



Developing a Growth Mindset

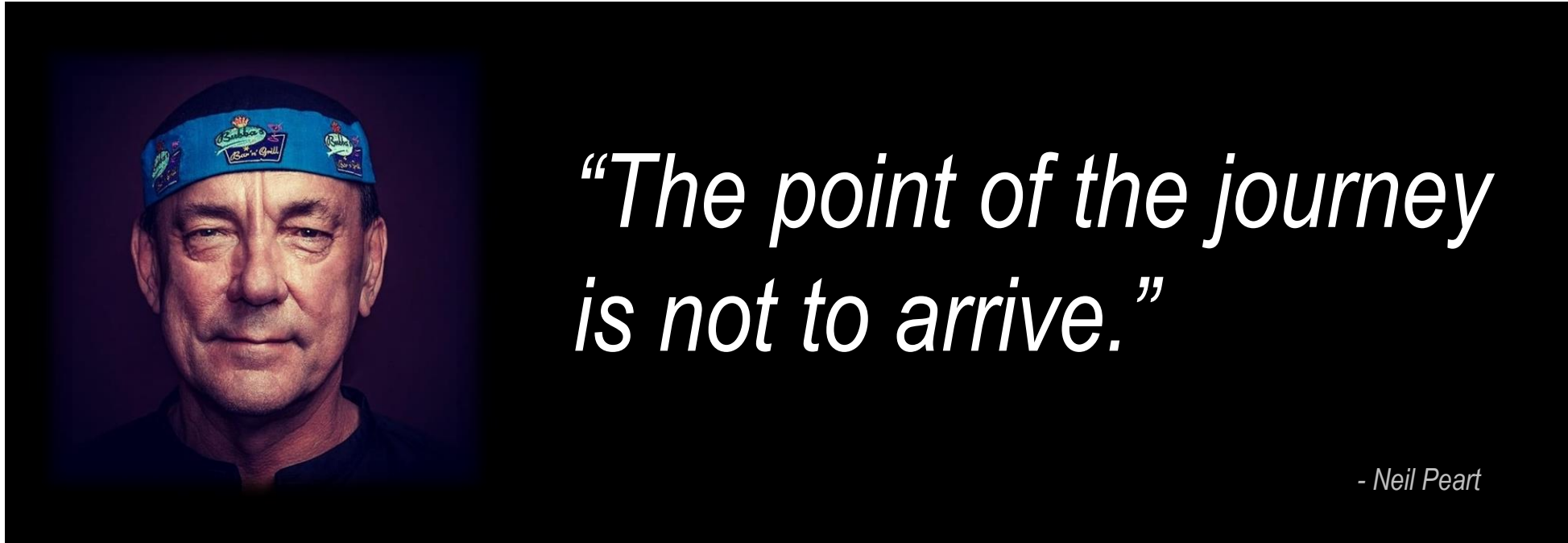
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John C. Pompe, Psy.D., SPHR

Global Manager, EAP and Employee Health Programs
Caterpillar Inc.



What is one area where you once had low ability, but now perform well?





What is *Mindset*?

The Fundamentals of Resilience



Healthy Behaviors

...like time management, work-life balance, hobbies, volunteering and taking on new challenges.



Healthy Body

Healthy diet, physical activity, good sleep habits, limiting substance use and regular wellness check-ups.



Stay Connected

Right-size social interactions: at least 1-2 people who offer regular support. Avoid isolation and withdrawal during stressful times.



Practice Mindfulness

Understand your motivation and purpose for work. Slow your body down by practicing relaxation and mindfulness.



