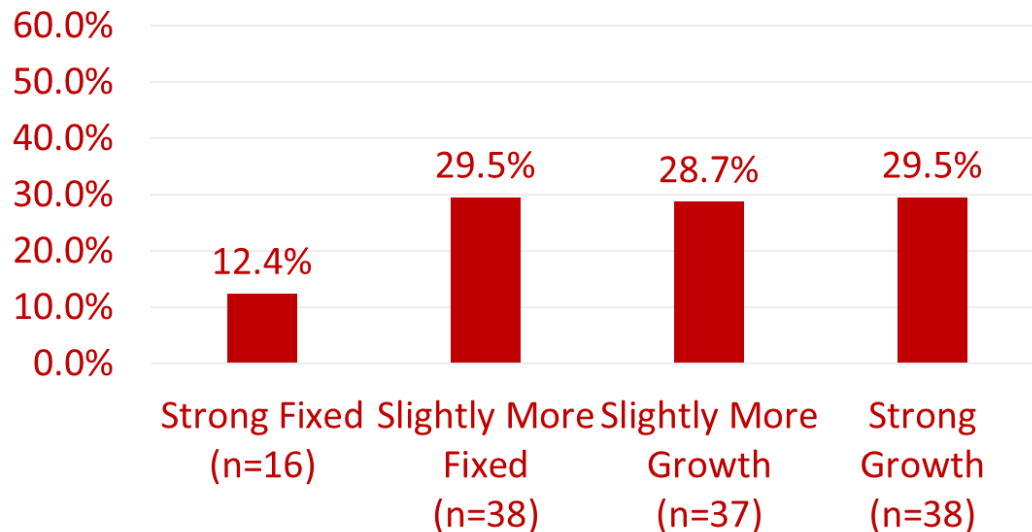
| Fixed Mindset   |   |           |   | Growth Mindset   |
|---|---|-----------|---|--|
| Belief that one is <u>unable</u> to change his/her talents, abilities, & intelligence           |   | Their:    |   | Belief that one is <u>able</u> to change his/her talents, abilities, & intelligence                          |
| <ul style="list-style-type: none"> <li>Looking good</li> <li>Validating talent</li> </ul>       |  | Focus     |  | <ul style="list-style-type: none"> <li>Learning &amp; Growing</li> <li>Performing &amp; Excelling</li> </ul> |
| <ul style="list-style-type: none"> <li>Avoid challenges</li> <li>Give up easily</li> </ul>      |  | Approach  |  | <ul style="list-style-type: none"> <li>Embrace challenges</li> <li>Persists beyond failure</li> </ul>        |
| <ul style="list-style-type: none"> <li>Provides low-quality/quantity feedback</li> </ul>        |  | Behaviors |  | <ul style="list-style-type: none"> <li>Provides high-quality/quantity feedback</li> </ul>                    |
| <ul style="list-style-type: none"> <li>Success should come naturally (avoids effort)</li> </ul> |  | Beliefs   |  | <ul style="list-style-type: none"> <li>Success takes effort (seeks to invest in self)</li> </ul>             |

Who is going to be more agile?

# Fixed & Growth Mindsets



• **Mean: 4.99 – Slightly More Growth** (Median = 4.32)



## • Takeaways

- While slightly more growth, of the four mindsets sets, this is the set that is most negative
- 41.9% of XXXX leaders have a fixed mindset
- Responses suggests that XXXX leaders care deeply that they are seen as being capable to others (value looking good over learning)

# Fixed & Growth Mindsets

Research over 30+ years has led experts to say:

“Cultivating a growth mindset could be the single most important thing you ever do to help you achieve success”



# Fixed & Growth Mindsets



Ed Catmull:

“Failure is a manifestation of learning and exploring. If you aren’t experiencing failure, then you are making a far worse mistake: You are being driven by the desire to avoid it. And, for leaders especially, this strategy—trying to avoid failure by outthinking it—dooms you to fail.”



