



Santander Open Academy

Business for All 2025

Session: Wrap Up

PRESENTED BY

Matthew Bird – HBI Senior Facilitator

October 21, 2025




Agenda

- **Purpose of the Webinar**
- **Growth Mindset**
- **A Learning Model**
- **Learning in Teams**
- **Personal Action Plan**
- **Q&A**

Mark your presence if you are using a different e-mail address in Zoom



Program Overview

 Orientation August 21st, 2025	Weeks 1 - 5	Week 6	Weeks 7 – 9	Week 10
	Self Study	Live Webinar	Self Study	Live Webinar and Wrap Up
	<ul style="list-style-type: none">• Complete 6 HMM topics	<ul style="list-style-type: none">• Moderated Live Webinar to synthesize the learnings from the HMM topic	<ul style="list-style-type: none">• Complete pending topics• Self-reflection	<ul style="list-style-type: none">• Take aways• Celebration of successful completion of the program
	AUG 21 – SEP 21	SEP 22 - 26	OCT 6 – 20	OCTOBER 21st



Webinar Objective

- Within the scope of the Santander Open Academy, Business for All' purpose of “Develop(ing) key skills and abilities for the workplace” ...
- In this Webinar we will offer some reflections and frameworks:
 - To apply what you learned, and
 - To help you grow professionally
- Also, celebrate your program completion

Source: Pixabay



Why a personal action plan?



Source: Harvard ManageMentor

Purpose of a personal action plan

Key learnings: Identify the key takeaways from the topics and live webinars

Action plan: Translate those key takeaways into an action you plan to apply for your personal and professional development

Measure: Determine how will the improvements that you mention in your action plan be measured



Your Personal Action Plan: Developing a Learning Mindset

You will complete a personal action plan. But before explaining it, we want to share some frameworks about how best to learn:

- As an individual
- As a team

Source: Harvard ManageMentor

[Santander Open Academy](#) | [Business for All](#) | [Personal Action Plan](#)

Overview

We encourage you to use this **Personal Action Plan** to record your key takeaways from this programme. Putting down your goals into words makes them more tangible. This will help you keep your development on track to achieving it as well. This is a self-led activity and we do not ask you to submit this to anyone. Please treat this as a promise to yourself to implement the learnings from this course in your day-to-day work and other activities.

Reflect

Think about your experience with each of the topics on the course and the takeaways from the live webinars that you attended. Use the following questions to help you get you started about what goals you want to plan for in your action plan:

- How would you adopt the theories or concepts that you were unaware of but found useful, into your professional growth journey?
- Which were the concepts or frameworks that seemed difficult to process? How would you plan on going back to understand them better?
- Identify concepts that you can implement within your own regimen to become more professionally.

Instructions

With the answers and reflections from the previous questions, use this personal action plan to record:

- **Key Learnings:** What are your three biggest takeaways from this course?
- **Action Plan:** How will you apply them into your personal and professional development from now on?
- **Reflection:** How will the improvements that you mention in your action plan be measured?

Before you dive into the action plan, keep yourself in check for the following:

- Ensure that the goals you set for yourself are SMART: Specific, Measurable, Attainable, Relevant and Timebound.
- Create goals with varied deadlines (short/ mid/ long) so that there is an even spread in your action plan.
- Identify goals that will benefit you the most in what you have planned for your future. This is your personal action plan, treat it like your game plan.

Growth Mindset



Source: Harvard ManageMentor

Write down what words come to mind when I say:

