MINDSET- THE NEW PSYCHOLOGY OF SUCCESS- NOTES

READ SLIDE ONE.

SLIDE TWO

**Dweck’s Research -** As a young researcher, just starting out, Carol Dweck was obsessed by how people cope with failure. She studied by seeing how students grapple with hard problems.

**Method –** brought children one at a time into room in their school, made them comfortable, and gave them a series of puzzles to solve. The first ones were fairly easy, but the next ones were hard. As students toiled, she watched their strategies and probed what they were thinking and feeling.

She saw something she never expected – 10 year old boy rubbed his hands together, smacked his lips and cried out, “I love a challenge!” Another sweating away said, “You know I was *hoping* this would be informative.”

*What’s wrong with them?* I wondered. I always thought you coped with failure or you didn’t . I never thought anyone *loved* failure. Were these kids on to something?

**Turn a failure into a gift**

These children were my role models at a critical time in my life. I was determined to figure out the kind of mindset that could **turn a failure into a gift.**

They knew that human qualities, such as intellectual skills could be cultivated through effort. Not only were they not discouraged by failure, they didn’t think they were failing. They thought they were learning.

I, on the other hand, thought human qualities were carved in stone. You were smart or you weren’t : and failure meant you weren’t. If you arrange successes and avoid failures (at all costs) you could stay smart. Struggles, mistakes, perseverance were just not part of this picture.

SLIDE THREE

WHY DO SOME PEOPLE BECOME NON -LEARNERS

***The view you adopt profoundly affects the way you live your life.***

**We’re born with such an irrepressible, exuberant desire to learn.**

**Why do some people become non-learners?**

Why do some people fulfill their potential and some don’t? Why do some people get unstuck and others remain stuck?

In her research Carol Dweck found that one simple belief about yourself guides a large part of your life : **whether people believed that their traits were simply fixed this is called a fixed mindset) or were things they could develop (this is a growth mindset).**

**I am going to repeat that in Arbonne terms:**

**Do you believe your personal potential, your network marketing skill is fixed or can it develop?**

•Much of what you think of as your personality ,actually grows out of this “mindset”

•In 20 years of research, over and over Dweck found that a fixed mindset held people back , and that a growth mindset liberated them to pursue what they valued -with passion and resilience.

•She also found that these mindsets could be learned and changed, to help people break out of self-defeating patterns.

•New research has shown that important parts of your personality can be changed.

•Fortune 100 companies have become very interested in how to promote a growth mindset (after Dweck wrote a column in the NY Times.)

•Recruiters and coaches from sports teams, even Olympic coaches, have said that Mindset is revolutionary in its implications for coaching

•People in business and sports have said that instead of just identifying talent, they are seeing results from **developing** talent. They tell me how this has changed the motivation and performance of coaches and their athletes, of managers, leaders and their employees.

SLIDE THREE

WHY DO SOME PEOPLE BECOME NON- LEARNERS?

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**We’re born with such an irrepressible, exuberant desire to learn.**

**Why do some people become non-learners** ?

**People with a growth mindset:**

**Have a passion for stretching themselves, even when it’s not going well.**

**They are hearty and resilient in trying to develop their abilities**

•They believe that a person’s true potential is unknown and unknowable. It’s impossible to know how much can be accomplished – but exciting to see what will unfold with effort , and training and passion.

•The belief that cherished qualities can be developed creates a passion for learning.

The growth mindset asks:

Why waste time proving how great you are now, when you could be getting better?

Why hide deficiencies instead of overcoming them?

Why seek out the tried and true, instead of seeking out experiences that will stretch you?

•**People with a growth mindset don’t think everyone is the same, or that anyone can be Michael Jordan, but they believe everyone can develop through effort and experience**

•A **Hallmark of the growth mindset is:** the passion for stretching yourself and sticking to it, even (or especially) when it’s not going well. This is the mindset that allows people to thrive during some of the most challenging times in their lives.

