



# Creating a growth mindset

## Charity Finance Group Annual Conference 2024

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# Introductions



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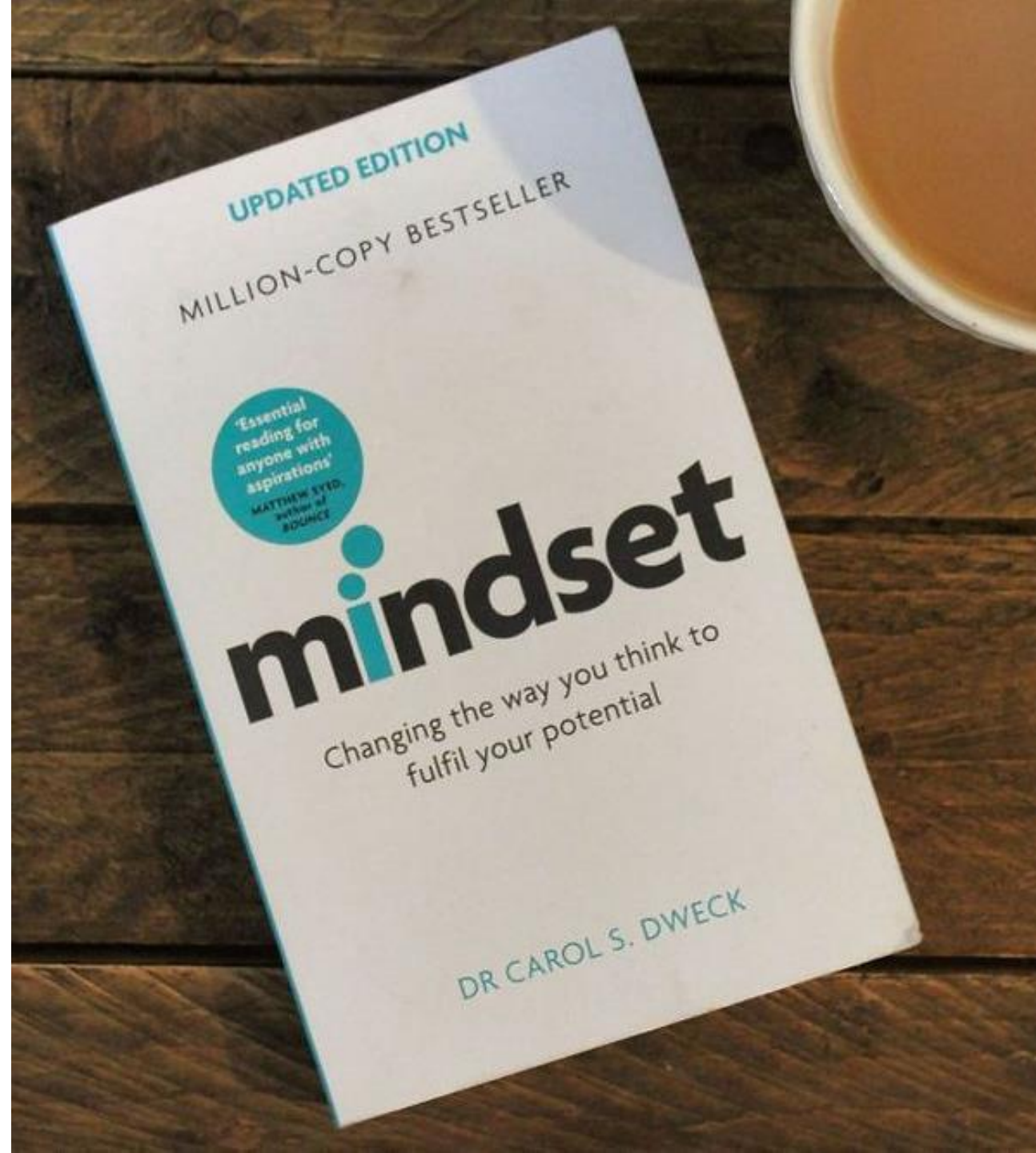


# GROWTH MINDSET

Jenny Brown  
27 June 2024

# GROWTH MINDSET

Growth mindset is an individual's belief that they can **learn and grow** and can improve their capability through **purposeful effort**.



# KEY DIFFERENCES IN MINDSETS

	PERFORMANCE MODE (FIXED MINDSET)	LEARNING MODE (GROWTH MINDSET)
<b>Belief</b>	Born smart	Born to learn
<b>Effort</b>	Should come naturally	Purposeful effort is key
<b>Goal</b>	Succeed / impress / look smart	Improve / Learn at all costs
<b>Benefit / maximisers</b>	Instant performance	Long term Growth / future focus
<b>Focus</b>	Flawless execution	Improvement
<b>Failure /error</b>	Avoided / invalidating	Expected / informative
<b>Perceived cost of error</b>	High	Low
<b>Attention</b>	Audience / control	Information
<b>Experimentation</b>	Minimal	Constant
<b>Feedback</b>	Judicial /unwelcome	Supportive / welcome
<b>Output of Performance</b>	Outcome focused	Effort focused

FIXED MINDSET



edit.

