“I had the same idea, once, but I just didn’t stick to it long enough.”
True Grit

Angela L. Duckworth
University of Pennsylvania
<table>
<thead>
<tr>
<th>Statement</th>
<th>Not at all like me</th>
<th>Not much like me</th>
<th>Somewhat like me</th>
<th>Mostly Like Me</th>
<th>Very much like me</th>
</tr>
</thead>
<tbody>
<tr>
<td>New ideas and projects sometimes distract me from previous ones.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>My interests change from year to year.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Setbacks don’t discourage me. I don’t give up easily.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am an extremely hard worker.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I often set a goal but later choose to pursue a different one.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>I have difficulty maintaining my focus on projects that take more than a few months to complete.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>I finish whatever I begin.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am diligent. I never give up.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have achieved a goal that took years of work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have been obsessed with a certain idea or project for a short time but later lost interest.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
The Treadmill
Recipe for achievement

The truly eminent have “ability combined with zeal and the capacity for hard labor.”

-Francis Galton
Darwin to Galton

“... I have always maintained that...men did not differ much in intellect, only in zeal and hard work....”
Stanford study of 300 geniuses

• Tendency not to abandon tasks from mere changeability. Not seeking something fresh because of novelty. Not “looking for a change”
• Tendency not to abandon tasks in the face of obstacles. Perseverance, tenacity, doggedness.
Achievement = Talent x Effort
Skill as a function of deliberate practice

Figure adapted with permission from “The scientific study of expert levels of performance” by K.A. Ericsson, p. 90, © 1998
“It takes about ten years to make a mature dancer”

“Dancing appears glamorous, easy, delightful. But the path to the paradise of that achievement is not easier than any other. There is fatigue so great that the body cries even in its sleep. There are times of complete frustration. There are daily small deaths.” -Martha Graham
National Spelling Bee
Deliberate practice is hard
...and not that fun
West Point Beast Barracks
The Council conducted extensive research to determine the drivers of success in turbulent times.

- To evaluate our major research questions, we conducted three types of research:
  - Marketer surveys,
  - Marketer interviews, and
  - Expert interviews.

## Driving Marketing Performance in a Volatile Environment

The Surprising Qualities of the Best Marketing Teams

<table>
<thead>
<tr>
<th>Marketing Environment</th>
<th>Marketer Traits Sought</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant Change</td>
<td>Agile marketers who love change</td>
<td>× Distraction</td>
</tr>
<tr>
<td></td>
<td>Gritty marketers who resist distraction</td>
<td>✔ Focus</td>
</tr>
</tbody>
</table>
**Finding 3: Focusers Win**

Marketer Performance Breakdown
By Profile

- Focusers are the only profile with more high performers than core and low performers.

- Adapters have just slightly more core and low performers than high performers.

- The other three profiles (doers, fast movers and connecters) all have far more core and low performers than high performers.

**Traits Trump Skills**
Effectiveness at marketing skills did not correlate with overall effectiveness due to little variance. More details in the appendix.

From the Marketing Leadership Council of the Sales, Marketing, and Communications Practice.

© 2017 The Corporate Executive Board Company. All Rights Reserved. MLC3811232017

Source: MLC's Marketing Agility Diagnostic, Marketing Leadership Council research.
Assessing/demonstrating grit
<table>
<thead>
<tr>
<th>Grit Score</th>
<th>Sample Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No multi-year involvement in any activities</td>
</tr>
<tr>
<td>1</td>
<td>Member of the swim team for three years but did not advance or win an award; no other multi-year activities</td>
</tr>
<tr>
<td>2</td>
<td>Member of the mock trial team for two years and won the most improved award; no other multi-year activities</td>
</tr>
<tr>
<td>3</td>
<td>Member of a fraternity for three years but no leadership roles; Assistant manager at the local movie theatre for three years</td>
</tr>
<tr>
<td>4</td>
<td>Camp counselor at local summer camp for three years; Player on the volleyball team for three years and captain in her senior year</td>
</tr>
<tr>
<td>5</td>
<td>President of the student body for three years; treasurer for the Kite and Key Club for two years</td>
</tr>
<tr>
<td>6</td>
<td>Member of the cross-country team for four years and voted MVP in senior year; Founder and President for two years of the University’s Habitat for Humanity chapter</td>
</tr>
</tbody>
</table>
Retention \((d = 0.79^{***})\)

\[ n = 33 \quad \text{Resigned} \]
\[ n = 121 \quad \text{Persisted} \]
Teacher effectiveness ($d = .42^*$)
Grit and Motivation

$N = 15,748$

Desire for Pleasure

Desire for Engagement

Desire for Meaning

Standardized $\beta$
Building grit
Choose easy. Work hard.

- “Race your strengths. Train your weaknesses.”
- **Choose** based on
  - Talents, interests, and wherever you can find...and develop...zeal!
- **Work** on
  - Specific aspects of your performance which most need improvement
Counterfactual thinking

![Graph showing mean Z-scores for different counterfactual comparisons. The x-axis represents the type of comparison: Downward Comparison, Can't Imagine, Indifferent, Upward Comparison. The y-axis represents the mean Z-score (Grit). The graph includes error bars indicating variability.](image-url)
Grit

Counterfactual Comparison

Retention

B = -0.59*

B = 1.78*

B = -0.31*

(B = -0.05)
Growth mindset → grit
Teachers’ grit \( \rightarrow \) student performance
Changing beliefs about studying and practice
Find a partner/mentor/coach

- “At eleven, I wanted to bag it because I was doing very badly…”
- “My dad at that point did something that was very important. He said, ‘If you want to quit, that’s fine. But I don’t want you to quit simply because you’re losing…So, I’m going to continue to drive you to workouts and force you to swim and once you turn 12 and are at the top of your age group, you’ll start to do well. If you want to quit then, that’s fine.” (pp. 207-208)
A partner understands the situation but is "psychologically distanced"
Create a culture of grit and deliberate practice
Pete Carroll: 3rd oldest coach to win Super Bowl (62 yrs, 140 days)
Will Power

“I consider myself to be of basically average talent...”

“The key to life is on a treadmill...When I say I am going to run three miles, I run five. With that mentality, it is actually difficult to lose.”