



NeuroLeadership
INSTITUTE

Growth Mindset Mini-Summit

April 28, 2023

Research foundations



**Dr. David
Rock**



**Dr. Michaela
Simpson**



**Dr. Ryan
Curl**



Three conversations over half a day:



**Research
foundations**



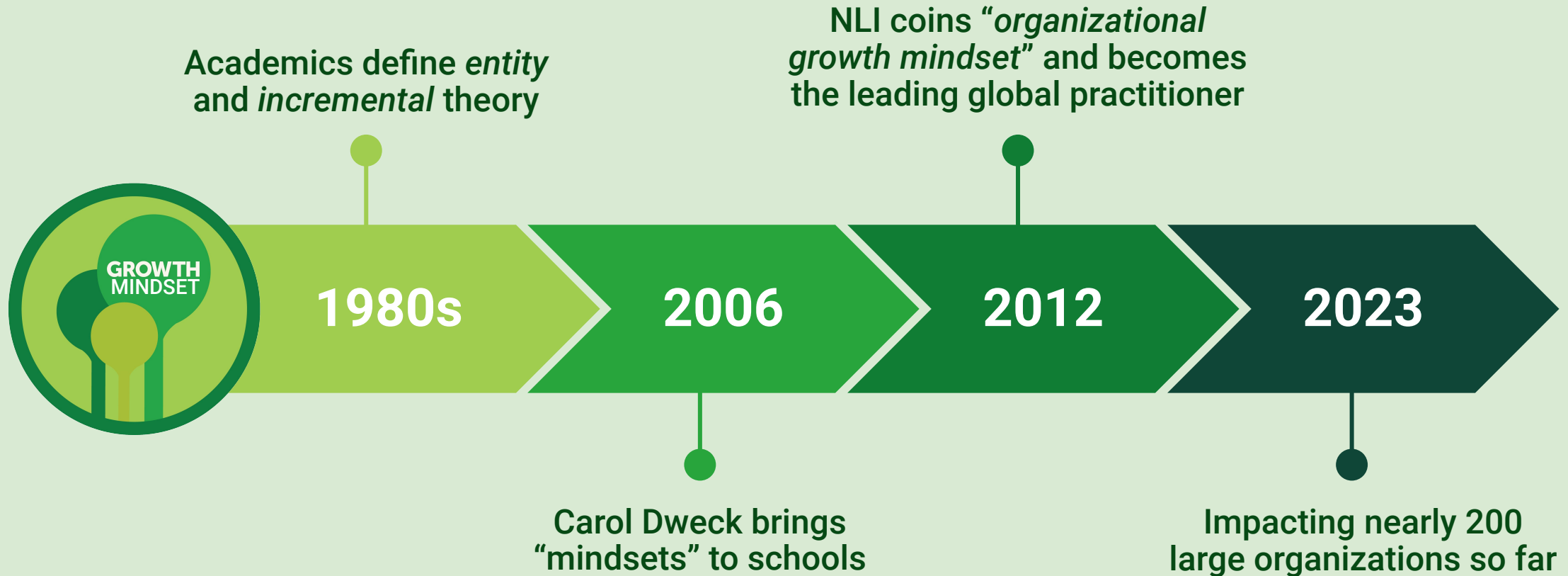
**Scaling this
across organizations**



**What it looks
like in reality**



An idea with a long history



A decade of growth-mindset research



A decade of growth-mindset practice



Fixed mindset



- We are born with a fixed potential.
- We can't change much.
- Effort will not help.
- Feedback is dangerous.
- Stretch goals are pointless.
- Other people's success is a problem.



NeuroLeadership Institute, 2018
Halvorson, Cox, & Rock, 2016

Growth mindset



- We are born to learn.
- We can change.
- Effort is central.
- Feedback is helpful.
- Stretch goals are good.
- We learn from others' success.



The neuroscience of growth mindset



Studies reveal that mindset influences ...

