

# MINDSET ASSESSMENT

**Instructions:** For each statement, rate on a scale from 1 to 5 ... 1 = Strongly Disagree; 2 = Disagree; 3 = Neither Agree Nor Disagree; 4 = Agree; 5 = Strongly Agree

Questions (As Individual)	Rating	Questions (As Manager)	Rating
I believe that my abilities and intelligence can be developed through effort, learning, and feedback.		I believe that team members can develop new capabilities through coaching, effort, and support—even if they struggle at first.	
I welcome challenges that stretch me—even if I'm not sure I'll succeed right away.		When an employee makes a mistake, I see it as a chance to guide learning—not as a reflection of their ability.	
When I fail at something, I see it as a signal to adjust, practice, or try a new approach.		I prioritize helping employees reflect and problem-solve, rather than always giving them the right answer quickly.	
I'm more focused on improving over time than on always looking competent in front of others.		In performance conversations, I focus on improvement over time, not just immediate results or fixed traits.	
I seek out feedback, even when it's uncomfortable, because it helps me grow.		I openly share my own learning moments or failures to create a culture where growth is safe and expected.	
TOTAL		TOTAL	

# EXERCISE ... UNDERSTANDING MY ASSESSMENT RESULTS

Assessment of Myself (Score: \_\_\_\_)

- ☐ What did I learn?
- ☐ What was surprising?
- ☐ What should I keep doing?
- ☐ How should I adjust?

Assessment of Others (Score: \_\_\_\_)

- ☐ What did I learn?
- ☐ What was surprising?
- ☐ What should I keep doing?
- ☐ How should I adjust?

# EXERCISE ... BECOMING MORE GROWTH MINDED

Based on what I learned in my two assessments and how to develop a growth mindset in myself and my team, what specific actions will I commit to doing over the next 2-4 weeks?

Myself

My Team

## EXERCISE: CREATE A 70-20-10 DEVELOPMENT PLAN

- ☐ Choose a common development need one (or more than one) of your team members has (e.g., becoming more strategic, improving team leadership, learning a new system, etc.).
- ☐ As a group, create a development plan using the 70-20-10 framework to help that employee grow.

Action	Result
Developmental Need	
2-3 Experiential Actions (70%)	
2-3 Coaching / Mentor / Feedback / Peer interactions (20%)	
2-3 Formal Training or Resource (10%)	

# EXERCISE: USE GROW TO STRUCTURE YOUR COACHING CONVERSATION

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Goal	Reality	Options	Way Forward
Clarify what the person wants to achieve	Explore the current situation and barriers	Brainstorm possibilities and strategies	Create a commitment and action plan
What does Sarah want to improve or achieve?	What's really happening now with her team?	What are possible ways Sarah could address this?	What's one action Sarah will take this week?



**Developing My Team**  
**Session #4**

**Three Frameworks to Develop,  
Coach, & Grow My Team**

Growth vs.  
Fixed  
Mindset

70-20-10  
Learning  
Model

Coaching vs.  
Directing

# GROWTH VS. FIXED (PERFORMANCE) MINDSET

With effective strategies & time, people can improve their skills, abilities, and aptitudes

## Beliefs About Human Potential

Everyone is born with certain skills, abilities, and aptitudes

Value the effort and progress as a key element of gaining knowledge and mastery

## Effort & Difficulty

Believe abilities and knowledge that come easily indicate natural talent, and that if something isn't easy, it cannot be learned

Seek out new challenges and see obstacles as problems to solve and ways to grow

## Challenges & Obstacles

Generally avoid challenges and see obstacles as signs they are in the wrong direction

Takes ownership of mistakes and understands that failure often leads to learning and long-term success

## Mistakes & Failures

Hides or makes excuses for mistakes; becomes discouraged and frustrated by failure

Appreciates the perspectives of others and welcomes candid feedback and experimentation

## Feedback, Criticism, & Suggestions

Rejects negative feedback and can become defensive; likely focuses on positive feedback

Success is possible in many areas, once individuals create their own learning pathways, coaches for growth

## Outlook on the Future

Success is limited to a few specific areas along a firmly defined pathway, coaches for results

Notes:

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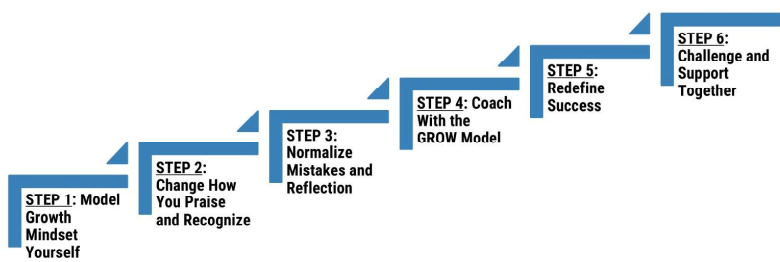
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STEPS TO DEVELOPING A GROWTH MINDSET IN YOU



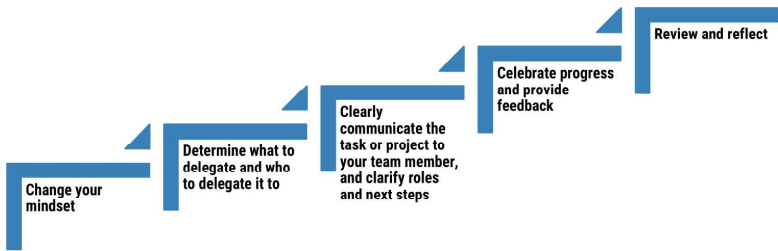
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STEPS TO DEVELOPING A GROWTH MINDSET IN OTHERS



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DELEGATION 101



Source: Learning to delegate as first-time manager (HBR\_2024)

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Notes: \_\_\_\_\_

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