

WELCOME TO BCW

This Is How We Grow

BCW exists to **Move People**, and this includes you. **BCW is designed to cultivate your growth and momentum.**

There is no one kind of BCW person. In fact, we see the confluence of our differences as our superpower.

However, one thing we all have in common is that we practice a **growth mindset**.

We engage in our work with openness, curiosity and a commitment to learning.

Individually and together, we are always asking and listening, connecting and creating, innovating and growing.

This guide offers you a practical toolkit for making a growth mindset work for you and your teams.

Our growth principles



Growth is a virtuous cycle.

When our people are growing, our clients grow.
When our clients are growing, BCW grows,
giving our people more opportunities.

So, every move we make balances the growth needs of our People / Clients / Agency.



Growth = challenge x safety.

Challenge without the safety to make mistakes is unsustainable.
Safety without a meaningful challenge gets us stuck.


A balance of both drives scalable growth for all.



Growth takes practice.

It doesn't come easy. It's usually uncomfortable.
We might even resist it.

This is why we practice a growth mindset—**open, curious and eager to learn**—in everything we do.

How do we do it? Read on. 

Our growth mindset map

where am I right now?

When our mindset is open and inclusive, curious, creative and collaborative, we say we are **above the line**. This is the energizing mindset that helps us find the opportunity within a challenge.



When our mindset is closed and defensive, committed to our own way, we are **below the line**. We may feel self-righteous or defensive, insecure or anxious. Here we tend to perceive challenges as threats and be more reactive than creative.

It's natural to find ourselves below the line from time to time—especially in fast-moving agency life—but we don't want to get stuck here.

Our growth mindset toolkit



STOP

Checking our mindset in the moment



Intentional Inclusion

Disrupting bias with empathy



Ask Forward

Feedback that feels good & helps us grow



Creative Conflict Code

Leveraging our differences



Meeting with Purpose

Being intentional about how & why we gather



Leading Above the Line

Taking leadership to the next level



Client Partnership

Relationships that yield results



STOP: A Simple Practice to Check Our Mindset

Our mindset can change as our circumstances shift. It's only natural that we'll find ourselves below the line from time to time. What matters most is noticing we're there before we act (or react) accordingly.

This simple STOP practice helps us do that.



Stop what I'm doing

Just for a moment. You can STOP in the middle of a meeting or before hitting "send" on that email.



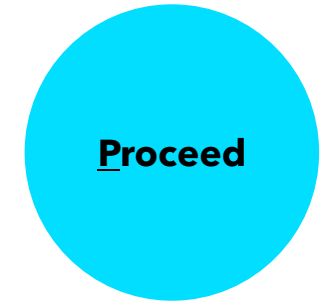
Take a breath

Yes, really. Let yourself focus your attention on this one breath. Or maybe two.



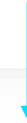
Observe:
Where am I right now?

Your mind will rarely acknowledge it's below the line. Instead, observe your physical sensations, they're more reliable.



Proceed

Move forward with a bit more perspective, choosing how to engage instead of reacting automatically.



Use **STOP** when you are:

- about to give an important presentation
- overwhelmed by your to do list
- replying to a frustrating email
- receiving feedback or engaged in a conflict

How might I **Proceed** when I find myself below the line?

- Take a break
- Get outside
- Move my body
- Ask a colleague for help
- Reframe the situation

intentional pause

conscious choice

strategic outcome

reactive instinct

automatic pilot

avoidable damage



Intentional Inclusion: Disrupting Bias with Empathy

Our mission of Moving People calls us to step outside ourselves and seek to understand the experiences and perspectives of others.

Bringing this degree of empathy is not automatic. We need to practice it intentionally.

kindness



Kind, not just nice:

To be *nice*, we may avoid doing what's right to make others—or ourselves—comfortable. But *kindness* challenges us to risk discomfort for everyone's benefit: direct but respectful conversations, constructive feedback, and pointing out biases in decision making.

+

curiosity



The courage not to know:

When we think we have all the answers (or that we are supposed to), we close ourselves off from other people, insights and ideas. Instead of rushing to an answer—or a judgment—pause to ask a question, like the ones below.

=

empathy



When curiosity meets kindness.

This is how we practice empathy. When we can see the world through someone else's eyes, and acknowledge there is no right answer, our relationships are enriched and our work becomes wiser.

Ask yourself:

- What assumptions am I making?
- Where do my biases influence my thinking?
- What diverse perspectives am I missing?

