

# Striving To Be Outstanding

**Inspiring Lives**  
Kent County Council

**How Changes To Mindset And Approach Could Support You  
Towards Outstanding Services...**

Damien Ellis - Head of Inspiring Lives, Kent County Council



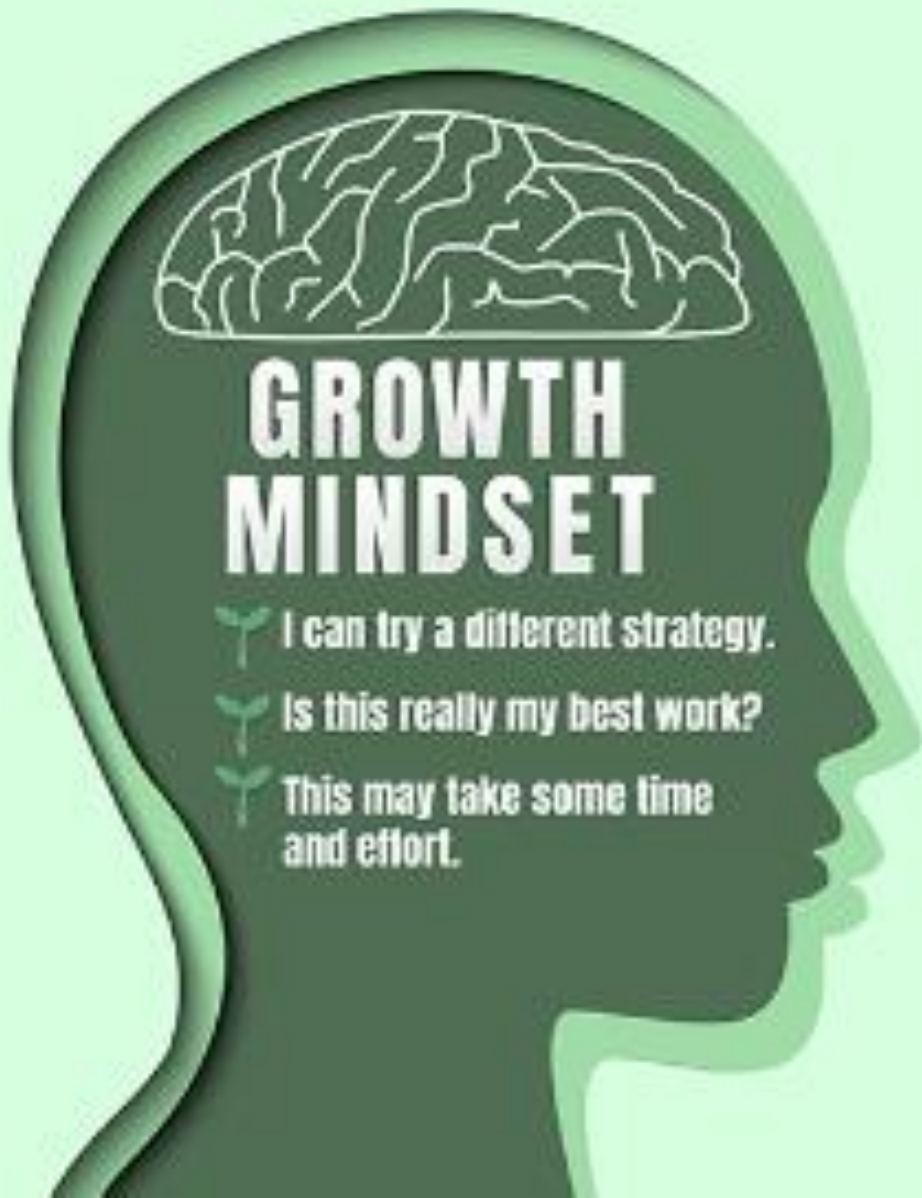
# A Little Bit Of Background...



AIMS







What Is Mindset?

UPDATED EDITION

CAROL S. DWECK, Ph.D.

# mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN  
LEARN TO FULFILL  
OUR POTENTIAL

1.8  
MILLION  
COPIES  
IN PRINT

- \*parenting
- \*business
- \*school
- \*relationships

"Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life."

—BILL GATES, *GatesNotes*

## TWO MINDSETS

CAROL S. DWECK, Ph.D.

Graphic by  
Nigel Holmes

**Fixed Mindset**  
Intelligence is static



Leads to a desire  
to look smart  
and therefore a  
tendency to...

**Growth Mindset**  
Intelligence can be developed



Leads to a desire  
to learn and  
therefore a  
tendency to...

**CHALLENGES**

...avoid  
challenges



...embrace  
challenges



**OBSTACLES**

...give up  
easily



...persist in the  
face of setbacks



**EFFORT**

...see effort as  
fruitless or worse



...see effort as  
the path to mastery



**CRITICISM**

...ignore useful  
negative feedback



...learn from  
criticism



**SUCCESS OF OTHERS**

...feel threatened  
by the success  
of others



...find lessons and  
inspiration in the  
success of others



As a result, they may plateau early  
and achieve less than their full potential.

