

The Growth Mindset Coaching Kit

A manual for developing successful,
confident and motivated people in sport



Jeremy Frith and Rachel Sykes

*frith
Sykes*

About the Authors

Jeremy Frith is a performance coach and his areas of expertise include leadership, performance, learning, personality, coaching and team development. He is one of a small number of England and Wales Cricket Board Level 4 Coaches and is also a Coach Educator. He is a Neuro-Linguistic Programming Practitioner and has a Post Graduate Diploma in Personal and Professional Development. He is an Associate Member of the British Psychological Society and Director of Frith Sykes Ltd.



Jeremy has more than 20 years of coaching experience in cricket and more recently across a whole range of sports. He has led the preparation and support for Commonwealth Games teams and takes a keen interest in education from early years to adults.

Rachel Sykes is a Chartered Educational Psychologist with expertise in learning and development. She has a Masters in Psychology from the University of Oxford, where she also gained a hockey Blue. She has a Masters in Educational Psychology from the Institute of Education, London and is a qualified teacher having gained a Post Graduate Certificate in Education from De Montford University. She is registered with the Health and Care Professionals Council. Rachel is an Associate Fellow of the British Psychological Society and a Director of Frith Sykes Ltd.



Rachel has over 15 years experience working for Education Authorities as well as experience in applying psychology in the sporting context, in particular with high performing young athletes.

Frith Sykes Ltd: Jeremy and Rachel established Frith Sykes Ltd in 2014 through which they are available to support sports, schools and businesses with the development of a culture and practice that helps people to achieve their personal best.

*frith
Sykes*

They have presented their work internationally and are available for public speaking, consultancy and training.

www.frithsykes.com

The Growth Mindset Coaching Kit

Jeremy Frith and Rachel Sykes

*frith
Sykes*

To my daughter, Isla.

Dare to dream and be brave making those dreams your reality.

JF

To my wonderful parents, Jim and Sue Sykes

RS

Contents

Foreword by Professor Vince Walsh	9
The Growth Mindset Coaching Kit	11
Section 1. The Mindsets	15
Overview of Section 1	16
Task 1 – Clarify your personal approach to coaching	17
Task 2 – Develop awareness of your own mindsets	19
Frith Sykes Continuums	20
Task 3 – Develop continuums for your sport	26
Task 4 – Using the continuums	29
Mindsets and Behaviours	30
Tasks 5a and 5b – Develop awareness of coach behaviour	31
Beliefs of the Fixed and Growth Mindsets	36
Mindsets: Interpreting Success and Failure	38
John McEnroe	39
Reflections on the Frith Sykes Continuums	40
Carol Dweck’s Experiments with Praise	43
Mindsets and Leadership	45
Task 6 – Reflect on John Wooden’s coaching philosophy	46
Grit	48
Article by Jeremy Frith Introducing Mindset	49
Section Summary	51
Section 2. Growth Mindset Strategies	53
‘Fixed’ to ‘Growth’ – A Case Study	54
The Growth Mindset Environment	56
Growth Mindset Strategies	58
Self- awareness	59
Teaching the Mindsets	61
...Yet	62
Task 7 – Changing self talk	63
Role Models and Learning Journeys	64
Task 8 – The role of the brain in learning	66
The Brain	67
Learning Line, Risk and Challenge	69
Task 9 – Identify comfort zones	71
The Challenge-o-meter	72
Task 10 – Developing ‘learning muscles’	75
Struggle, Failure and Making Mistakes	77

Task 11 – Reflecting on failure	78
Conscious and Unconscious Minds	81
Effort, Praise and Feedback	83
Task 12 – The importance of effort	84
Task 13 – The impact of praise	85
How John Wooden gave Feedback	90
Process is Primary	91
Task 14 – Understanding goal setting	92
Goal Tree	93
Section 3. Intervention for Athletes	95
Delivering the Intervention	96
Activity Sheets	101
Bibliography	124

