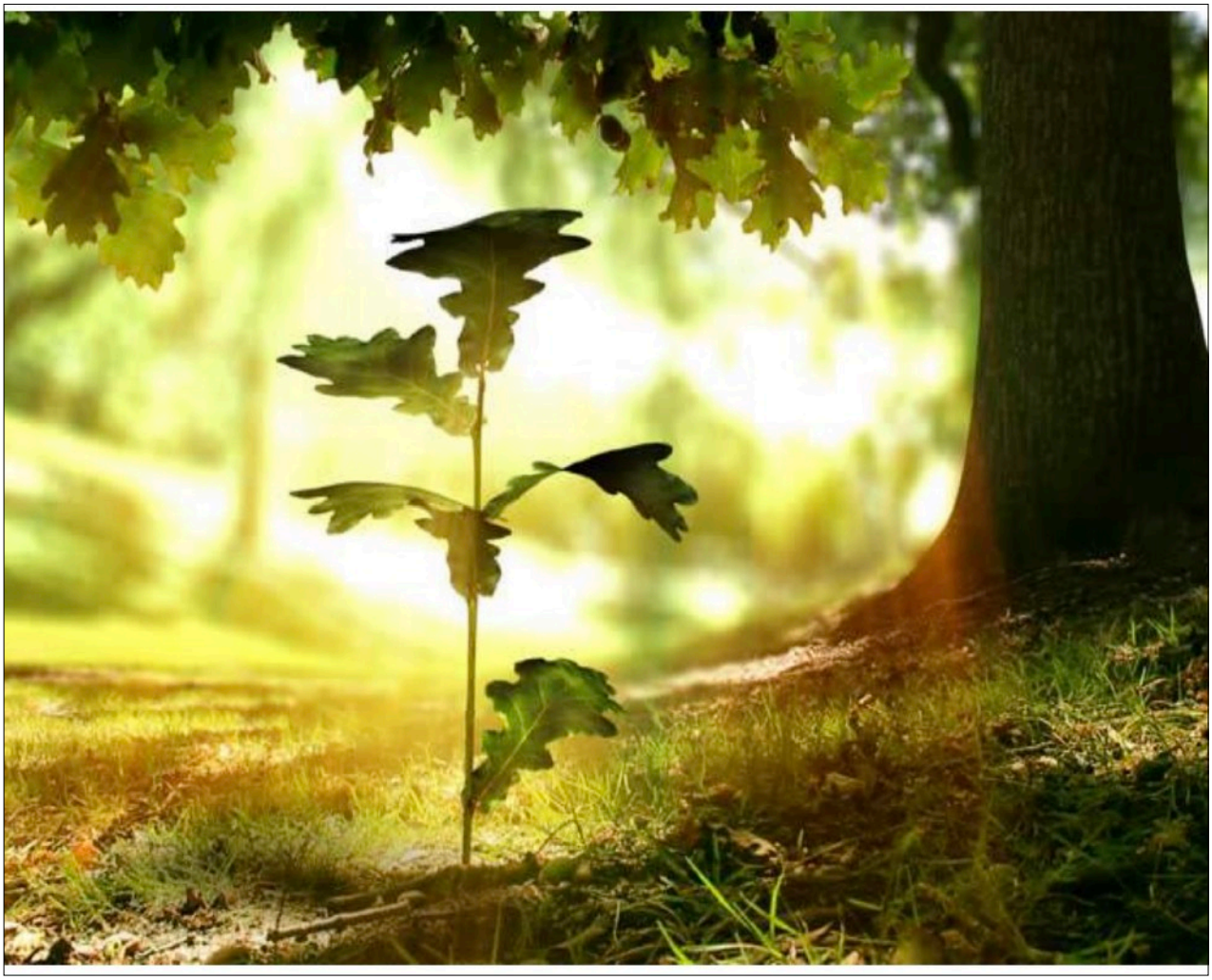


Management Report on 5Dimensions of the Growth Mindset (5DGM) Profiles for staff of XYZ Company

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23 November 2022

EXECUTIVE SUMMARY

Background

This report provides the executive overview of the growth mindset profile of staff at the HR Department of the Hogwarts School of Magic for understanding and subsequent coaching and development opportunities.