**How can one mindset have so much impact ?**

Examples in this presentation will show how:

•Mindsets change what people strive for and what they see as success.

•How they change the definition, significance, and impact of failure

•How they change the deepest meaning of effort.

SLIDE FOUR

READ SLIDE THEN:

FIXED MINDSET

•**Makes people afraid to try challenges**

•**Makes them give up easily in the face of setbacks because to them, those setbacks and challenges mean they’re not talented, and they’re not intelligent.**

•For some people **every situation , instead of being an opportunity to learn, becomes only a situation to confirm their intelligence, personality, or character.** They wonder: *Will I succeed or fail? Will I look smart or dumb? Will I be accepted or rejected? Will I feel like a winner or a loser?*

•People with a fixed mindset- **Judge themselves when things don’t go well- and they Judge others.**

•Because the *fixed mindset-* Believes your qualities are carved in stone- it creates an urgency to prove yourself over and over. If you only have a certain amount of intelligence, a certain personality, and a certain moral character – you better prove that you have a healthy dose of them. It wouldn’t do to look or feel deficient in these most basic characteristics.

•**You have to be flawless, right away.**

•In the fixed mindset, it’s not enough just to succeed. It’s not enough to look smart and talented. **You have to be pretty much flawless. And you have to be flawless right away.**

•Here is when people with the fixed mindset **feel smart**

•“When I don’t make any mistakes.”

•“When I finish something fast and it’s perfect.”

•“When something is easy for me, but other people can’t do it.”

•It’s about being perfect **Right Now**

SLIDE FIVE

GROWTH MINDSET

**People with a growth mindset:**

**Have a passion for stretching themselves, even when it’s not going well.**

**Are hearty and resilient in trying to develop their abilities**

•They believe that a person’s true potential is unknown and unknowable. It’s impossible to know how much can be accomplished with years of passion, toil, and training.

•The belief that cherished qualities can be developed creates a passion for learning. Why waste time proving how great you are when you could be getting better? Why hide deficiencies instead of overcoming them. Why seek out the tried and true, instead of experiences that will stretch you?

•**People with a growth mindset don’t think everyone is the same, or that anyone can be Michael Jordan, but they believe everyone can develop through effort and experience**

•A **Hallmark of the growth mindset:** the passion for stretching yourself and sticking to it, even (or especially) when it’s not going well. This is the mindset that allows people to thrive during some of the most challenging times in their lives.

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SLIDE SIX

THERE ARE FIVE MAIN RESULTS OF A FIXED MINDSET

**1. “Achievement is limited”**

The **fixed mindset** limits achievement. It fills people’s minds with interfering thoughts, it makes effort disagreeable, and leads to inferior learning strategies. It makes other people into judges, instead of allies .

**2. “ You must try to prove you’re special”**

People with a fixed mindset are trying to prove they’re special, or even better than others.

But if you’re special or *somebody* when you’re successful, what are you when you’re not successful?

**3. A Fixed Mindset is “All about the outcome”**

If you fail or if you’re not the best, it’s all been wasted. In opposition to this .The growth mindset allows people to value what they’re doing *regardless of the outcome.* They’re tackling problems, charting new courses, working on important issues.

**4. “ You Devalue Effort”**

in the fixed mindset, effort is not a cause for pride. It’s actually even something that casts doubt on your talent.

5. You “**Fear Challenge”**

In fixed mindset, you don’t take control of your abilities and motivation. You look for talent to carry you through and when it doesn’t, you think , there is nothing else could you have done. You’re a finished product, not a work in progress. And finished products have to protect themselves, lament, and blame. Everything but take charge.

SLIDE SEVEN

RESULTS OF A GROWTH MINDSET

A **growth mindset** gives people habits for achievement. Important achievements require a clear focus, all-out effort, and a bottomless truck full of strategies, plus allies in learning.

The growth mindset believes that just because some people **can** do something with little or no training, it doesn’t mean that **others** can’t do it (and sometimes do it even better) **with** training.

