

# Welcome to the HR Book Club

## HIDDEN POTENTIAL

The Science of Achieving  
Greater Things



## ADAM GRANT

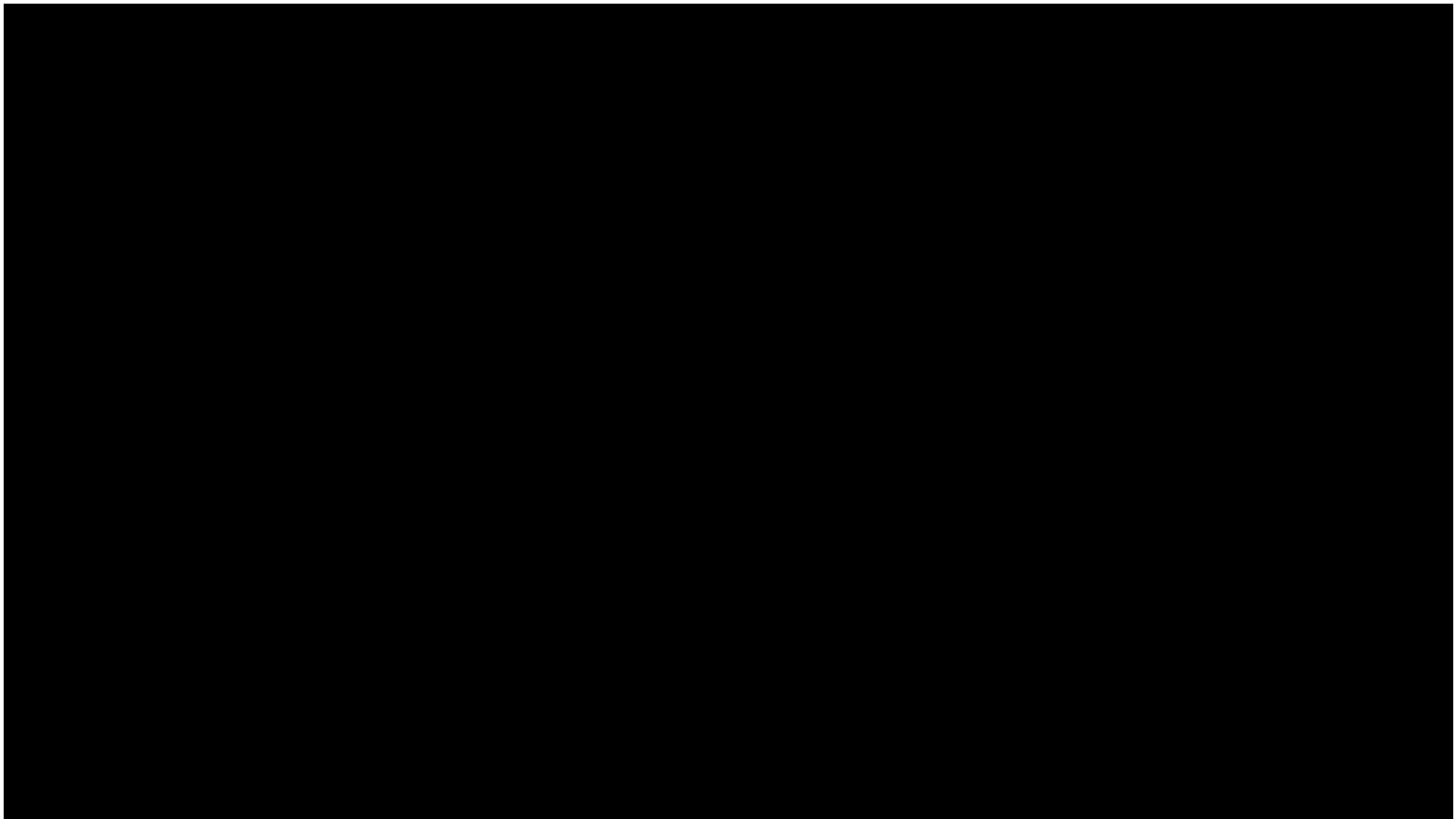
#1 *New York Times* bestselling author of


**THINK AGAIN**

*“personality is  
how you respond  
on a typical day,  
character is how  
you show up on a  
hard day”*

- Adam Grant


<https://www.youtube.com/watch?v=tULIEE1706I>






**“Becoming a creature of discomfort can unlock hidden potential in many different types of learning. Summoning the nerve to face discomfort is a character skill - an especially important form of determination. It takes three kinds of courage: to abandon your tried-and-true methods, to put yourself in the ring before you feel ready, and to make more mistakes than others make attempts. The best way to accelerate growth is to embrace, seek, and amplify discomfort.”**

What is the last thing you set out to do or learn that made you feel uncomfortable? How long did that feeling last and was it worth it?




**“When they have helpful input, people are often reluctant to share it. We even hesitate to tell friends they have food in their teeth. We’re confusing politeness with kindness. Being polite is withholding feedback to make someone feel good today. Being kind is being candid about how they can get better tomorrow. It’s possible to be direct in what you say while being thoughtful about how you deliver it.”**

As HR professionals, we all have situations when we want to be “kind” and often sugarcoat the message in order to be “polite”. Can you recall a time when you chose to be “polite” instead of “kind” and what was the outcome of that choice?




**“In construction, scaffolding is a temporary structure that enables work crews to scale heights beyond their reach. Once the construction is complete, the support is removed <and> the building stands on its own. In learning, scaffolding serves a similar purpose. A teacher or coach offers initial instruction and then removes the support. The goal is to shift the responsibility to you so you can develop your own independent approach to learning.”**

What activity or task have you used “scaffolding” to assist you to better understand and/or complete it?



**“When economists studied several million elementary school students in North Carolina, they found that certain 4th and 5th grade classrooms were more likely than others to achieve spikes in their math and reading performance...Students who made significant progress didn’t have better teachers. They just happened to have the same teacher for two years in a row. The practice is called looping. Instead of staying in the same grade and teaching new students, teachers move up a grade with their students.”**

Interested to hear each of your thoughts on looping. Have you experienced looping in the education system? If so, do you feel it benefited your ability to learn?



**“...high expectations offer support for us to climb, low expectations tend to hold us back - it feels like our boots are made of lead...when others underestimate us, it limits our effort and growth.”**

Have you ever felt under qualified or under estimated? How did you approach the feeling and did you overcome it?