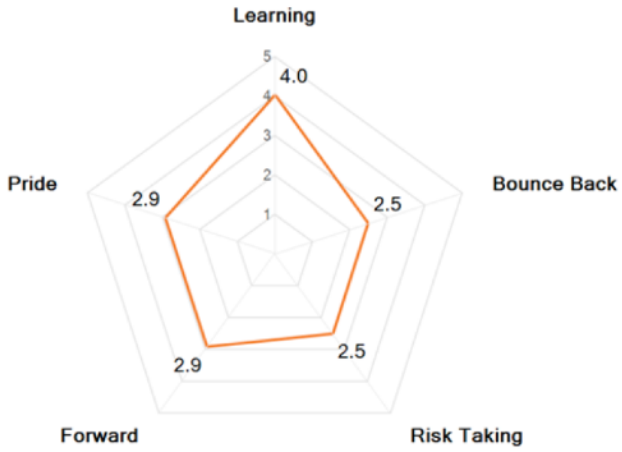
Overview of the 5DGM Growth Mindset Assessment

The 5DGM Assessment Platform is the world's first, and **ONLY**, behavioural based growth mindset assessment system created by Mr Ian Dyason, Founder of Growth Consulting Asia. The key tenet of the assessment is that the growth and fixed mindset is not a binary concept (either one is fixed or growth), and that one can be BOTH fixed and growth at the same time, due to the presence of five Dimensions:

- Learning
- Bounce-Back
- Risk-Taking
- Forward, and
- Pride

Hence, a person could be growth in one Dimension and fixed in another. The assessment scores each person on a scale of 0.0 to 5.0. Any score higher than 3.3 is in the growth region, and any score lower than 2.4 is in the fixed region. Scores that are between 2.4 to 3.3 are deemed transitional, and can display either fixed or growth tendencies. The higher these scores are, the higher the growth tendencies are.

These are presented to the individual in a radial graph showing the scores of each Dimension as shows:



Another important tenet of the 5DGM Assessment is that growth is not necessarily good, and fixed is not necessarily bad; these are all based on the context of the job requirements. Hence, if there is preponderance of fixed mindset staff, it does not mean that work cannot be accomplished; and conversely, if there is a preponderance of growth mindset staff, it does not mean that work will be accomplished!

What this report covers?

This report provides the overall ranking of growth ***tendencies*** of the individuals in the department as well as the collective tendencies in the department. These are ranked in order of the highest growth tendencies to the lowest tendencies. Because the report is comparative, the rank order does not mean that one is better than another. It also does not mean that some people can do their job better than others. Where appropriate, this report will provide contextual explanations and the application of the information.

What causes the change in scores?

The assessment is a snapshot of the growth mindset tendencies at the point of taking the assessment, so it is a stock score that is used to illustrate a flow concept. As such, there are bound to be changes in one's growth mindset tendencies over time, although such changes do not occur abruptly. Such changes can be precipitated by

- will (a person deliberately sets out to change behaviours)
- lifestyle changes
- major life stage changes
- changes in priorities
- changes in perspective
- changes in conviction

How to use this report?

This report should be used for developmental purposes only. Certain key individuals should be supported by internal or external coaching to help shape a progressive, growth minded perspective so that they can impact positively themselves, their team and the department overall.

DETAILED RESULTS

Results by individuals

In this report, we will look at individuals' scores from different perspectives. First is to take the average total score of the tendencies, and then rank ordering them.

The next perspective is from the number of growth mindset dimensions. In this perspective, we rank order the individuals from the highest number of growth mindset tendencies and next by the number of transitional tendencies.

Finally, we also look at the individuals who had the maximum score for each dimension.