SLIDE EIGHT

RECOGNIZING FIXED AND GROWTH MINDSETS

Think about someone you know who is steeped in the fixed mindset.

Think about how they are always trying to prove themselves and how they’re supersensitive about being wrong or making mistakes. Now you can begin to understand why they’re this way.

Think about someone you know who is skilled in the growth mindset—someone who understands that important qualities can be cultivated Think about the ways they confront obstacles. Think abut the things they do to stretch themselves. What are some ways you might like to change or stretch yourself?

In one world, success is about proving you’re smart and talented.

In the other world, effort is what *makes* you smart and talented

OPTIONAL : JOHN MCENROE

**John McEnroe** had a fixed mindset. He believed that talent was all. He did not love to learn. He did not thrive on challenges. When the going go tough, he often folded. As a result, by his own admission, he did not fulfill his potential. But his talent was so great that he was the number one tennis player in the world for four years.

For each match he lost, McEnroe said things went wrong. There was the time it was cold and the time it was hot, the time he was jealous and the times he was upset, and the many, many times he was distracted. When he didn’t do as well as expected in part of 1982 he said “little things happened that kept me off my game for weeks at a time and prevented me from dominating the tour.”

McEnroe could never stand the thought of losing. He thought it would make him lest special.

In 1981 McEnroe bought a beautiful blaCk Les Paul guitar. That week he went to see Buddy Guy play at the Checkerboard Lounge in Chicago. Instead of feeling inspired to take lessons or practice, McEnroe went hone and smashed his guitar to pieces.

From McEnroe, we hear little talk of taking control. When he was doing poorly, we hear little self-reflection or analysis (except to pin the blame)

McEnroe admitted, “There was a time … when my head was so big it could barely fit through the door. Dome people don’t want to rehearse; they just want to perform. Other people want to practice a hundred times first. I’m in the former group.”

**Pete Sampras** had a growth mindset. When he faced challenges, he looked for a way to get through it.

In 2000, he was trying for his 13th grand slam tennis victory – breaking Roy Emerson’s record of 12 grand slam victories.

He managed to make it to the finals, but hadn’t played well all tournament and was not optimistic about his chances against the young, powerful Patrick Rafter.

Sampras lost the first set, and was about to lose the second set. He was down 4-1 in the tiebreaker. He said, “I really felt like it was slipping away.

He searched for a frame of reference that could carry him though. Sampras says, “When you’re sitting on the changeover you think of past matches that you’ve lost the first set…came back and won the next three. There’s time. You reflect on your past experiences, being able to get through it.

Suddenly, Sampras had a five-point run. Then two more. He had won the second set and was alive.

NY Times sports reporter said, “Sampras displayed all the qualities of the hero: the loss in the first set, vulnerability near defeat, then a comeback and a final triumph.”

SLIDE NINE

IMAGINE AS VIVDLY AS YOU CAN

**Scenario:** One day, 6months into your year, you go to a to a prospect that is really important to you and that you like a lot. The prospect shows some interest, buys one product as a gesture, and says I’m not really interested in being a consultant right now. You’re very disappointed. Then on your way back home, you find that you’ve gotten a parking ticket. Being really frustrated, you call your best friend to share you experience but are sort of brushed off.

**Fixed Mindset –** Would see what happened as a direct measure of their competence and worth.

“I’d feel like a reject.”

“I’m a total failure:

“I’m and idiot.”

“I’m a loser”

“I’d feel worthless and dumb—everyone’s better than me”

So how would they cope?

“ I wouldn’t bother to put so much time and effort into doing well in anything. (In other words, don’t let anyone measure you again.

” “Do nothing.” “Stay in bed.” “get drunk.” “Eat.” “Eat chocolate.” “Listen to music and pout.” “Go into my closet and sit there.” “Pick a fight with somebody.” “Cry.” “Break something” “What is there to do?”

