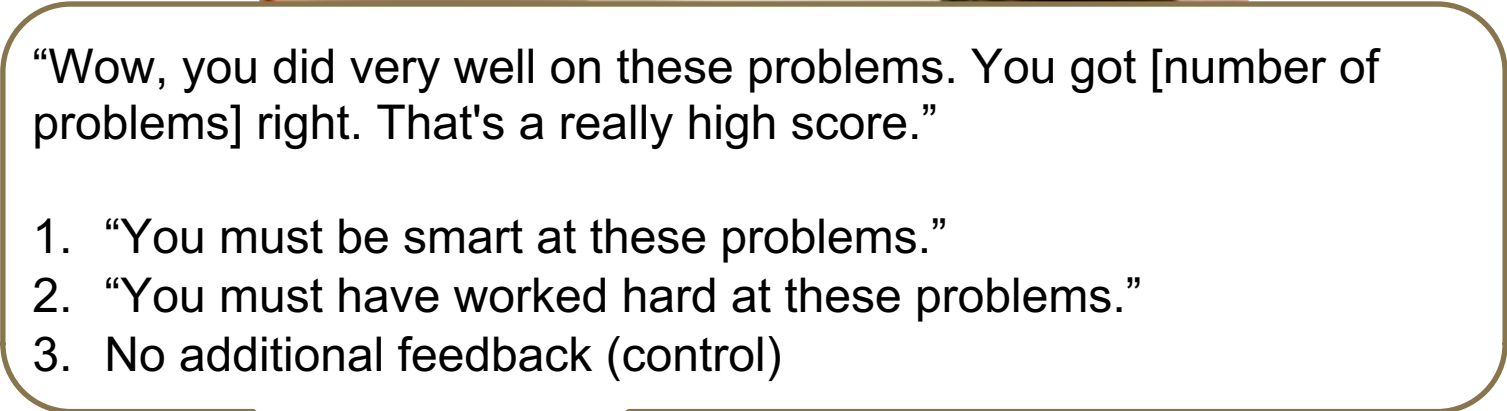




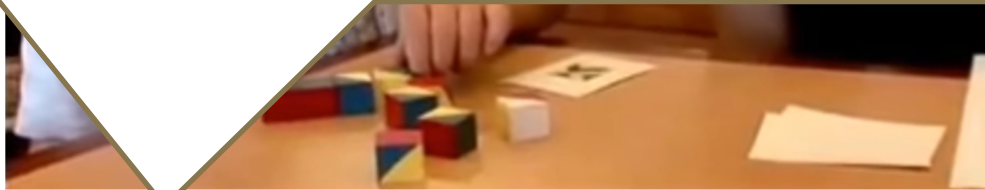
GROWTH MINDSET

Michael Johnson, PhD
Professor of Organizational Behavior



“Wow, you did very well on these problems. You got [number of problems] right. That's a really high score.”

1. “You must be smart at these problems.”
2. “You must have worked hard at these problems.”
3. No additional feedback (control)



