

# Leading with a Growth Mindset

Presented by IMA Leadership Academy



The Association of  
Accountants and  
Financial Professionals  
in Business

# Featured Presenter

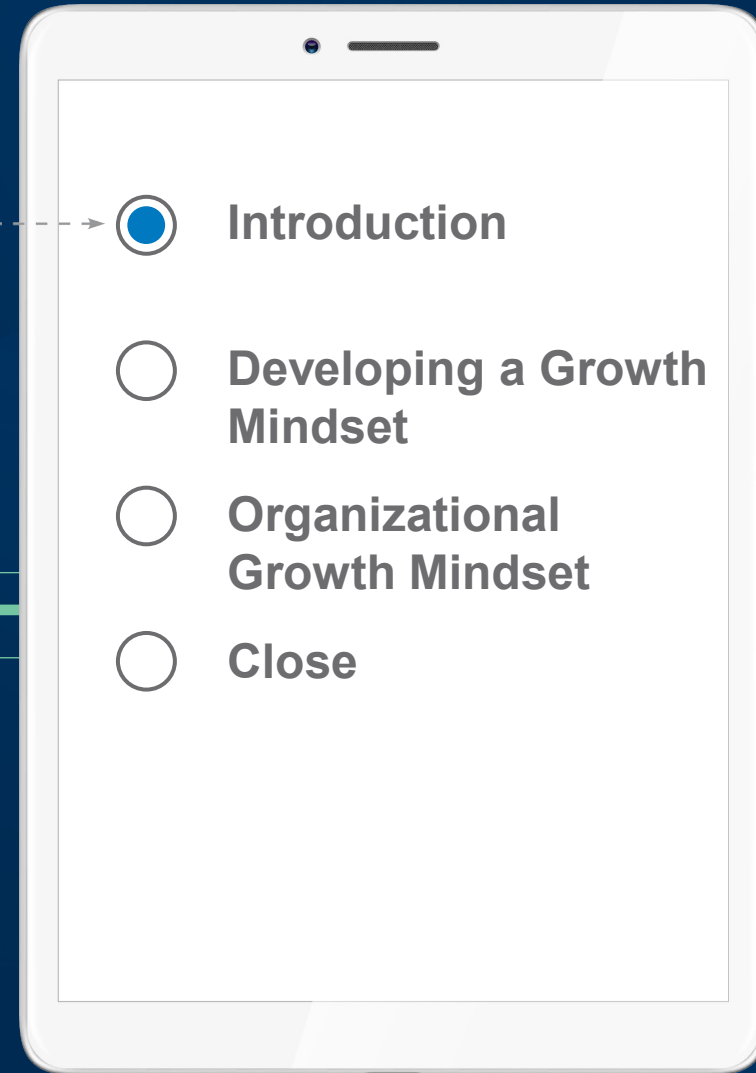
**Amy J. Pilcher**  
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Wartburg College



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# Course Goal and Agenda

The **GOAL OF THIS COURSE** is to strengthen your leadership by looking at how a growth mindset benefits you individually as well as your organization.



# Learning Objectives

AFTER THIS SESSION, ATTENDEES WILL BE ABLE TO:



**DESCRIBE** | the growth mindset model.



**IDENTIFY** | how finance leaders can develop a growth mindset.



**LIST** | ways to use a growth mindset to move business forward.

# Poll Question #1

I know the difference between a Growth mindset and a Fixed mindset.

- A. Yes, I know a lot about both mindsets.
- B. I've heard of them.
- C. I'm unsure.
- D. I don't know anything about them.



# Poll Question #1 Results





# Developing a Growth Mindset





# Mindset

Refers to a person's deeply held **beliefs** about:

- Whether people have the **capacity** to learn, develop, and change throughout their lives (growth mindset), or
- Whether “who they are” is relatively **fixed** by initial talent endowments (fixed mindset).