Mindset

AKA: Positive Outlook

Healthy, rationale interpretations of the world around us. Avoid rigid, inflexible thinking. Embracing growth and change

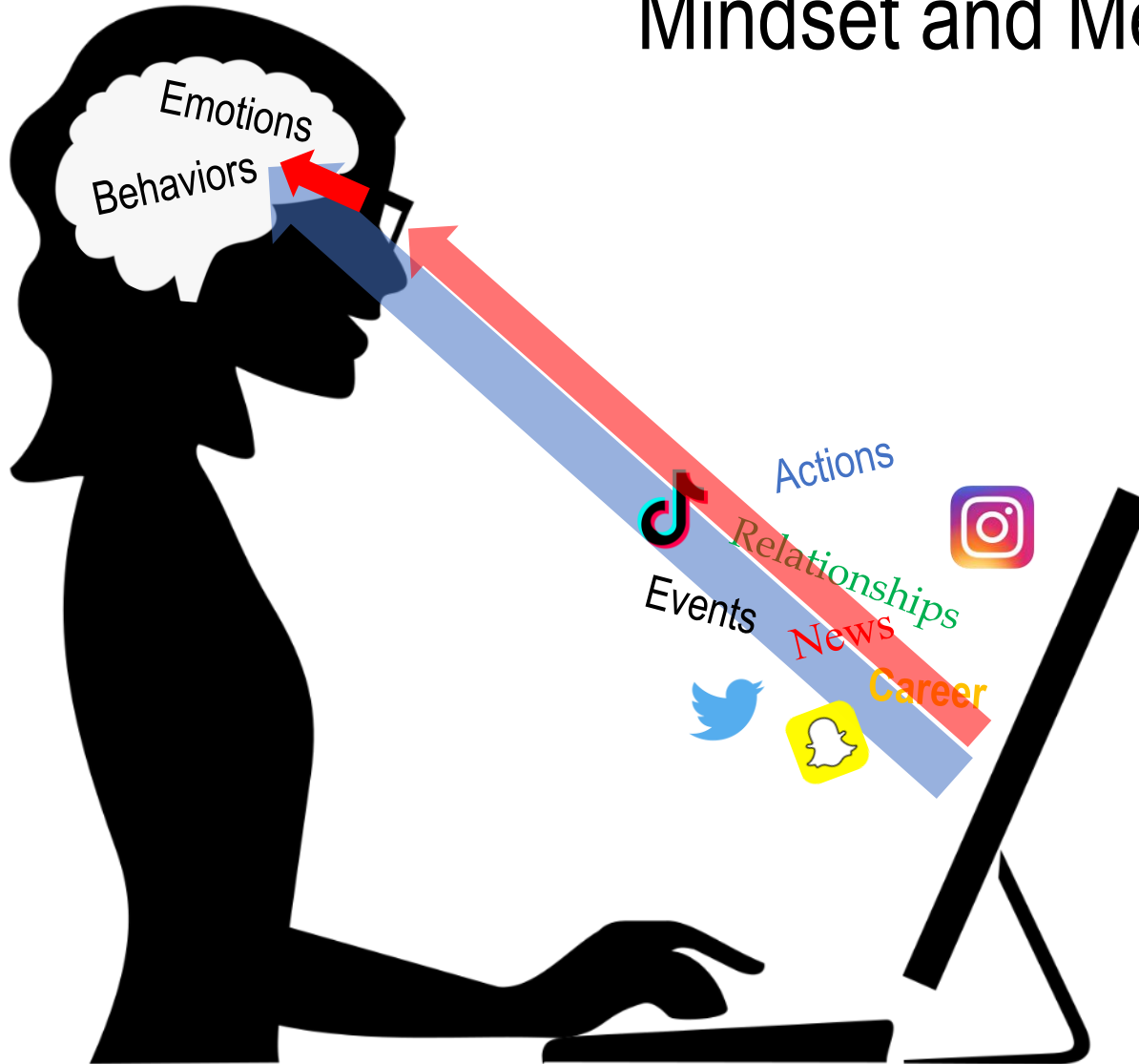


Mindset [mīn(d)-, set]

A set of attitudes, assumptions, inclinations or beliefs (**thoughts**) that influence behavior and govern how we feel about ourselves and our world.

Our mindset governs, 1) emotional well-being, 2) how we relate with others and 3) how we approach our work.