Phase 1

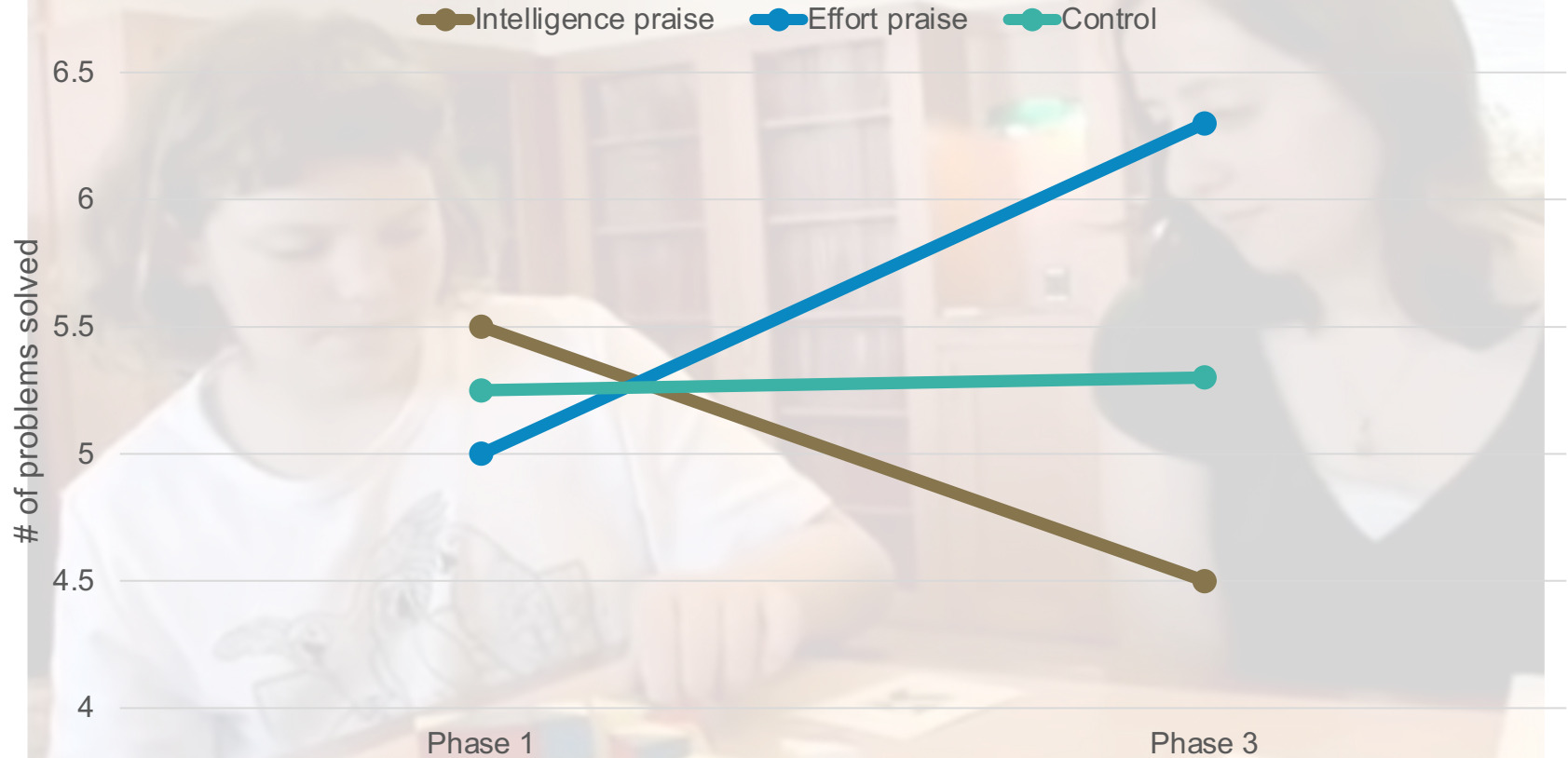
Moderate

Phase 2

Difficult

Phase 3

Moderate



Mueller & Dweck (1998)

WHAT IS MINDSET?