**No single person is all one or the other mindset. People move on the spectrum depending on the situation.**

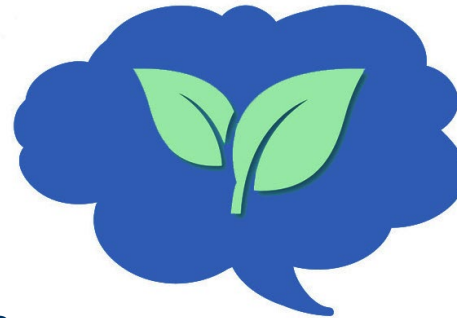


# Fixed vs. Growth Mindset

## FIXED MINDSET



- **Avoids** challenges.
- **Refuses** criticism or feedback.
- **Focuses** on proving themselves.
- **Feels** threatened by others' success.
- **Can't accept** failures or mistakes.
- **Shies away** from unfamiliar things.
- **Believes** that talent is static.



## GROWTH MINDSET

- **Views** challenges as opportunities.
- **Embraces** constructive feedback.
- **Focuses** on the process, not the end result.
- **Is inspired** by others' success.
- **Learns and grows** from failures.
- **Always steps** out of their comfort zone.
- **Believes** that talent is ever improving.

# Poll Question #2

Which MINDSET do you think you most often demonstrate?

- A. Fixed mindset.
- B. Growth mindset.
- C. Equally fixed and growth.
- D. I really don't know.



# Poll Question #2 Results



# Habits of a Growth Mindset

- **Resists** negativity.
  - ❖ Self-affirming
  - ❖ Self-assertive
  - ❖ Self-reflective
  - ❖ Self-instructive
- **Believes** success is achievable.
- **Accepts** new challenges with open arms.
- **Celebrates** accomplishments.
- **Is receptive** to fresh insight and experience.





