



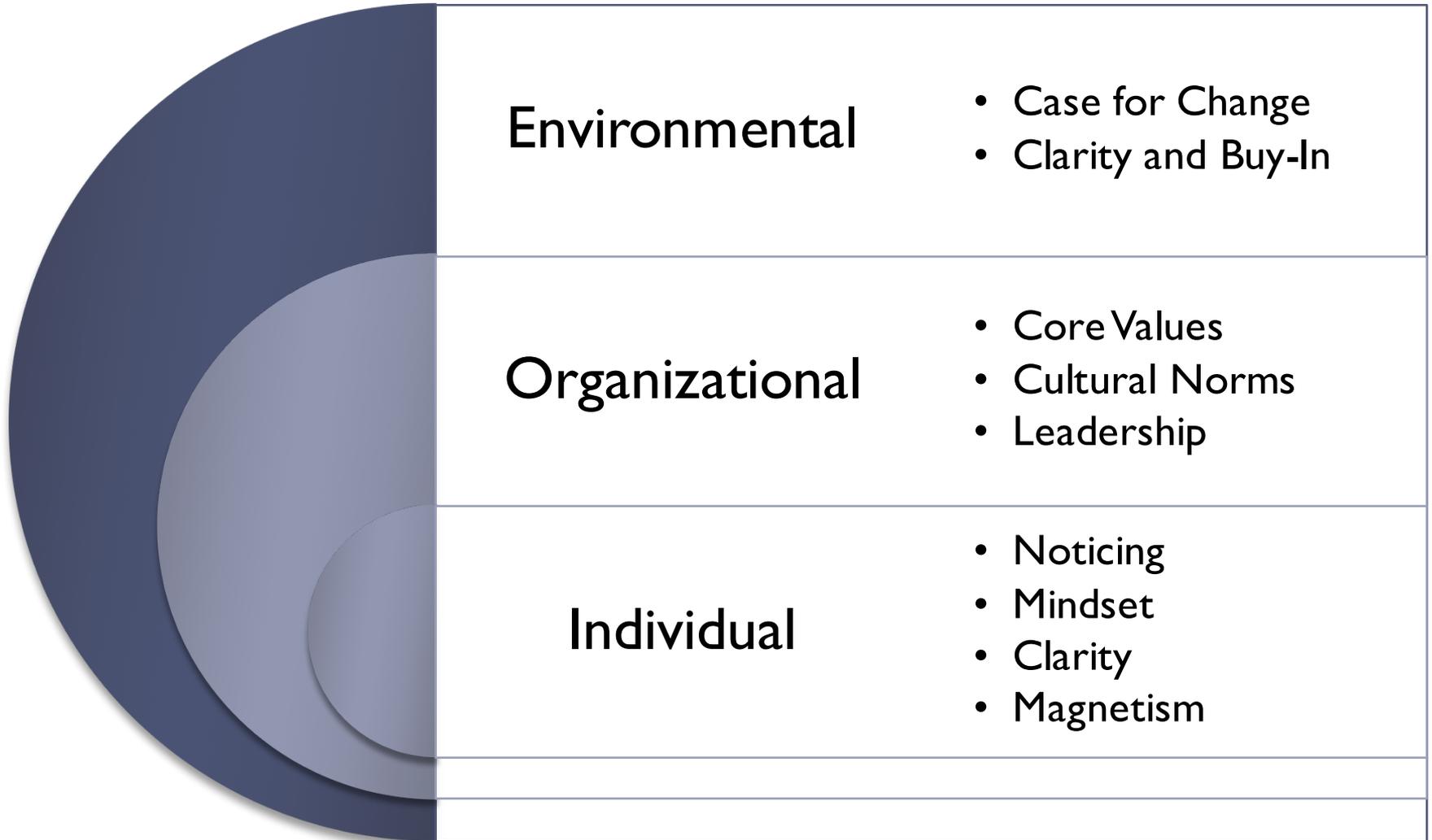
Fitness for Growth



Our Focus: Learning to Learn



A working model



Friends and Enemies of Learning

Friends

- ▶ “I don’t know”
- ▶ Both/And thinking
- ▶ Living in “listening mode”
- ▶ Tolerance for ambiguity; curiosity
- ▶ A powerful “Big Eye”: The Power of Noticing (including growth)
- ▶ Willingness to update opinions of self and others
- ▶ Growth mindset: belief in ability to grow and change
- ▶ Clear and magnetic goals
- ▶ Engaging your heart and body