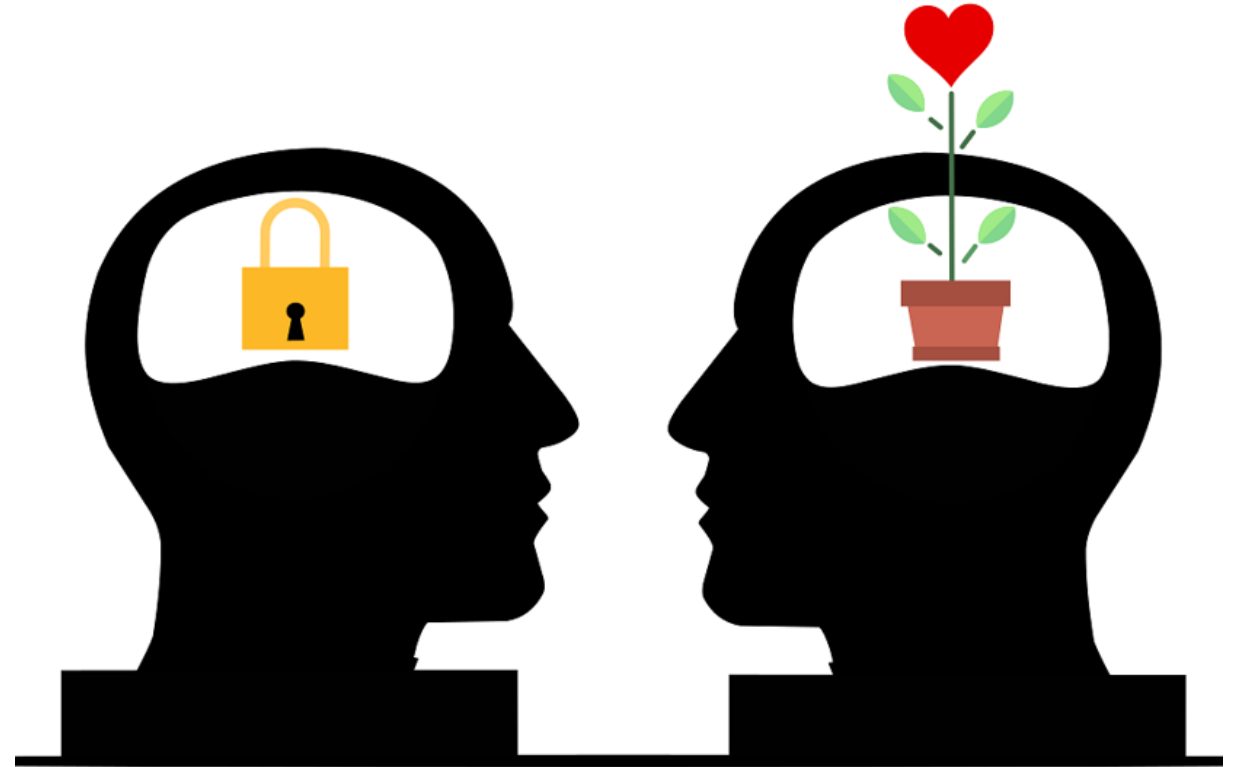
NOW

Write down what words come to mind when I say:

YET

The Attitude: Maintain an Open/Growth Mindset

In a 2014 HBR article, Carol Dweck and her colleagues found that companies with a growth mindset tend to have **happier more committed** who **felt more valued** more valued by their organizations. They felt **less scared of failure**, and so they were **more willing** to pursue the sort of bold, innovative projects that companies need to drive future growth.



Source: Pixabay

What is a growth mindset?