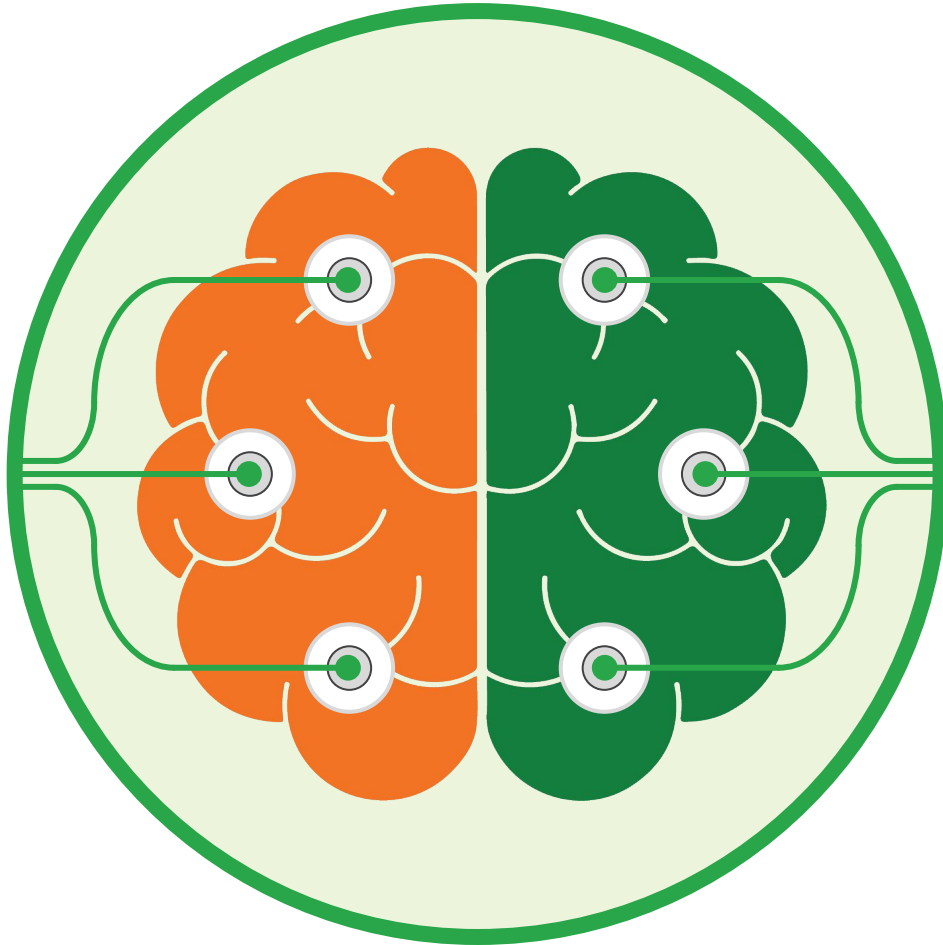


- The kinds of information we pay attention to in any given situation.
- How the brain handles errors and mistakes.
- How we interpret successes and failures.
- Ability to adapt to changing circumstances.



Bejjani et al, 2019
Jia et al., 2023
Myers et al., 2016
Schroder et al., 2014

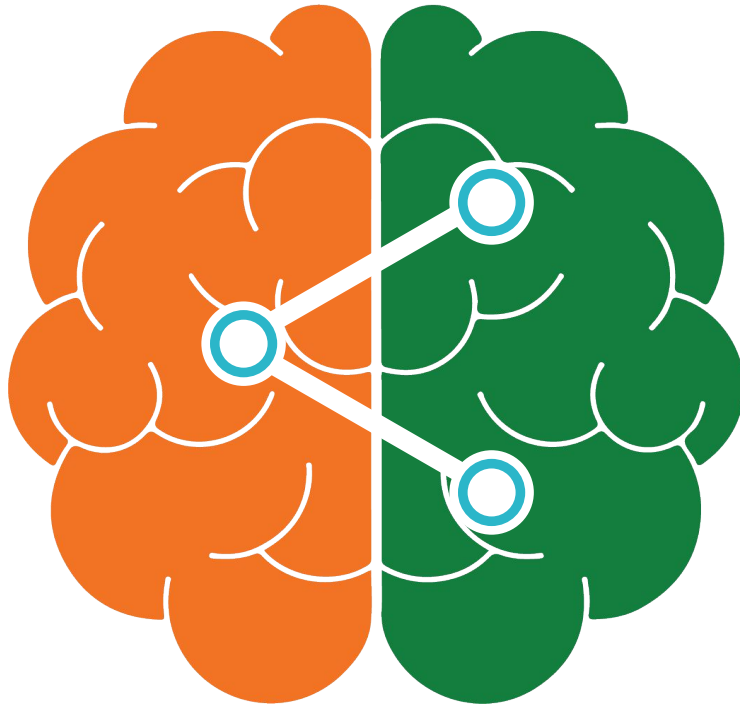
Stronger growth mindset leads to ...