GROWTH MINDSET

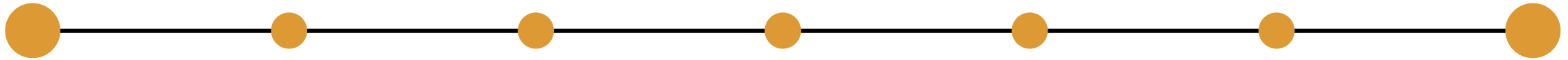


# PERSONAL MINDSET CONTINUUM



**Fixed mindset**  
Intelligence is static

**Growth mindset**  
Intelligence can be developed



Leads to a **desire to look smart** and therefore a tendency to...

- ...avoid challenges
- ...give up easily
- ...see failure as fruitless or worse
- ...ignore useful negative feedback
- ...feel threatened by the success of others

Leads to a **desire to learn** and therefore a tendency to...

- ...embrace challenges
- ...persist in the face of setbacks
- ...see failure as essential to mastery
- ...learn from criticism
- ...find lessons and inspiration in others' success

# THE POWER OF GROWTH MINDSET LANGUAGE...

## EXPERIMENTAL LANGUAGE

Let's try this...

Are you willing to experiment  
with doing it this way?

If you do, what do you think  
the difference will be?

What if we...?

## THE POWER OF YET

I don't get this...YET

I can't do this...YET

This doesn't work... YET

This doesn't make sense...YET

I'm not good at this...YET

Reduce the threat of failure and focus on the journey not just the outcome

Source: Neuro Leadership Institute



**WHAT WOULD YOU DO  
IF YOU KNEW YOU COULD NOT FAIL?**



**WHAT WILL YOU DO NOW TO CREATE YOUR OWN  
AND YOUR TEAM'S GROWTH MINDSET?**



# THE POWER OF GROWTH MINDSET LANGUAGE... IN FEEDBACK CONVERSATIONS!

## TEMPTED TO SAY

- Nice work! Let's now discuss your next project
- Great, you are a natural at this
- It's nice to finally see you performing at the "top of your game"

- Here is the reason why this worked
- You hit all the other points. Why did you miss that?
- Let me tell you where else this applies

- ⑩ Here is what you should work on next
- ⑩ I need you to grow even faster
- ⑩ I hope you continue to hit the mark

## SAY INSTEAD

- I'd like to hear your thoughts on the project and what you were most pleased with.
- I appreciate the effort that you put in on this. You've clearly worked hard to improve here. For example...
- Congratulations! What did you do differently in this project that led to your success?

- Bringing your XYZ skills to this project helped us meet the deliverables. What new habits have you been working on in this area?
- Is there anything you might do differently if you did this again, to do even better?
- How can others benefit from what you learned from this experience?

- ⑩ How will you track your progress and keep yourself motivated?
- ⑩ How can I support you as you continue to develop as quickly as possible?
- ⑩ How will you ensure that you continue to develop at this level?

Source: Neuro Leadership Institute

# THE POWER OF GROWTH MINDSET LANGUAGE... IN FEEDBACK CONVERSATIONS!

## TEMPTED TO SAY

- I want to talk about your performance gaps
  - There are some specific things I need you to do differently
  - The conversation might be a bit hard to hear
- 
- Why do you think you're having problems with this?
  - You need to have more urgency with this project. Here's what I need you to do..
  - Let me tell you about what works in this situation and what doesn't
- 
- ⑩ You need to execute on this by Friday
  - ⑩ I assume you'll do what it takes to ensure this doesn't happen again
  - ⑩ Let me know if you have any questions

## SAY INSTEAD

- I'd like to reflect on your recent experience, discuss what you are learning and ideas you have for future improvements
  - I want to start with what's going well, and then think through together what you might work on in the future
  - I know talking about your performance can be uncomfortable. I would like to find out how I can help you develop further
- 
- I have a sense you've been struggling with "x". I'd like to hear about what's working first
  - What ideas have you already been thinking about that would help you move forward?
  - I have a couple of other suggestions; tell me if any of these resonate with you
- 
- ⑩ We need to meet this deliverable by Friday. Let's walk through the plan together.
  - ⑩ I'd like to take a moment to reflect on your learning, so you can apply in the future
  - ⑩ I'm here to support you. When would it suit you to meet again to check in?

Source: Neuro Leadership Institute

# THE POWER OF GROWTH MINDSET LANGUAGE... IN FEEDBACK CONVERSATIONS!

## TEMPTED TO SAY

- I need to see you in my office now
- This project has really gone sideways. I need you to take responsibility
- I need you to hear what I have to say

- Do you know that you have not met expectations for this project?
- I don't think you realize the negative impact this is having (on the team, the project, the quality of the work)
- In order to fix this, you need to...

- ⑩ You need to fix this right away
- ⑩ I assume you'll do what it takes to ensure this doesn't happen again
- ⑩ I expect to see progress on this by next time we meet

## SAY INSTEAD

- I'd like to have a focused conversation with you. We need 20 minutes or so. Is now a good time?
- The project is not where we need it to be. I want us to work together to come up with some ideas to get back on track
- This might be a challenging conversation for both of us, but let's focus on solutions rather than reasons for problems

- How clear are you on the expectations for this project on a scale of 1 to 10?
- How close to hitting these expectations are you, again on a scale of 1 to 10?
- What ideas do you have to improve from here?
- I have some other ideas that I would like to discuss

- ⑩ What specific steps will you take to ensure you meet this deliverable?
- ⑩ What new habit would be useful for you to develop around this?
- ⑩ I'd like to work with you closely on this for a while. Would it suit you to meet again in a few days?

Source: Neuro Leadership Institute

# QUESTIONS?