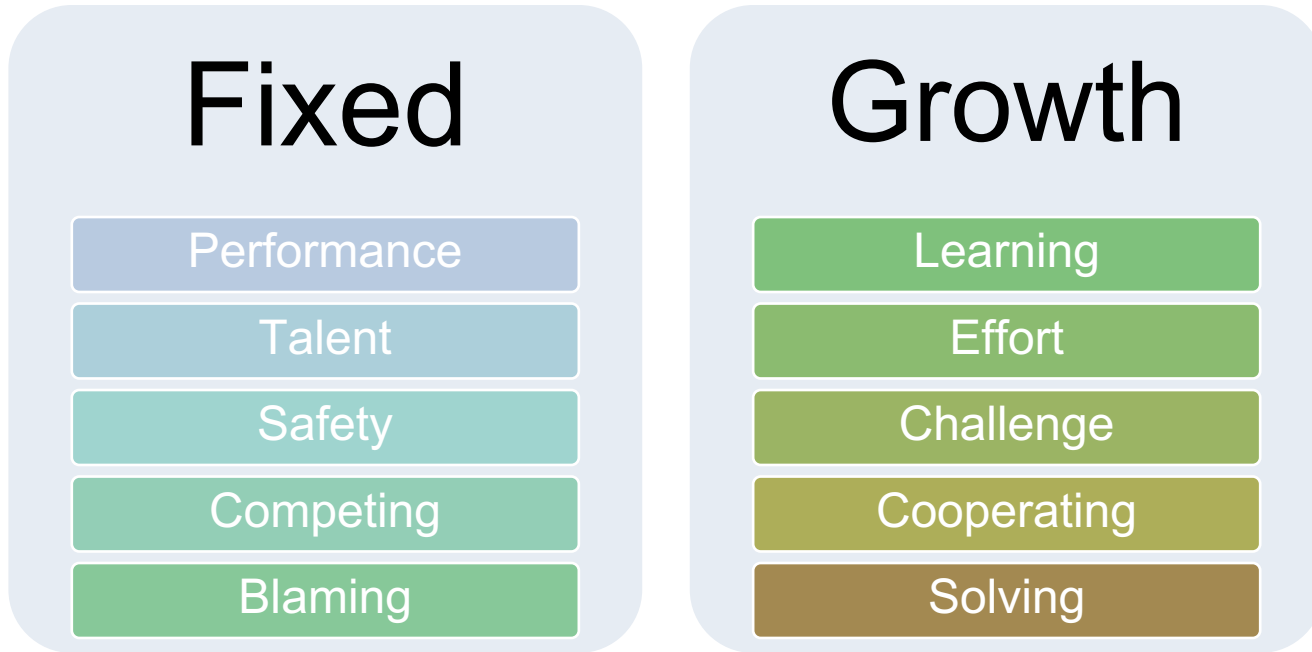




WHAT IF I FAILED?... I'M GOING TO STAY RIGHT HERE WHERE I'M SAFE AND SOUND.



Mindset



(Dweck, 2006)

Fixed or growth mindset?

Fixed

Growth



“I had always clung to the idea that I was different, that somehow I was smarter or luckier than the rest.”

Fixed or growth mindset?

Fixed

Growth

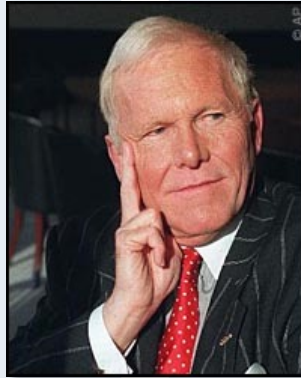


“I learned how to be a learner. When you get in a job, the tendency is to say, ‘I’ve got to know it. I’ve got to give direction to others. I’m in this job because I’m better and smarter.’”

Fixed or growth mindset?

Fixed

Growth

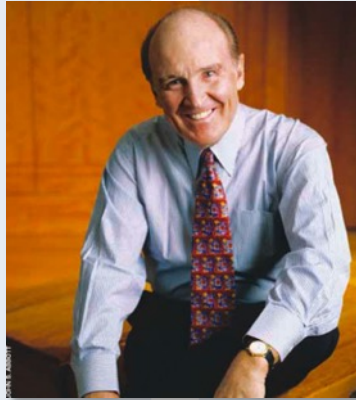


“Making my way in the world became a matter of self-respect for me, of a kid trying to prove he was worth something.... To this day, I feel I have to prove and reprove myself.”

Fixed or growth mindset?

Fixed

Growth



“Nearly everything I’ve done in my life has been accomplished with other people.... They filled my life with great fun and learning. They often made me look better than I am.”

