

## Worksheet 3: New thinking

By Dan Sodergren

### Changing you

The world has changed. And so must your way of looking at the world and thinking about the world. Without that, your world of work will be in trouble. But not all is lost. As Wayne Dyer succinctly puts it: “Change the way you look at things. And the things you look at change.”

We are the way we change things. And we change ourselves before we change the world. We must become new leaders in this new world. The old-world way of leading was being a boss. Being bossy. The command and conquer and command and control way of business and thinking. But the new way MUST be different.

One way of thinking about this is to become a leader. And not just any leader but a leader that leads from the back. So, thinking about leaders, who said “Great leaders eat last”?

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### What kind of boss or leader are you?



# Boss or leader, which one are you?

## Difference Between

BOSS

&

LEADER

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<p><b>Drives</b> employees</p> <hr style="width: 80%; margin: 5px auto;"/>	<p><b>Coach</b> them</p>
<p>Depends on <b>authority</b></p> <hr style="width: 80%; margin: 5px auto;"/>	<p>On <b>goodwill</b></p>
<p>Inspires <b>fear</b></p> <hr style="width: 80%; margin: 5px auto;"/>	<p>Generate <b>enthusiasm</b></p>
<p>Says, <b>"I"</b></p> <hr style="width: 80%; margin: 5px auto;"/>	<p>Says, <b>"We"</b></p>
<p><b>Places</b> blame for the breakdown</p> <hr style="width: 80%; margin: 5px auto;"/>	<p><b>Fixes</b> the breakdown</p>
<p><b>Knows</b> how it is done</p> <hr style="width: 80%; margin: 5px auto;"/>	<p><b>Shows</b> how it is done</p>
<p><b>Uses</b> people</p> <hr style="width: 80%; margin: 5px auto;"/>	<p><b>Develops</b> people</p>
<p><b>Takes</b> credit</p> <hr style="width: 80%; margin: 5px auto;"/>	<p><b>Gives</b> credit</p>
<p><b>Commands</b></p> <hr style="width: 80%; margin: 5px auto;"/>	<p><b>Ask</b></p>
<p>Says, <b>"Go"</b></p> <hr style="width: 80%; margin: 5px auto;"/>	<p>Says, <b>"Let's go"</b></p>

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What qualities of this new style of leadership do you possess?

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## **Growth versus fixed mindset thinking**

Carol Dweck is a professor at Stanford University and a leading researcher in the field of motivation. She has given a [TED Talk](#) and spoken at the White House. Her book *Mindset: The New Psychology of Success* tells the story of her research on mindset and draws conclusions on how to best motivate yourself and others.

In her book she introduces the idea of the growth mindset vs. fixed mindset. What she says is that people can be placed on a continuum which has people who adopt a growth mindset on one end and at the other end people who adopt a fixed mindset. As she puts it:

“In a fixed mindset students believe their basic abilities, their intelligence, their talents, are just fixed traits. They have a certain amount and that’s that, and then their goal becomes to look smart all the time and never look dumb. In a growth mindset students understand that their talents and abilities can be developed through effort, good teaching and persistence. They don’t necessarily think everyone’s the same or anyone can be Einstein, but they believe everyone can get smarter if they work at it.” [Interview with Carol Dweck](#)

Do you have a growth mindset or a fixed mindset? To be successful, especially in this new rapidly changing world, it is essential that you have the right mindset. People view their intelligence and abilities in two main ways: the growth mindset and the fixed mindset.

A growth mindset sees setbacks as opportunities for learning and growth, while a fixed mindset sees them as evidence of personal deficits. The growth mindset is about embracing change, learning new things, and growing. The fixed mindset is about maintaining the status quo, resisting change, and sticking to what you know. With the right information, you can make the change to a growth mindset and achieve greater success than ever before.

By developing a growth mindset, you may be able to challenge yourself, and take specific actions to develop and achieve more than you originally thought possible. For instance, a person with a growth mindset may believe that, while people may be born with a certain level of skills or competency, they can still develop their talent and intelligence through purposeful measures. Therefore, a growth mindset allows individuals to take more risks and confront challenging experiences openly.