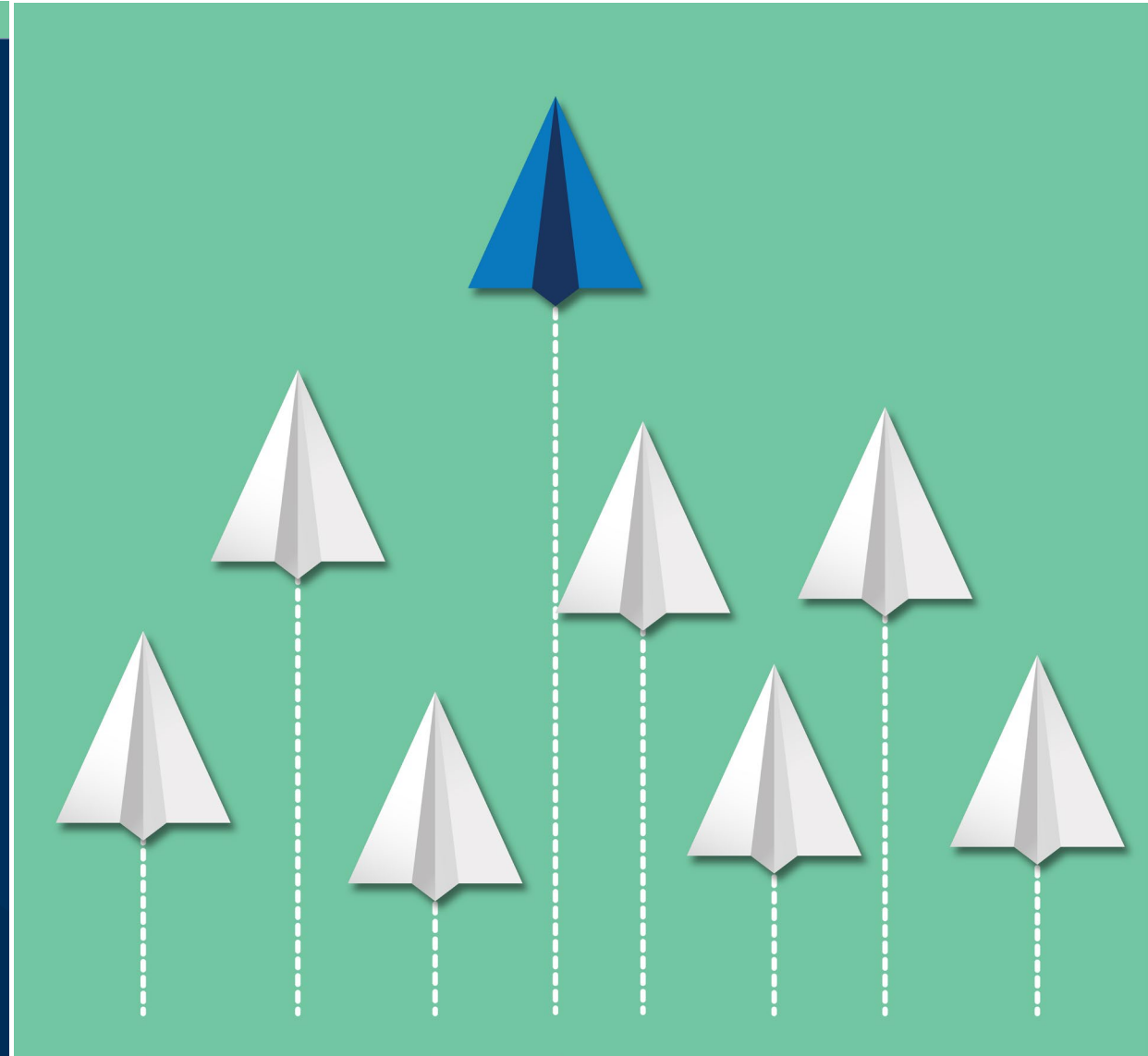
# Getting Out of a Fixed Mindset

- **Acknowledge** the presence of a fixed mindset.
- **Reframe** your thoughts.
- **Visualize** all potential outcomes.
- **Let go** of perfectionism.
- **Stretch** your courage muscle.
- **Celebrate** your successes.
- **Don't suffer** in silence.



# Skills that Foster a Growth Mindset

- A thirst for **knowledge**
- Openness to **feedback**
- Learning from **adversity**
- **Flexibility and adaptability**
- **Problem solving**
- Stepping out of your **comfort zone**
- Reflecting on how you acquired your **existing skills**
- Feeling genuinely proud of your **learning and growth**
- Embracing people who **challenge** you to grow





# Ways to Develop a Growth Mindset

- **Listen** to the voice inside of you.
- **Recognize** that you have a choice.
- **Talk back** with a growth mindset voice.
- **Practice.**
- **Find** outside help.
- **Stop** seeking the approval of others.
- **Replace** the word “failing” with “learning.”
- **Take growth** mindset action.

# Poll Question #3

What is one action you might take to develop a stronger growth mindset?

- A. Recognize that I have a choice.
- B. Talk back with a mindset voice.
- C. Practice.
- D. Find outside help.
- E. Replace “failing” with “learning.”
- F. Nothing.
- G. Some other action.