Enemies

- ▶ “I know” / “I can’t *not* know”
- ▶ Either/Or thinking
- ▶ Living in “telling mode”
- ▶ Need for clarity/certainty
- ▶ Resignation to unconscious incompetence (aka, blind spots)
- ▶ Permanent assessments of self and of others
- ▶ Fixed mindset: belief in limits on growth and change
- ▶ Fuzzy and weak goals
- ▶ Over-reliance on your mind



Friends and Enemies... in Your Organization

Friends

- ▶ Challenge + support of leadership
- ▶ Value placed on doing it better
- ▶ “Headlight” performance management
- ▶ Risk tolerance
- ▶ “Carefrontation”: Feedback as relationship-building
- ▶ Continuous upgrades in perspective, approach, and policy
- ▶ Broad support for learning

Enemies

- ▶ “Radio silent” leadership
- ▶ Value on getting it right
- ▶ “Rearview mirror” performance management
- ▶ Risk aversion
- ▶ Recreational character assassination
- ▶ Over-reliance on yesterday’s perspective, approach and policy
- ▶ Limited support for “training”



Friends and Enemies...in Your **Life**

Friends

- ▶ A strong “case for growth”
- ▶ “Partners in the Process”
- ▶ Motivating symbols
- ▶ Rewards for growth

Enemies

- ▶ A weak “case for growth”
- ▶ Going it alone
- ▶ Reinforcers of the status quo
- ▶ Condemnation for growth



What is one “upgrade” that would significantly improve your success?

In case you're struggling...

Cary's Top Ten "Blind Spots"

10. Reading others
 9. Reading impact on others
 8. Designing your moods
 7. Influencing your mood
 6. Influencing your environment
 5. Leading from the heart
 4. Switching and expanding your perspective
 3. Owning your strengths
 2. Over-using your strengths
 1. Living in a self-fulfilling prophecy
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What's stopping you?

Circle your “enemies” of learning in this particular domain:

In Yourself:

- ▶ “I know” / “I can't *not* know”
- ▶ Either / Or thinking
- ▶ Living in “telling mode”
- ▶ Need for clarity/certainty
- ▶ Blind spots
- ▶ Permanent assessments of self and of others
- ▶ Belief in limits on growth and change
- ▶ Fuzzy and weak goals
- ▶ Over-reliance on your mind

In Your Organization:

- ▶ Leadership
- ▶ Value of getting it right
- ▶ Feedback vs. feed-forward
- ▶ Risk aversion
- ▶ Character assassination
- ▶ Over-reliance on yesterday's perspective
- ▶ Limited support for “training”
- ▶ Weak “case for growth”

In Your Life:

- ▶ Going it alone
- ▶ Reinforcers of the status quo
- ▶ Condemnation for growth



Selected Tips

Surround Yourself with Support

People who see **MORE** in
me than I see in myself



People who would prefer
that I stay basically the same



Embrace Discomfort

Where there is resistance, there is learning; what you do with your resistance is key.





Embrace Discomfort

Where there is resistance, there is learning; what you do with your resistance is key.

Growth starts the moment you turn and let momentum sweep you away



Cultivate Curiosity



Treat Inquiry as Action

“We’re so used to “doing” that the mere thought of *thinking* about what we’re doing and how we’re doing it seems unproductive.”

