

Experience Accelerated : Developing your Growth Mindset
Feedback for : Dorottya Agoston
Prepared by : Sarah Schwab
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Dear Dorottya

Thank you for participating in the LiveTutor session. I have reviewed the video footage you have recently uploaded to our platform.

Firstly, congratulations on completing the Developing your Growth Mindset scenario! You are already one step ahead of most people because you have practiced your new skills – it's been proven that the sooner we practice new behaviors, the more likely our learning is to "stick". That's how we end up with the change we are trying to reach.

I have reviewed your footage and am delighted to provide specific, personalised feedback. This report will summarise what you have done really well (and should continue to do!) AND where you have more room for improvement. Improving leadership behaviors is an ongoing activity and the best accelerator is PRACTICE. We encourage you to focus on the things that are going well in addition to the things that you can do better.

And so to your feedback. Let me give a couple of words of explanation. For the scoring table:

A score of "Needs Work" = do focus here next time – I didn't really see as much as I would like

A score of "Continue Practicing" = you are getting there, but I need to see a bit more of this next time

A score of "Bravo, keep Going" = great work – you did this really well

You will also receive some written comments which will go into some areas in a little more depth and provide some additional tips for improvement.

Please read through the feedback carefully and remember my feedback is unbiased – my only goal is to help you succeed!

Best of luck with your practice!

Warm wishes

Sarah

Comments

Dorottya, I really liked how you:

- Have a broad range of self-awareness which is evident. You talk about skills that are innate and positive for you and at the same time, you frame your challenge areas with candor and with the sense of possibility for growth.
- Convey a sense of excitement and passion when you talk about your ambitious aspiration. You are able to describe your trajectory forward and your growth area has an appropriate sense of scope and scale.
- Have examples of grit and determination which act as fuel to help you overcome adversity or setbacks.
- Are able to describe your inner voice accurately. When think about our negative inner voice, it's a great path to help understand ourselves better. The key is to watch it, understand it, explore its cause – there is a huge amount of learning in there if you can figure out the logic and grammar behind your inner voice.
- Are open and flexible about how things might unfold in the future and you ground these in the opportunities you see for yourself. You are honest about the uncertainty and you talk about your growth aspiration in a way that shows resilience.
- Framed your failure in a way that has a clear sense of “release” to it. You indicated your personal lessons learned and the ability to move on. Furthermore you showed no overwhelming sense of shame or denial about your failure. These are all really positive indicators of a growth mindset.

Things you might want to consider:

- Inner Voice
Sometimes our outdated stories are literally wired into our brains after years of rehearsal. (This might be the “perfection” gene per our discussion!) This means that they are likely to be inflexible and we also become attached to their content. Both these factors means that sometimes we cannot remind ourselves that they are, in fact, only stories. The best way to free ourselves from an outdated story is to step back and view it objectively. Don't think about it - just notice it.
Ask yourself the following questions:
Where did this story come from?
Is this my story or someone else's?
Is this story true of me now?
Is this story contributing to or undermining my happiness?
Do I choose to continue to live this story or is it time to write a new one?

- Reassurance

If you feel good about a plan but start to experience the “Who do you think you are? You mustn’t do this,” feedback loop—that tends to be driven by fear. Try to reframe this fear by reflecting on the fact that the real risk is continuing to get the same results you’re already getting.

When you feel like you are too affected by negative feedback, remember these points: All feedback is perception. As a result, any single piece of feedback you receive is clouded more by the giver’s filters than by what you actually did. So do remember that when you hear critical feedback, think about it as “this person’s perception of a specific behaviour”. Developing this perspective allows you to stay in that judgement-free mindset when you hear something that you believe is unfair or inaccurate.

Think about feedback as information. You can choose to use it (or not) as a single piece of information in your pursuit of your ambitious aspiration.

Work on trying to control what you pay attention to. This is about making a conscious choice about what you want to focus on and directing your mind away from those things on which you do not wish to focus. Rich Fernandez in his HBR article advises practicing a technique called “Decentering”. It is the process of being able to pause, to observe the experience from a neutral standpoint, and then to try to solve the problem. When we are able to cognitively take a step back from how we are feeling and label those thoughts and emotions, we are guiding our thinking to the more observational parts of our brains.