# Poll Question #3 Results



# Organizational Growth Mindset





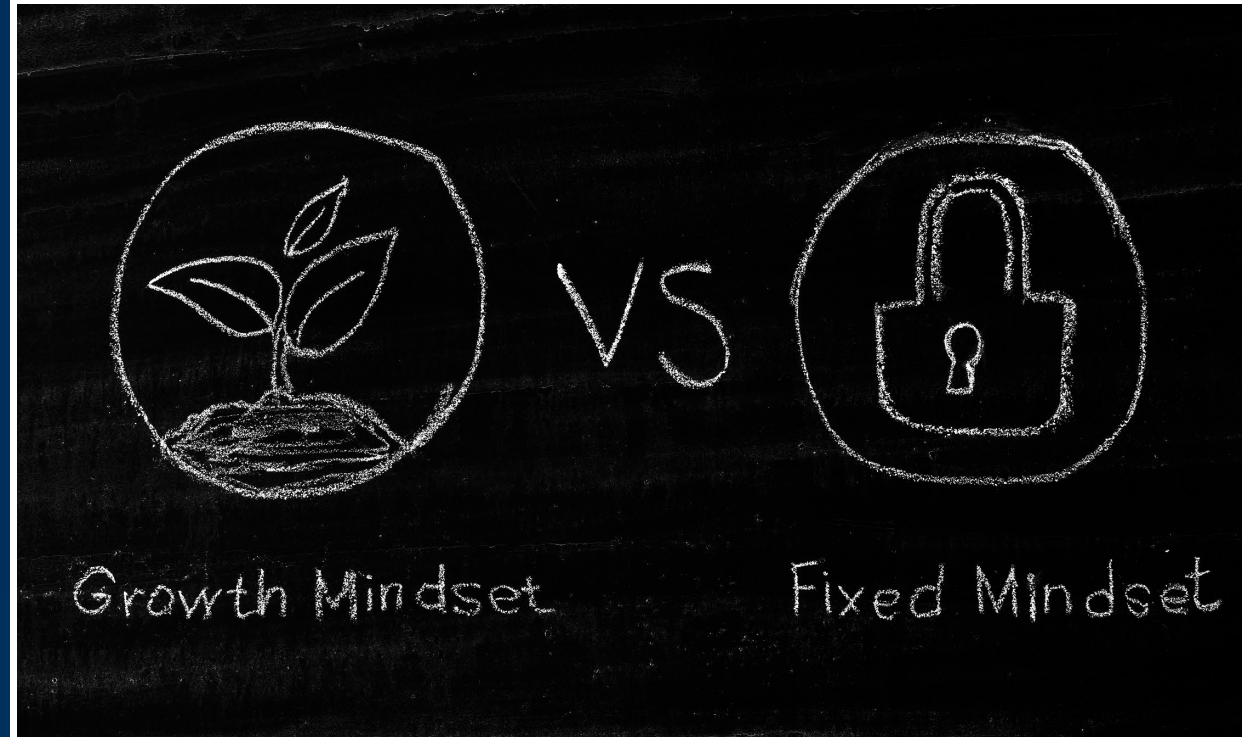
# Mindset and Organizations

Companies with a **GROWTH MINDSET**:

- Employees report feeling more empowered and committed.
- Company reports more collaboration and innovation.

Companies with a **FIXED MINDSET**:

- Report more cheating and deception among employees.





# **GROWTH MINDSET**

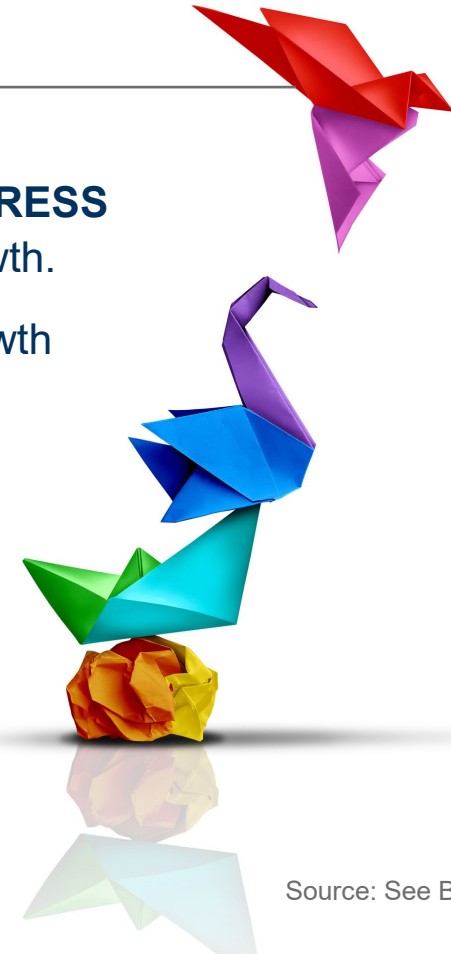
## Tips for Developing an Organizational Growth Mindset

- **ENCOURAGE** a learning environment.
- **EMBRACE** failure.
- **RECOGNIZE** and reward growth and learning.
- **FOSTER** collaboration.
- **LEAD** by example.
- **CAUSE** cognitive dissonance.