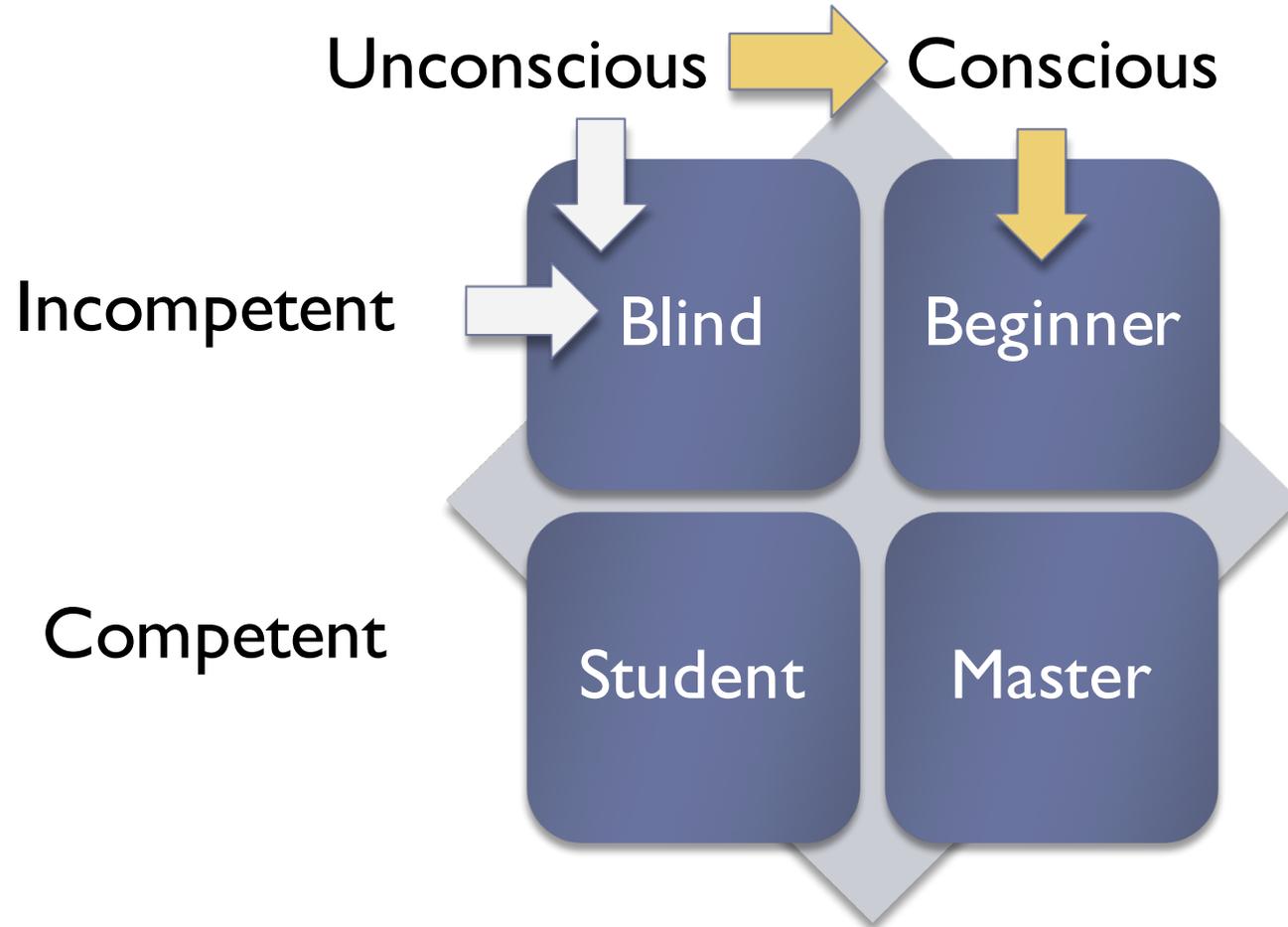
-The Coaching Companion

Three exercises to try out:

1. For one day: After each meeting/conversation, write down one behavior that served you well, and one that didn't.
2. For one week: As you transition between work and home, ask yourself what you need to do for yourself that evening.
3. For one month: While you're brushing your teeth in the morning, identify one or two words that describe how you're feeling about the day ahead.



An Imperative: Changing consciousness of incompetence



For Reflection:

- ▶ In what domains are you willing to declare yourself a beginner?
 - ▶ What's your action plan for protecting yourself from “enemies of learning”? Or will you continue to allow them to hold you back?
 - ▶ How can you bring this into coaching conversations with others?
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