Fixed Mindset

Skills

- Something you're born with
- Fixed

Challenges

- Avoid – could reveal lack of skill
- Tent to give up easily

Effort

- Fruitless
- An indication of lacking talent

Feedback

- Taken personally
- Become defensive, frustrated

Setbacks

- Blame others/outside events
- Become discouraged



Growth Mindset

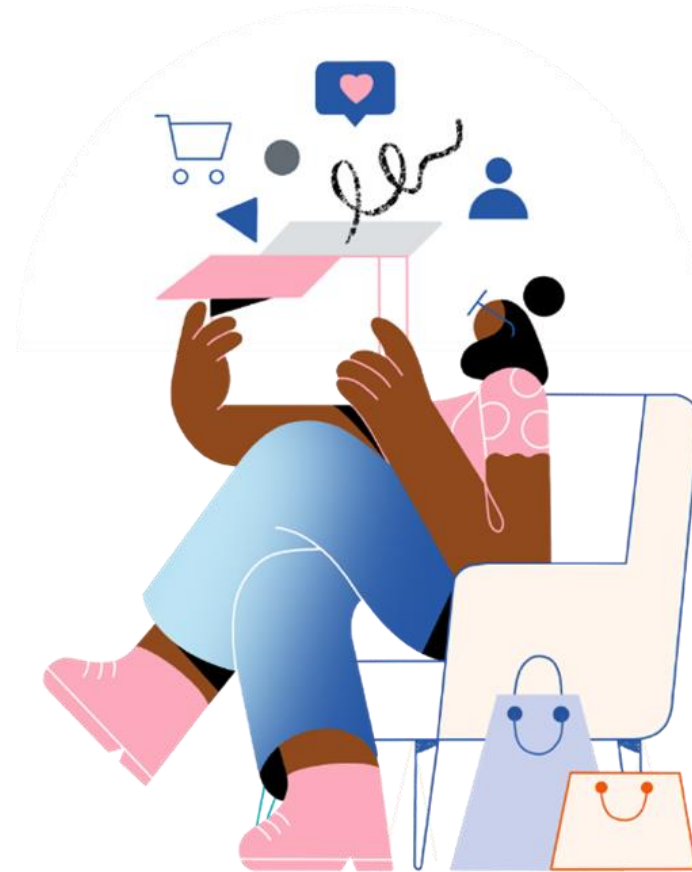
- Come from hard work
- Can always improve
- Embrace – an opportunity to grow
- More persistent
- Essential
- A path to mastery
- Taken as constructive
- Something to learn from
- See the learning
- Make a better, more informed attempt



At Microsoft, we're aspiring to have a living, learning culture with a growth mindset that allows us to learn from ourselves and our customers.