# Closed & Open Mindsets

**NEGATIVE**

**POSITIVE**

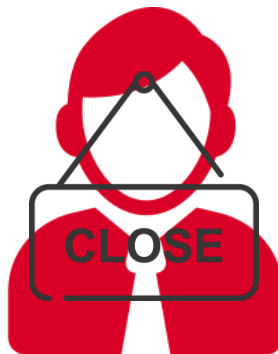


**Closed**

Closed to the ideas and suggestions of others

**Open**

- Open to ideas and suggestions of others
- Willing to give them adequate time & thought
- Fear of not thinking optimally











# Closed & Open Mindsets

Are you Open or Closed?

Before you smugly slap an open-minded sticker on your forehead, consider this:

“Close-minded people would never consider that they could actually be closed-minded. In fact, their perceived open-mindedness is what’s so dangerous.”

# Closed & Open Mindsets

| Closed Mindset  |  |                  |  | Open Mindset   |
|---|--|------------------|--|--|
| Closed to the ideas and suggestions of others   |  | Their:           |  | Open to the ideas and suggestions of others, and gives them time & thought                             |
| <ul style="list-style-type: none"> <li>• Being right</li> <li>• Having ideas supported</li> </ul>         |   | <b>Focus</b>     |   | <ul style="list-style-type: none"> <li>• Finding truth</li> <li>• Seeing options optimally</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Provides answers</li> <li>• “Out of touch”</li> </ul>            |   | <b>Approach</b>  |   | <ul style="list-style-type: none"> <li>• Asks questions</li> <li>• Seeks to understand</li> </ul>      |
| <ul style="list-style-type: none"> <li>• Avoids feedback</li> <li>• Avoids new perspectives</li> </ul>    |   | <b>Behaviors</b> |   | <ul style="list-style-type: none"> <li>• Seeks feedback</li> <li>• Invites new perspectives</li> </ul> |
| <ul style="list-style-type: none"> <li>• Disagreement=threat</li> <li>• They know what is best</li> </ul> |  | <b>Beliefs</b>   |  | <ul style="list-style-type: none"> <li>• Disagreement→learning</li> <li>• They can be wrong</li> </ul> |

# Closed & Open Mindsets

## Why is having a closed mindset a bad thing?

- We stubbornly and illogically hold on to our own point of view
- We only listen to ideas that support our own opinions
- We stifle creative and innovative ideas
- We fail to learn and see new perspectives
- Our thinking and decision making becomes of lower quality





# Closed & Open Mindsets

Why is having a open mindset so important for personal and organizational success?

- Personal:

“The rate at which you learn and progress in the world depends on how willing you are to weigh the merit of new ideas, even if you don’t instinctively like them. Perhaps especially if you don’t like them.”



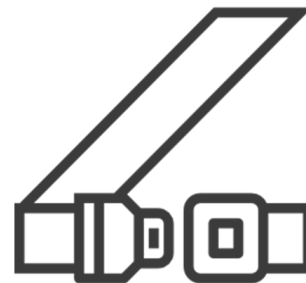
# Closed & Open Mindsets

Why is having a open mindset so important for personal and organizational success?









- Organizational:

It drives the #1 factor that fuels high-performance teams

## Psychological Safety



# Closed & Open Mindsets

| Closed Mindset  |  |                  |  | Open Mindset   |
|---|--|------------------|--|--|
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Who is going to be more agile?

# Prevention & Promotion Mindsets

**NEGATIVE**

**POSITIVE**



## Prevention

Focus on NOT losing



## Promotion

Focus on winning & gains



# Prevention & Promotion Mindsets

## Prevention = Not Losing

- Primary focus
  - Ensuring things run smoothly
  - No problems occur
  - Limiting Risk (No leaks!)
  - Urgent/Not important
  - Goal: Maintaining status quo









## Promotion = Winning

- Primary focus
  - Destination & Making progress toward it
  - Anticipate problems
  - No risk/No reward
  - Important/Not Urgent
  - Goal: Attainment

Who is going to be more agile?



