

**Interview guide for Developing Your Growth Mindset assessment areas**

<b>Skill</b>	<b>Description</b>	<b>Positive Indicators</b>	<b>Negative Indicators</b>
Aspiration	<p>Tell me about a growth area that you want to work on?</p> <p>Why have you chosen this area?</p> <p>Optional follow up (if weak answer) Have you received feedback on areas you know you should pay attention to?</p> <p>What holding you back from taking steps in this area?</p>	<p>Range of self-awareness evident – skills that are innate and positive and challenge areas are framed with candor and with the sense of possibility for growth.</p> <p>Individual able to forecast into the future. Is able to be specific (avoids vagaries) about WHY they want to grow. The why has synergy to it – overlapping skill sets, synthesizes what excites this person (passion) combined with a trajectory forward. Has a sense of scope and scale.</p> <p>Answers about a changing future should be opportunity based – honest about uncertainty, but doesn't abandon locus of self. Gives evidence of intrinsic motivation and resilience.</p>	<p>Lacks a genuine sense of self-awareness; couched with phrases "others tell me I should change." Or, I've always worked on trying to change....</p> <p>Gives a fairly unimaginative answer limited in scope and not very detailed.</p> <p>Doesn't work for telling WHY they want this change, rather that there would be a change because "that's what's next."</p> <p>Changing future causes concern and possible indicators of fear, need for control, seeking stasis. Change resistant.</p>

Inner voice	<p>What is your most embarrassing failure and what did you learn from it</p> <p>When your inner voice gets in the way of making progress against your aspirations, what does that conversation sound like?</p> <p>Do you find you have labels (created by yourself or others) or outdated stories that hold you back from making progress against your aspirations?</p>	<p>Failure is framed with some sense of humor or has a clear sense of “release” to it. Indicates lessons learned and the ability to move on. No overwhelming sense of shame or denial.</p> <p>Inner voice conversation: The voice asks questions and delivers warnings and asks about running what if scenarios.</p> <p>Doesn't really have outdated stories; if they share stories, they usually have a facet of growth and adaptability baked into them.</p>	<p>Person doesn't have any failures (“I don't fail.”) Demonstrates black and white thinking around challenges and failures. Views failure as fixed and shaming not as an opportunity to learn and grow. Rooted in denial.</p> <p>Inner voice is critical and authoritarian – shaming, controlling, catastrophizes, centered around avoidance and self-preservation.</p>
Reassurance	<p>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?</p> <p>What evidence have you got that you've been able to let go of the old way of doing something? What happened when you were able to “let it go”?</p>	<p>Able to reframe rapidly and towards a positive or “growth” oriented mind set; Inner voice is encouraging, mentions forms of reality setting, addresses and acknowledges limits but is reasonable; capable of multiple scenarios. Agility in thinking and ability to identify options.</p> <p>Examples of “letting go” include adopting new skill sets; results in growth; bonus points if acknowledges setbacks and failures as a part of the</p>	<p>Inner voice's warning is extreme and ends to present “either/or” scenarios with very little “and.” Examples involve more drastic and dire warnings and punitive behaviours: do this or else...</p> <p>Evidence of letting go include smaller corrections limited to more behaviours rather than deeper “mind set” shifts. Behaviours are highly defined and limited in scope: I stopped micro-</p>

		process.	managing vs. I learned how to delegate and empower others.
Curiosity	<p>Finish this sentence: I think I would be more successful in my growth aspiration if I knew XXXXXXXX</p> <p>What assumptions are you making about your growth aspiration?</p> <p>How could you explore further whether your assumptions are correct?</p>	<p>New things learned include: shifting a range of perspectives, reversing a decision, accepting a new viewpoint alternate to regular thinking. Doesn't have a problem coming up with something new that was learned.</p> <p>Within the first 2-3 steps should be ways of shifting behaviours (investigating a colliding perspective, finding or identifying a range of information that has previously been limited; challenges own "mind set" or "bias" towards a topic. Looks for both intrinsic and external structures for feedback and accountability. Seeks support. Open to feedback loops.</p>	<p>Limited in ability to respond; typical response, I really didn't learn anything new. If something new is learned limited to information vs. acquiring a new way of understanding, perspective, or shift in behaviour.</p> <p>Within the first 2-3 steps looks to seek directions (specific) from an authority/expert figure. Waits for check lists; takes incremental steps; waits before seeking feedback. Process seems to be belaboured and full of structural limitations.</p>
Autonomy	Tell me the story of how you think the next month will unfold as you work on your growth aspiration.	Stories and examples are rich with examples of self-driven growth featuring choices. They reveal a balanced view. They look at options, scenarios, the possibility of failure, and are framed with a sense of optimism about what will be learned or experienced.	Stories and examples frame a challenge as a negative being imposed (must face the challenge or else...). Scenarios are limited in range (black or white). Example focuses on consequences, dire endings, failure framed as high stakes or high risk. There are few

			<p>choices available and what choices are available are limited by imposing outcomes. There is a sense of dread, frustration, denial or limitation.</p>
Resilience	<p>Share an example of where you have shown resilience &amp; grit in achieving goals in your life? (note to coach: if this question is answered well in Simututor, don't ask – if not share feedback and probe more)</p> <p>What habits do you adopt to ensure you stick with your aspirations?</p> <p>How do you react if others make you feel vulnerable by saying you will not be successful?</p>	<p>Resilience in growth mind set reveals itself as reminding self of other challenges that were overcome. Habits include self-care, reframing, positive reinforcements, and measured optimism.</p> <p>If others say you will not be successful – individual seeks out multiple viewpoints to measure and balance a reasonable response.</p>	<p>Examples from someone without resilience and grit will tell stories of overcoming something very minor and with little consequence on personal or professional growth. “I stopped yelling at people” doesn't indicate resilience or growth; it merely indicates stopping a behaviour that violates norms of acceptable professional behaviour.</p> <p>Habits to ensure you stick to aspirations are probably limited to checklists or an external measure that doesn't indicate shifting a mind set.</p> <p>If someone suggests something will not be acceptable, agrees. Seeks “approval” from authority figures.</p>

Reward	<p>What's the reward or payoff for achieving your aspiration?</p> <p>How do you link the effort and work you are doing to your broader mission in life?</p>	<p>Rewards center around personal growth, achievement that empowers self and others, indicates a sense of evolution.</p> <p>References a sense of broadening and overall improvement tied to larger goals and visions for self, others, and organization.</p>	<p>Rewards are external and awarded from external forms of recognition and reward.</p> <p>Doesn't really have a broader mission in life.</p>
Network	<p>Remember the slide when we talked about only quality people....how many people in your network are quality people? Why do you consider them "quality?"</p> <p>How many people in your network are "outside" your area of expertise?</p>	<p>Has a sense that taking risks can be done in steps; has the ability to imagine how risks impact others and recognizes others as a framework of support and encouragement.</p>	<p>Will limit risks to containable and safe people and behaviours. Will work to minimize risk and safe guard self. Limit shifts to a trusted few; controls feedback loops.</p>
Small next step	<p>What small next steps do you plan to take in pursuit of your aspiration?</p> <p>What road blocks do you anticipate?</p> <p>What is your contingency plan?</p>	<p>Steps are manageable, implementable, and probably sequential. Has more than one small step, and first steps lead to others. Sense of enthusiasm and options to share in example. Anticipates road blocks and has a strong contingency plan.</p>	<p>First step is small and isolated, doesn't necessarily (or easily) link up to an easily identifiable next step. Avoids answer. Road blocks are significant and don't have a perceived "work around."</p>