Ask others:

- What do you think? How do you feel?
- What do you want? What do you need?
- How can I help?

invite all voices

ask questions

listen to learn

speak candidly

collaborate openly

seek sameness

make assumptions

talk to hear myself

avoid the subject

compare & compete



Ask Forward: Feedback that Feels Good

Feedback is essential to growth at every level. The problem is: We too often resist feedback, both giving and receiving it.

So we are redesigning how feedback works to help us grow at BCW.

Feedback works best when it is:

- **Person-to-Person:** Not delivered via a third party—even that person’s manager
- **Clear and Specific:** Avoid a feedback avalanche and offer concrete examples
- **Candid and Kind:** Tell the truth as you see it—what do they need to know to grow?
- **Also Appreciative:** Positive reinforcement of what’s working well is key to learning
- **Ongoing:** Shared early and often, not only when a problem arises

Ask Forward flips feedback on its head, making it more effective *and* more enjoyable. The usual one-way conversation transforms into a dialogue, with each team member in the driver’s seat of their own growth, and colleagues adding their perspectives to the forward-looking reflection already underway.

When self-reflecting, offering feedback to colleagues or debriefing as a team, ask “What did you do well?” and “What will you do differently next time?”

TIP: Don’t wait for a problem to arise to practice Ask Forward. If it is part of your team’s natural rhythm, constructive feedback won’t be a surprise and everyone will have the mindset to absorb and act on it.

what did you do well?

what will you do differently next time?

you did _____ wrong

you should have done _____



Creative Conflict Code: Leveraging Our Differences

Conflict is an inevitable and invaluable part of our work.

When we engage with openness and curiosity instead of clinging to our own agenda, we co-create better ideas, stronger relationships and new levels of team performance.



Create the (Re)Solution

Create the (Re)Solution: Simple disagreements can often be resolved with clear and open communication. Complex conflicts take continued effort and engagement to resolve. What progress have you made so far? What are your next steps?



Process the Problem

Process the Problem using the ACES model:

- Acknowledge the conflict: What has happened? What is the core issue?
- Clarify the context: How do each of us feel about it? What do each of us need?
- Explore possibilities: What am I asking for? What ideas am I bringing without clinging?
- Solve: What would be a win-for-all? (This is not the same as a compromise!)



Respect the Person(s)

Respect the Person(s)

Respect the Person(s): What do you appreciate about them, their perspective or their role? Take this opportunity to check your own assumptions and mindset before proceeding.

observations

feelings

needs

requests

accusations

judgments

excuses

demands



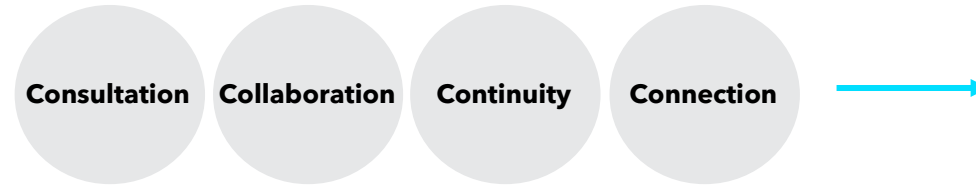
Meetings that Matter: How & Why We Gather

When we aren't intentional about how and why we gather, we find our days packed with non-stop meetings, leaving no time to think.

Or, we may fall into a rut of having the same conversation over and over with the same people.

Should this be a meeting?

Start by getting clear on why you are getting together. Is your objective:



If no...

You can probably cancel this one.

If so...

Could it be an email?
Could it be a quick call?
Could it be a Teams chat?

If no...

Have your meeting but make it count.



A bit of planning ensures the best use of everyone's time and energy:

Draft an Agenda designed for participation, not presentation; share materials in advance

Invite the Right Participants with relevant and diverse perspectives

Limit the Time aiming for the briefest duration possible

Stay on task, keep it moving and be intentionally inclusive:

Check In to get everyone's voice into the mix up front

Be Present—multitasking is a myth!

Leverage Tech (chat, polls, digital whiteboards) when remote/hybrid

Close Out to confirm key takeaways

Be sure to leverage all the value your meeting generated:

Share Notes with decisions, actions and next steps

Follow Up on any "parking lot" items, areas of confusion or conflict

Ask Forward on your own or as a group, then refine your next meeting based on what worked well and what needs work

fresh, meaningful connections

time & space to think

efficient time management

same old, same old

wall-to-wall meetings

busy = important



Leading Above the Line: Next-Level Leadership

To lead effectively in today's world demands more of us than ever before, so we have taken leadership development to the next level.

Leading Above the Line is BCW's 12-week intensive leadership experience, grounded in the science and practice of mindfulness. By application only, LAL challenges established and emerging leaders around the globe to rewire old patterns, evolving their leadership and increasing their impact.