Foreword

By

Professor Vincent Walsh

Amongst all the hype and quick fixes that we see in the news and on TV, we occasionally see an idea that can be understood, used, and that makes both scientific sense and resonates with common sense. Carol Dweck's concept of Mindset is one such idea. It is worth knowing what a giant of an idea Mindset actually is. You may see Dweck's books on the personal development or smart thinking shelves at airports, but it shouldn't be confused with the others. Unlike most books that promise to change behaviour, Dweck's work is based on decades of the very best research in psychology and it is one of the most respected and tested ideas in psychological science. You really need to know just how good Dweck's work is, so here's a measure. Most scientific papers are rarely "cited" by other scientists, and how many times these citations occur is a measure of the work's impact. Dweck's work has been cited in over 50,000 other scientific papers. This puts it in the category of giants.

Like many great ideas, Mindset is deceptively simple, and it can be easy to think that you understand it and can use it to change your own or others' behaviour. But this is a mere effect of familiarity. The idea is demanding and to put it to good use you have to investigate your own understanding of it and refresh your own implementations: in other words, you need to have a Growth Mindset about it.

In this coaching manual Jeremy and Rachel have produced one of the best translations of the Mindset idea for practical use that I have seen. I have visited them and seen their programmes at work in Guernsey schools and sports. I have also used this manual in my own work with both developing and elite athletes, and I have adopted the principles of Mindset in my work as a University teacher.

This manual is important and useful in many different ways. The concepts are clearly laid out and there is no confusion of clarity with simplicity. There is also a realisation, based on the authors' years as practitioners, that teachers, coaches and athletes will already be using some aspects of the Mindset approach in their work. So you can hit the ground running in using this manual.

It begins with a clear introduction to Mindset that delivers a common language to enable the coach and the young to be talking about the same things in the same way. It solves a communication problem. The goals, the pathway and the exercises are presented with authority but always with the practitioner in mind: this is a doer's book. The blend of inspiration, examples, resources and tasks will keep the user stimulated to learn and improve. It is often couched in terms of cricket, but this is just a starting point and I think any smart, motivated coach will immediately see that these tools can be adapted for any sport, or indeed any progressive activity. Task 3 on page 26 will walk you through the process.

The worked examples, the assessments and the forward drive of the manual are integrated with a graduated complexity in delivering the nuances of the Mindset approach, and (something of a Holy

Grail for coaches) the programme can be aided by other coaches and parents in between sessions and camps. I have some favourites of my own, and top of the list would be failure. A lot of lip service is paid to not being afraid to fail in the name of improving our performance, but through the window of the Mindset approach Jeremy and Rachel provide a way of planning, accepting and using failure as a positive part of training and understanding. Growth is not a one way street.

The structure of this manual means that it is useable. It will make you think, it will allow you to act more effectively in your coaching goals and it will help you to become a better coach. Use it.

Section 1: The Mindsets



Objective: To reflect on your personal approach to coaching, in particular on your definition of success.

Activity: Watch John Wooden's TED talk (use the QR code or web link) and consider the points he makes. How do you define success? Discuss your definition of success with other coaches and explore theirs to find areas where you agree and disagree. Reflect on how you communicate your view of success with others. Examine the poems he quotes (see page 18) and explore their link with coaching.



John Wooden
TED talk (18 mins)
<https://youtu.be/oxiWR--4SeQ>

“Success is peace of mind in knowing you did your best to become the best that you are capable of becoming.”