# Prevention & Promotion Mindsets

| Prevention Mindset   |  |                  |  | Promotion Mindset   |
|--|--|------------------|--|---|
| Seeking not to lose  |  | Their:           |  | Seeking to gain & win   |
| <ul style="list-style-type: none"> <li>• Avoiding problems</li> <li>• Things running smoothly</li> </ul> |   | <b>Focus</b>     |   | <ul style="list-style-type: none"> <li>• Reaching destination</li> <li>• Making progress</li> </ul>                     |
| <ul style="list-style-type: none"> <li>• Maintain status quo</li> <li>• Doing the easy thing</li> </ul>  |   | <b>Approach</b>  |   | <ul style="list-style-type: none"> <li>• Attainment of goals</li> <li>• Doing the right thing</li> </ul>                |
| <ul style="list-style-type: none"> <li>• Vigilant</li> <li>• Few safety incidents</li> </ul>             |   | <b>Behaviors</b> |   | <ul style="list-style-type: none"> <li>• Anticipates problems</li> <li>• Higher engagement &amp; performance</li> </ul> |
| <ul style="list-style-type: none"> <li>• Risk should be avoided</li> </ul>                               |  | <b>Beliefs</b>   |  | <ul style="list-style-type: none"> <li>• No risk/No reward</li> </ul>   |

# Prevention & Promotion Mindsets

## Prevention



Destination based upon  
the winds and currents  
of the sea  
(Passenger)

## Promotion



Destination of your own  
proactive design  
(Driver)

# Prevention & Promotion Mindsets

“Nature follows the path of least resistance. A river does not flow uphill; the water moves along the lowest existing points. He argues that human behavior is the same. We are what social scientists call “path dependent.” We are determined by the past cut of the river—in this case, the culture in which we live. We defy nature, however, when we have a purpose that attracts us to a new path.”

-Robert Quinn

University of Michigan

Change Expert

# Agility Requires

## Growth Mindset

- Belief in change
- Focus on learning

## Open Mindset

- Truth > Right
- Open to being wrong
- Willing to be challenged

## Promotion Mindset

- Future-focused destination
- Willingness to go against the status quo



# Agility Requires

## Growth Mindset

- Belief in change
- Focus on learning

## Open Mindset

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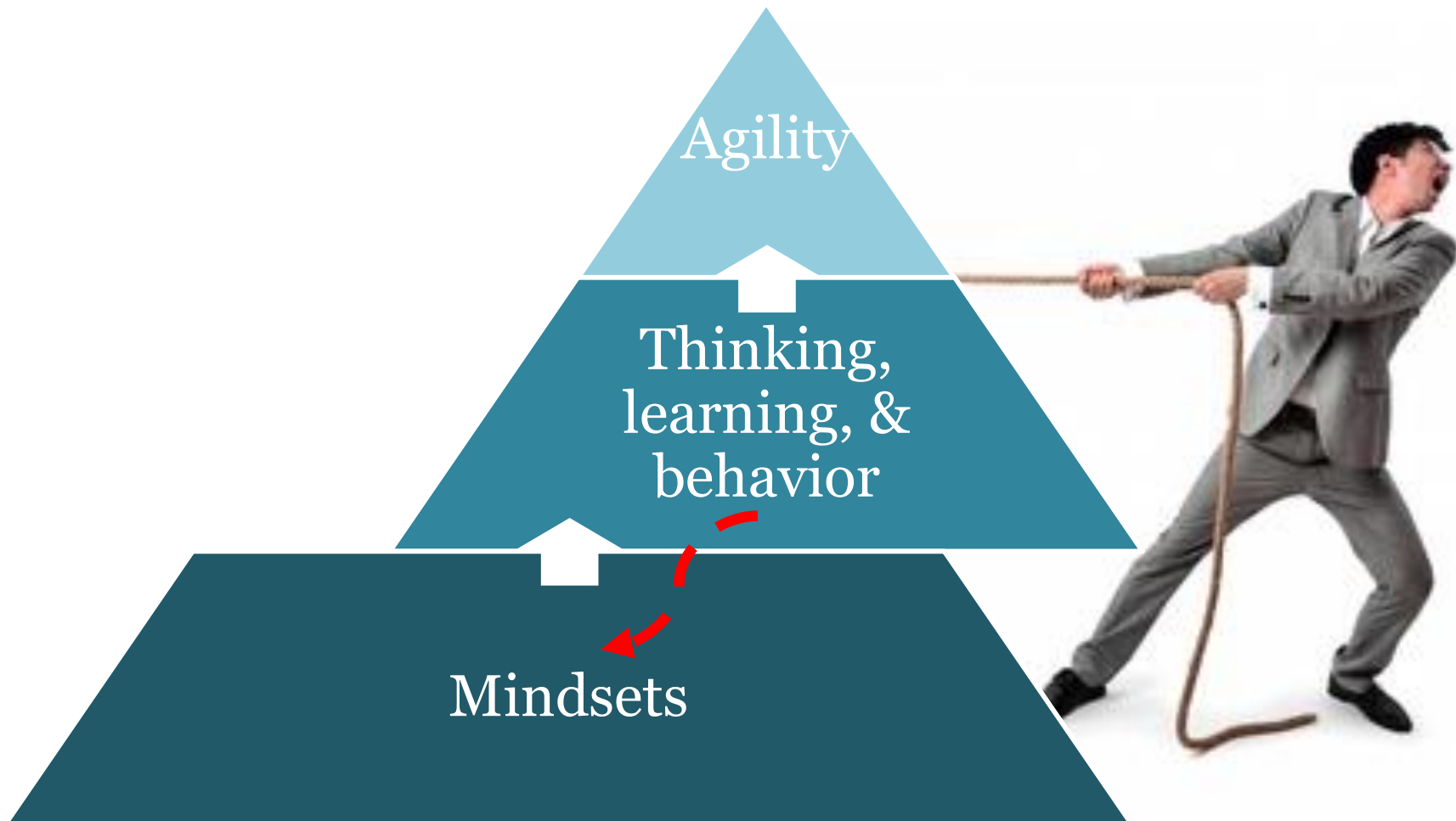
## Promotion Mindset