Mindset drives behavior

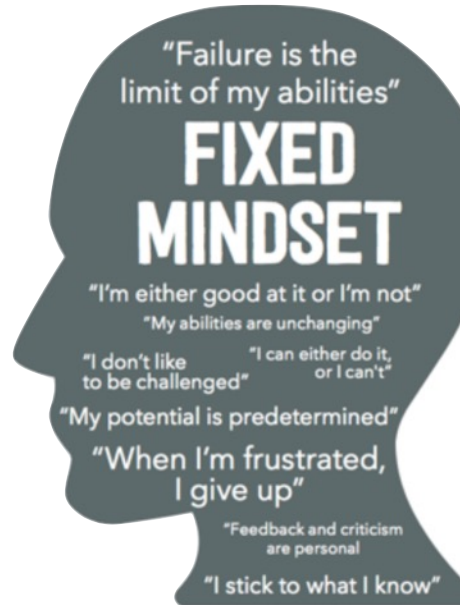
Mindset	Goal	Confidence	Behavior	Goal orientation
Fixed	Performance (gain positive judgments and avoid negative judgments of competence)	High	Seek challenge, high persistence	Performance-approach
		Low	Avoid challenge, low persistence	Performance-avoid
Growth	Learning (increase competence through effort)	High or low	Seek challenge to foster learning, high persistence	Mastery

WHAT BEHAVIORS ARE AFFECTED BY GROWTH MINDSET?

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Goal achievement

People with growth mindsets, on average, have:

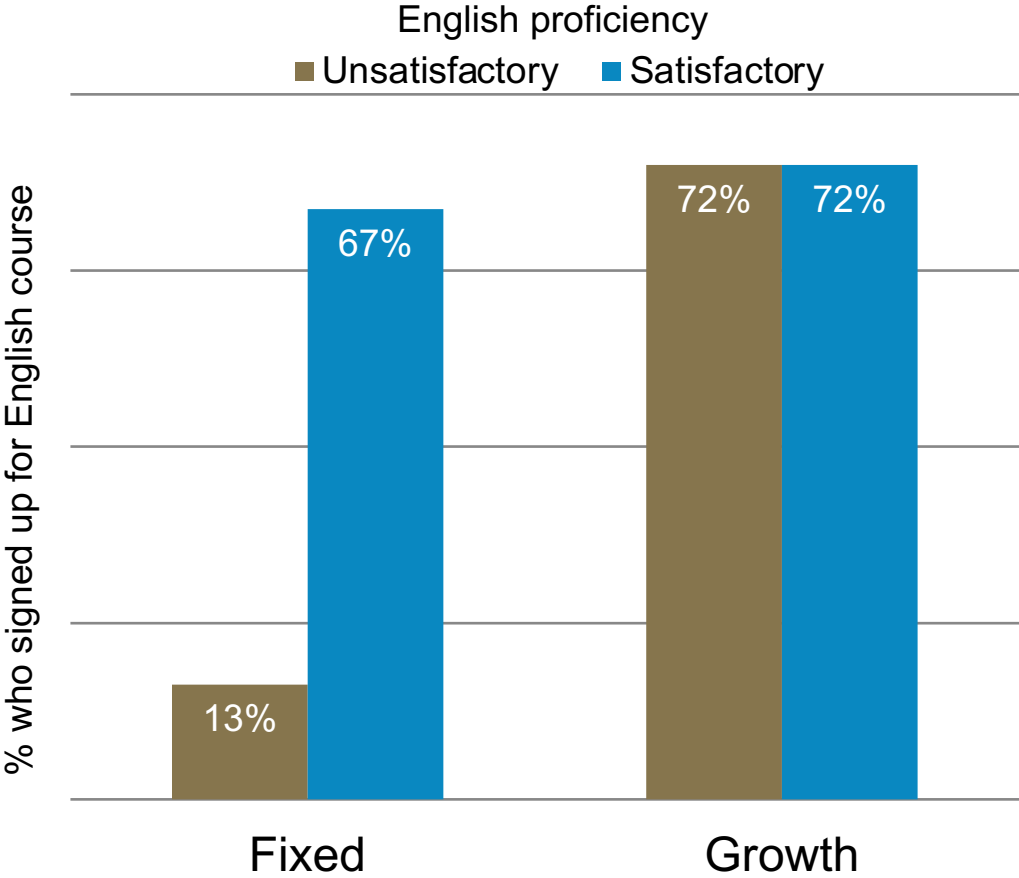


- More effective strategies
- Fewer negative emotions
- Higher expectations
- Higher goal achievement

than people with fixed mindsets

(Burnette et al., 2013)