John Wooden

CHALLENGE-O-METER

FIXED MINDSET

I GIVE UP

I CAN'T DO IT

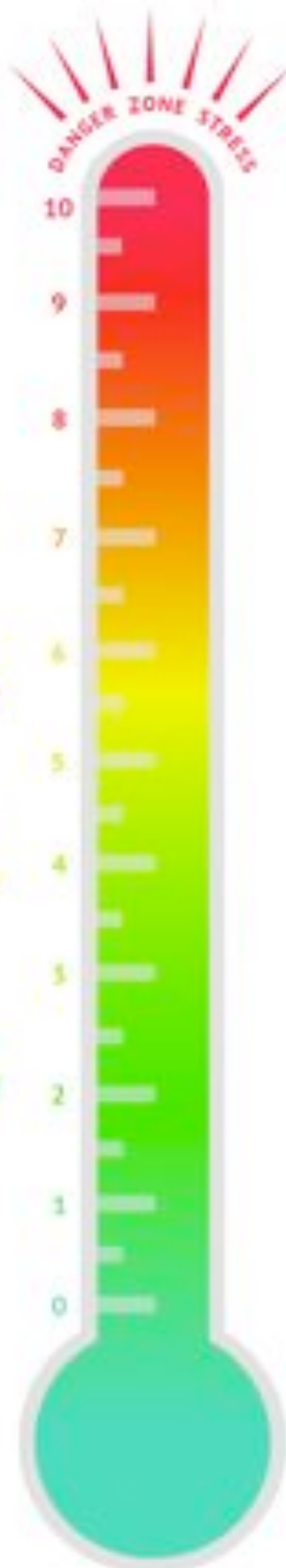
I'M MAKING MISTAKES,
PEOPLE WILL THINK I'M
RUBBISH

THIS IS TOUGH, I'LL LOOK
FOR WHAT I KNOW IS EASY
INSTEAD

THIS FEELS RISKY, I MAY
NOT LOOK GOOD IF I MAKE
A MISTAKE

THIS IS SAFE I'VE DONE
THIS WELL BEFORE, PHEW!

