

# The growth mindset for the fire service

Leveraging personal, cultural, and organizational change

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## Agenda framing

- Create
- Communicate
- Educate
- Transfer

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## Creating Our environment

- Open dialogue
- Built on trust
- Supportive

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## Creating Our Environment

### Open dialogue

- This is not going to be a lecture
- We are here to explore your current belief about
  - Yourself
  - Your
    - Personnel
    - Organization
    - Agencies culture
- Where you and your agency potential exists

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## Creating Our Environment

### Trust

- We are here to support you
  - In being the very best you can be
    - You can begin to positively affect your agencies in
      - Growth
      - Path towards
        - Achieving desired results
          - Change
          - Competencies (skills)
          - Leadership
- Expect mistakes to be made...today...and...

**ALWAYS**

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## Creating Our Environment

### Support

- A persons true potential is unknown
  - Impossible to foresee what a person can accomplish through (peer instruct)
    - Passion
    - Process
    - Training
- Just like yourself, people in the same room are unsure of: (peer instruct)
  - Themselves
  - Their abilities
  - Your opinion

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## Before we get started

- Be aware of:
  - "Hindsight Bias" (I-Knew-It-All-Along-Phenomenon)
    - The tendency, after learning about a topic or outcome, to be overconfident in one's ability to have predicted it.
  - Research has demonstrated (over 800 articles written) that after people learn about a research finding, the finding seems to be
    - Obvious
    - very predictable.

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## By the end, We are going to

- Restructure certain perceptions
- Try new things
- Move forward regardless of a result
- Adjust to change
- Get to a place where mistakes are OK...and expected

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## Discussions will encompass

- Mindsets
- MESH Skills
- Failure & Mistakes
- Results, Effort and Achievement
- Setbacks & Challenges
- Learning versus Performance Zones

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### Welcome Information

Introduction	<ul style="list-style-type: none"> <li>• Overview of the Mindsets and Motivation</li> </ul>
Two Differing Mindsets	<ul style="list-style-type: none"> <li>• Two different mindsets someone can hold about their abilities</li> <li>• How mindsets drive someone's goals, effort &amp; performance</li> <li>• Ways to assess mindsets and introduce a growth mindset</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• How the way we talk can affect mindsets</li> <li>• Why some praise undermines motivation &amp; performance</li> <li>• Language and practices to reinforce a growth mindset</li> </ul>

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### Welcome Information

The Malleable Mind	<ul style="list-style-type: none"> <li>• How recent neuroscience findings support a growth mindset</li> <li>• What research tells us about practices that promote new learning</li> <li>• Instructional practices to make the most of the malleable mind</li> </ul>
Molding Mindsets	<ul style="list-style-type: none"> <li>• How teaching about brain plasticity improves motivation &amp; achievement</li> <li>• How a growth mindset closes the achievement gap &amp; improves behavior</li> <li>• How to teach growth mindset strategies &amp; study habits to promote learning</li> </ul>

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### Leaders, Instructors and Personnel on Challenges

- What happens when people fall behind?
  - Lose interest in doing well
  - Don't seek assistance
  - Disengage

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## Understanding & Awareness

- What makes some people
  - Motivated
  - Hardworking
  - Resilient
- Why do others avoid
  - Effort
  - Give up easily

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## Mindsets

- Why do people differ (peer instruct)
  - Backgrounds
  - Experiences
  - Training
  - Learning Styles

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## Mindsets

- Through
  - Practice
  - Process
  - Training
    - Method (Sir Ken Robertson TED Talk video Link)
- We can manage to increase
  - Attention
  - Memory
  - Judgement

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**Mindsets**

- People may start with
  - Different
    - Aptitudes
    - Temperaments
- What is clear
  - Experience
  - Training
  - Personal Effort

Take them the rest of the way

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**Professor Carol Dwek on Mindsets**

The major factor in whether people achieve expertise “is not some fixed prior ability, but purposeful engagement.”

“It is not always the people that start out the smartest who end up the smartest”

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**What can we do to help**

- Support them in
  - Believing in themselves
  - Putting in effort
    - Perseverance
    - Grit
- Help them understand that they can
  - Succeed in
    - Meeting expectations
    - Learning
    - Growing

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What can we do to help

- People that demonstrate these skills
  - Bring Joy and Purpose to
    - Leadership
    - Instructors
    - Colleagues

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Mindset Behavior Profile #1

- Engaging in learning activities that are not required
- Striving to improve skills even when performing well relative to others

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Mindset Behavior Profile #2

- Getting upset by initial errors or difficulties
- Getting discouraged easily
- Not asking for help even when needed

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### Mindset Behavior Profile #3

- Participating with enthusiasm
- Volunteering comments and answers to questions
- Asking relevant questions about material

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### Mindset Behavior Profile #4

- Not doing work unless compelled to
- Not participating in discussions.

