



Perkins&Will

Master the Mindset Webinar

Participant Guide

THRIVE: CHAMPION LAB

Getting Started

As you settle in, chat your responses to this question and note in the space below any interesting responses from your colleagues.

“What’s in it for us—as Champions and as a firm—to commit to developing all Partners?”



Agenda

Benefits of Career Development
Barriers and Challenges
A Simplified Framework
The Development Mindset
Wrap-Up and Next Steps

Agreements for Success

Actively participate
Resist distractions
Support others
Cultivate curiosity
Commit to understanding
Translate insights to action

The Benefits

The Business Case for Development



The Human Case for Development



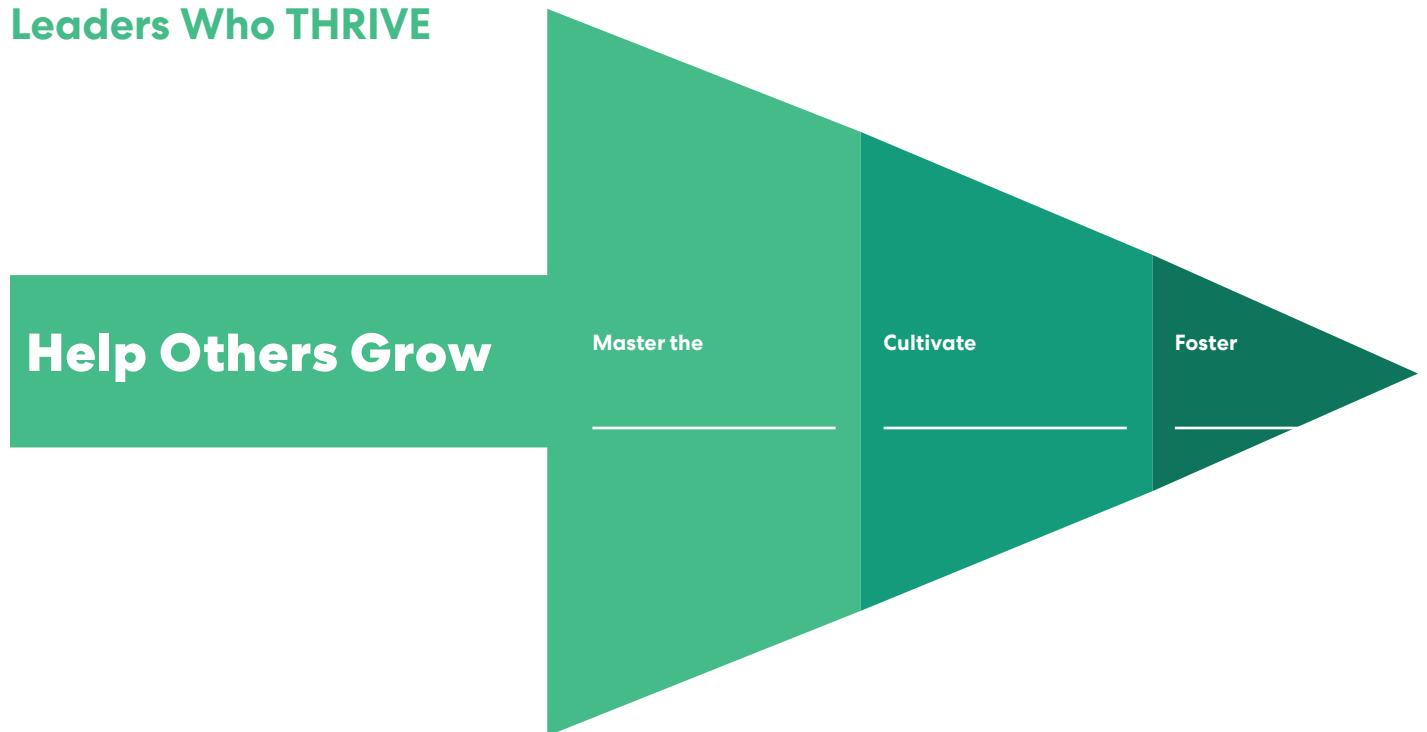
Barriers and Challenges

What are some of the greatest challenges you face or barriers standing in the way of you developing your Partners to their greatest potential?