Better **ability**
to pay attention to and
learn from mistakes.

Schroder et al., 2014

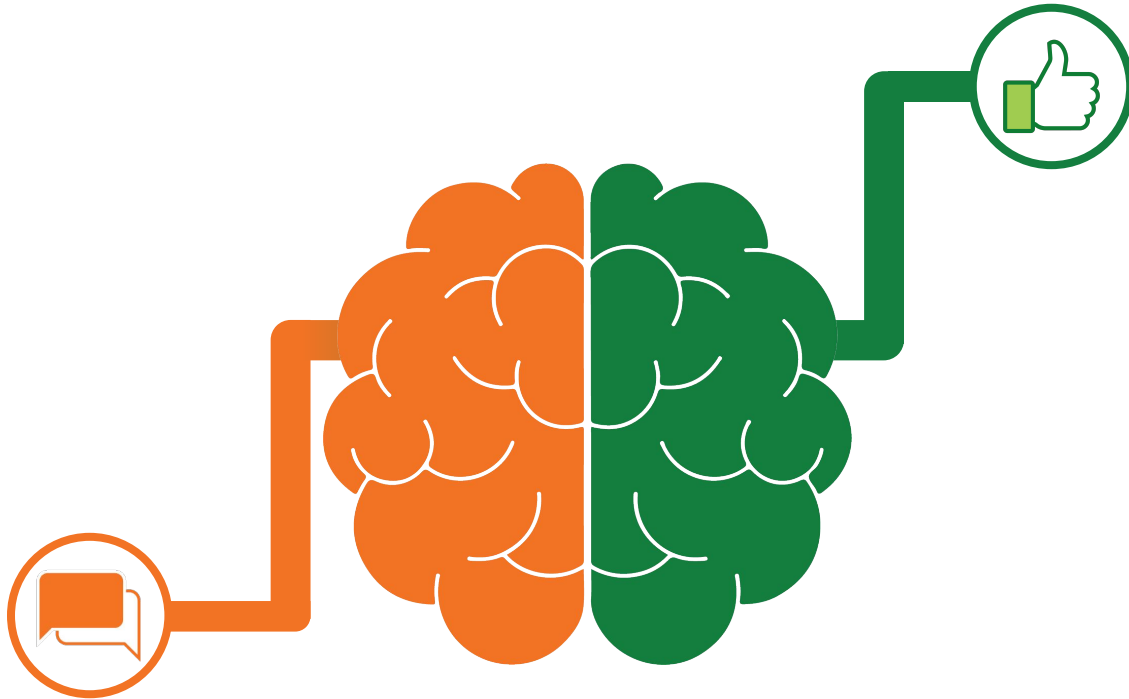
A brain imaging study revealed ...



Stronger connection between
brain regions responsible for
error monitoring and reward.