Mindset and Mental Well-being



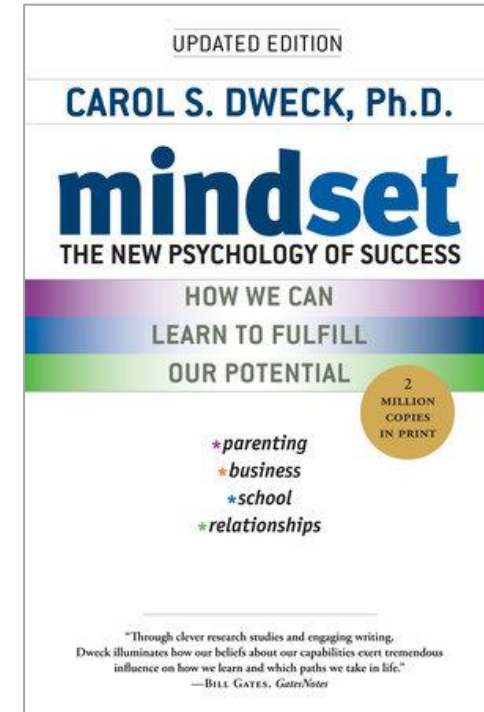
Tendencies toward a negative, irrational mindset.

- Over focus on things we can't control.
- Future/past focused. "What if" thinking
- Speculation and making assumptions.
- Catastrophizing or over focus on the negative.
- Black-and-white thinking.
- Rigidity. Perfectionism. "Must, should, have to."

The more we practice using our filter, the more hard-wired our responses become.

Mindset: Growth vs. Fixed

- Mindset is also a fundamental filter (beliefs and self-talk) about our success and ability.
- Rooted in early childhood messages.
- Correlates with stress levels and achievement.
- Not absolute. Mindset exists on a continuum. We have a default that can be engrained. **But...**
- **Mindset can be changed. We can alter our filter (mindset) and change our emotional and behavioral reactions.**





Fixed Mindset



Growth Mindset

1. IQ and ABILITY	Fixed. Hard to change. You're not in control.	Cultivated and improved with time and effort.
2. CHALLENGES	Avoids. Gives up easily.	Embraces. Persists in the face of setbacks.
3. MOTIVATION	Proving skills. Appearing capable.	Success is in the process of learning.
4. EFFORT	Doesn't impact outcome	Directly correlates with success
5. CRITICISM	Uncomfortable. Ignore it.	Internalize. Learn from it.
6. TEDIUM	Comforting. Allows mastery.	Frustrating. Easily bored.
7. FAILURE	Avoid it. Reflects of worth and identity.	Acknowledge it as a necessary part of the journey.

Growth vs. Fixed Mindset. Which is better?



Fixed Mindset

- Rigid not a “team player”
- Unmotivated or uncoachable
- Lazy or lacking ambition
- Combative or resistant to change
- Lower potential or IQ

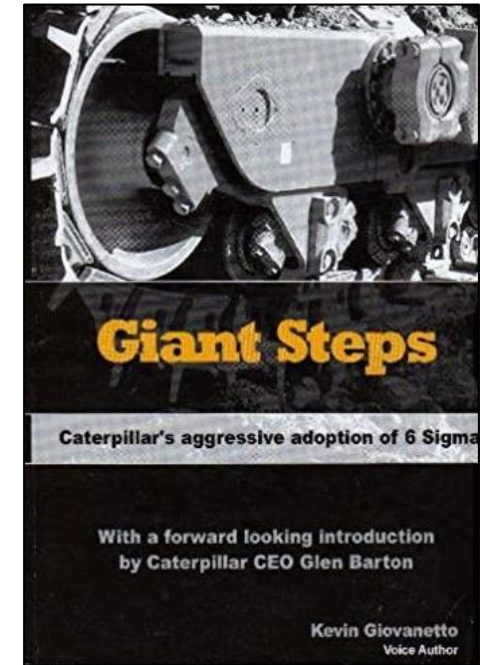


Growth Mindset

- Ambitious
- Hard working
- Hardy and resilient
- Creative
- High potential or IQ

Growth vs. Fixed Mindset. Which is better?