Average Total Score

While it is simplistic to average all the scores of individuals to obtain a total average 5DGM score, it does at least provide us with a sense of who has greater overall growth tendencies and who has overall fixed tendencies. It is not possible to finesse more details of these individuals without diving deeper into their individual profiles. The results of this perspective is as follows:

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
AAA	1	3.8	2.9	2.5	**4.6**	2.8	3.32
BBB	2	**4.4**	3.1	3.3	2.6	3.1	3.3
CCC	3	3.9	2.9	2.6	3.3	3.8	3.3
DDD	4	3.1	3.2	**3.5**	3.6	2.9	3.26
EEE	5	2.9	3.5	**3.5**	3.8	2.6	3.26
FFF	6	4.0	3.5	2.1	3.2	3.2	3.20
Janice Limbeck	7	3.3	3.2	2.6	2.9	**3.9**	3.18
GGG	8	2.8	**3.6**	3.1	2.5	2.9	2.98
HHH	9	3.2	2.4	2.9	3.3	3.1	2.98
JJJ	10	4.0	2.5	2.5	2.9	2.9	2.96
KKK	11	2.6	2.9	2.2	3.2	**3.9**	2.96
LLL	12	3.3	2.4	2.8	3.2	2.9	2.92
MMM	13	3.8	2.9	2.6	2.1	3.2	2.92

NNN	14	3.1	2.8	2.5	2.2	2.9	2.7
Carine Sandhurst	15	3.2	2.6	1.8	2.5	3.3	2.68
PPP	16	2.8	2.6	1.9	2.9	3.2	2.68
QQQ	17	3.5	2.4	2.2	1.5	3.6	2.64
RRR	18	2.5	2.6	2.4	2.4	3.1	2.6
SSS	19	2.9	1.5	2.2	3.5	2.8	2.58
TTT	20	2.8	1.4	2.4	3.1	3.1	2.56
UUU	21	2.4	2.1	2.5	2.5	2.9	2.48
VVV	22	2.4	2.4	2.5	1.9	2.4	2.32
WWW	23	2.5	1.7	1.9	2.5	2.1	2.14
Aimen Sulley	24	1.9	1.5	1.9	2.4	2.9	2.12
YYY	25	2.6	1.5	1.8	1.4	3.3	2.12
ZZZ	26	2.9	1.7	1.7	1.1	3.1	2.1
Vanick Yanuchuk	27	3.1	1.8	1.7	1.9	1.9	2.08
Richard Benedict	28	1.8	1.1	1.8	2.6	2.8	2.02
Lester Wong	29	1.3	2.1	0.8	1.3	2.2	1.54

Note: Bolded, enlarged score in **Blue** denotes the highest score for that Dimension

Number of growth, transitional and fixed scores

Another perspective is to look at the number of growth, transitional or fixed tendencies each individual has. We then rank order them based on the number of growth scores, then by the number of transitional scores. It would be interesting to see if these results correlate with the above perspective.

The results of this perspective is as follows:

	Growth	Transitional	Fixed
AAA	3	2	0
BBB	2	3	0
CCC	2	3	0
DDD	2	3	0

EEE	2	1	2
FFF	1	4	0
Janice Limbeck	1	4	0
HHH	1	4	0
JJJ	1	4	0
KKK	1	3	1
KKK	1	3	1
LLL	1	3	1
MMM	1	2	2
NNN	0	5	0
Carine Sandhurst	0	5	0
PPP	0	5	0
QQQ	0	4	1
RRR	0	4	1
SSS	0	4	1
TTT	0	4	1
UUU	0	4	1
VVV	0	4	1
WWW	0	2	3
Aimen Sulley	0	2	3
YYY	0	2	3
ZZZ	0	2	3
Vanick Yanuchuk	0	2	3
Richard Benedict	0	1	4
Lester Wong	0	0	5

The persons who have the highest scores in each of the Dimensions is as follows:

Dimension	Score	Individual
Learning	4.4	BBB
Bounce Back	3.6	HHH
Risk Taking	3.5	DDD EEE
Forward	4.6	AAA
Pride	3.9	Janice Limbeck KKK

Results by Hierarchy

We have separated the hierarchy per the following groups:

1. Deputy & Assistant Directors
2. Senior Managers
3. Managers
4. Senior / Assistant Managers
5. Others

For each of the levels, we rank order based on total average score

Deputy & Assistant Directors

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
AAA	1	3.8	2.9	2.5	4.6	2.8	3.32
EEE	5	2.9	3.5	3.5	3.8	2.6	3.26
FFF	6	4.0	3.5	2.1	3.2	3.2	3.20
SSS	19	2.9	1.5	2.2	3.5	2.8	2.58
TTT	20	2.8	1.4	2.4	3.1	3.1	2.56
VVV	22	2.4	2.4	2.5	1.9	2.4	2.32

Average sum total of average scores is 2.873

Senior Managers

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
BBB	2	3.9	2.9	2.6	3.3	3.8	3.3
DDD	4	3.1	3.2	3.5	3.6	2.9	3.26
JJJ	10	2.6	2.9	2.2	3.2	3.9	2.96
QQQ	17	3.5	2.4	2.2	1.5	3.6	2.64
Lester Wong	29	1.3	2.1	0.8	1.3	2.2	1.54

Average sum total of average scores is 2.74

Managers

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
Janice Limbeck	7	3.3	3.2	2.6	2.9	3.9	3.18
GGG	8	3.2	2.4	2.9	3.3	3.1	2.98
NNN	14	3.1	2.8	2.5	2.2	2.9	2.7
Carine Sandhurst	15	3.2	2.6	1.8	2.5	3.3	2.68
PPP	16	2.8	2.6	1.9	2.9	3.2	2.68
RRR	18	2.5	2.6	2.4	2.4	3.1	2.6
UUU	21	2.4	2.1	2.5	2.5	2.9	2.48
YYY	25	2.6	1.5	1.8	1.4	3.3	2.12
Vanick Yanuchuk	27	3.1	1.8	1.7	1.9	1.9	2.08

Average sum total of average scores is 2.61

Senior / Assistant Managers

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
HHH	9	2.8	3.6	3.1	2.5	2.9	2.98
KKK	11	4	2.5	2.5	2.9	2.9	2.96
MMM	13	3.8	2.9	2.6	2.1	3.2	2.92
WWW	23	2.5	1.7	1.9	2.5	2.1	2.14
Aimen Sully	24	1.9	1.5	1.9	2.4	2.9	2.12
ZZZ	26	2.9	1.7	1.7	1.1	3.1	2.1
Richard Benedict	28	1.8	1.1	1.8	2.6	2.8	2.02

Average sum total of average scores is 2.46

Others

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
CCC	3	4.4	3.1	3.3	2.6	3.1	3.3

In terms of growth mindedness of hierarchies (based on the average sum total average score - the higher the more growth minded), the ranking of growth mindedness is per the hierarchical structure:

1. Deputy & Assistant Directors
2. Senior Managers
3. Managers
4. Senior / Assistant Managers

Results by Teams

Planning & Rewards team (average sum total average score - 2.60)

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
QQQ	17	3.5	2.4	2.2	1.5	3.6	2.64
RRR	18	2.5	2.6	2.4	2.4	3.1	2.6
TTT	20	2.8	1.4	2.4	3.1	3.1	2.56

Corporate Talent Acquisition & Business Partner (average sum total average score - 2.38)

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
GGG	8	3.2	2.4	2.9	3.3	3.1	2.98
Carine Sandhurst	15	3.2	2.6	1.8	2.5	3.3	2.68
VVV	22	2.4	2.4	2.5	1.9	2.4	2.32
Lester Wong	29	1.3	2.1	0.8	1.3	2.2	1.54

Faculty Talent Acquisition & Business Partner for Faculty Staff (average sum total average score - 2.68)

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
EEE	5	2.9	3.5	3.5	3.8	2.6	3.26
HHH	9	2.8	3.6	3.1	2.5	2.9	2.98
MMM	13	3.8	2.9	2.6	2.1	3.2	2.92
PPP	16	2.8	2.6	1.9	2.9	3.2	2.68
WWW	23	2.5	1.7	1.9	2.5	2.1	2.14
YYY	25	2.6	1.5	1.8	1.4	3.3	2.12

Talent Acquisition & Business Partner for Faculty Staff (average sum total average score - 2.772)