Myers et al., 2016

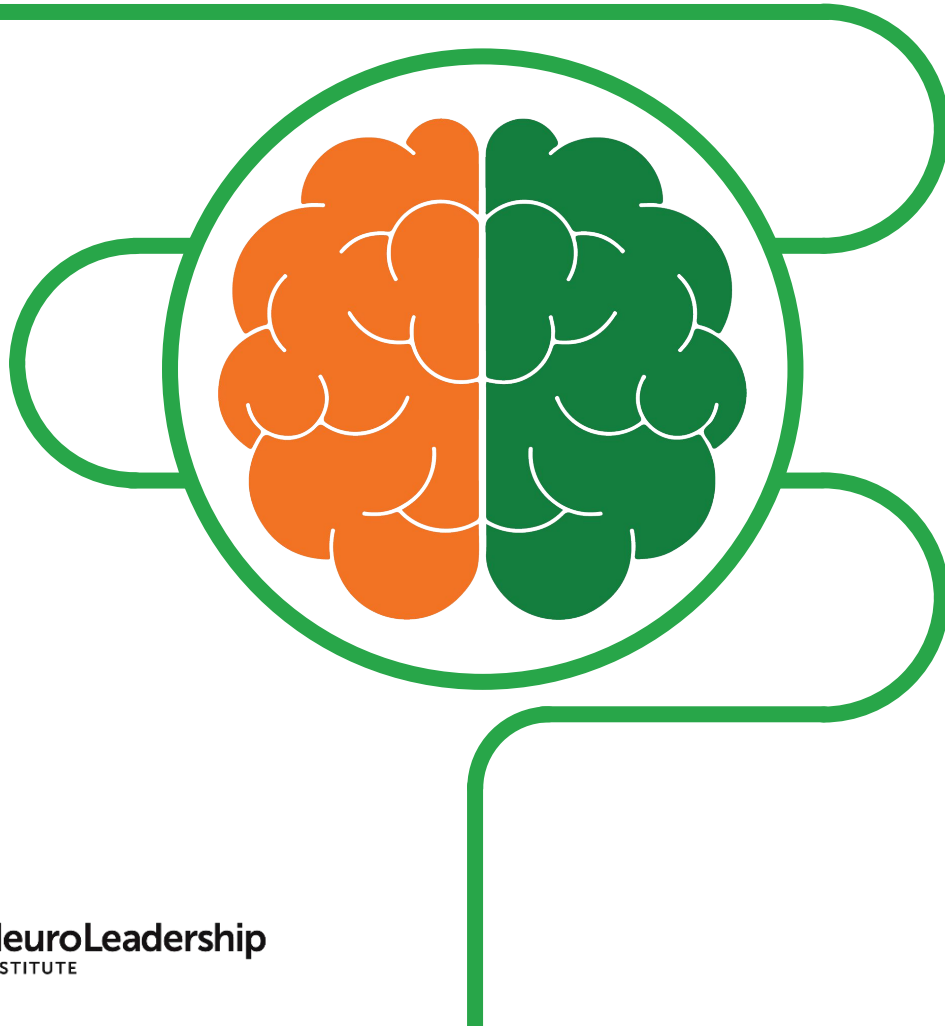
Another study showed that a growth mindset ...



Maintains one's ability to **learn from mistakes** even after one's competence is threatened.

Bejjani et al, 2019

An fMRI study revealed those with a growth mindset have ...



More gray matter in brain areas responsible for
**responding flexibly in
light of new information.**

Jia et al, 2023

Organizational research

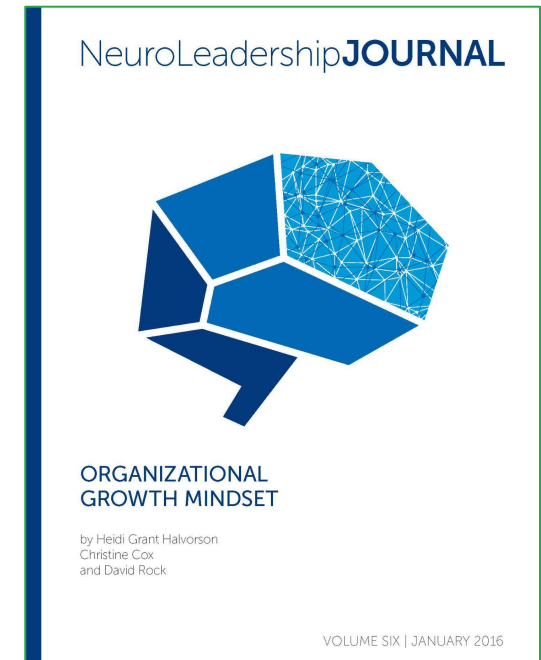


What is an organizational growth mindset?

