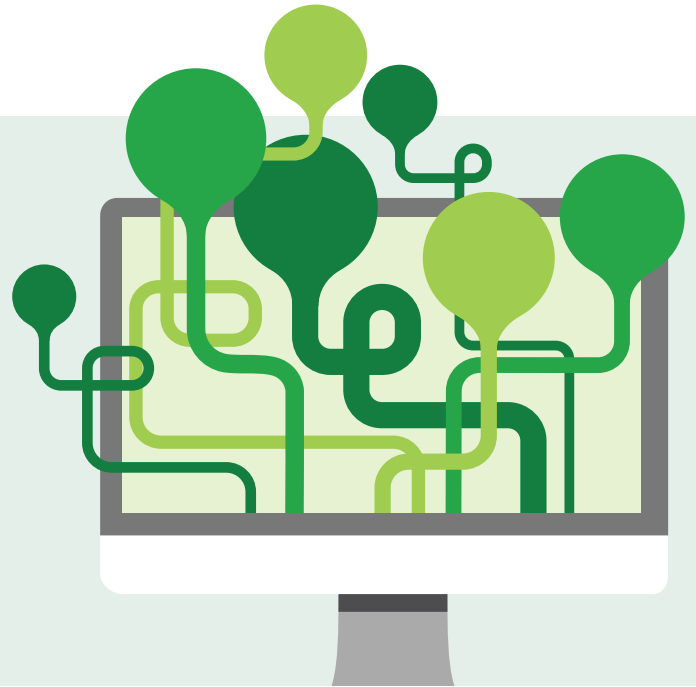




# Thinking Partnership HP Inc.

Growth mindset and leadership principles help reignite a culture



### Impact

**22%** jump in employee engagement between 2016 and 2018

### Scale

**4,700** managers worldwide

### Speed

**1** year

## The challenge

In 2015, the tech giant Hewlett-Packard Company separated into two entities: Hewlett Packard Enterprise and HP Inc. With more than 50,000 employees migrating to the new firm, HP Inc. leadership faced a crucial question: What kind of culture would these 50,000 people create?

A company-wide survey produced some guiding priorities, such as keeping HP's spirit of collaboration and dedication to innovation while ditching frustrating bureaucracies. But as HP Inc. Chief Human Resources Officer Tracy Keogh says, "As we came into a brand new environment, we had the opportunity to change people's thinking to drive outstanding performance."

To make good on its business goals, HP Inc. knew it needed to embrace adaptability, teamwork, and execution.

## The science

- Studies consistently show that growth mindset leads to greater success than fixed mindset.
- The brain's working memory can only handle a few ideas at once, so leadership principles must be easy to recall.
- Growth mindset and leadership principles can help people think and act in more aligned, consistent, and productive ways.

**"The science gives people permission to open their minds to learning."**

- Mike Jordan, Global Head, Talent and Learning





### The solution

HP Inc. partnered with the NeuroLeadership Institute in September 2016 to implement a program that started with leadership principles and then drove a growth mindset through the organization. The thinking partnership included learning sessions of one to two hours that helped leadership teams better understand growth mindset as it applied to their work. It also gave people tools to put growth mindset to use on a regular basis.

NLI's work with HP Inc. to develop formal leadership principles helped enable all employees to embody the new culture, in addition to offering habits that support those principles. After testing over 300 principles company-wide, HP Inc. eventually landed on **Imagine the future**, **Inspire the team**, and **Make it happen**. The terms reflect HP Inc.'s mission to use a growth mindset, collaborate, and execute, without burdening people's brains with an overflowing list of values.

"It's been an amazing journey."

- Tracy Keogh,  
Chief Human Resources Officer



### The result

Over the past two years, HP Inc. has seen remarkable progress in both its culture and business. "It's been an amazing journey," Keogh says. Team members leave meetings asking "Did we inspire the team?" and put "Make it happen!" in their email signatures. According to internal company data, employee engagement jumped 22% between 2016 and 2018.

On the business side, HP Inc. has seen its stock grow substantially over the last two years, along with double-digit revenue growth year over year. The company is leading both the commercial PC and printer markets, which, as Keogh points out, are industries in secular decline. Meanwhile, HP Inc.'s focus on growth mindset and innovation helped it to reel in 77 awards at the 2018 Consumer Electronics Show and raise its overall market cap to more than \$30 billion.