Real People

Our leaders say:

"Leading Above the Line changed how I see leadership—and myself."

"I'm able to show up more fully for my team and my clients."

"I'll take this with me forever."

"This is the future."

Real Results

Pre- and post-assessment data shows real and sustained growth:

+10% Creativity

+15% Emotional Intelligence

+11% Focus & Concentration

+12% Morale & Engagement

-17% Mindlessness/Autopilot

coaching teams

learning leaders

leadership as a practice

micromanaging

know-it-all experts

leadership as a title



Client Partnership: Relationships That Yield Results

Through our growth mindset practices, BCW has elevated best-in-class client service into true client partnership.

Wherever you work on our team, this is the promise we make to our clients.

BCW exists to move people on behalf of our clients.

That's why all 4,000 of us go to work every morning.

Our mission requires a particular mindset: openness, curiosity and a commitment to learning.

We never stop asking questions, creating, problem-solving and growing. It's what keeps us moving and creates momentum for our clients.

So, when we commit to a partnership with you, our client, here is what you can expect from us:

We will be a fierce, forthright and fully engaged partner.

We will know you - not just whether you prefer email or text, but what inspires you, what challenges you, and what constitutes your own success.

We will know your organization, immersing ourselves in your sector, your drivers of growth, and the motivators of your key audiences.

We will listen actively, challenge thoughtfully and always push for better because we truly care about you and your business.

Though we'll always try to anticipate your needs and get ahead of problems, when we don't, we will own our mistakes and course-correct quickly.

We will always start from a place of inclusion.

We will bring diversity of thought, voices, perspectives, experiences and skills to every project we touch.

We will ask a lot of questions because understanding creates insight. We are learn-it-all not know-it-all, open and curious, eager for all the inspiration we can find in the world and in each other.

We will come with an open mind and create a safe space where the best ideas can flourish.

We will embrace challenge and find opportunity.

We will push boundaries with big, broad ideas that deliver across audiences and channels.

We will throw out the old playbooks. Your complex challenges deserve ingenuity and invention, not conventional perspectives or narrow beliefs.

We will optimize and adapt as we go because there is no room for the status quo in a world in constant transition.

client partnership

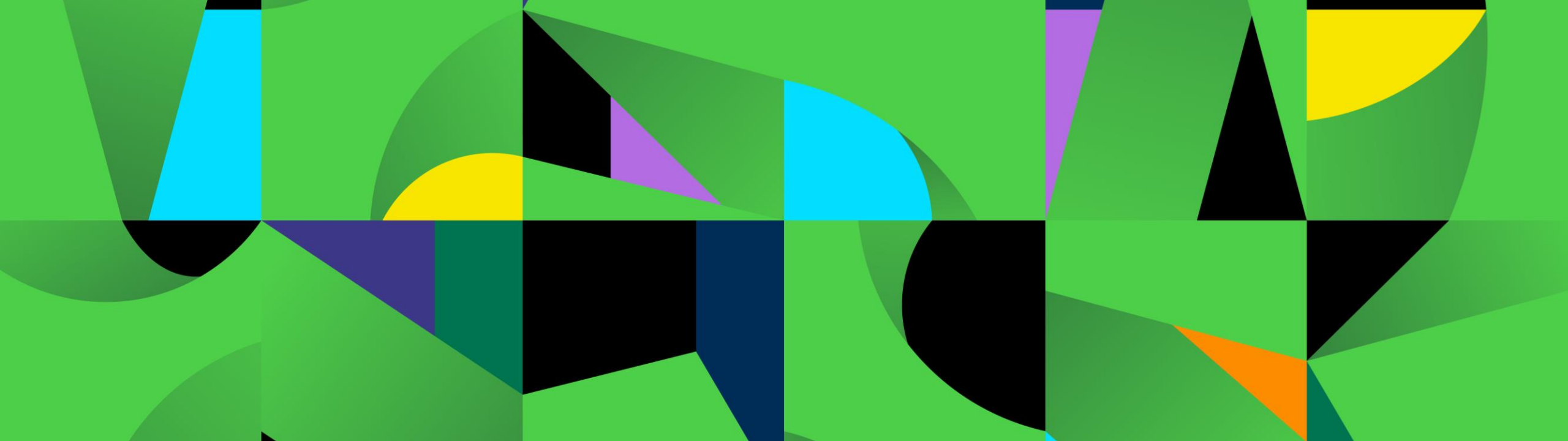
thoughtful counsel

our clients are special

client servitude

what worked last time

our clients are stressful



Make Your Next Move

[BCW-GLOBAL.COM/CAREERS](https://bcw-global.com/careers)