- Future-focused destination
- Willingness to go against the status quo

- Do you have the mindsets required for agility?
- Do your leaders have the mindsets required for agility?
- Does your workforce have the mindsets required for agility?



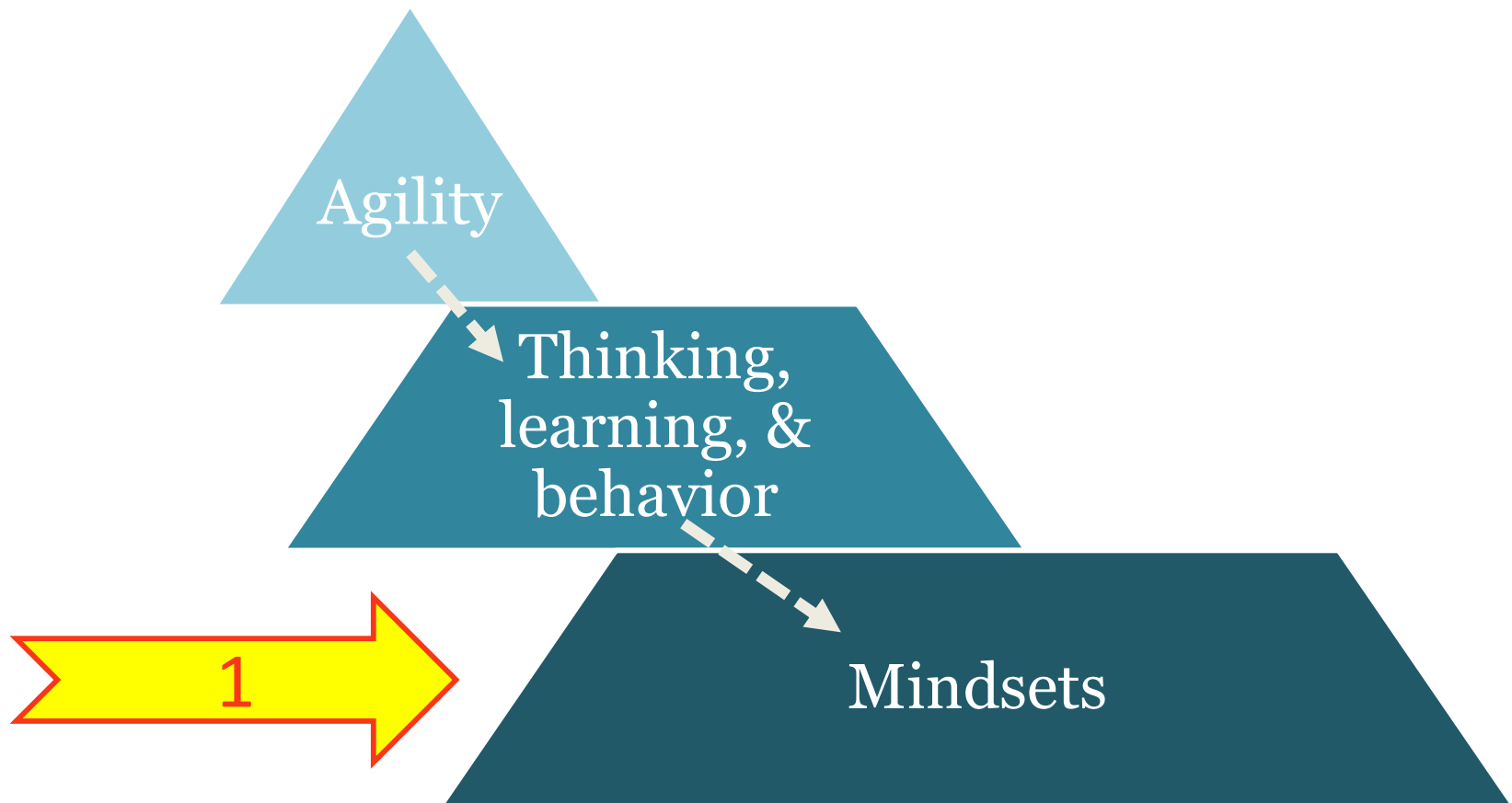
# How to Improve Agility through a focus on mindsets