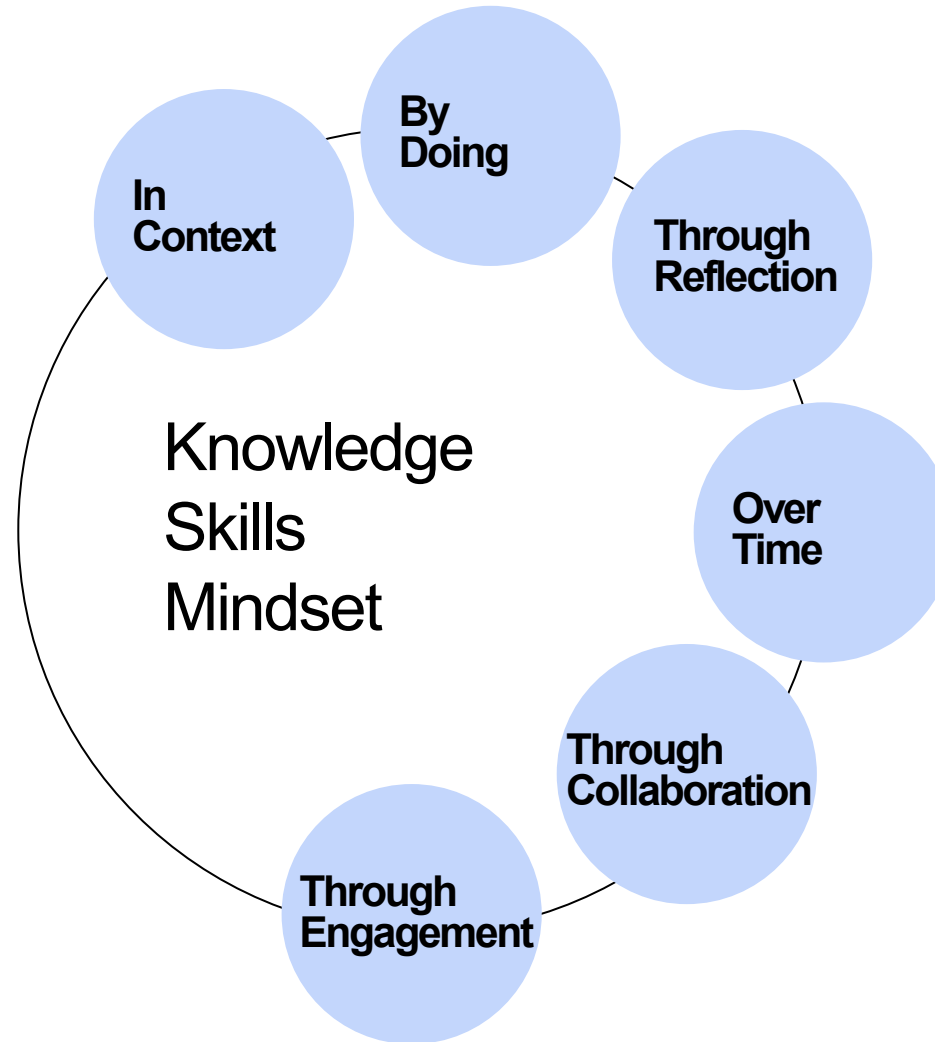
Satya Nadella – CEO, Microsoft

Learning Model



Source: Harvard ManageMentor

Let's look at the learning approach shared in our launch



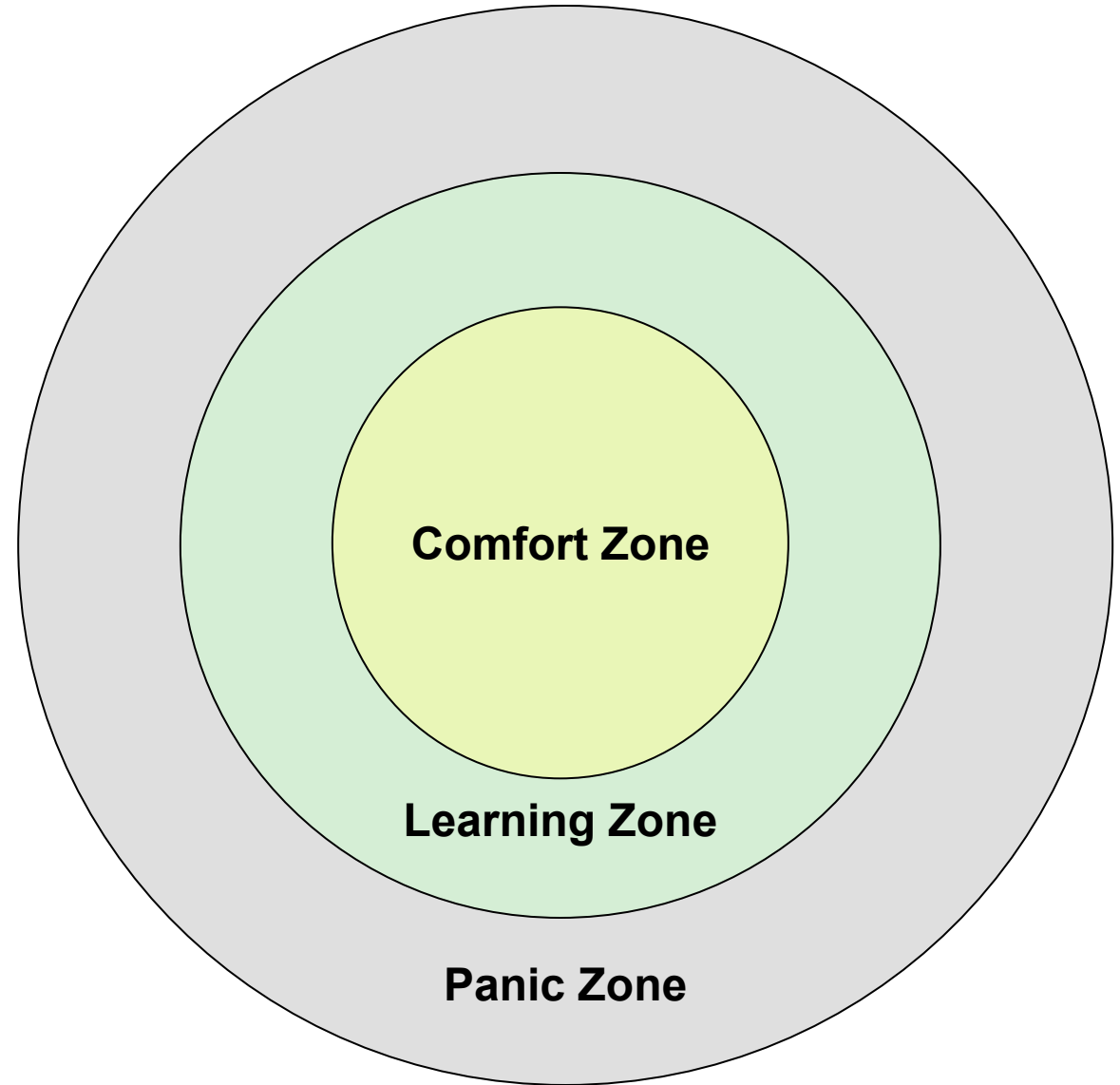
What is learning?