Seeking training



(Hong, Chiu, Dweck, Lin, & Wan, 1999; Zingoni & Byron, 2017)

Coaching

Employees of growth mindset managers report they engage in more coaching behaviors:

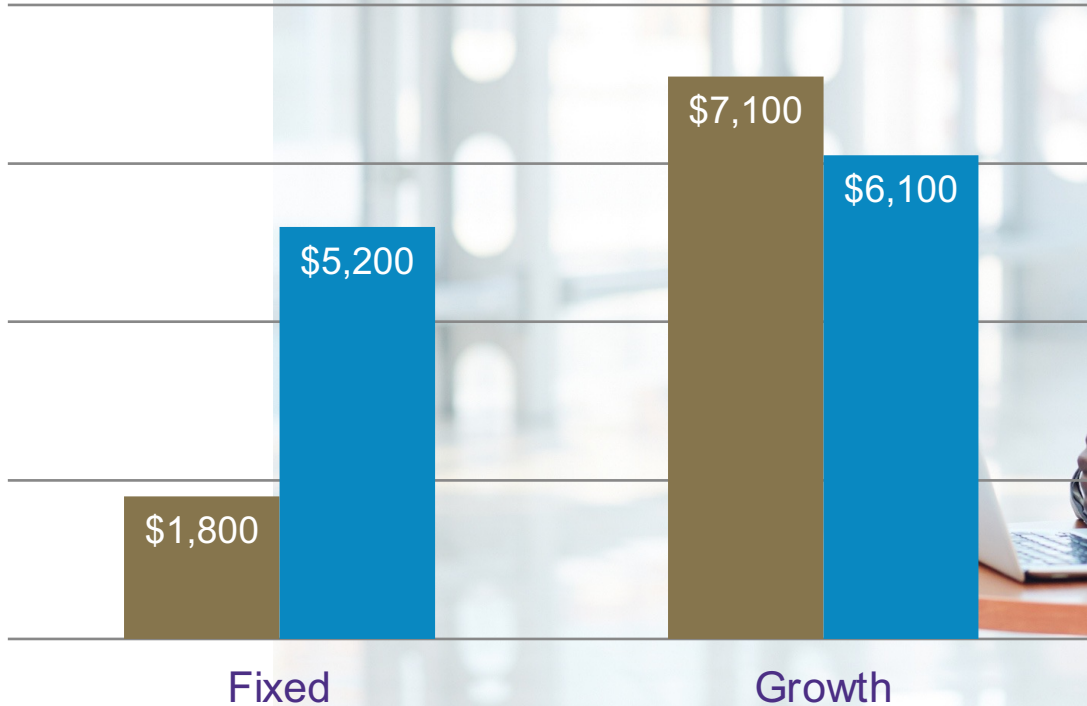
- Guidance
- Facilitation
- Inspiration



(Heslin, Van de Walle, & Latham, 2006)

