MODULE OVERVIEW

How beliefs about yourself and your team come true

Adaptive module | ~20 min

A belief is not a statement of fact but a self-confirming force: people believe it, act on it, and reality follows, in their own lives and in hiring or promotion decisions. This module is built around four questions, with no naive positive thinking: spotting the beliefs people make come true, feeding a credible belief rather than a slogan, choosing the people around them, and testing certainties against the facts, backed by the CEO Genome Project.

LEARNING OBJECTIVES

01 Understand how a belief confirms itself, from the self-fulfilling prophecy to the Pygmalion effect.

02 Write down the negative beliefs you make come true, and test them against the facts.

03 Nurture a credible belief (a possibility to explore, not a slogan) by watering it with everyday evidence.

04 Choose the people around you and question shared certainties, from introvert leaders to innovation budgets.

WHO IT'S FOR

Anyone who wants their beliefs to work for them: about themselves, their team, and what is possible.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Pygmalion effect (how we see others)
- Self-fulfilling prophecy
- Self-confirming beliefs – Afthonios method

SOURCES & REFERENCES

- CEO Genome Project – ten-year study (consulting firm ghSMART) of more than 2,000 executives: introverts are the ones who most often exceed performance expectations
- Satya Nadella (Microsoft) – a leader with an unusual profile (empathy, listening, humility), credited with transforming Microsoft's culture since 2014
- Kross et al., Journal of Personality and Social Psychology (2014) – stepping back and regulating self-talk
- Robert K. Merton, "Social Theory and Social Structure" (1949), which includes "The Self-Fulfilling Prophecy" (1948): a belief that is false at first leads to behaviors that end up making it true

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