# Empower Agility in Your Org.

Less-Agile Present

Agile Future



# How to Improve Mindsets

1. Understand the power and importance of mindsets
2. Identify mindsets necessary for agility
  - Identify them – Put a label on them – objectify them
3. Identify where your mindsets currently are (Awaken)
4. Chart a course between your current mindsets and the mindsets you want to develop
5. Take action
  - Evaluate culture – Does it fuel negative mindsets
  - Make necessary changes to culture
  - Engage in regular, but small interventions
  - Change your language

# Conclusion

1.

If you want your workforce to be better at responding to:

- a. Increased competition
- b. Compressed product life cycles
- c. Rapidly changing customer interests

2.

Your workforce needs to be more able to:

- Adapt
- Change
- Pivot

**Be Agile**

3.

This requires that your workforce develop:

- Growth
- Open
- Promotion

**Mindsets**

# Two Purposes for Webinar

1. Add value to you personally
2. Empower you to add value to your organization



# Thank You

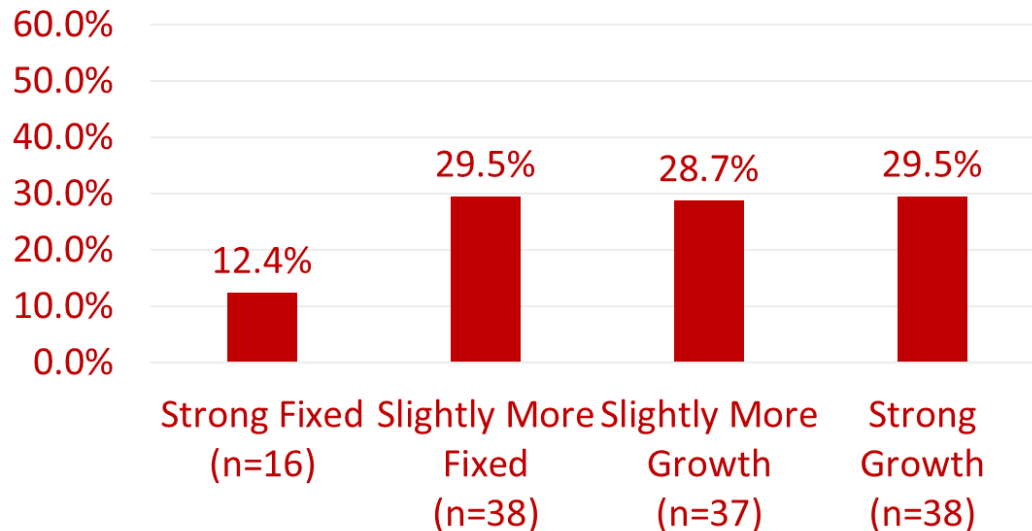