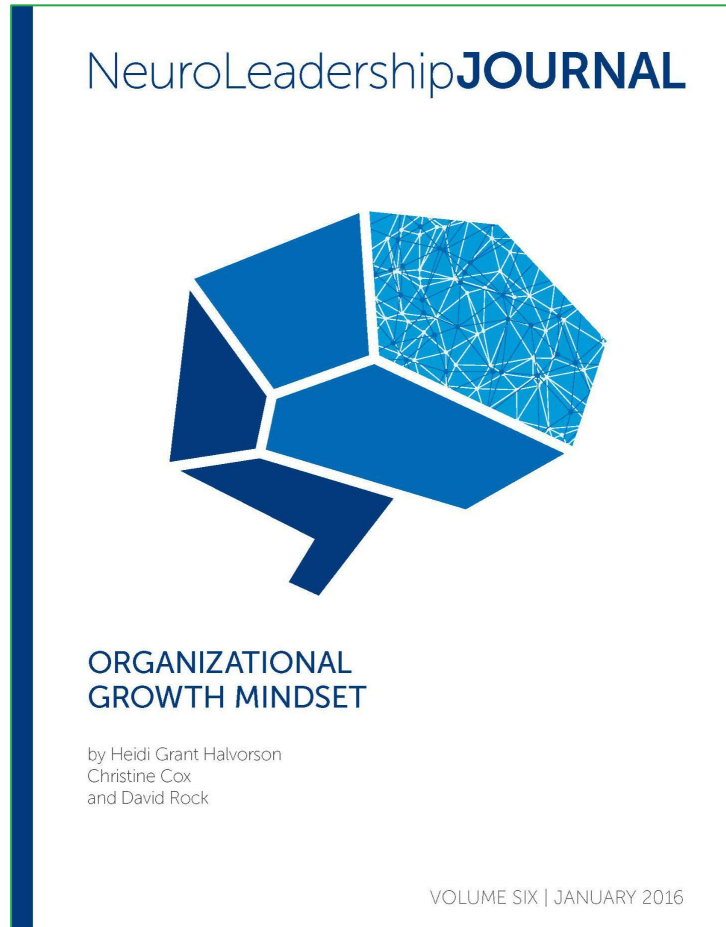


A culture in which all employees are ...

- Seen as possessing *potential*.
- Encouraged to *develop*.
- Acknowledged and rewarded for *improvement*.



Organizational growth mindset journal article

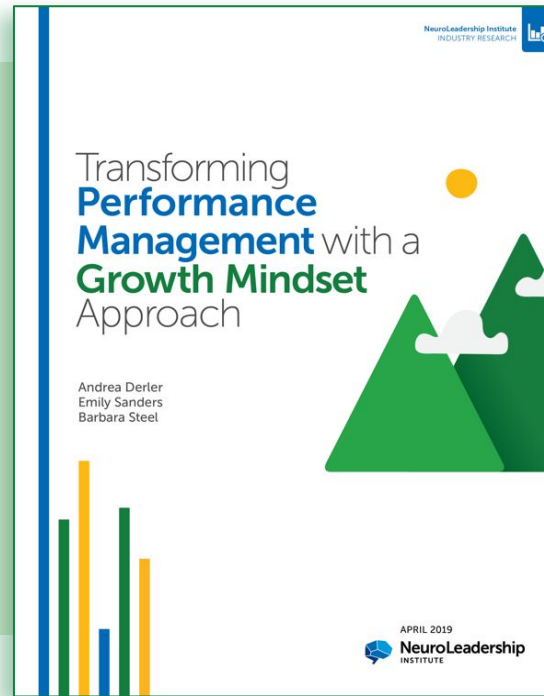


- Organizational culture can encourage fixed, growth mindsets.
- Growth-mindset culture has a powerful impact on:
 - Performance
 - Learning
 - Engagement
 - Self-regulation
 - Neural processing
 - Resilience
 - Leadership
- Two key ways organizations can promote a growth mindset:
 - Valuing, encouraging, rewarding personal and organizational growth.
 - Learn from co-workers — don't compete with them.
 - Comparisons impact mindsets, mindsets impact performance.