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### Mindset Behavior Profile #5

- Talking excessively or joking inappropriately in class
- Act confrontational
- Rebel
- Get into conflicts with others

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### Did You Notice

- Was there anything different about the Profiles?
- What were those differences?
  - Questions 1 & 3 more "positive" – Growth Mindset
  - Questions 2, 4, & 5 more "negative" – Fixed Mindset

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### Profiles 1 & 3 Answers

- Participating with enthusiasm
- Volunteering comments and answers to questions
- Asking relevant questions about material
- Engaging in learning activities that are not required
- Striving to improve skills even when performing well relative to others

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### Profiles 2, 4, & 5 Answers

- Not doing work unless compelled to
- Not participating in discussions.
- Talking excessively or joking inappropriately
- Acting confrontational
- Rebelling
- Getting
  - upset by initial errors or difficulties
  - discouraged easily
  - into conflicts with others
- Not asking for help even when needed

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What mindset best represents your agency's current environments?




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### Program Overview

- Research in Psychology & Neuroscience ([View Ed Briceno Video](#))
  - Prepares Instructors & Leaders to
    - Develop Positive Motivation
      - Organizational Culture
      - Learning Environments
    - Support Personnel
      - Skills Development
      - Organizational Change
      - Personal Growth

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### Mindsets

There are two types of Mindsets ([View Carol Dweck video](#))

1. The Fixed Mindset
2. The Growth Mindset

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### Self-Fulfilling Prophecy

- A self-fulfilling prophecy is
  - A prediction that directly or indirectly causes itself to become true
    - By the very terms of the prophecy itself is
      - Due to the positive or negative feedback between belief and behavior

**Belief = Behavior = Outcome**

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### Fixed Mindsets



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### Self-Evaluations

- Distorted self-evaluations
  - Obsolete information
    - Past failures linger
      - Effecting the present belief
  - Distorted feedback
    - Overly critical communications from
      - Past teachers
      - Employers
      - Friends

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### Self-Evaluations

- Social expectations
  - Freely speak of
  - Shortcomings
    - Negative self-talk
- Perfectionism
  - Implicit messages about faults
    - Perfect people don't have faults
    - Naïve belief

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### Self-Esteem – Negative Cycle



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### Fixed Mindsets



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### Growth Mindsets



Pondering Possibilities

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### Perception

- **Self-Concept**
  - Who you believe you are based on
    - Stable set of perceptions you hold about yourself
  - Concept of self is
    - Our most fundamental possession
- **Self-Esteem**
  - Evaluation of self-worth
    - High self-esteem people
      - Think well of themselves
      - Expect to be accepted by others

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### Self-Esteem – Positive Cycle