Your Experience

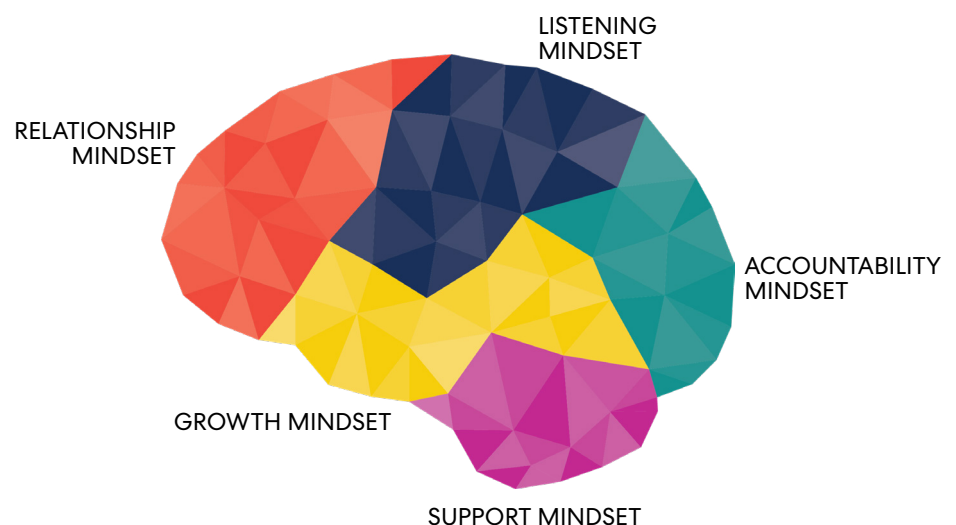
Think about those who've helped you develop most. What specifically did they do?

Leaders Who THRIVE



Master the Mindset

Relationship Mindset: Build rapport and trust	Listening Mindset: Listen curiously and completely	Growth Mindset: Promote a growth orientation	Support Mindset: Offer assurances, information and support	Accountability Mindset: Build responsibility and ownership
<p>The quality of the career development you can facilitate is directly proportionate to the quality of relationships. Effective leaders understand this and, as a result, prioritize the human connection. They know they must ‘earn the right’ to support the growth and development of others. As relationships deepen and trust grows, people are naturally more receptive to your career development efforts and leaders have a solid, knowledgeable base to support their efforts.</p>	<p>The most effective career coaches are frequently people of few words... because they are considerably more focused on listening than on speaking. Listening certainly contributes to the quality of relationships and provides you with important context and content. But, even more important than that, listening creates a space that allows others to reflect, process ideas, talk through their issues, and ultimately arrive at their own career development solutions.</p>	<p>Harvard researcher, Carol Dweck, has identified that people tend to possess one of two points of view. Some have a ‘fixed mindset’, leading them to believe that basic qualities like intelligence and abilities are fixed and that talent alone leads to success. These people fear challenges and failure as it reflects upon their abilities. Other people have a ‘growth mindset’ which aligns with a belief that most abilities can be developed with effort. These people tend to welcome challenges and realize that mistakes aren’t tragic... if you learn from them. Highly effective leaders who are capable of accelerating the career success of others possess a growth mindset and work tirelessly to help others adopt one as well.</p>	<p>As a Champion, you’re in a unique position to aid and contribute to the development of your Partners. You do that by developing relationships, listening, and promoting a growth orientation. But you also do it in a variety of other ways—by keeping an eye on the big picture, pointing them toward the information and resources they need, and buoying them throughout the process. The best leaders act as a guide on the side, offering the support and assurances required but never doing the heavy lifting of development for others.</p>	<p>One of the greatest gifts a leader can give others is a sense of ownership over one’s career. But this requires a mindset and skill set that places responsibility squarely with the other person. Leaders need to understand that they’re not doing anyone any favors by ‘going easy’ or ‘letting people slide’ when it comes to development. A focus on accountability acknowledges the growth and power that comes from owning one’s plans, effort, progress, success and even failure.</p>



Reflection

Review your scores for each mindset.

Total scores of 22-25 in a mindset indicate a particular strength.

Total scores of 17-21 in a mindset indicate an opportunity for growth.

Total scores below 17 in a mindset indicate a need for your focused attention.

Which mindsets come most naturally to you?

How can these mindsets help you accelerate the development of your Partners?

Which mindsets come less naturally to you?

How might enhancing these mindsets make you more effective in your efforts to accelerate the growth of your Partners?

Putting the Mindsets to Work

Delia is a Designer 1 with 3 years of industry experience who's been with the firm for the past 18 months. While she appears to be settling in and assimilating to the culture nicely, Delia remains timid and tentative. She has shared that she struggles to figure out how decisions get made and by whom, explaining that at her old job lines of authority were clear. You know Delia has tremendous potential, but it seems trapped by her concern about possible missteps.



Which mindset might most powerfully support this Partner's development?

- Relationship Mindset
- Listening Mindset
- Growth Mindset
- Accountability Mindset
- Support Mindset

Unpack Your Learning

Answer the first question below. Then, return to the remaining questions over the next few weeks. Make the most of your investment in learning by taking time to really consider your insights and plan activities to enhance your effectiveness as a Champion.



1. What new insights or ideas are you taking away from this session?

2. What existing beliefs and practices were validated or further cemented?

3. What steps are you willing to take to put critical mindsets into practice?

4. How will you hold yourself accountable for these steps?

5. What's in it for you to take these steps?