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
CCC	3	4.4	3.1	3.3	2.6	3.1	3.3
Janice Limbeck	7	3.3	3.2	2.6	2.9	3.9	3.18
NNN	14	3.1	2.8	2.5	2.2	2.9	2.7
SSS	19	2.9	1.5	2.2	3.5	2.8	2.58
ZZZ	26	2.9	1.7	1.7	1.1	3.1	2.1

Learning and OD team (average sum total average score - 3.04)

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
BBB	2	3.9	2.9	2.6	3.3	3.8	3.3
DDD	4	3.1	3.2	3.5	3.6	2.9	3.26
FFF	6	4.0	3.5	2.1	3.2	3.2	3.20
KKK	11	4.0	2.5	2.5	2.9	2.9	2.96
UUU	21	2.4	2.1	2.5	2.5	2.9	2.48

HR Shared Services (average sum total average score - 2.295)

	Rank Order	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
JJJ	10	2.6	2.9	2.2	3.2	3.9	2.96
Aimen Sully	24	1.9	1.5	1.9	2.4	2.9	2.12
Vanick Yanuchuk	27	3.1	1.8	1.7	1.9	1.9	2.08
Richard Benedict	28	1.8	1.1	1.8	2.6	2.8	2.02

In terms of growth mindedness of teams (based on the average sum total average score - the higher the more growth minded), the ranking of growth mindedness is:

1. Learning and OD team
2. Talent Acquisition & Business Partner
3. Faculty Talent Acquisition & Business Partner
4. Planning & Rewards Team
5. Corporate Talent Acquisition & Business Partner
6. HR Shared Services

Results by Department

At the Department level, we take a look at the overall total score for the department. While it does not predict the posture of the individuals in the department, it can offer a sense of how the organisation is in terms of his fixed or growth tendencies.

We also take a look at the average total score for the department for each Dimension. This can give us a sense of the department's tendencies towards each of the Dimensions and what that means in general.

The results are based on the total average scores for each Dimension as follows:

Learning	Bounce Back	Risk Taking	Forward	Pride	Average
2.99	2.44	2.35	2.65	2.99	2.69

ANALYSIS OF RESULTS

One needs to temper the enthusiasm of the growth mindset with the need to be more fixed in certain job functions. Not everyone within the HR Department needs to be growth minded since these people walk confidently (and sometimes with hubris) into the unknown, and that behaviour is not synonymous with HR. Functions that benefit from such tendencies would be those that need more unstructured thinking, more unconventional thinking. L&OD and HRBP are such functions. Planning & Rewards is a function that needs a good mix of the two tendencies and are best served by the Transitional Mindset. Functions that are more custodial in nature, like Records Management or Discipline Management (although these functions are not in the Department org chart), may be better served by the Fixed Mindset. As such, we need to look at the job functions as much as the 5DGM profile to see if the individual, team or department has a good fit.

On the Department Level

Overall, the department is postured in the Transitional Mindset, which is a suitable mindset to be in since it is with having general tendencies for growth and fixed. On the different Dimensions, the department is relatively more growth minded in **Learning** and **Pride** (while still in Transition). Again, this is to be expected because HR normally champions learning and development, and they are more open to listening and coaching rather than directing. In the same vein, the Department is more fixed in **Risk Taking**, which is not a surprise since HR roles do not usually require them to take unnecessary risk. In fact, being good HR practitioners, the Department will be cautious in their approach so as not to appear to be mavericks in developing and supporting HR policies.

The Department's overall **Forward** Dimension is lower transition zone. This does not mean that the Department does not progress; it does so in a more planned approach. Again, this is to be expected because HR policies need to bear in mind parity among different groups of employees, and this requires the measured approach. Yet, at an overall average score of 2.65, the Department understands that after all the planning is done, the key is the execution, and that would probably lead to changes along the way.

Finally, the Department's collective **Bounce Back** score is in the lower end of the Transition Zone. This means that, by and large, the Department will find it difficult to overcome setbacks. There could be a reason for this - since there is no need to take huge risks, and execution is taken on a measured, planned approach, the occurrences of failure are also few. This therefore does not require a high Bounce Back score; since the risks of failure are demonstrably lower.