- Not every role requires a change agent. That leads to chaos.
 - Tactical and transactional roles are essential.
 - We need people who are detail-oriented and error-free just as much as we need visionaries and change agents.
- **Our goal:**
 1. **Seek mindset/job role alignment.**
 2. **Cultivate Growth Mindset capacity.**





*“Success is not a random act.
It arises out of a predictable
set of circumstances and
opportunities.”*

- Malcolm Gladwell, Outliers



5 Ways to develop your growth mindset

1. Build awareness of your current mindset

- Take the Growth Mindset Questionnaire
- Recognize and master your self-talk
 - *Are you interpreting your world in a healthy, rational way?*
 - *Are you sending yourself growth or fixed messages?*
- Practice identifying fixed or unhealthy self-talk and replacing it with healthy, change-tolerant messages.

Growth Mindset Questionnaire

	Strongly Disagree	Disagree	Neutral	Strongly Disagree	Strongly Agree	
1. We are born with intelligence and can do little to change it.	5	4	3	2	1	
2. I do things just because they present a challenge.	1	2	3	4	5	
3. I like work that challenges my thinking.	1	2	3	4	5	
4. Leaders should be experts in the work their teams are doing.	5	4	3	2	1	
5. I don't mind making errors if I learn from them.	1	2	3	4	5	
6. I enjoy work the most when I have mastery and it comes easy.	5	4	3	2	1	
7. I enjoy and learn from watching others succeed.	1	2	3	4	5	
8. Effort does not matter unless it produces the desired outcome.	5	4	3	2	1	
9. I enjoy receiving feedback during my performance review.	1	2	3	4	5	
10. It is important that I am recognized as a subject matter expert.	5	4	3	2	1	
11. Even when unexpected, I enjoy change and find it exciting.	1	2	3	4	5	
12. We all have natural limitations to our skills and talents.	5	4	3	2	1	
13. The outcomes I achieve are directly impacted by how much effort I put in.	1	2	3	4	5	
14. I admire and thrive under leaders who are change agents.	1	2	3	4	5	
15. I get easily bored when work becomes routine or repetitive.	1	2	3	4	5	
16. I avoid failure, no matter how hard I must work.	5	4	3	2	1	
17. I eagerly seek feedback from employees or customers who are unhappy.	1	2	3	4	5	
18. Failure is a necessary part of learning.	1	2	3	4	5	
19. Obstacles aren't discouraging, they are opportunities to find other paths.	1	2	3	4	5	
20. I feel most accomplished when I complete a task perfectly.	5	4	3	2	1	
Total Score (add columns, then total this row)						Total

Scoring

Total score of all five sections	
80 - 100	Strong Growth Mindset
60 - 79	Growth Mindset with some fixed ideas.
40 - 59	Fixed Mindset with some growth ideas.
20 - 39	Strong Fixed Mindset

This questionnaire is not a validated assessment instrument. It is intended for educational purposes only.

Caterpillar: Confidential Green

Thought Log

Event	Emotion / Behavior	Thought or “self-talk”	Identify the irrational thought	Counterstatement- new healthier thought
Received “constructive” feedback from my supervisor on a project I’ve been working on.	Disappointed. Sad. Anxious about job performance.	<i>“Nothing I do is right. I’m going to job fail. I am not qualified for a job at this level.”</i>	Overgeneralization. Catastrophizing. All-or-nothing thinking. Perfectionism: I must be perfect and always look competent.	<i>“I’m not perfect. I’m still learning. Coaching can be hard to hear, but it will help me improve. It’s all part of the learning process.”</i>

2. Embrace the power and tension of “not yet”

- Fixed mindset suffers from **“the tyranny of now.”**
 - Skills are things you have or don’t (e.g. grades, performance rating)
 - “Am I good right now?” becomes a gauge of capability.
- “Not yet” recognizes that abilities can be developed.
- Learning requires accepting the discomfort of not knowing.
- Be authentic and show humility.