Learning is the process by which we consciously confirm or modify our behavior.

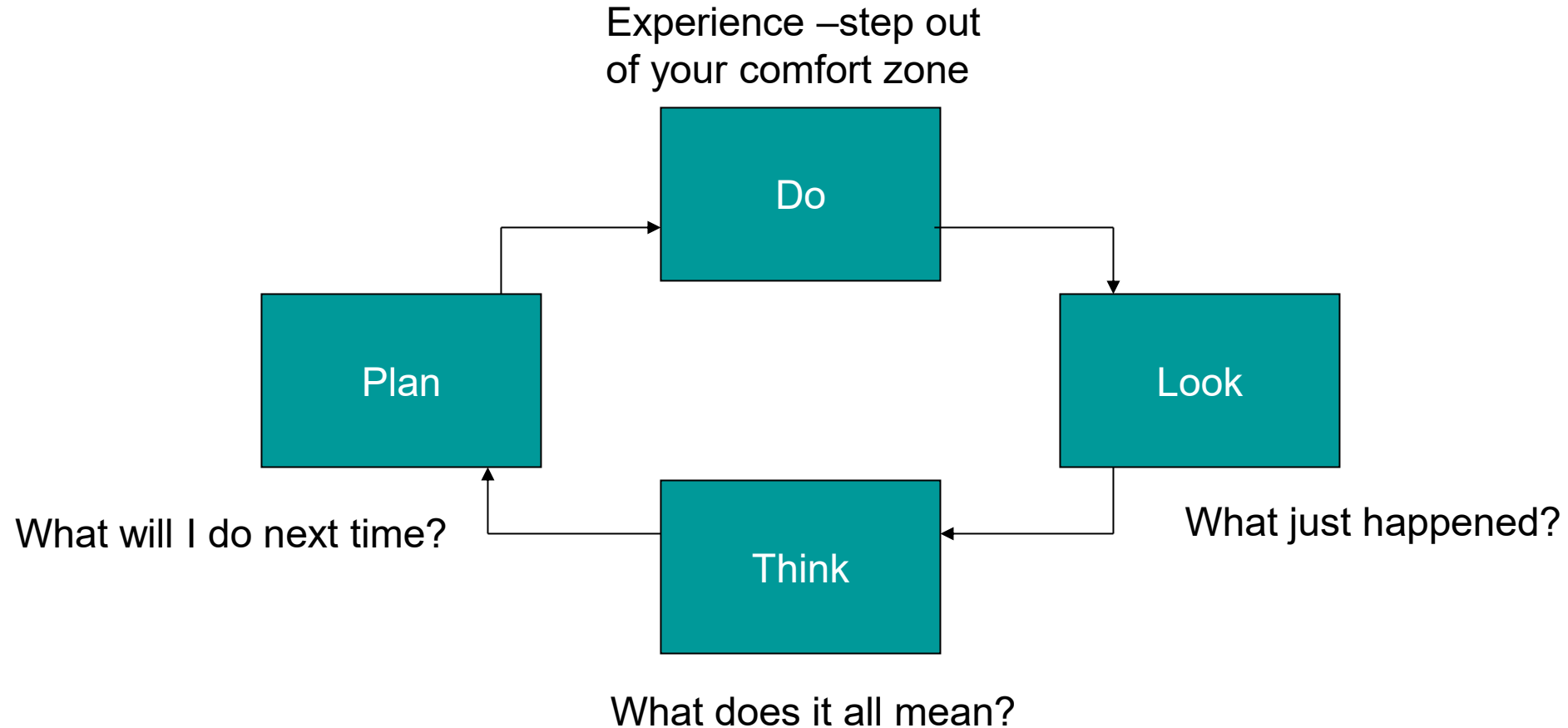


Source: Harvard ManageMentor

Three circles of learning



Four Tasks of the Learning Process



A virtuous cycle



Source: Pixabay

Team learning



Source: Harvard ManageMentor

Psychological Safety

The belief that one will not be punished or humiliated for speaking up with ideas, raising questions and concerns, or making mistakes.

