

YOUR MANAGER MINDSET ASSESSMENT

How fixed or open to growth is your mindset?

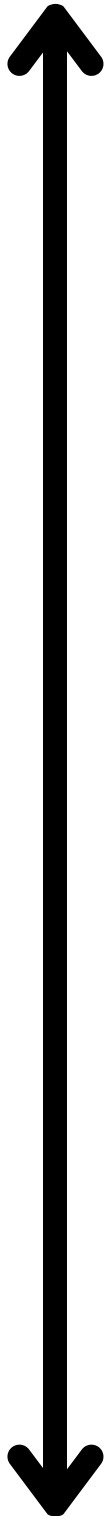
Our mindsets exist on a continuum from fixed to growth, and although we may consistently strive for a growth mindset, the reality is this mindset won't always be something we can muster. Instead, the goal is to be able to recognize a fixed mindset in ourselves and then implement feedback and strategies to improve.

As a manager, your beliefs shape your behaviors, whether you realize it or not. The way you think about potential, talent, failure, and growth directly influences how you delegate, give feedback, support development, and respond under pressure. In other words, mindset isn't just internal. It shows up in the choices you make and the culture you create.

[Click here](#) to download this week's resources and activities. Each will help you connect the dots between what you believe and exactly how that belief plays out in your day-to-day management practices.



THE MINDSET SPECTRUM



A **fixed mindset** shows up when you believe that abilities, intelligence, or talent are *set in stone*. In other words, people either have it or they don't. As a manager, this can lead you to avoid challenges, protect your image, and doubt whether others can improve with effort.

You might catch yourself thinking:

- "If they were good at this, they wouldn't need so much help."
- "I'm just not a natural at giving feedback."

Fixed mindset moments often show up during stress, high stakes, or when you feel like you need to prove yourself.

A **mixed mindset** is the gray space in between. You might want to lean into learning and growth, but your inner voice is cautious. It shows up when you're unsure, stretched thin, or second-guessing how much risk is too much.

You might catch yourself thinking:

- "I want to give them a chance, but I'm nervous about how it'll reflect on me."
- "I know feedback helps, but what if I say it wrong?"

Don't downplay this mindset, as it's a sign that you're shifting in the right direction. The key is noticing it and choosing your next step more intentionally.

A **growth mindset** is the belief that any individual can develop skills, improve through effort, and get better with feedback. You don't assume everything will come easily, but you trust that learning is possible.

You might catch yourself thinking:

- "This is a challenge, but we'll figure it out."
- "They didn't get it right yet—let's talk through what they learned."

A growth mindset isn't about blind optimism, but rather believing that learning is worth the work.

CULTURAL CONDITIONS THAT SUPPORT A GROWTH MINDSET

Fostering psychological safety is a priority	<p>Team members need to believe they won't be punished or shamed for making mistakes, asking questions, or admitting they don't know something.</p> <p>Encouraged: Risk-taking, asking for help, learning in public.</p> <p>Discouraged: Playing it safe, pretending to know, staying silent.</p>
Effort and learning is valued alongside outcomes	<p>When managers celebrate progress, persistence, and improvement (not just perfect results—it reinforces that ability is <i>developed</i>, not fixed).</p> <p>Encouraged: Trying new things, coaching conversations, feedback loops.</p> <p>Discouraged: "Only the best performers matter" and favoritism.</p>
Managers model vulnerability and a learning mindset	<p>When managers admit what they don't know, seek feedback, or share what they're working on, they normalize these behaviors for the team.</p> <p>Encouraged: Mixed mindset moments to shift toward growth.</p> <p>Discouraged: Fear of "looking weak" or needing to perform constantly.</p>
Mistakes are seen as learning opportunities	<p>This doesn't mean failure is celebrated blindly—but that mistakes are debriefed, reflected on, and used to strengthen future efforts.</p> <p>Encouraged: Experimentation, post-mortems, curiosity.</p> <p>Discouraged: Blame culture or performance-shaming.</p>
Time and space for development is protected	<p>Teams need space to grow. That means time for coaching, skill-building, retrospectives, and thoughtful delegation - not just doing the work faster.</p> <p>Encouraged: Coaching mindset, growth-oriented delegation.</p> <p>Discouraged: Over-indexing on speed, urgency, or "just get it done".</p>
Recognition isn't reserved only for "natural talent"	<p>Shifting praise from <i>who you are</i> to <i>what you're doing</i> builds the belief that success is earned through effort and learning.</p> <p>Encouraged: Growth mindset identity, inclusive performance recognition.</p> <p>Discouraged: Fixed labels like "our top talent" that rarely evolve.</p>

MINDSET CULTURE AUDIT

Select the responses that most closely reflect your current team dynamics.

	Yes, Consistently	Sometimes	Not Yet
1. Team members feel safe admitting when they don't know something.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Mistakes are talked about openly and framed as learning moments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I regularly recognize effort and progress, not just outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I model vulnerability (e.g., share what I'm learning or struggling with).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. We make time for development, not just delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I encourage experimentation and thoughtful risk-taking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Feedback is a regular, two-way part of how we work together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Stretch opportunities are distributed equitably—not just to top performers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. People ask questions freely—even in high-stakes conversations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. When someone improves, we update our assumptions about them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MINDSET CULTURE AUDIT REFLECTION

Use the below questions to reflect on your mindset audit results.

1. Which “yes” statement are you most proud of? Why?

2. Where did you mark “sometimes” or “not yet” that surprised you?

3. Select one statement you’d like to improve and list it here.

4. What’s one small shift you can try this week to help drive this improvement?