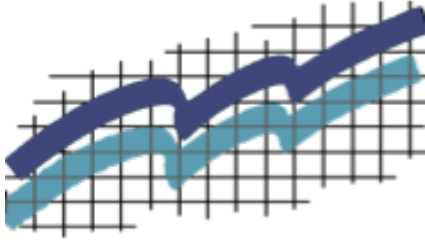


# Marilyn Manning and The Consulting Team's Leadership Tips



## NOTE FROM THE CONSULTING TEAM

The Consulting Team seeks new ideas that serve our clients. In the January issue of *Leadership Tips* we reviewed *Switch*, by Dan and Chip Heath, a book that matches our approach to managing change. In her book *Mindsets*, Dr. Carol Dweck's research distinguishes between growth and fixed mindsets.

*Mindsets are ingrained attitudes that control people's responses and behaviors. People with growth mindsets believe they can always improve. With effort and practice they can grow their intelligence, abilities, and competence. They view challenges and failure as learning opportunities.*

*Those with fixed mindsets view talent and ability as unchangeable. Because they fear their mistakes will show their flaws, they live and work avoiding failure.*

*The Consulting Team works with many leaders to facilitate positive growth and help them manage change. We have observed that mindset, especially in leaders, makes a big difference in the success of any organizational change.*

*This issue of Leadership Tips shares with you the importance of cultivating a growth mindset for yourself and for your team.*

Our warm regards,  
**Marilyn Manning, Ph.D.**  
**(650) 965-3663**

## Leadership Potential Making Up Your Mindset!

*Although people may differ... in their initial talents, and aptitudes, interests, or temperaments, everyone can change and grow through application and experience.*

~ Carol Dweck, *Mindset*

Change is inevitable. Sometimes it is prompted by the economy, sometimes technology or regulatory changes, maybe a new administration, competition, product or a strategic plan. Therefore, we need to change our habits and routine, learn new skills, and adjust.



\*\* NUMB3RS' **Charlie Epps**  
Growth Mindset Mathematician

Once top management sets the course and develops a plan to meet and master the change, they call upon the leaders of the organization to implement their plan. That's when your real work begins.

Sometimes leaders take the challenge in stride and encourage their teams to explore and practice the new direction, but more often others in leadership positions may deny the need to change and resist the risks associated with learning new ways. Team members may fear change as well, holding fast to the status quo. These teams fail to adapt to and adopt change or abandon it altogether. Dr. Carol Dweck studied people facing different situations, including business changes, which demanded their growth and learning. She discovered that people's mindsets, either "fixed" or "growth," determine their resilience, that is, their capacity to learn and grow to meet the challenges and changes in life.

She describes people with fixed mindsets as those who believe that everyone is born with a set of fixed abilities and talents. If these people experience easy success and acclaim in their formative years, they may develop feelings of permanent superiority and entitlement. If they grew up

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experiencing failure through limited skill or scant effort, they may feel perpetually inadequate and mediocre. In either case, research shows they often develop an inaccurate view of their skills and potential.

Fixed mindset people fear risk, which they think may bring failure and expose their weaknesses. Organization change can be a minefield of risk and vulnerability. Because those with fixed mindsets don't believe they can change, it is difficult for them to hear constructive feedback or accept coaching. They also see others as having fixed capabilities. As bosses, they can be controlling and judgmental. Coaching often turns this around.

Teams with fixed mindsets often experience groupthink, which leads to closed thinking and mistakes. This happens because the fixed mindset leader, and therefore the team, is invested in being seen as right. The leader suppresses dissent and members seek praise from the leader through false agreement. The best example of this is Enron. With leaders Ken Lay and Jeffrey Skilling, it still echoes through the business world as a company that believed it had the smarts and expertise to thrive no matter what, until its spectacular failure.

The good news is people can change and grow. They do have the potential to learn from their successes and failures. Mindsets are attitudes that anyone can choose to change.

***“The most important thing I learned today was developing a growth mindset and approaching things with that mindset.”***

*~ Participant in one of our recent workshops*

Leaders inspire through sharing their vision. This act encourages leaders to think beyond their fixed situations to imagine growth and change. They then guide their teams to understand, accept, and reach the vision. Guidance depends on the leader's belief that he or she can coach others to learn, grow, and change to succeed in new ways.

Dweck's research showed that leaders with “growth mindsets” make the best change agents. They hold the attitude that people can continue to improve their knowledge and abilities. These leaders respond well to challenge and change because they know that the risks and effort involved in change will help their organizations. Many times they call in external experts to coach them and their teams in needed expertise.

***“The Consulting Team guided us through difficult change and management challenges by building managers' capabilities in communications and critical skills. This provided us the competence and confidence to create a vision and know how to get there.”***

*~ Virgil Schwab, former IT Director, Monterey County*

Dweck's research further proves that people with growth mindsets make better coaches and negotiators, build better teams, and foster collaboration and innovation. Growth-minded leaders can transform their faltering companies and earn the respect and praise of their employees.

Like other brain functions, such as learning to read, practicing your golf game, or improving your leadership skills, a growth mindset can be cultivated and exercised. Here are some tips that can help you improve your mindset.

Most personal growth begins with understanding your strengths and limitations. When looking at your strengths focus on your passion, the inspiration that energizes you energy and makes your work. It is the source of your imagination and resilience.

