



INSTILLING A GROWTH MINDSET IN THE LEADERSHIP TEAM

CASE STUDY

REFLECTIONS & LEARNING OUTCOMES

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OVERVIEW



A newly appointed Managing Director, during first Covid Lockdown in spring 2020, took the time he needed during his honeymoon period to shape his leadership team.

Whilst his thinking was on the make-up of his team and how best to design the whole organisation, he took the opportunity to step back and take a longer- term view on what he wanted to achieve in the role. He clarified what success looked like.

Early July was the first opportunity for him to bring his leadership team physically together, providing time and space to share his thinking and for them to reflect on the impact of Covid on the business and the potential for future growth. They developed a collective vision and strategic goals to deliver it.

Elements we focused on to get the team formed and aligned were:

1. **Team formation:** review of key team members and what they bring
2. **Team identity:** Clarity on team purpose and values
3. **Team vision:** Strategic thinking, measures of success, value proposition
4. **Team execution:** Strategic pillars, find and remove roadblocks, priorities
5. **Team dynamic:** Expectations, strengths, mindsets, behaviours, routines, feedback, learning
6. **Team commitment:** Core message, stakeholder engagement, review and renewal

"I realised that increasing the size of my leadership team has the advantage of greater diversity of thought in our decision making, but can potentially also bring complexity and inefficiency."

A growth mindset has helped us recognise our strengths and the barriers to our success and commit to action to overcome them"

Managing Director

- As the work progressed, it became clearer how the organisation needed to be structured to deliver the strategy. Four new roles were defined in the Leadership Team and appointment processes kicked-off.
- As the goals took shape, it became clear that 4 of them were focused on **how** work should be done and 4 on **what** needed to be done. The 'how' were renamed as 'enablers'.
- The 4 enablers (diversity, empowerment, agility and sustainability) all require a growth mindset, so Mindset Advantage was introduced as a means of assessing the Leadership Team's mindset and behaviours, and how they might need to change to enable these new ways of working across the business.
- Mindset Advantage was also used to support the assessment process for new appointments into the team.
- Each individual had 1:1 debrief of their **Mindset Advantage** to support the changes they need to make, the Team reviewed their collective picture and committed to team actions to progress.
- When the UK Covid Lockdown 2.0 struck in November, the team continued to developed their ways of working through a series of 'virtual workshop sprints' to keep the energy and momentum high.

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Conclusions & Learnings



“When the pressure is on, the demands on our time can be overwhelming... And it feels like the pressure is always on! We need to allow time for reflection and thinking as a team. Prioritising this time is hard, but essential to us successfully achieving our purpose”

Managing Director

OUTCOMES



Our work supported the Leadership Team to build a growth mindset and create a positive team dynamic to deliver their strategic goals through diverse, empowered and agile teams.

The Team recognised that they needed to change how they worked to initiate the desired change across the organisation.

Practices that create a positive team dynamic were developed by the Team:

Team Purpose
Relationship Trust
Psychological Safety
Team Wisdom
Learning Cycle

Positive Team Dynamics

TEAM PURPOSE

- The Leadership Team has a clearly defined purpose.
- New appointees were onboarded and integrated quickly into the team, recognising their contribution to the team's success goes far beyond them delivering in their personal role.

GOAL ALIGNMENT

- The Team aligned around 4 Strategic Goals and 4 enablers.
- For each Strategic Goal the Team developed: the vision; the impact (and measures); the people (delivery team), the challenges and opportunities

RELATIONSHIP TRUST

- Team members openly shared their current attitudes and behaviours (Mindset strengths and development areas) and acknowledged what they needed to change to effectively contribute to the team's success and to lead and inspire the team to deliver

LEARNING CYCLES

- The Team committed to 6 Team actions to improve their own team effectiveness (diversity, empowerment, agility)
- One commitment was to embed learning cycles into their ways of working.

TEAM WISDOM

- Mindset Advantage was integrated into the assessment process for new team members.
- Provided structure to the process and enabled informed decision making.
- Opportunity to give high quality feedback on strengths, any gaps, and suitability to the role
- Quality and speed of onboarding and integration improved

TEAM COMMITMENT TO ACTION

- Leadership Team agreed next steps to embed the growth mindset across the wider organisation.
- Team selected 13 Workstream Champions and supported their learning journey to deliver the Strategic Goals through diverse, empowered and agile teams

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ADDRESSING SPECIFIC BLOCKERS

Purposeful collaboration

When assessing the value of collaboration we think of two distinct types:

1. Goal Oriented Collaboration (explicit): There is a set goal and we aim to achieve it.
2. Opportunist Collaboration (implicit): We look around for things to do, but we don't know what these are until we find them.

Collaboration brings significantly more value to an organisation when the purpose of that collaboration is clear. The starting point, who's involved and the approach taken all differ depending on the purpose.

IMPACT



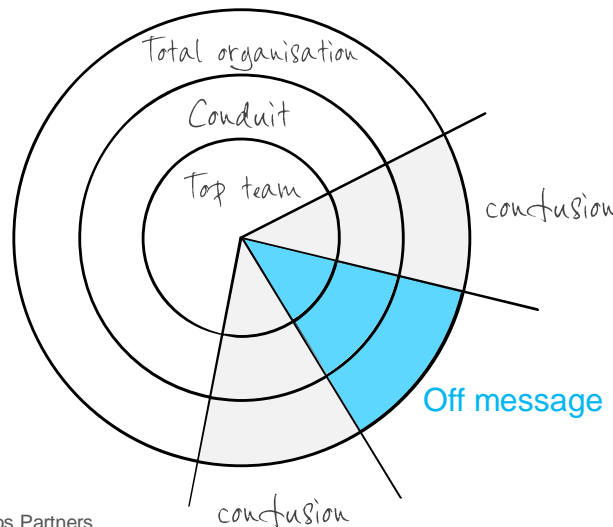
Measuring goal alignment

Given the complexity and uncertainty in today's business environment, leadership is now a 'team sport'. Every team is unique - in its make-up, its context and its ambition. Diversity and difference have the potential to improve the quality of decisions but this calls for **goal alignment** and a positive team dynamic. Whilst organisations find it hard to measure the value of goal alignment, a recent case study* puts the waste of not having it at \$30M a year. A mis-aligned leadership team causes duplication, misunderstanding and conflicting messages... leading to stress, excessive hours and disengaged and disempowered people.

* HBR 'Your Scarcest Resource' case study

The cornerstone of empowerment

One person off-message at the top – organisation off-message below



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How well do you define the problem?

Divergent thinking – collaboration to explore unknown problem

Convergent thinking – bring views together to clarify problem

Discover

We explore the problem through secondary research, user research and creative thinking to generate a wide range of ideas and insights

Define

We analyse the research and the ideas, using objective thinking to create a clearer definition of the problem.

How well do you design, develop test and evolve the solution?

Divergent thinking – collaboration to explore potential solutions

Convergent thinking – bring views together to specify action

Design

We generate a wide range of options and possible solutions to the problem through creative thinking

Develop

We objectively assess, develop, prototype, test and refine the best solutions

How well do you manage the pipeline?

We have an agreed process for managing and prioritising the full pipeline of ideas and innovations