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graph TD; A[I Did WELL] --> B[High Self-Esteem]; B --> C[Positive Thoughts]; C --> D[Desirable Behaviors]; D --> E[Positive Thoughts]; E --> A;
```

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### Growth Mindsets

I need to learn new things and I'm not going to be perfect in the beginning.

I worked hard for that result and I'm proud of it!

I can learn new things if I work hard, get help, and don't give up.

That didn't go as expected, but what can I learn from this?

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### What does research say?

NEW MINDSET

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NEW RESULTS

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### MESH skills

Mindsets, Essential Skills, and Habits

Key competencies that can be taught to help people succeed.

- Growth Mindset
- Self-Management
- Self-Efficacy
- Social Awareness

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## Slide 41

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**CN14** Changed the word students to learners.

Chris Neumann, 9/30/2016

## Slide 42

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**CN11** Changed student to people .

Chris Neumann, 9/30/2016

### MESH Skills

- Growth Mindset
  - Abilities can be developed
- Self-Efficacy
  - The belief in your ability to accomplish a task

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### MESH Skills

- Self-Management
  - Paying attention to your own behavior
  - Using observations to shape the way you behave
- Social Awareness (Emotional Intelligence)
  - The ability to understand and manage your emotions
  - Being sensitive to others feelings in social situations

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**To observe mindsets in  
people, watch to see what  
they do when they  
DON'T KNOW.**



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**OR**

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**When they might KNOW.**



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**OR**

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**When they DO KNOW.**




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**How To Perceive Failure**

- Failure is
  - A mistake or problem to be
    - Faced
    - Dealt with
    - Learned from

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**How To Perceive Failure**

- Failure does not
  - Define you
  - Define the overall event
- If you did not get what you expected
  - You did not achieve the desired RESULT
  - You made a mistake
    - Someplace in your process
      - Trying to achieve a result

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## Mistakes

- Effective Teachers
- Consequences
  - Lessons are painfully clear
  - Learners gain wisdom
- Learners need
  - Time
  - Encouragement

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## Distinguishing Mistakes (Peer Instruct)

- Sloppy Mistakes
- Stretch Mistakes
- Aha-Moment Mistakes
- High-Stakes Mistakes

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## Mistakes

- Stretch
  - Demonstrate effort
  - Learning Zone
- Aha-Moments
  - Reveals clarity
  - Understanding occurs

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### Mistakes

- High-Stakes
  - Costly - Affecting
    - Emotional well-being
    - Relationships
    - Careers
- Sloppy
  - Lacks effort
  - Possible Fixed Mindset belief
  - No positive growth takes place
  - Possible sign of contempt

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### Mistakes

- These WILL be made when someone is pushing themselves.
  - Understand What it is telling you:
    - The next time you encounter this, do it differently
    - You need more practice
    - Your process needs to be adjusted
    - You don't understand it.....YET
    - Don't forget all you did RIGHT!

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### Results

- Results
    - You have no control over a result
      - You control the circumstances that effect results like:
        - Seeking Knowledge = Effort
        - Pursuing to Understand = Engagement
        - YOUR Process = Approach to understanding
          - Path To Mastery
      - Practice, Practice, Practice...
- AND
- Learn From The Mistakes

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## EFFORT

Full Effort is:

- Learning from mistakes
- Accepting constructive feedback
- Application of new strategies
- Asking questions
- Taking risks
- Perseverance or Grit

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## Effective Effort

**Ask Questions**

**Apply Strategies**

**Take on Challenges**

**Accept Feedback**

**Take risks**

**Focus on Task**

**Learn from Mistakes**

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## Achievement

Achieving good things takes time.  
We must have patience...

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## Feedback & Strategies

- Mistakes will occur when pushing oneself
  - **Understanding what to do is critical**
  - The next time you encounter this, do it differently
  - The need for more practice
  - Your process needs to be adjusted
  - You don't understand it.....YET

Don't forget all that went RIGHT!

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## Setbacks

- Motivational to try again
  - Take charge of a process that brings about the desired result
- Informational
  - Essential to have control of all the parts of your learning process
- A wake-up call
  - Take responsibility of your
    - Process
    - Attitude
    - Achievements

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## The Fix

- Growth Mindset
  - Learners are less susceptible to stereotyping
- Understand Learning
  - Teaching a Growth Mindset
    - Narrowing achievement gaps
      - Growth Skills
        - Support
        - Dedication
        - Positive self-talk
        - Believing
        - Good instruction

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## Growth Mindsets

- Don't buy into global condemnation
- Don't succumb to stereotypes
- Reduce negative social behavior
  - Increase empathy towards peers
  - Reduces revenge
  - Reduces bullying
  - Develops kinder and more confident individuals

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## Learners

- When individuals feel empowered about their development abilities
  - More effort is given
  - Less worrying is noted
  - Reduces the anxiety of "Being Judged"
    - Realization they can improve

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## Teaching to A Growth Mindset

- Individuals see an Increase in
  - Success in results
  - Confidence
  - Resilience
    - Grit
    - Perseverance

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## The Science

- Remember When
  - Learning something new
    - Thumb pinky
    - Neuro network development
  - Struggling to understand
    - My Percussion
    - Your own personal example
  - The harder an individual struggles
    - Smarter that person is becoming

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## Training

- Through Training
  - Abilities are developed
  - Individuals
    - Become "challenge seekers" and engage
    - Are more focused on task results
    - Utilize deliberate practice
    - Patient
      - Allowing for effort over time

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## Learning

- Active Learning Skills
  - Proper environment
  - Time durations
    - No more than 1-hour at any sitting
  - Proper Habits
    - Rest, Hydration & Nutrition
  - Ways to learn
    - Hearing, Seeing & Doing
    - Combinations

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## Learning

- Comparison vs. Competition
  - Comparison – Fixed Mindset
    - Harmful
    - Outdate information used
  - Competition – Growth Mindset
    - Healthy
    - Establishes a desired result
    - Does not compare

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## Putting It Into Practice

- Teach to the why's
  - Attention is important
    - Eliminate distraction
    - Time limits
  - Effective Effort is necessary

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## ZONES

- Comfort Zone
  - Little to no growth in a skill takes place
- Learning Zone
  - Mistakes are made AND Growth takes place
- Panic Zone
  - Pushing too hard
  - Growth is limited and likely misunderstood

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### Let's be clear

- Growth Mindset is not defined as:
  - Encouraging one another
  - Seeing effort as good
  - Challenging oneself
  - Persevering, never giving up
  - Learning from mistakes
- Growth Mindset is: understanding we can develop our abilities



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### Please remember, mindsets are situational

If you are in your comfort zone, expect a Growth Mindset, recognize it and push yourself into the learning zone where growth can take place

- If you are outside your comfort zone, be prepared for the Fixed Mindset, recognize it and push yourself through it.
  - This will require
    - Grit
    - perseverance

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## Services

- Growth Mindset Presentations & Workshops
  - Fire Academies
  - Agency Specific
  - Regional Delivery
- Critical Thinking

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THANK YOU FOR THE OPPORTUNITY  
TO SPEND TIME WITH YOU TODAY.

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