**Growth Mindset -**

“I need to try harder in cultivating new prospects and in improving my presentation.” “I’ll be more careful when parking the car.”, “I wonder if my friend had a bad day.”

“The result of the meeting would tell me that I need to try harder to improve my skills, but I have the rest of the year to grow my business.”  
How would they cope?

Directly.

“I’d start thinking about making more calls or making my presentations in a different way. I’d pay the ticket, and I’d work things out with my best friend.”

“I’d look at what was wrong with the meeting, resolve to do better, pay my parking ticket, and call my friend to tell her I was upset the day before.”

SLIDE TEN

WHICH MINDSET DO YOU HAVE?

Ask the room the questions on the slide:

**Decide whether you mostly agree or disagree with each statement.**

1.**Your business skill is something very basic about you that you can’t change very much.**

2.**You can learn new things, but you really can’t change how much business skill you have.**

3.**No matter how much business skill you have, you can always change it quite a bit.**

4.**You can always change basic things about the kind of person you are.**

Then tell thme:

Questions 1 &2 are the fixed mindset. Questions 3&4 are the growth mindset.

You can be a mixture, but most people lean towards one or the other.

SLIDE ELEVEN

WHICH MINDSET DO YOU HAVE?

Mindsets apply to personality, too. It’s not just abilities and talents.

Questions 1 &3 are the fixed mindset.

Questions 2&4 are the growth mindset.

You can be a mixture, but most people lean towards one or the other.

SLIDE TWELVE

IN WHICH PARTS OF YOUR LIFE DO YOU HAVE A FIXED MINDSET?

Many people have elements of both a fixed and a growth mindset.

People can also have different mindsets in different areas.

For example: may think my artistic skills are fixed but that my intelligence can be developed.

The mindset that people have in a particular area will guide them in that area.

**Story:** Self-limiting belief about going for NVP

From our conversation:

When I was an area manager I went to a training where they prepare you to be an RVP.

But when I walked in the room The video they showed was called: it’s good to be an NVP.

I was thinking about RVP and was taken aback. Why would I want to be an NVP? I don’t want that . I don’t that responsibility

I just had these beliefs I was ok with being an RVP, but I don’t want more than the car.

Crux of the matter: I set a limit. That’s all I deserve. That’s all I want,.

It was fear.

I thought being an NVP meant 4 times the money and 4 times the responsibility.

In those days, I worried that if I was making full time income, I couldn’t be a full time singer. I thought no one would take me seriously as a performer if I was at the top of the company..

 It was a fixed mindset, but I was there.

However , a year later when Camilla who I had signed, and I both went Nation Qual at the same time, I had to decide if I wanted to let her pass me or if I was up for creating the equivalent of a fourth region in 90 days!

My competitive side got the better of me-and I decided I was going to ignore my fears and just go for it.

SLIDE THIRTEEN

Lets talk about how both mindsets cope with FAILURE

**Fixed Mindset -** A setback with the fixed mindset can be traumatic. A Fixed mindset gives you no good recipe for overcoming it. If failure means you lack competence or potential—that you *are* a failure—so where do you go from there?

**Growth Mindset** – In the growth mindset, of course failure can be a painful experience. But it doesn’t **define** you. It’s a problem to be faced and dealt with, and learned from.

Setbacks still may hurt, but they don’t label or limit you.

So you can say“ I failed,” but not “I **am** a failure.”

If change and growth are possible, it’s a problem to be faced, dealt with, and learned from. There are many paths to success

SLIDE FOURTEEN

SKIP

JIM MARSHALL- MINNESOTA VIKINGS

Jim Marshall, former defensive player for the Minnesota Vikings, relates what could easily have made him into a failure. In a game against the San Francisco 49ers, Marshall spotted the football on the ground. He scooped it up and ran for a touchdown as the crowd cheered. But **he ran the wrong way.** He scored for the wrong team and on national television.

It was the most devastating moment of his life. The shame was overpowering

But during halftime, he thought, “If you make a mistake, you got to make it right. I realized I had a choice. I could sit in my misery or I could do something about it.” Pulling himself together for the second half, he played some of his best football ever and contributed to his team’s victory.

