



4. Current State to Future State and Growth Mindset

Transitioning to future state, encouraging growth mindset

This effort is a continuation of our Transformation Tools found at:

[OPM.gov/Reshaping](https://www.opm.gov/Reshaping)



What are the Drivers of Change?

When contemplating significant changes like automating processes, the initial force for change may already be defined in agency planning and performance documents, such as new goals in the agency strategic plans or shifting budget requirements due to enhancements to technology. However, many other internal and external factors will influence the implementation of any change effort. As part of the “Evaluation Phase” of your Change Management Plan, the project manager can explore these drivers and how they interrelate will clarify the agency’s vision for change with a strong focus and specific objectives.

Internal Drivers of Change	External Drivers of Change
<ul style="list-style-type: none"> • Changes to business plans • Budget changes • Planned capital enhancements to technology • Servicing arrangements • Organizational performance • Customer feedback 	<ul style="list-style-type: none"> • Predictions about the demand for services • Societal changes • Labor market forces • Technological innovations

Transformation Team

- Agency Leaders
- C-suite Leaders
- Managers
- Supervisors
- Team Leaders
- Employees
- Unions
- Federal Partners

To prepare for change, the *transformation team* of agency leaders and strategic partners (including executive leaders, information technology leaders, financial/budget leaders, human resources leaders and General Counsel) will need to gather more information and conduct additional research on the driving forces through the use of surveys, strength-weaknesses-opportunities-threats (SWOT) analysis, forecasting, trend analysis, and interviews with internal and external stakeholders.

The Growth Mindset*

A mindset is an established set of attitudes.

Attributes

Fixed Mindset	Growth Mindset
<ul style="list-style-type: none">• Believes intelligence, talents and abilities are fixed• People are born with traits like intelligence and creativity• Steers clear of challenges	<ul style="list-style-type: none">• Abilities, talent, intelligence and creativity are developed through hard work, dedication, teaching, effort, and persistence• Failure isn't a reflection of abilities. Failure is an opportunity for growth, learning and experimentation

Forward Thinking Strategies - Managers:

- Lead your team with a growth mindset of embracing change, promoting learning and accepting challenges
- Set learning goals
- Focus on taking on new challenges
- Help employees to experiment with new ideas
- Stress goals focused on learning, improving and trying new things

In the Workplace

Fixed Mindset	Growth Mindset
<ul style="list-style-type: none">• Business as usual• Adverse to trying new things• Avoids challenges• Concerned with competing with others	<ul style="list-style-type: none">• Embraces change• Motivated to learn and improve• Accepts challenges• Accepts constructive feedback• Learns from the success of others

Progressive Strategies - Employees:

- Take on growth opportunities
- Take risks
- Establish stretch goals
- Ask for improvement feedback

* Based on research by Dr. Carol Dweck, Lewis and Virginia Eaton Professor of Psychology at Stanford University