Source: Harvard Business School



Why don't people speak up?



Eight days after witnessing launch video footage suggesting possibility of a major foam strike on the Columbia shuttle, an engineer, Rodney Rocha, is silent in a critical mission management meeting with 35 people.

Asked later why he didn't speak up about what he thinks he may have seen:

"I just couldn't do it. She [senior manager] was way up here [gestures with hand overhead] and I was way down here [gestures with low hand]."



Volkswagen

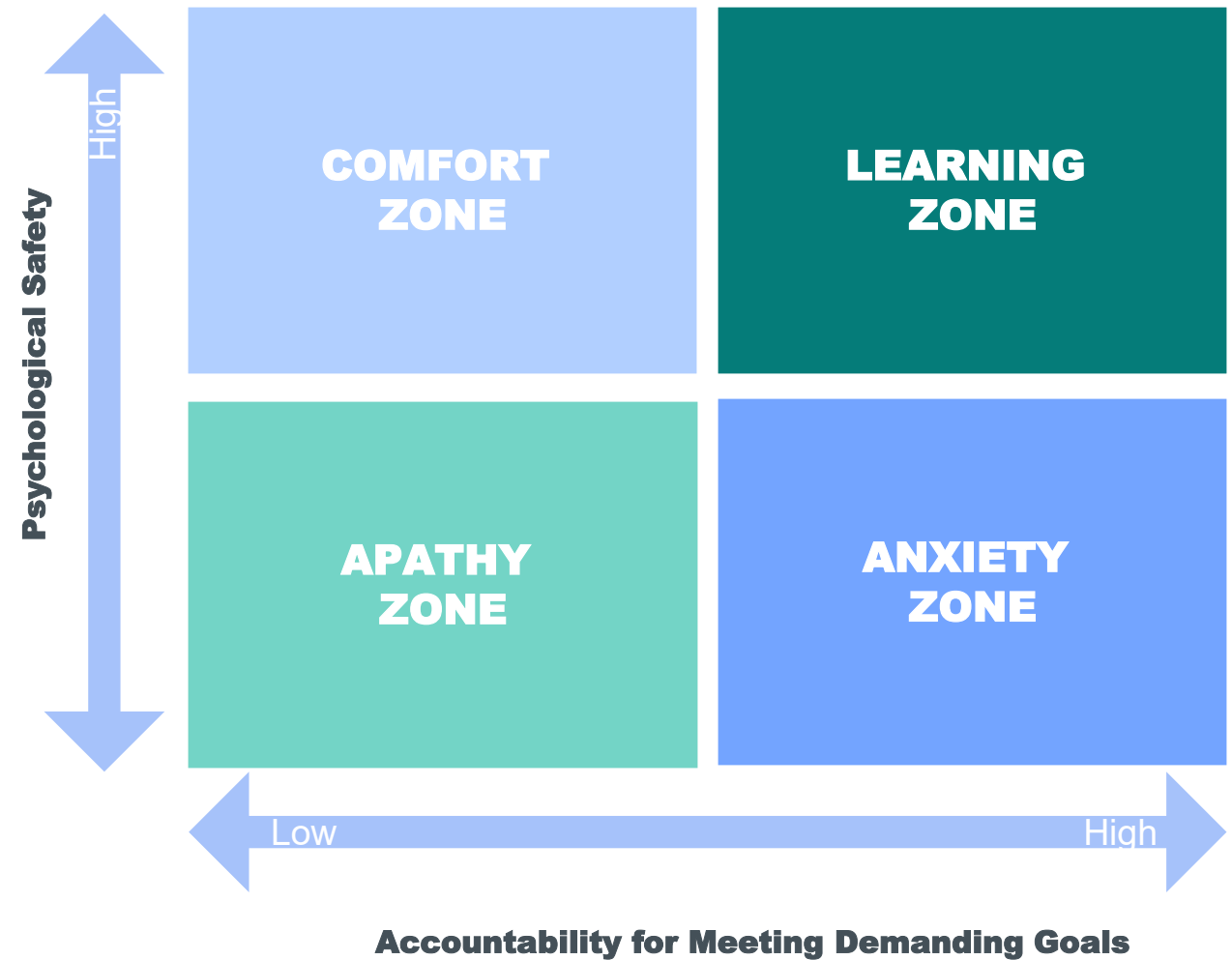


General Motors



Does psychological safety hinder performance?