Nor did he stop there. He spoke to groups. He answered letters that poured in from people who finally had the courage to admit their own shameful experiences. He heightened his concentration during games.

Instead of letting the experience define him, he took control of it. He *used* it to become a better player and, he believes, a better person.

SLIDE FIFTEEN

EFFORT- EVEN GENIUSES HAVE TO WORK

**Growth Mindset – Even geniuses have to work hard for their achievements. Admire effort – it is what ignites ability and turns it into accomplishment**

**As if at birth**

•***Midori came out fiddling***

•***Michael Jordan came out dribbling***

•***Picasso came out doodling***

**Fixed Mindset – Effort is for people with deficiencies. If you’re a talent or a natural”, effort can *reduce you.***

The idea of trying and still failing is the worst fear within the fixed mindset. It can haunt and paralyze people. Why is it so terrifying?

2 reasons –

1 Great geniuses are not supposed to need it.

2. it robs you of all your excuses. “I could have been [fill in the blank]” But once you try, you can’t say that anymore

SLIDE SIXTEEN

Lets talk about POTENTIAL

**Jackson Pollock, Elvis Presley, Ray Charles, Lucille Ball, and Charles Darwin were all though to have little potential in their chosen fields.**

**They may not have stood out from the crowd early on.**

**But, potential is someone’s capacity to *develop* their skills with effort over time. How can we know where time and effort will take someone?**

**Jack Welch, admired CEO of General Electric, chose executives on the basis of “runway,” their capacity for growth.**

**SLIDE SEVENTEEN**

**Michael Jordan is a great example of a growth mindset.**

**In sports** the idea of a “natural” has been pervasive.

Talent comes from someone who looks like an athlete, moves like an athlete, and is an athlete, all without trying.

Michael Jordan wasn’t a natural. He was the hardest-working athlete, perhaps in the history of sport.

It is well known that he was **cut from his high school basketball team –** We laugh at the coach who cut him.

**He wasn’t recruited by college he wanted. To play for (North Carolina State). Weren’t they foolish?**

**He wasn’t drafted by first 2 NBA teams that could have drafted him. What a mistake!**

Because we now know he was the greatest basketball player ever, we think it should have been obvious from the start.

When Jordan was cut from his high school team, he was devastated. His mother says, “I told him to go back and discipline himself.”

He listened! He used to leave the house at 6 in the morning to go practice before school.

In college he constantly worked on his weaknesses – his defensive game, his ball handling and shooting.

The coach was amazed by his willingness to work harder than anyone else.

Even at the height of his success and fame—**after** he had made himself into an athletic genius—his dogged practice remained legendary.

A former

**For Jordan, success comes from the mind:**

**“The mental toughness and the heart are a lot stronger than some of the physical advantages you might have…I’ve always believed that.”**

But other people don’t believe that. They look at him and see the physical perfection that inevitably led to his greatness.

SLIDE 18

SKIP

BABE RUTH

Babe Ruth was a guy with famous appetites and a giant stomach bulging out of his Yankee unoform.

Wow, doesn’t that make him even more of a natural?

Didn’t he just party all night and then go to the plate the next day and hit home runs?

But the Babe was not a natural, either. Early in his professional career, the Babe was **not that good a hitter.**

He had a lot of power, that was breathtaking when he connected, but he was highly inconsistent.

It’s true that he consumed astounding amounts of liquor and food. After a huge meal he could eat one or two whole pies for dessert.

But, he could discipline himself when he had to.

Many winters, he worked out the entire off-season at the gym to become more fit.

In fact, after the 1925 season when it looked like he was washed up, he really committed himself to getting in shape, and it worked.

**From 1926 – 1931 he batted .354, averaging 50 home runs a year abnd 155 runs batted in.**

His biographer said, “Ruth put on the finest display of sustained hitting that baseball has ever seen**.’**

Through discipline and practice, out of the setbacks of 1925, Babe Ruth rose like a rocket.