This skillset will be key for the new world we are about to live in – this fourth industrial revolution, where the pace of change will be quicker than ever before. And it will be continual too.

### **Some of the benefits of having a growth mindset include:**

- [Improved creativity and problem-solving skills](#)
- Greater resilience in the face of setbacks
- More open to learning new things (Very key with technology)
- More competitive
- Better able to learn from mistakes- greater success in life and work

If you want to be successful, in this new world, it is essential to have the right mindset. With a growth mindset, you can view setbacks as opportunities for learning and growth.

### **Some ways to cultivate a growth mindset from Saga Briggs:**

- Acknowledge and embrace your imperfections; don't hide from your weaknesses
- View challenges as opportunities for self-improvement
- Try different learning tactics and strategies; don't consider any strategies one-size-fits-all
- Keep up on the research on brain plasticity to encourage the growth mindset
- Replace the word 'failing' with the word 'learning' in your vocabulary
- Stop seeking approval from others and prioritise learning over approval
- Value the learning process over the end result
- Cultivate a sense of purpose and keep things in perspective
- Celebrate your growth with others and celebrate their growth as well
- Emphasise learning well over learning quickly
- Reward actions instead of traits
- Redefine 'genius' as hard work plus talent, rather than talent alone
- Give constructive criticism and accept criticism of your own work as constructive
- Reflect on your learning regularly
- Reward hard work before talent or inherent ability
- Emphasise the relationship between learning and brain training; like any other muscle, the brain can be trained
- Cultivate your grit (determination and perseverance)
- Abandon the idea of succeeding on talent alone, success takes work too
- Use the phrase 'not yet' more often, as in "I haven't mastered it yet"
- Learn from the mistakes that others make
- Take ownership of your own attitude and take pride in your developing growth mindset
- Take risks and be vulnerable with others, which links into blue sky thinking

### **Blue sky thinking**

Blue sky thinking refers to brainstorming with no limits. With this approach to idea generation, ideas don't need to be grounded in reality. Rather, blue sky thinking sessions are open to all creative ideas, regardless of practical constraints. The allure of blue sky thinking is based on the premise that ideas lead to more ideas.

One person in your team may come up with a blue sky idea that is completely impossible in your location or with your budget, but that idea may inspire another idea that may inspire another idea and so on. Eventually, through this process, the goal is to stumble on some thoroughly feasible and innovative ideas.

The phrase blue sky thinking may also apply in situations where you look at an issue with fresh eyes. For example, if you're stuck on a problem, you may put it in front of a new group of employees or consultants to see what they come up with for a solution.

Sometimes, a second set of eyes is just what you need. In the end, blue sky thinking is just one approach to creative thinking. If you need new ideas, you may want to consider the blue sky approach at your next brainstorming session. It is this brainstorming and approach to thinking that you will need to enable you and your team to look into and experiment with new technologies.

Another thing you will need for this new way of thinking is a change in leadership style. From being a boss, to a leader, to a team leader and then to servant leader.

### **Further reading and thinking**

[Mindset: The New Psychology of Success, by Dweck, Carol](#)

[Change Your Thoughts – Change Your Life: Living The Wisdom Of The Tao, by Wayne Dyer](#)

High Frequency Change: Why we feel like change happens faster now, and what to do about it, by Tom Cheesewright

### **Useful websites and articles**

<https://positivepsychology.com/growth-mindset-vs-fixed-mindset/#change-mindset>

<https://www.mindtools.com/pages/article/dwecks-mindsets.htm>

<https://www.confidentgerman.com/carol-dweck-growth-mindset/>

<https://online.hbs.edu/blog/post/growth-mindset-vs-fixed-mindset>

<https://www.indeed.com/career-advice/career-development/fixed-vs-growth-mindset>

<https://matrixmarketinggroup.com/growth-mindset-vs-fixed-mindset>

<https://positivepsychology.com/growth-mindset-vs-fixed-mindset/#video-dweck>