

Quadrant II Newsletter

Research shows that the difference between leaders who derail in their career and those that soar to great heights is social skills. Social skills appear in the second quadrant of Stephen R. Covey's Importance-Urgency matrix: social skills are important to a career but not urgent (Covey is author of the top-selling business book *The 7 Habits of Highly Effective People*). Quadrant II provides an opportunity for business and technical professionals to learn and try out new social skills based in science.

27Jul2016, author: Valerie Patrick, PhD, *How Mindset Breeds Success*

Quotable (*Key Message*)

What you believe about yourself and the world has a tremendous impact on what you accomplish in life.

Quantify (*The Science*)

Dr. Carol S. Dweck, psychology professor at Stanford University and a member of the National Academy of Sciences, has found through her research that a person's mindset can help explain why people succeed or fail in school, in sports, and in relationships. In one experiment involving fifth grade students, Dr. Dweck showed that praising the hard work of students motivates them to tackle new intellectual challenges. Surprisingly, the same experiment shows that praising the intelligence of students demotivates them to tackle new intellectual challenges. In fact, when the researchers gave the students who had been praised for their intelligence difficult problems, their performance was lower than those students who had been praised for their hard work. The students who had been praised for intelligence even lied about their scores on the difficult problem. (<http://www.pnas.org/content/110/37/14818.full>). In

praising their hard work, students put value in the hard work and had more confidence and determination in tackling the difficult problem. Students who put value in the hard work did not see a limit to their intelligence – they understood that hard work could grow their intelligence. In praising their intelligence, students put value in their intelligence. Their intelligence then became a limit in the difficult problem. Students who put value in their intelligence were seeing their intelligence as fixed. Dr. Dweck calls the belief that intelligence can be developed a growth mindset and the belief that intelligence is static and non-changing a fixed mindset. In this experiment, Dr. Dweck showed that a growth mindset led to higher confidence and higher intellectual performance while a fixed mindset led to lower confidence and lower intellectual performance.

This experimental result is applicable to the workplace. For example, attributing employees' outstanding performance to their skills and capabilities promotes a fixed mindset with regard to their skills and capabilities. These employees would be motivated to “play it safe” by only tackling results in which their skills and capabilities could be applied. However, attributing employees' outstanding performance to hard work promotes a growth mindset with regard to their skills and capabilities. These employees would be willing to take on more risk because they would be more confident that they could develop the skills and capabilities needed.

Qualify (*Put into Practice*)

The next time you catch yourself, or someone else, in a fixed mindset, thinking something can't be done or labeling a group or an individual in a negative way, then you need a growth mindset refresher. For a growth mindset refresher, try the following reality check which is adopted from a process that Dr. Dweck

used with Israeli and Palestinian leaders to decrease the hatred and increase the willingness to develop a peace agreement:

1. Remember that individuals and groups don't have an inherent, unchangeable nature. This principle applies to all aspects of a human being: intelligence, behavior, personality, skills, capabilities, knowledge, experience, beliefs, and so on.
2. Explore all the possible influences for the topic of interest such as authority figures and circumstances. You can do this alone or together with the person or people impacted or directly involved.
3. Research to find examples of similar challenges that were overcome. Use both primary research methods of asking people you know and secondary research methods like online research to find relevant examples of success.

Quip (*Fun*)



Belief in something that does not exist does not count as a belief that will breed success in life: even though I am a great fan of the movies, there is still no such thing as a ghostbuster.

Quest (*Resources*)

Competition to improve requires a supportive environment while competition to win is about exposing and leveraging the weaknesses of others. Competition to improve promotes inclusion while competition to win promotes exclusion. Leverage competition to improve inside your organization and save competition to win for your market competitors. Contact Fulcrum Connection LLC (412-742-9675 or valerie.patrick@fulcrumconnection.com) to learn more about improving teamwork and leadership.

The sharing of knowledge and experience through the time-honored tradition of professional storytelling is as valuable to the speaker as it is to the audience. At least this is the case for speaker Dr. Valerie Patrick, President of Fulcrum Connection LLC and CTM (Certified Toastmaster). Dr. Patrick has been called an “engagement mastermind” and speaks on a variety of social intelligence topics including closing the gender leadership gap, improving creativity, social skills for career success, collaboration, change management, innovation, thriving on a steep learning curve, and adopting a systems mindset. Dr. Patrick’s speeches equip listeners with perspectives, practices, principles, and ideas that can help transform them to be better agents of change for ways they can contribute to a better world. Contact Dr. Patrick to book her as a speaker for your next event (412-742-9675 or valerie.patrick@fulcrumconnection.com).

Fulcrum Connection LLC believes that barriers to working together can be eliminated. To do this, Fulcrum studies and applies behavioral and cognitive science to our products and services (see www.fulcrumconnection.com).

Listen to Episode 18 of “Science of Success: Social Secrets” podcast on closing the gender leadership gap here: <http://scienceofsuccess.libsyn.com/podcast>.

Also available on iTunes and Stitcher Radio and all comments are welcome and encouraged!

See also the latest Competent Collaborator blog post called “How to Tap the Gender Competitive Advantage” here: <http://fulcrumconnection.com/blog/tap-gender-competitive-advantage/>.

About Fulcrum Connection LLC

Fulcrum Connection specializes in instructional design, training, speaking, facilitation and consulting to develop skills in leadership, innovation, sustainability, troubleshooting teamwork, and managing technical professionals.