Poll: In which quadrant would you place your current work team or organization?



Source: Amy Edmonson, "The Competitive Imperative of Learning," HBR, July–Aug 2008.

How do you create psychological safety?



Source: Harvard ManageMentor

A SAFE Example



Set Limits

Frame as an organizational challenge needing new ways of working together vs. technical challenge requiring new skills.

Be Accessible

Make clear thoughts welcome. “He’s in his office, always just two seconds away. He can always take five minutes to explain something, and he never makes you feel stupid.”

Show Fallibility

A successful team’s surgeon acknowledged shortcomings: “He’ll say, ‘I screwed up. My judgment was bad in that case,’” a team member reported.

Engage

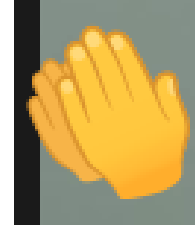
The surgeon on one successful team “told us to immediately let him know– let everyone know– if anything is out of place,” said the team’s perfusionist.

Source: Pixabay

Which action can you focus on applying?



S =



Set Limits

A =



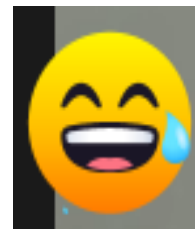
Accessible

F =



Fallibility

E =



Engage

Source: Harvard ManageMentor

Personal Action Plan



Source: Harvard ManageMentor

Your Personal Action Plan

Santander Open Academy Skills | Negocios para todos | Plan de Acción Personal

Resumen

Te invitamos a utilizar este Plan de Acción Personal para anotar los puntos clave de este programa. Poner tus objetivos en palabras los hace más tangibles. Esto también te ayudará a mantener el rumbo y lograrlos. Se trata de una actividad autodirigida y no te pedimos que se la presentes a nadie. Considéralo una promesa, a ti mismo, de poner en práctica lo aprendido en este programa en tu trabajo diario y en otras actividades de tu vida cotidiana.

Reflexión

Piensa en tu experiencia con cada uno de los temas del programa y en lo que has aprendido de las sesiones café en vivo a las que has asistido. Utiliza las siguientes preguntas para empezar a pensar en los objetivos que quieres incluir en tu plan de acción:

- ¿Cómo adoptarías las teorías o conceptos que desconocías pero que le resultaron útiles, en tu camino de crecimiento profesional?
- ¿Cuáles fueron los conceptos o marcos que te parecieron difíciles de procesar? ¿Cómo piensas volver atrás para entenderlos mejor?
- Identifica conceptos que puedas aplicar en tu propio régimen, para ser más profesional.

Instrucciones

Purpose of a personal action plan




Key learnings: Identify the key takeaways from the topics and live webinars

Action plan: Translate those key takeaways into an action you plan to apply for your personal and professional development

Measure: Determine how will the improvements that you mention in your action plan be measured



The program doesn't end here

 Orientation August 21st, 2025	Weeks 1 - 5	Week 6	Weeks 7 – 9	Week 10	
	Self Study	Live Webinar	Self Study	Live Webinar and Wrap Up	
	<ul style="list-style-type: none">• Complete 6 HMM topics	<ul style="list-style-type: none">• Moderated Live Webinar to synthesize the learnings from the HMM topic	<ul style="list-style-type: none">• Complete pending topics• Self-reflection	<ul style="list-style-type: none">• Take aways• Celebration of successful completion of the program	
	AUG 21 – SEP 21	SEP 22 - 26	OCT 6 – 20	OCTOBER 21	
 We're here					

Successfully completing the program grants you a Digital Certificate of Completion.

- Complete 6 HMM
- Obtain 70% or more in each topic assessment.
- Attend the three virtual sessions (Orientation, Café, and Wrap-Up) or watch the recording if you miss any of them.
- Complete requirements before November 4, 2025.



Mark your presence if you are using a different e-mail address in Zoom



Q&A

On behalf of Santander Open Academy, Business for All Program and Harvard Business Impact ...



Source: Banco Santander

... Congratulations!





Thank You

Please complete the feedback survey

harvardbusiness.org