He also loved to practice.

Yet, we stick to the view that ballplayers naturally and effortlessly display the talents that nature provided.

**SLIDE 19**

**SKIP**

**JACKIE JOINER KERSEE**

**What about Jackie Joyner-Kersee, hailed as the greatest female athlete of all time?**

**She competed in the heptathlon – a grueling 2-day event with seven events: 100 meter hurdles, the high jump, the javelin throw, 200 meter sprint. Long jump, shot put, and an 800 meter run. No wonder the winner gets to be called the best female athlete in the world. Kersee earned the 6 highest score in the history of the sport, set world records and two Olympic gold medals.**

**Was *she* a natural?**

**She did have talent, but when she started track, she finished in last place for quite a while.**

**The longer she worked, the faster she got, but she still didn’t win.**

**Finally, she began to win.**

**She has said, “Some might attribute my transformation to the laws of heredity…But I think it was my reward for all those hours of work on the bridle path, the neighborhood sidewals, and the schoolhouse corridors.**

**Sharing her secret of success she says, “there is something about seeing myself improve that motivates and excites me. It’s that way now, after 6 Olympic medal and five world records. And it was the way I was in junior high, just starting to enter track meets.”**

**Her last medals were during an asthma attack and a painfull hamstring injury.**

**It was not natural talent taking its course**

**SLIDE 20**

**JACK WELCH**

**Listening, Crediting, Nurturing**

**When Jack Welch became CEO of GE 1980 it was valued at $14 billion. 20 years later, in 2000, it was valued by Wall Street at $490 billion. It was the most valuable company in the world.**

**Fortune magazine called Welch, “the most widely admired, studied and imitated CEO of his time.”**

**In a *New York Times* article, Steve Bennet the CEO of intuit said, “I learned about nurturing employees from my time at General Electric from Jack Welch…He’d go directly to the front-line employee to figure out what was going on . Sometime in the early 1990’s, I saw him in a factory where they made refrigerators in Lousville…He went right to the workers in the assembly line to hear what they had to say.”**

**That says a lot. Welch was obviously a busy guy. An important guy. But he didn’t run things from luxurious corporate headquarters where his most frequent contacts were with white-gloved waiters. He never stopped visiting factories and hearing from the workers. These were people he respected, learned from and, in turn, nurtured.**

**There was an emphasis on teamwork, not the self-centered *I* of some other CEO’s.**

**In his autobiography he wrote, “I hate having to use the first person. Nearly everything I’ve done in my life has been accomplished with other people…these people filled my journey with great fun and learning. They often made me look better than I am. “**

**It’s not the *me me me* of the validation-hungry CEO. It’s the *we* and *us* of the growth-minded leader.**

**However, before Welch could root the fixed mindset out of the company, he had to root it out of himself.**

**He had a long way to go. He was no the leader he learned to be.**

**In 1971, the head of GE human resources said that Welch was arrogant, couldn’t take criticism, and depended too much on his talent instead of hard work and his knowledgeable staff.**

**Fortunately, every time success went to his head, he got a wakeup call.**

**A chapter in his autobiography is called “Too Full of Myself” about the time he was on an acquisition roll and felt he could do no wrong. Then he bought Kidder Peabody, a Wall Street investment banking fir with an Enron-type culture. It was a disaster that lost hundreds of millions of dollars for GE.**

**What he learned was, True self-confidence is, “the courage to be open—to welcome change and new ideas regardless of their source.”**

**Real self-confidence is not reflected in a title or a series of acquisitions. It’s reflected in your mindset: your readiness to grow.**

**From his experiences, he learned what kind of manager he wanted to be: a growth –minded manager – a guide, not a judge.**

**When Welch was a young engineer at GE, he caused a chemical explosion that blew the roof off the building he worked in. Emotionally, was shaken by what happened. He nervously drove the hundred miles to company headquarters to face the music and explain himself to the boss. But when he got there, the treatment was understanding and supportive. He never forgot it.**