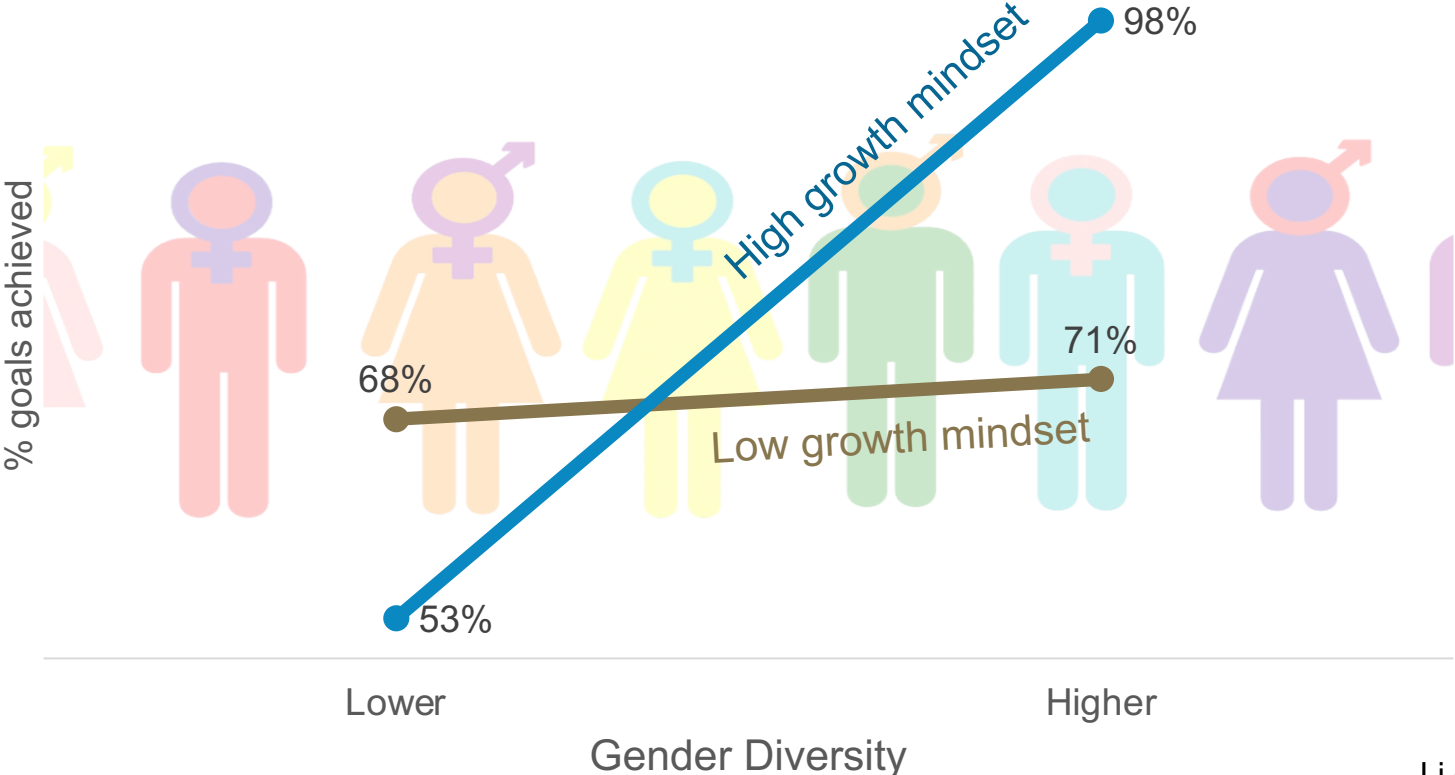
Negotiation performance

■ Low ability ■ High ability



(Kray and Haselhuhn, 2007)

Team performance



HOW DO WE GIVE GROWTH-MINDED FEEDBACK?

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Steps to providing growth-minded feedback



Accept failure



Psychological Safety



The degree to which people perceive their work environment as conducive to taking interpersonal risks

In psychologically safe environments, people believe:

- if they make a mistake, others will not penalize or think less of them for it
- others will not resent or penalize them for asking for help, information or feedback

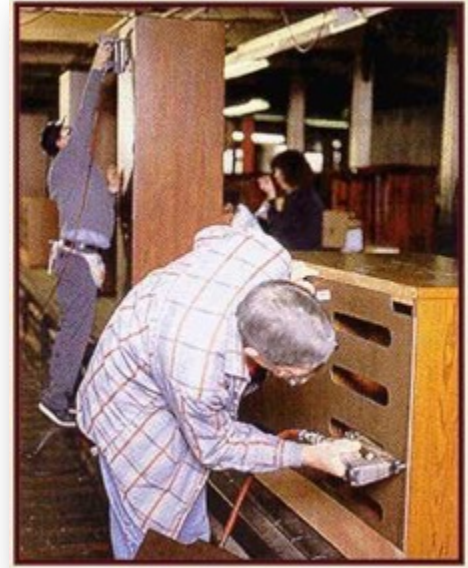
Enhances team learning, creativity, and performance