# Fixed & Growth Mindsets



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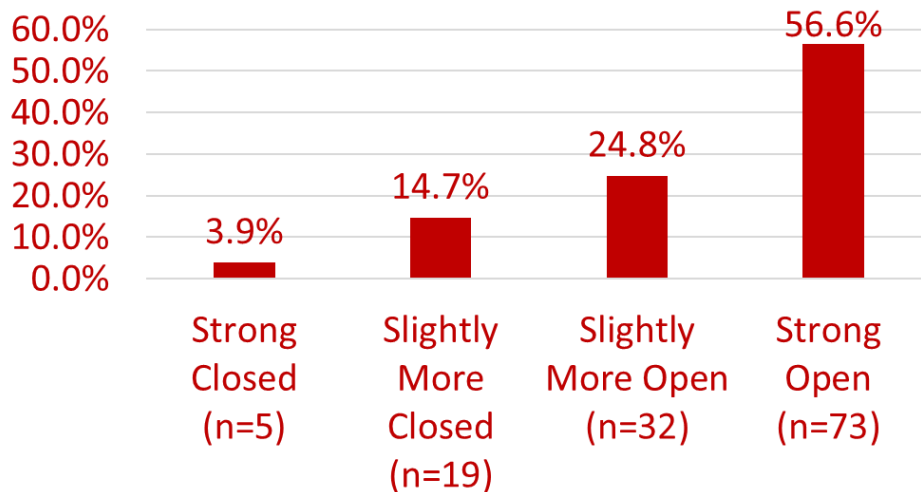
## • Takeaways

- While slightly more growth, of the four mindsets sets, this is the set that is most negative
- 41.9% of XXXX leaders have a fixed mindset
- Responses suggests that XXXX leaders care deeply that they are seen as being capable to others (value looking good over learning)

# Closed & Open Mindsets



- **Mean: 5.55 – Slightly More Open** (Median = 4.84)



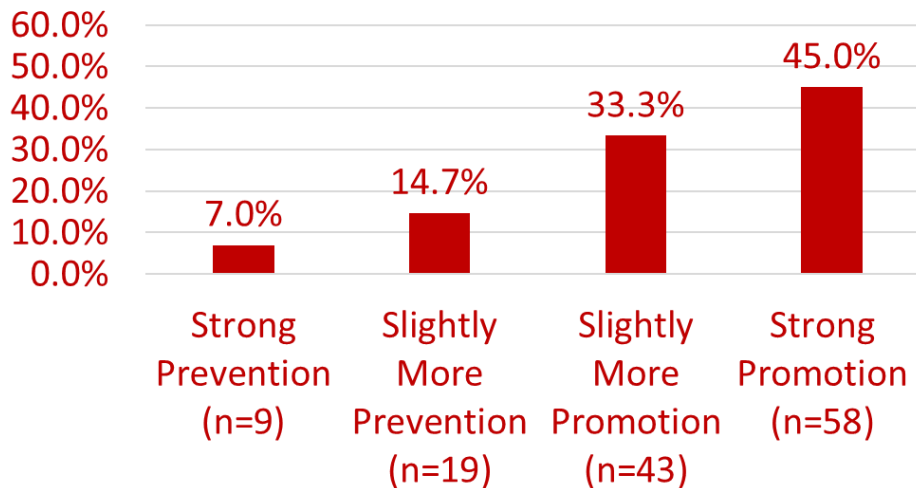
- **Takeaways**

- Of the four mindsets, this is the set that is most positive
- Responses suggest that leaders do a good job a creating an environment where others can challenge their ideas

# Prevention & Promotion Mindsets



- **Mean: 4.99 – Slightly More Promotion** (Median = 4.32)



- **Takeaways**

- Behind fixed/growth, this is the mindset set with the most room for growth
- 1 in 5 leaders have a prevention mindset
- Responses indicate that leaders may be more concerned about meeting personal responsibilities than accomplishing goals