**“Charlie’s reaction made a huge impression on me … If we’re managing good people who are clearly eating themselves up over an error, our job is to help them through it.”**

**He learned to selectpeople for their mindset, not their pedigree– He originally hired people from MIT, Princeton, etc., which impressed him. But after a while he learned that what counted were people who were filled with passion and a desire to get things done. A resume didn’t tell him much about that inner hunger.**

**Then came the chance to be CEO. Each of the three CEO’s had to fix the current CEO he was the best for the job. Welch made the pitch on his capacity to grow. He didn’t claim he was a genius or the greatest leader who ever lived. He promised to develop. He got the job and made good on his promise.**

**Immediately, he opened channels for honest feedback. He asked executives what they liked and disliked about the company and what they thought needed changing. They were incredibly surprised because they had been used to kissing up to their bosses.**

**He spread the word: This company is about growth, not self-importance.**

**He shut down elitism such as an executive club.**

**He got rid of brutal bosses. In front of 500 managers, “I explained why four corporate officers were asked to leave…even though they delivered good financial performance. They were asked to leave because they didn’t practice our values.”**

**The approved way to foster productivity was now through mentoring, not through terror**

**He rewarded teamwork, not individual genius.**

**Jack Welch was not perfect, but he was devoted to growth. This devotion kept his ego in check, kept him connected to reality, and kept him in touch with his humanity.**

**In the end, this made his journey prosperous and fulfiling for thousands of people.**

**SLIDE 21**

**SKIP**

**LOU GERSTNER**

**By the late 1980’s, IBM had become arrogant and uncaring about its customers. It had a culture of smugness and elitism**

**Within the company managers felt – all of IBM is royal, but I’m more royal than you (managers of other divisions)..**

**There was no teamwork, only turf wars.**

**There were deals, but no follow-up.**

**There was no concern for the customer.**

**The problem for the board of directors was that not only did they realize the culture was one of arrogance, they knew the business was suffering.**

**In 1993, they turned to Lou Gerstner to be the new CEO. He said no…. They begged him and told him “We want exactly the kind of strategy and culture change you created at American Express and RJR.” In the end he caved, although he can’t remember why.”j**

**IBM now had a leader who believed in personal growth and creating a corporate culture that would foster it.**

**First, as Welch had done, he opened up channels of communication up and down the company. 6 days after he arrived, he sent a memo to every IBM worker, telling them: “Over the next few months, I plan to visit as many of our operations and offices as I can. And wherever possible, I plan to meet with many of you to talk about how together we can strengthen the company,”**

**Like welch, he attacked elitism. He disbanded the management committee, the ultimate power role for IBM executives, and often went outside the top management for expertise.**

**From a growth mindset, it’s not only the select few that have something to offer. “Hierarchy means very little to me. Let’s put together in meetings the people who can help solve a problem, regardless of position.”**

**Teamwork. Gerstner fired politicians who indulged in competing internally and instead rewarded people who helped their colleagues.**

**He stopped IBM sales divisions from putting each other down to clients to win business for themselves. Jhe based executives’ bonuses more on IBM’s overall performance and less on the performance of their unit.**

**Gerstner was appalled by the endless failure to follow through on deals and decisions and that people tolerated it. He demanded and inspired better execution. Message: Genius is not enough; we need to get the job done.**

**Finally , he focused IBM on the customer. IBM customers felt betrayed and angry. IBM was so into itself that is was no longer serving their computer needs. They were upset about pricing. They were frustrated with IBM’s bureaucracy. They were irritated that IBM was not helping them to integrate their systems.**

**Gerstner an.nounced that IBM would now put the customer first and backed it up with a drastic cut in their mainframe prices.**