I LIKE IT HERE BECAUSE
IT'S EASY



GROWTH MINDSET

I CAN'T DO IT...YET

I'LL KEEP TRYING HARDER

I'M MAKING MISTAKES
BUT LEARNING

I'M GETTING BETTER

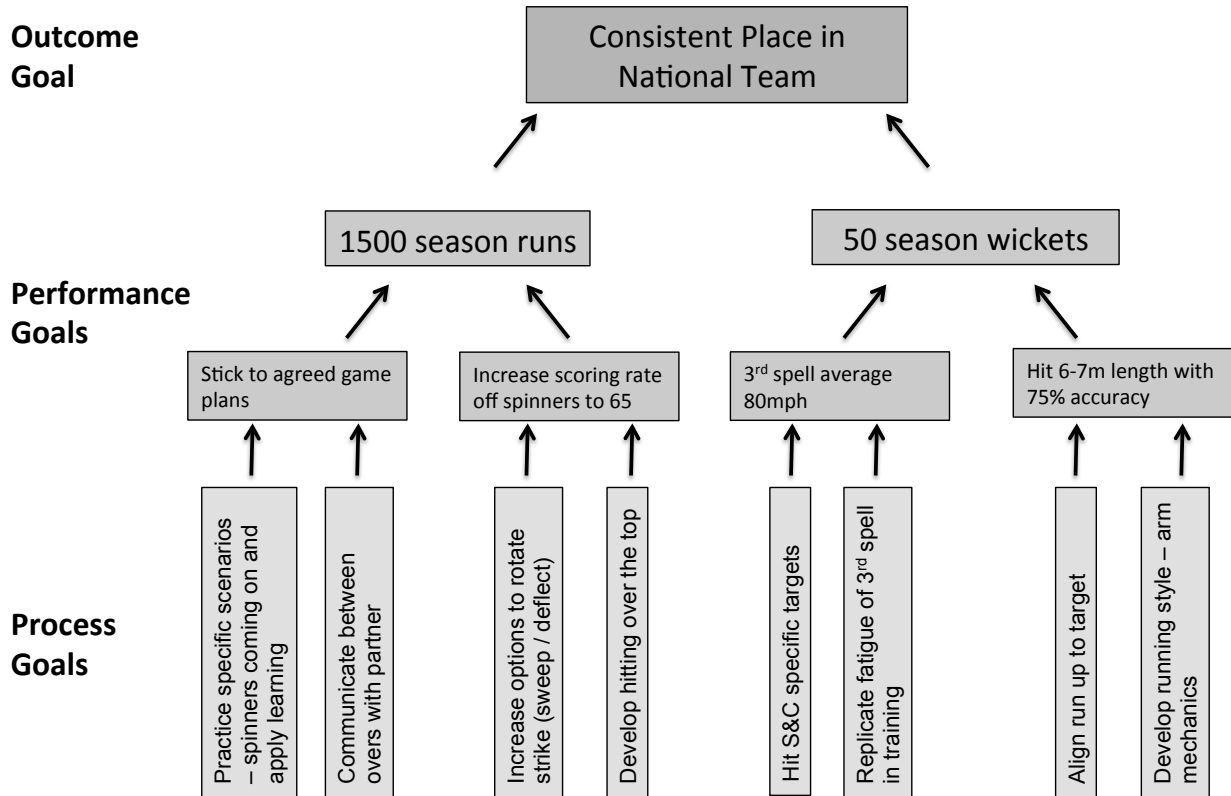
IT'S STILL TOUGH BUT I
WON'T GIVE UP

HOW AM I DOING? WHAT
CAN MAKE ME BETTER?

WHAT DO I STILL NEED TO
PRACTISE TO BE MY BEST?



Goal Tree



The diagram below shows the 3 different types of goals and their characteristics. In a growth mindset athletes will focus on self referenced process and short term goals, whereas in a fixed mindset the focus will be on the outcome, over which there is significantly less control.

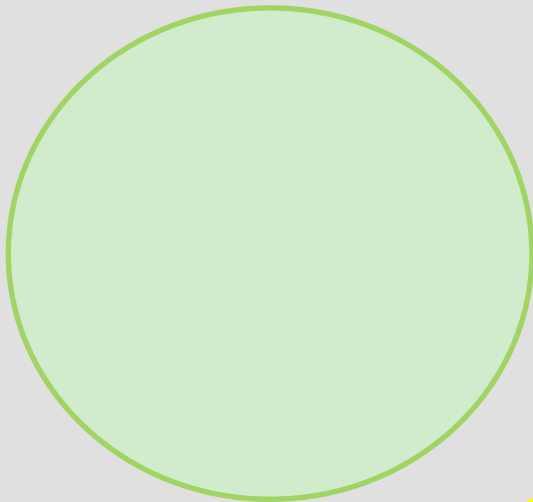
Long Term	Medium Term	Short Term
Outcome Goal	Performance Goal	Process Goal
Limited Control	Considerable Control	Total Control
<i>Examples</i>	<i>Examples</i>	<i>Examples</i>
<ul style="list-style-type: none"> Winning Selection Trophies Medals 	<ul style="list-style-type: none"> Number of runs and wickets in a season Strength and conditioning targets Accuracy rates Speeds 	<ul style="list-style-type: none"> Follow strength and conditioning programme In bed by 10pm Align run up to target Work on arm mechanics in running

Section 3: Intervention for Athletes

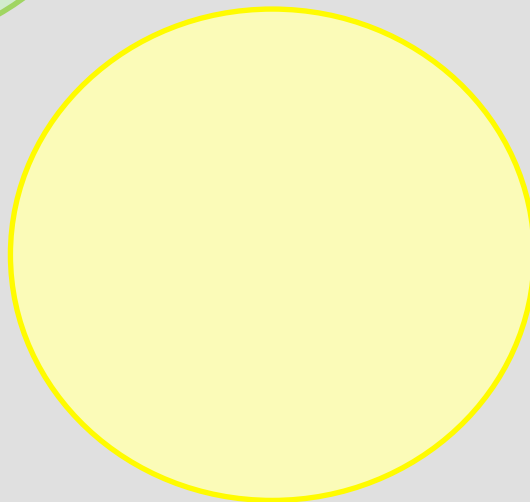


Objective: To identify areas that are within and outside of your comfort zone.