# Successful Leadership Development Programs

- ① **FOCUS** on whole-person growth.
- ② **PROVIDE** opportunities for self-reflection and meaning-making.
- ③ **OFFER** targeted programs to support leaders with acute or chronic stress.
- ④ **DON'T UNDERESTIMATE** short, intensive programs.

- ⑤ **ACKNOWLEDGE AND ADDRESS** psychological barriers to growth.
- ⑥ **ENSURE** that short-term growth leads to sustained, long-term transformation.
- ⑦ **EMBRACE** online learning.







# Crisis and Growth Mindset

- **BE** patient.
- **TEACH** the growth mindset to others and reinforce it in yourself.
- **SEND** the right signals.
- **RESET** expectations and revisit established practices.
- **GET TO KNOW** your teammates better.

# Manager Tips

- Shift from a doer to a leader mindset.
  - ❖ Notice your payoff from doing.
  - ❖ Claim your leadership identity by getting clear on values.
  - ❖ Be intentional about responding, not reacting.
- Embrace the discomfort of the learning process.
  - ❖ Name your emotions.
  - ❖ Normalize being uncomfortable.
  - ❖ Reframe the situation.
- Distinguish between high- and low-stakes tasks.
- Be curious and facilitative.





# Poll Question #4

Of the following, which does your organization do the best for fostering a growth mindset?

- A. Encouraging a learning environment.
- B. Embracing failure.
- C. Recognizing and rewarding growth and learning.
- D. Fostering collaboration.
- E. Leading by example.
- F. None of these.



# Poll Question #4 Results



Close

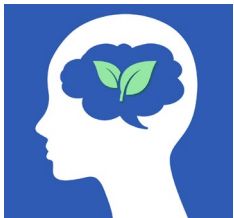


# Key Takeaways

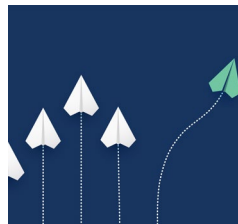
FIXED VS. GROWTH MINDSET



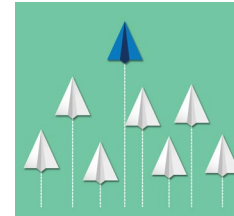
HABITS OF A  
GROWTH MINDSET



GETTING OUT OF A  
FIXED MINDSET



SKILLS THAT FOSTER A  
GROWTH MINDSET



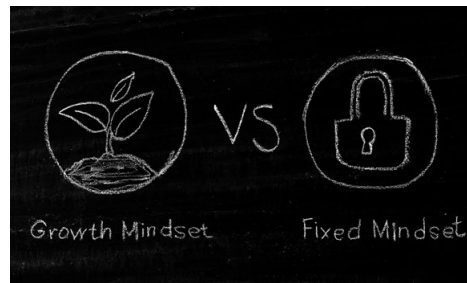
WAYS TO DEVELOP A  
GROWTH MINDSET



**KEY TAKEAWAYS**



# Key Takeaways



MINDSET AND  
ORGANIZATIONS



CRISIS AND GROWTH  
MINDSET



SUCCESSFUL LEADERSHIP  
DEVELOPMENT PROGRAMS



MANAGER TIPS



**GROWTH  
MINDSET**

TIPS FOR DEVELOPING AN  
ORGANIZATIONAL GROWTH  
MINDSET



# Learning Objectives, *revisited*

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# NABA Action Plan

**NEED:** What are your individual, team, and organizational needs for further developing a growth mindset?



**APPROACH:** What is your unique approach to address this need?



**BENEFIT:** What will be the benefits to you, your team, and your organization?



**ACTION:** What action will you take to implement your approach to strengthening growth mindsets?

# Questions and Answers

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# Thank you!



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