**At the end of the first 3 months, Wall Street said “[IBM stock] has done nothing, because he has done nothing.”**

**Ticked off but undaunted, Gerstner continued his campaign and brought IBM back from it’s “near death: experience.**

**Changing things was the sprint. What lay ahead was the harder task, the marathon, of maintaining his policies until IBM regained industry leadership**

**By the time he left in 2002, the stock had increased in value by 800 percent and IBM was “number one in the world in IT services, hardware, enterprise software, and custom-designed high performance computer chips. IBM was once again defining the future of the industry**

**SLIDE 19**

**CHANGING YOUR MINDSET**

**Read slide**

**SLIDE 20**

**MINDSETS FRAME OUR INTERNAL MONOLOGUE**

**We all keep a running account of what’s happening to us, what it means, and what we should do.**

**Fixed Mindsets create internal monologue focused on judging – “I’m a loser”, “I’m a better person than they are” “My partner is selfish”**

**Growth Mindset Internal Monologue – is attuned to learning and constructive action: What can I learn from this? How can I improve? How can I help my partner do this better?**

**We’re all sometimes in a fixed mindset and we should listen for the fixed mindset voice in our head because it says things to us that hold us back. We might hear that fixed mindset voice say, “This is going to be too hard for you. Stick with what you know.”**

**Listen for that voice, but then start talking back to it with a growth mindset. “If I don’t try a challenging thing, I’ll never improve.”**

**SLIDE 21**

**CHANGING MINDSETS**

**READ SLIDE AND THEN THIS:**

**Dweck had a student who always wanted to be a writer but was afraid to take writing classes or share her writing with others because she might not be a “natural”.**

**Her internal monologue said: “Don’t do it” Don’t take a writing class” “Don’t share your work with others” “Your dream could be destroyed” “Protect it”**

**Dweck taught this person and other students about the fixed and growth mindsets.**

**Now with the growth mindset her internal dialogue says: Go for it. Make it happen. Develop your skills. Pursue your dream.**

**It’s Not easy to stick to a growth mindset – but it gives you courage to embrace goals and dreams, and a way to work toward making them real.**

**SLIDE 22**

**CHANGING TO A GROWTH MINDSET**

**What works is making a vivid concrete plan: “Tomorrow, after I exercise, I’ll get a cup of tea, sit at my desk and call 10 people to set up appointments”**

**Concrete plans that you can visualize about *when, where,* and *how* you are going to do something lead to really high levels of follow-through which ups the chance of success.**

**Those with a growth mindset know setbacks will happen. Instead of beating themselves up, they ask: What will I do next time I’m in this situation?” It’s a learning process.**

**SLIDE 23**

**THE BRAIN IS LIKE A MUSCLE**

**New research shows that the brain is like a muscle – it changes and gets stronger when you use it. Scientists have shown how the brain grows and gets stronger when you use it.**

**The brain forms new connections and “grows” when people practice and learn new things.**

**The more you challenge your mind, the more your brain cells grow.**

**Things that you once found very hard or even impossible –speaking a foreign language or doing algebra—seem to become easy.**

**The Learning Culture in Arbonne is about finding your internal limits and then finding a way past them. You can get your brain in better shape for meeting those challenges by adopting a growth mindset.**

**SLIDE 25**

**MAINTAINING CHANGE**

**It’s amazing. Once a problem improves people often *stop doing what caused it to improve***

***.***

**Change doesn’t work that way. Changes have to be supported or they can disappear faster than they appeared.**

**Mindset change isn’t about changing a few things here and there. It’s about seeing things in a new way.**

**Commitment to growth and a growth mindset takes plenty of time, effort, and mutual support.**

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**SLIDE 26**

**This graphic summary of the two mindsets is in the book.**

**Dweck recommends looking at it every morning to remind yourself of the difference between the fixed and the growth mindsets.**

**SLIDE 27**

**Dweck recommends beginning each day by asking these questions and forming a vivid, concrete plan.**

**SLIDE 28**

**THE ROAD AHEAD**

**READ SLIDE**

**SLIDE 34**

**LAST SLIDE**