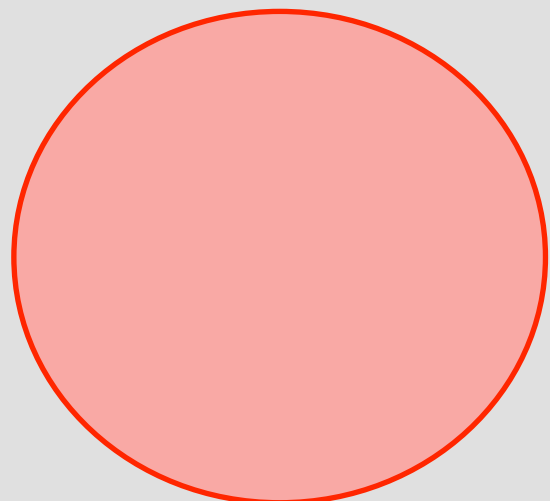
Activity: Write as many things as you can think of in each of the circles below. They can encompass anything in your life or in sport.



Well within my comfort zone.
Something I'm comfortable doing.



Just within my comfort zone. Something I'm not completely comfortable doing yet.



Completely outside my comfort zone. Something that scares me or makes me feel uncomfortable at the moment.

“I believe ability can get you to the top,” says coach John Wooden, “but it takes character to keep you there... It’s so easy to... begin thinking you can just turn it on automatically, without proper preparation. It takes real character to keep working as hard or even harder once you’re there. When you read about an athlete or team that wins over and over, remind yourself more than ability they have character.”

Carol Dweck, *Mindset*

Bibliography

Dr Carol S Dweck, *Mindset, How You Can Fulfil Your Potential*

Daniel Coyle, *The Talent Code: Greatness Isn't Born, It's Grown*

Daniel Coyle, *The Little Book of Talent* *

Matthew Syed, *Bounce, the Myth of Talent and the Power of Practice*

Malcolm Gladwell, *Outliers: The Story of Success*

Po Bronson and Ashleigh Merryman, *Top Dog: The Science of Winning and Losing*

James Kerr, *Legacy*

Geoff Colvin, *Talent is Overrated*

Dr Steve Peters, *The Chimp Paradox*

Paul Tough, *How Children Succeed*

Barry Hymer and Mike Gershon, *Growth Mindset Pocketbook* **

Mary Cay Ricci, *Mindsets in the Classroom: Building a Culture of Success and Student Achievement in Schools* **

Don MacNaughton, *12 Laws of Performance* *

William T Gallwey, *The Inner Game of Tennis*

* Ideal for athletes to read

** Written for education but with plenty of ideas that can be used in sport



The Growth Mindset Coaching Kit

Growth Mindset is a ground breaking scientific theory developed at Stanford University by Professor Carol Dweck. Her research into motivation spans more than 40 years and has wide ranging implications for young people and adults in many settings. Her book, *Mindset*, is on the reading list of many coach education programmes and provides us with a deeper understanding of motivation. This manual has been written to ensure that coaches in sport develop a deep understanding of the theory, and have practical tools to use with their athletes in order to develop a growth mindset.

"This book is an invaluable tool for coaches to have at their disposal. It is a clear and practical resource and will help coaches and athletes across all sports to develop many of the skills required to reach their potential and perform at their best."

Paul Farbrace, England Assistant Coach (Cricket)

"This book will give you a better understanding of barriers to motivation and learning and provides coaches with practical ways to overcome them. As a coach I'm always looking for ways to improve people's enjoyment and personal performance and 'Mindset' is now embedded in my coaching philosophy and practices."

Tim Newenham, Olympic Coach

"The structure of this manual means that it is useable. It will make you think, it will allow you to act more effectively in your coaching goals and it will help you to become a better coach. Use it."

Vincent Walsh, Professor of Human Brain Research, University College London and advisor to the English Institute of Sport

frith
Sykes

www.frithsykes.com