When you embark on a new direction, for yourself or with your team, plan on creating short-term learning structures. They may be trial sites for a new idea, workshops to learn and practice new skills, or a set of interim, less challenging objectives toward a breakthrough goal. These structures allow people to learn from their mistakes, rather than fear them, and to be more open to coaching.

Build habits within your team to listen to each other's ideas and feedback. Your team will benefit from an environment rich in new ideas and perspectives that feed innovation. You can also prevent groupthink. We have helped many organizations develop strategies that support fresh and original approaches.

***“The Consulting Team brought out the untapped creative side of our executive team to go beyond where we believed the company could.”***

*~ Pete Nelson, CEO, California Water Services*

Good leaders should also create a growth mindset culture, one that values and empowers employees and teams. It begins with a commitment to foster career planning, training and development, and effective coaching strategies. We can help you nurture growth mindsets in your organization by showing you how to:

- Help employees find their passion in their work.
- Offer support and coaching to reach team goals rather than making judgment.
- Foster alternate views and constructive feedback.
- Invest in every member of your team equally.
- Recognize and praise improvement effort as well as results.
- Your organization will benefit from this environment of trust, empowerment, and growth.

**\*\* Charlie Epps is a genius mathematician and FBI consultant in the TV show Numb3rs. Even with his superior talent, Charlie has a growth mindset.**

# The Consulting Team's Leadership Development Resources

**The Consulting Team provides workshops and services that facilitate change and leadership growth. The Team also offers leadership coaching to help apply and improve leadership skills:**

## **Leadership Assessments:**

- ✓ EQI 360 Degree Assessment
- ✓ [DiSC Assessment and Profiles](#)

**Strategic Planning:** Strategic thinking and planning aligns your organization or team for purposeful, effective change. Clear direction, values, and roles/responsibilities resolve conflicting priorities and ineffective initiatives. Developed with your organization's input and collaboration, a strategic plan creates greater teamwork, focus, and productivity. The process includes assessment, facilitation, and documentation. We provide this through facilitating meetings and leading workshops.

**Appreciative Inquiry:** This workshop offers a different approach to improve results. It assists groups to succeed by exploring what's working vs. what's wrong. AI, with its positive perspective and processes, offers powerful techniques to managers and staff. Learn to apply AI to plan and support effective change, communications, and positive morale in challenging situations. Available as a half-day basics class or a one-day applications workshop.

**The Seven Laws of Leadership:** Do you strive to be an exceptional leader? Can you move beyond the role of directive manager to the collaborative role of facilitator? Sharpen your coaching skills and embrace a positive attitude toward change. We

cover the seven laws of leadership, a culmination of over 100 interviews that sought the common principles used by some of today's top leaders.

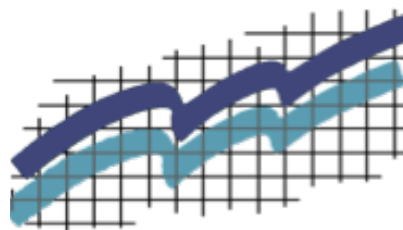
**Leading Positive Change:** This workshop helps you set realistic objectives, create strategies to overcome resistance, and implement initiatives for success. Learn how to gain buy-in and motivate others to change. Identify stressors, modify negative patterns, manage conflict and challenging situations, and maximize communications.

**Leadership Coaching:** Most of us aren't born knowing how to lead, but this doesn't mean that we can't learn. Leadership Coaching is used to help future and existing leaders develop strategies to change ineffective habits and behaviors into highly effective ones.

## About Leadership Tips:

**Leadership Tips** is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past **Leadership Tips** go to [www.theconsultingteam.com](http://www.theconsultingteam.com) and select Newsletters

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For more information on this new lineup, please contact [m@theconsultingteam.com](mailto:m@theconsultingteam.com) or [elaine@theconsultingteam.com](mailto:elaine@theconsultingteam.com).

## 14 Points for Successful Change

Obstacles and mistakes crop up through any change. These 14 points will help you overcome these hurdles, master change, and foster a growth mindset:

1. The only thing you can control is your own attitude.
2. Until you can jump over your inner obstacles, you won't make it over your outer obstacles.
3. The most successful people are the ones that work on themselves first.
4. Surround yourself with people you want to be like.
5. Fear regret more than failure.
6. Most success stories include footnotes of failure.
7. Life will offer you the same lessons over and over, until you learn them.
8. Learning is messy; learn to love the mess.
9. Don't complain unless you are willing to do something about it.
10. Stay focused on each step you take. If you look behind or around you, others may pass you by.
11. If you are judging everyone and anything, you can't find inspiration in everyone and anything.
12. Always ask, "What if?" and, "Why Not?" rather than "What if I fail?"
13. Creativity is an unlimited resource. Use its power.
14. Abundance is everywhere. Learn to look for it and embrace it.



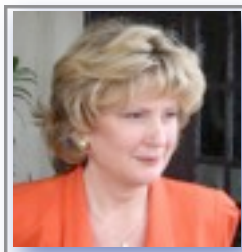
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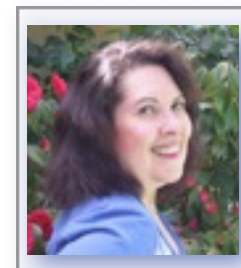
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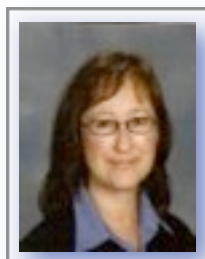
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