All this confirms a **deterministic view of the world.**

As a result, they reach ever-higher levels of achievement.

All this gives them a **greater sense of free will.**



**EXTRA! EXTRA!**

**READ ALL ABOUT IT!**

**GOOD  
NEWS!!**




What we're going to look at are some takeaway tools that can help your teams, and you (if you feel you need to), develop a more “growth” approach to mindset...

**FOUR + ONE QUESTIONS**

<p>● TRIED?</p>	<p>● LEARNED?</p>
<p>● PLEASSED ABOUT?</p>	<p>● CONCERNED ABOUT?</p>

● DO NEXT?



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- 4+1 (or an alternative) as a part of one to ones, or self reflective practice...
- Live Demo... Who is “growth” mindset enough to try one now with me?



## Is the service well-led?

Outstanding ☆

### Our findings

Well-Led – this means we looked for evidence that service leadership, management and governance provided high-quality, person-centred care; supported learning and innovation; and promoted an organisational culture that was person-centred, open, and respectful.

The service was consistently and exceptionally managed and well-led. Leaders and the registered manager promoted outstanding quality, and highly person-centred care.

Engaging and involving people using the service, the public and staff, fully consider characteristics; Continuous learning and improving care

- People using the service and their relatives were fully engaged in developing the service. The service had embraced new technologies to support people's involvement.
- People were able to receive real-time updates on people's support and leave comments through an 'app'. Feedback received was reviewed by the Wellbeing Teams and then on to the workers.
- Being a self-managed team, wellbeing workers were responsible for reviewing the service to identify any improvements that could be made to enhance people's outcomes.
- The service conducted brief surveys every month with wellbeing workers to give them an opportunity to say how they were feeling and suggest improvements.
- The registered manager told us, "Reviewing what we do is a part of how we do business. It's an extra thing. It feels healthier that way."
- In addition to the weekly team meetings, regular quality checks were completed on all aspects of service provision and processes with both people using the service their families/ representatives and wellbeing workers to ensure exceptional oversight of quality assurance, safety and people and wellbeing workers welfare. The registered manager and wellbeing teams were committed to continual improvement and results from reviews into how the service was working and feedback directly from people were used to identify improvements and improve services for people.

Working in partnership with others

- The service had a prominent role in the local community and had embraced social media to publicise events organising in the local community café and actively encouraged the wider community to attend.
- The service offered awareness sessions to the whole community as the registered manager felt it would be beneficial to people whether they were receiving support or not. The registered manager told us, "We work with the local council and with local businesses for funding. This has allowed us to plan a happiness course for wellbeing workers, people we support and the wider community."
- The service was also working with local park rangers to support an indoor gardening initiative to help people who could no longer access their garden to continue to enjoy gardening indoors as well as

and acts on duty of candour responsibility.

- The service was exceptionally well organised. Wellbeing workers attended a weekly meeting to review people's needs, wellbeing workers were responsible for identifying solutions. This innovative approach meant that wellbeing workers took ownership of identifying and taking responsibility for solutions to improve care provision. This approach supported the consistent delivery of high care standards.
- This culture was understood and demonstrated by all the wellbeing workers. During the team meeting we observed wellbeing workers challenging each other in a respectful, constructive manner to ensure good outcomes for people using the service. A wellbeing worker we spoke with told us, "I've worked in care before but this is nothing like where I've worked before. You don't just have a say, you're expected to say it and help make decisions."
- The registered manager told us, "The culture starts at recruitment. We want people who understand our values. We expect everyone to communicate. We are concerned if people aren't speaking up."
- The registered manager added, "We have one worker who is quiet so we're speaking to them to make sure they are ok. We make promises to workers that they will be supported to focus on their own wellbeing as well as people they support."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements

- The registered manager understood their regulatory responsibilities and ensured appropriately skilled people were in place within each team to inform CQC and other organisations when important events happened in the service.
- The local wellbeing leaders were clear about their roles and the regulatory responsibilities they had. The service had clear monitoring and review systems in place allowing the registered manager good oversight of any issues that arose enabling them to ensure they were dealt with.

# TEAM DIAGNOSTIC

Team diagnostic – DEv1

	I agree	Somewhat agree	Disagree
<b>1. Positive Conflict</b>			
A) I feel safe challenging my colleagues			
B) I feel safe to challenge in our team is welcomed			
C) Nothing in our team goes unsaid			
D) I welcome colleague feedback even if it is uncomfortable for me personally			
E) We acknowledge that a peak performing team can never agree on all matters			
<b>2. Processes</b>			
A) If a colleague left tomorrow we would know exactly what their next working month looked like and how to execute it well			
B) In the main, we use the same systems and procedures within our team			
C) If we break procedure it is for the good of the team and not for personal gain			
D) There are no information 'silos' in our team			
E) Our processes enhance team effectiveness. If this isn't the case, we always look to improve or streamline, and this is easy to change and adapt			
<b>3. Encouragement</b>			
A) We often know intuitively or by making the time to observe that a colleague is struggling			
B) We reach out to colleagues who are overwhelmed or under performing			
C) We celebrate success in an appropriate way, and promote a positive, collaborative culture			
D) We start with the premise that everybody in the team has the resources that they need to succeed.			
E) We take pride in the fact that we set			