Enhance self-efficacy

Organization simulation with MBA students

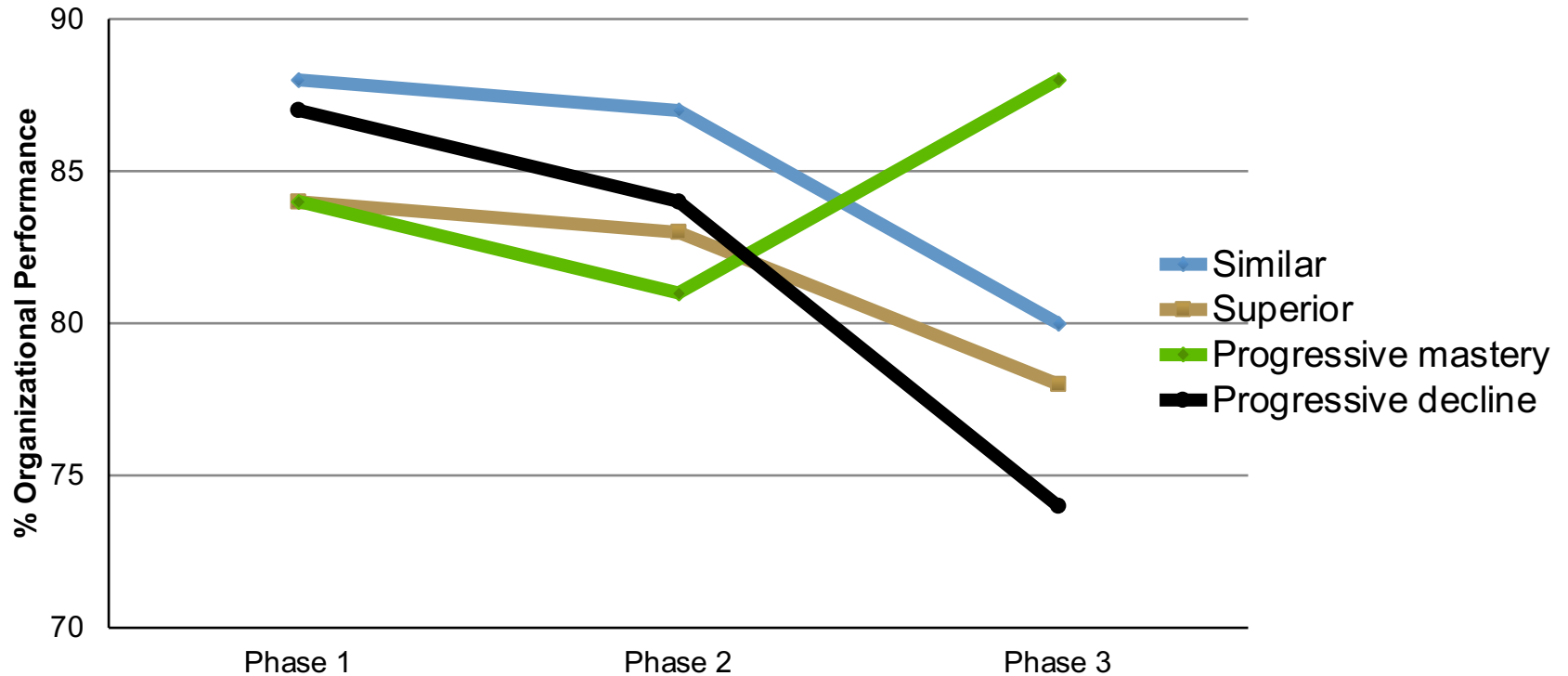
Four conditions of false feedback:

1. Bad at first, but steadily increasing
2. Similar to others and stayed similar
3. Good at first, but steadily decreasing
4. Good and stayed good



(Bandura and Jourden, 1991)

Enhance self-efficacy



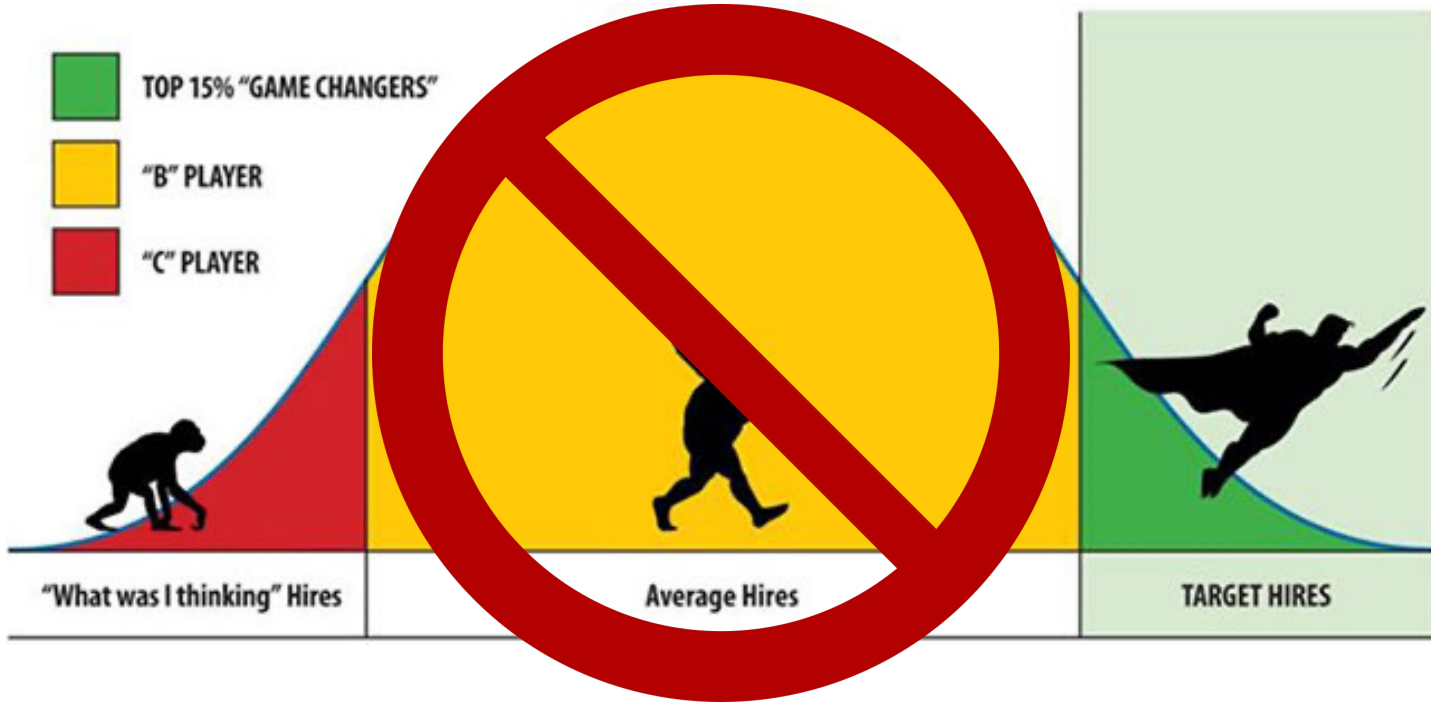


Christine Hà,
winner of
Masterchef

Reward learning



Evaluate compared to prior performance



Evaluate compared to prior performance



Personal reflection exercise

In what areas of your life do you struggle to have a growth mindset?

How can you strengthen a growth mindset in yourself?

How can you provide feedback that encourages a growth mindset?