On the Team Level

It is heartening to see that the teams that would better benefit from the growth mindset do indeed demonstrate that. L&OD is one such team. Being the custodians of pushing the boundaries of development for an education organisation, one must expect that L&OD team to have the highest growth mindedness (while still in the Transition Zone). There are different individuals who are growth minded in different Dimensions, though the Dimension with the most growth minded people in L&OD is, of course, **Learning**!

On the other end of the spectrum, HR Shared Services has people with the greatest number of fixed mindset tendencies. But that is to be expected, since the nature of their job is to perform a function for all the other departments. Rules and procedures are the currency with which they work, and so it will not come as a surprise that they are more fixed minded.

The one team that might be worth a look at in developing is the Corporate Talent Acquisition and Business Partner team. As a Senior Manager, **Lester Wong** might have an impact on the rest of the mindset of the team. Lester has shown remarkably fixed mindset tendencies, and this might cause him to tell people what to do rather than listen to the needs of the other departments. This leadership tendency might cause the rest of the team to take on a fixed mindset, which might in the interests of the departments that they support.

On the hierarchical level

It is again heartening to see expected results; that the “higher ups” tend to be more growth minded than the other lower levels of employment. This is very good as they can influence the thinking of the rest of their team members, thereby supporting the correct mindset required for the job. That is based on overall scores. Diving deeper into the individual levels, the Deputy / Assistant Director group shows two distinct mindsets; 3 who are more growth minded (as see from their growth mindset rank order), and the other 3 are more fixed minded. While Planning and Rewards might not need too great a growth mindset, the Talent Acquisition & Business Partnering roles might benefit from a greater growth mindset. This is because there is a need to be a little unorthodox in applying HR policies to meet the changing needs of other departments. Sticking too close to the policy only makes the Team bureaucratic and unempathetic.

Among the Senior Managers, there is also a similar divide. The two more growth minded SMs both come from L&OD. Then there is a divide between them and the other 3 SMs. For P&R and Shared Services, having a more fixed mindset may not have a negative impact on their role, but to be in HRBP and having a strong fixed mindset may cause some frictions with departments.

On the individual level

While it is not catastrophic that individuals do not have any growth mindset tendencies for all Dimensions, there may be a need to look at those who have 3 or more fixed tendencies (not transitional ones), as shown

WWW	0	2	3
Aimen Sulley	0	2	3
YYY	0	2	3
ZZZ	0	2	3
Vanick Yanuchuk	0	2	3
Richard Benedict	0	1	4
Lester Wong	0	0	5

This is not so much as to single them out, but to pay more focused attention on whether their fixed tendencies will impact their job role. If they don't then there is no issue at all. But if their role requires them to be more growth minded but they refuse to acknowledge that, then more targetted communication, development and coaching may be required from their leaders.

RECOMMENDATIONS

As this report does not dive into deeper analysis of the information, management of Hogwarts School of Magic HR Department may like to conduct a deep dive into the individual scores and decide if some key people may need external help to develop their growth mindset. Some work should also be carried out on the impact of a growth minded leader on the team vis-à-vis one who is less growth minded. This will set out the relative importance of having this mindset over one's personal convictions, and look to the more inclusive element of "Let's uncover the truth," rather than adopting "This IS the truth!" We recommend that key appointment holders who are ranked lower than 10th be provided personal executive coaching to help them overcome the struggle of adopting the growth mindset.

Conversely, what we do not recommend is that the results of this assessment be taken against a person for his/her performance rating or even for retention and rewards considerations.

CONCLUSION

The growth mindset tendencies are just that - tendencies. Each person has as much potential to adopt the growth mindset as the other. By understanding what makes up the fixed and growth mindsets, and by adopting a positive frame for personal development, any person and any team can move from fixed to growth. Yet, that is not the main point of this report. Some roles are better serviced by someone with the fixed mindset than by the growth; roles such as compliance or security require a person who is fixed on the status quo. However, there are fewer and fewer jobs that thrive on the fixed than the growth mindset, and ultimately, it is up to the person to decide if he wants to let go of their security blankets and the things that they have been successful on, and build a new perspective. If they are able to do that, not only might we see a better performing individual, but even a better performing team!

CONTACT

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