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Team diagnostic – DEv1

	I agree	Somewhat agree	Disagree
each other up for success rather than for failure			
<b>4. Strong connection with functional team values</b>			
A) We all know what this team stands for, and what our core objectives and aims as a department / division are			
B) Other divisions / departments benefit from our success			
C) There is something greater than day to day issues that drives us. We have a common value set and are aspirational to the "why" we are doing what we do			
D) We are proud of our team, and actively support and promote each others achievements			
E) We are leaving a positive legacy for the business, and are ambassadors for what we do			
<b>5. Inter organisational relationships</b>			
A) We can rely on other departments for our success and vice versa			
B) We manage our reputation proactively and honestly within the organisation			
C) Other teams generally support us through choice, and we have good working relationships with them			
D) We have unsolicited requests from other departments to model our best practice and / or colleagues wanting to join our team			
E) We, through choice, lead on at least one 'inter departmental value added' initiative – to improve the lives of each other and / or individuals we support			
<b>6. Trust and reliance</b>			
A) If I admit a mistake, my colleagues will respect me for it and not use it for political gain, and / or I will not be unduly sanctioned for it			
B) My team members want me to			

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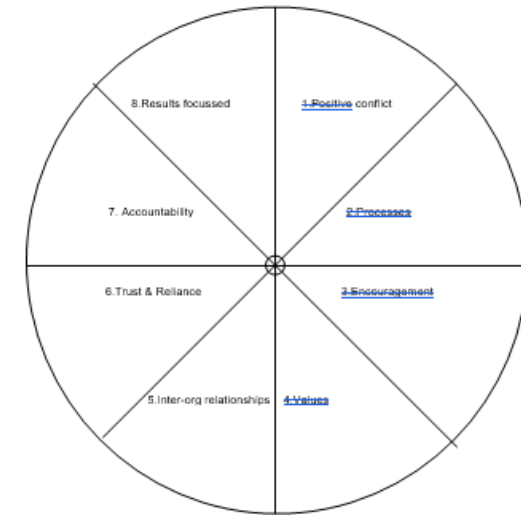
Team diagnostic – DEv1

	I agree	Somewhat agree	Disagree
succeed			
C) If I delegate a task upwards, downwards or sideways in our team, I do so with peace of mind that it will be done well			
D) Our individual successes depend on each others successes			
E) I am happy to involve, or let lead, colleagues who are more gifted than me in a certain skill / area when it makes sense to do so			
<b>7. Accountability</b>			
A) If someone says that they are going to do something, they will do it			
B) We own our successes and take responsibility for our failures			
C) We will go beyond the call of duty in order to deliver something that we have promised			
D) Nobody in our team 'hides' – everyone has a voice and adds value			
E) We are assertive enough to 'push back' if asked to take ownership of an impossible, unethical or undesirable objective			
<b>8. Results Focussed</b>			
A) We know exactly what we are working to achieve in any area / project we are involved in			
B) We know what success looks like, it is measurable and we know how we will / can measure it			
C) We have a mechanism for reviewing and measuring if we are going off course			
D) We have a recovery strategy for when things go wrong, and the confidence to execute it			
E) We are prepared to sacrifice the minutiae occasionally in favour of our overall purpose. i.e. for the sake of the team objectives we are prepared to lose a few battles to win the war			

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Team diagnostic – DEv1

## PERFORMANCE WHEEL



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**GROW (with a twist)**

**R = Reality**

**G = Goal**

**Options, and Way  
forward**

**Remember - complexity is the enemy of execution...**





# Priming / Peak State

Getting up early boosts productivity

Digital detox helps relax brain, and regulate circadian rhythm - feeling less wired

Social media - awareness of state

Paper lists - brain dump, and reward pathways

Exercise / meditation / grounding - you time

Affirmations and giving thanks

Reframing

Diary of mood - mapping setting events and causes, awareness helps control



# Some great books, sources and tools for developing “growth mindset” in your teams

Matthew Syed - Book: Rebel Ideas (cognitive diversity)

Matthew Syed - Book: Black Box Thinking (liberating people to becoming high performers)

Matthew Syed - Book: Bounce (Purposeful Practice)

Carol Dweck - Book: Mindset

Simon Sinek TedTalks: “Start with Why” and “Why good leaders make you feel safe”

CQC reports - (modelling outstanding practice, and also traits of “inadequate” and “requires improvement” practice across the KLOES Health and Social Care Act 2008

Caroline Goyder - Book: Gravitas

Mark Bowden - Book: Tame the Primitive Brain, or TedTalk “The Importance of Being Inauthentic”

Amy Cuddy - Book: Presence, or TedTalk “Your body language may shape who you are”

Theory and tools: Ego States (to maximise effective communication)

Theory and tools: Rogers Core Conditions (embedding this to encourage mindful behaviours)

How great leaders inspire action

