



# GROW

## Salt River Project

A 117-year-old company lays the foundation of growth mindset to build a culture of diversity and inclusion.



### Impact

**82%**

of participants report sharing their mistakes or learnings with colleagues

### Scale

**700**  
employees

### Speed

**1**  
month

### The challenge

For more than a century, the Salt River Project (SRP) has provided water and power to the Central Arizona region. SRP's earliest innovations, in fact, helped make modern life in the fast-growing desert region possible, and helped Phoenix become the thriving metropolis it is today. Along with this storied history, however, came fixed notions of how the company and its 5,000-strong workforce—many of whom have spent their entire careers at SRP—should operate.

After setting ambitious 15-year corporate and sustainability goals that reflected community and industry trends, SRP had the opportunity to reexamine some of those deeply held beliefs, rethink practices around hiring and recruiting, and prepare its workforce for change. SRP determined that a shift in mindset was just what it needed to create a lasting shift in behavior.

### The science

- Growth mindset is the belief that one's skills can be improved—they aren't innate or fixed.
- Research has found that a growth mindset can reduce stereotyping, both in how we see others and how we see ourselves.
- Another body of research has found that a growth mindset leads people to gather more information before coming to conclusions.

**"Growth Mindset enables SRP teams to see this as an opportunity to expand their creative thinking, and press forward with a positive and engaged approach. Since completing the GROW training our employees seem more willing to try new things even if it means failure."**

- Kelly Barr, Associate General Manager  
Chief Strategy Corporate Services & Sustainability Executive





## GROW

The Neuroscience of Growth Mindset

### GROW: How It Works

- Weeks 1-3: Participants watched a five-minute video in small groups, then used the accompanying tools to foster a larger discussion.
- Week 4: Learners participated in an interactive, facilitated webinar.

### The solution

SRP partnered with the NeuroLeadership Institute to roll out GROW: The Neuroscience of Growth Mindset for 700 employees, through NLI's Distributed Learning Solution (DLS). The DLS uses the science of learning to gradually introduce—and embed—three key habits: Embrace a Growth Mindset, Always Improve, and Inspire Others.



### The result

As the first step in its D&I journey, GROW has prepared SRP employees to see challenges as opportunities, not threats. In addition, people have already started to embed the habits of growth mindset in their everyday practices. Follow-up surveys showed 82% of participants now report sharing their mistakes or learnings with team members most of the time or always. A separate 81% of people said they felt very or extremely prepared to embody the habit of "always be improving."

Going forward, SRP will continue its learning journey with another of NLI's solutions, INCLUDE: The Neuroscience of Smarter Teams, as part of a layered, "pathway" approach to learning.

"I hope that all of our employees will use their growth-mindset habits to build upon and develop inclusive habits," says Tina Drews, Director of Talent Management. "We purposefully introduced growth mindset as a foundation to our D&I journey because we know that we have an opportunity to reimagine our talent processes and build a more inclusive, diverse, and equitable culture for SRP."

81%

of participants feel very or extremely prepared to embody the habit "always be improving"



78%

of participants feel very or extremely prepared to execute the behaviors they learned going forward