*“I reserve the right
to be smarter
tomorrow than I
am today.”*

- Unknown Caterpillar leader

3. Practice growth mindset behaviors

- Get comfortable falling short, including *the appearance* of failing. Take on hard tasks.
- Don't avoid challenges or retreat after setbacks.
- Recognize and take credit for the gains that come from your effort.
- Find coaches, mentors and role models.



Personal action plan?

Stop, Start, Continue

CONTINUE	STOP	START
What's working? What are you already doing that challenges you to grow?	What's getting in your way? What do you need to stop doing?	What can you start doing? At work? In your personal life?
<ul style="list-style-type: none"> • • • • • • • • • • • <p>Recognize and reward yourself!</p>	<ul style="list-style-type: none"> • • • • • • • • • • • <p>Make it really easy..... and slippery!</p>	<ul style="list-style-type: none"> • • • • • • • • • • • <p>Small, really small...and sticky!</p>

4. Set open-ended personal and professional goals

- Helps set objective indicators of improvement.
- Link some to your overall health and resilience. Make some fun (but challenging)
- Reward progress over perfection or completion.
- Embrace continual learning. Seek sources of new information (books, podcasts, coursework).



5. Get in the habit of asking Growth Mindset questions

- What can I learn from this?
- What steps can I take to help me succeed?
- Do I know the outcome or goal I'm after?
- What information can I gather? And from where?
- Where can I get constructive feedback?
- If I had a plan to be successful at [blank], what might it look like?
- When will I follow through on my plan
- Where will I follow through on my plan?
- How will I follow through on my plan?
- What did I learn today?
- What mistake did I make that taught me something?
- What did I try hard at today?
- What habits must I develop to continue the gains?
- Am I tired *enough* at the end of the day? And why?



“The moment that we believe success is determined by an ingrained ability, we will be brittle in the face of adversity.”

- John Waitzkin

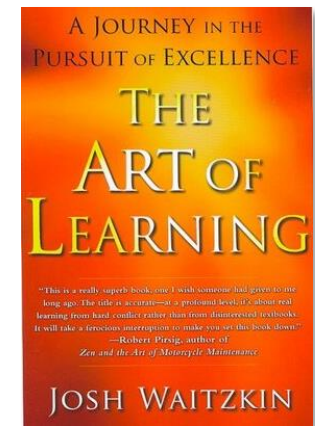
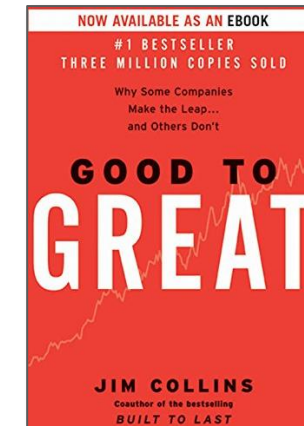
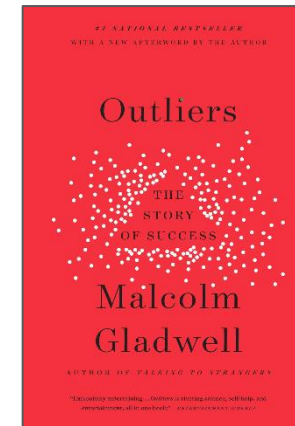
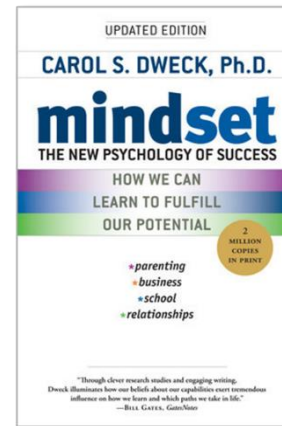
More information is available:



Workday Learning



Total health.cat.com



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Q&A

(Yes, the slides and handouts will be available.)

John C. Pompe, Psy.D., SPHR

Global Manager, EAP and Employee Health Programs
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