- Reward

Think carefully about how you are defining the payoff or reward you will get when you achieve your ambitious aspiration. If you define it only based on external rewards (like business performance), this may not be sufficient motivation to get you through the hard times. Try to find motivators that link to WHY you are pursuing your ambitious aspiration – things like how will it bring value to your life, how might it help others and how it fits into your broader life picture. Think about partnering with a friend and ask them to run a WHYs exercise with you. Ask them to keep asking you WHY until you have identified the root reason for why this growth goal is important to you.

Here’s an example – (yours will sound different of course): if your growth goal is “to create a secure and open environment within the Hungary team”, your friend asks you:

o“why is creating a secure and open environment within the Hungary team so important to you?”

oYou: “I want to help people be engaged and motivated”

oFriend: “Why is that important?”

oYou: “because they are more creative and I feel in flow.”

oFriend: “why is that important to you?”

oYou: “.....”

And keep going until we start the real conversation about purpose and reward.

- Network

Continue (as you have been doing) to step outside your comfort zone of safe people to gain new perspectives on your ambitious aspiration. If one area you want to work on is creating an open and secure environment, think about identifying successful people in the field who can give you new perspective. Here’s some tips to get you started:

Commit to asking an admired colleague out to lunch and talk to them about your desire to expand your network in this area.

Post Corona times, check out www.meetup.com and join a local innovation focused meetup that takes you outside your area of expertise.

Identify two or three people on LinkedIn from your school or industry alumni network whose profiles reflect the type of ambitious aspiration you want to achieve. Reach out with a simple invite “I’m trying to achieve X and I’d really like your advice and perspective on Y.....” You start with a common bond (your school/industry) and you will be surprised at how generous people are with their time when they feel their advice or perspective is valued.

- Curiosity

One tip to broaden your curiosity is a technique called assumption bowling. List what you consider as “truths” about your ambitious aspiration, now line them up (aim for about 5) and then try to bowl them over by asking yourself the question “what would I do if this was no longer true”? Capture all these ideas and you will find new areas to explore.

A sure way to increase your curiosity is by asking questions:

Why did he respond that way?

What could be a different interpretation of what she said?

Where does the informal power sit in the company structure?

Why did my thinking evolve that way?

How could I do it differently?

What, why, when, who, where, and how are the best friends of curious people.

Skill	Description	Score: Needs work; Continue Practicing; Bravo, keep going!
Aspiration	What do you want to develop/improve/learn/achieve?	Bravo, Keep going
Inner voice	What internal stories are you telling yourself that might get in the way of your aspiration?	Continue Practicing
Reassurance	When you hear your inner voice or others telling you that you won't be successful, how do you reassure yourself that you will be?	Continue Practicing
Curiosity	Finish this sentence: I think I would be more successful in my growth aspiration if I knew XXXXXXXX	Continue Practicing
Autonomy	How you tell the story of how the next month will unfold as you work on your growth aspiration.	Bravo, Keep going
Resilience & Reframe	What habits do you adopt to ensure you stick with your aspirations? When things get tough, how do you reframe your thinking?	Bravo, Keep going
Next steps	What next steps do you plan to take in pursuit of your aspiration?	Bravo, Keep going
Reward	What's the reward or payoff for achieving your aspiration?	Continue Practicing
Network	How many people in your network are quality people?	Bravo, Keep going

Reflection exercise

In order to consolidate your learning from this activity it is important to review and reflect on your feedback and then decide what you want to continue and what you want to change. The following questions will help you do this:

1. How do you feel about the feedback? Write down your thoughts and feelings. Our emotional response to a situation can often get in the way of our rational thinking therefore it is important to acknowledge our feelings.
2. Re-read the feedback and make a note of the things you have done well. These are the behaviors you will want to retain and repeat in other similar situations.
3. Now look at the tips and decide on the one or two things that will make the biggest difference to your success in improving your capability in this area. These are the behaviors where you can start to plan your personal development.
4. Describe what that new behavior will look like when you are successful. It is important that you have a clear goal in mind.
5. Decide on when, where and with whom you will practice this behavior. Be specific.
6. After each time you practice the new behavior, take a few minutes to review. Reflect on what went well as well as what you could do differently. Repeat until the new behavior is part of your DNA.

Good luck!