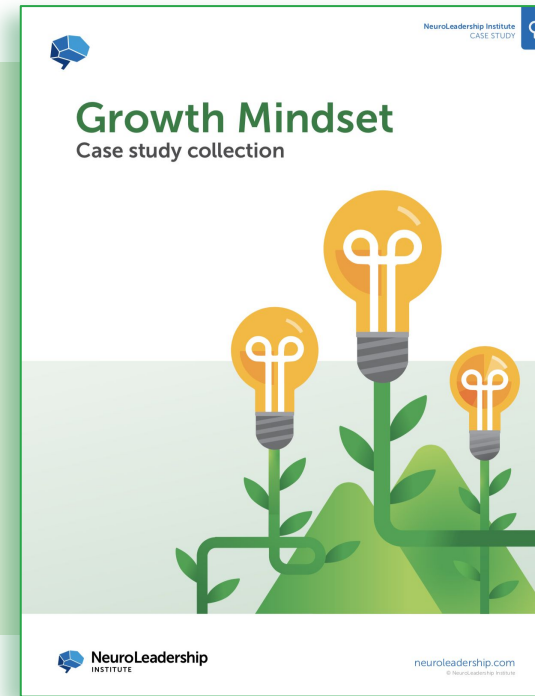
Industry analysis



2018



2019



2019



2020

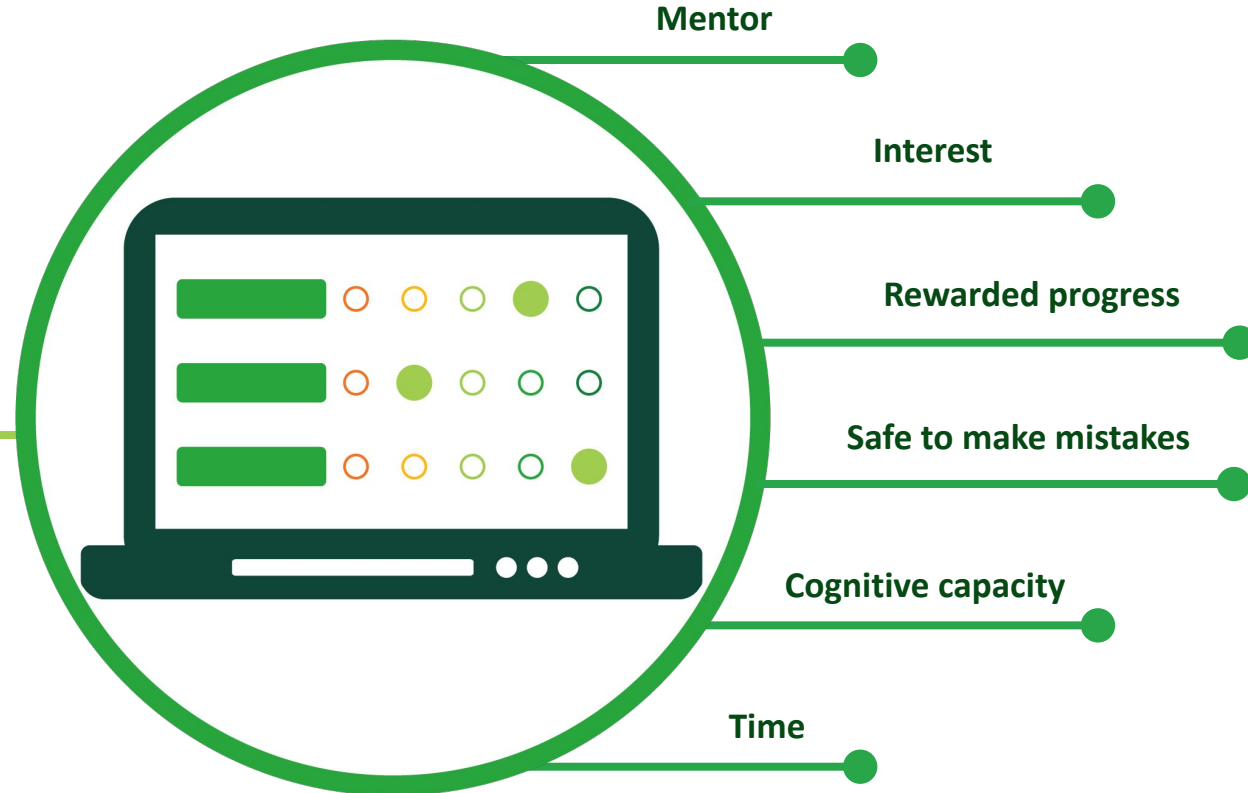
What is a growth mindset? Conceptual progress over time



**Fixed vs.
growth mindset**



**What am
I good at?**



**Is my learning and
development supported?**

Mission statement language reflects culture



“We offer opportunities for personal growth and professional development.”

Participant prediction



Trust, commitment, collaboration, innovation, and integrity



Actual employees



Satisfaction rating (Glassdoor)



“Our success has resulted directly from the talent of our people”

Canning et al., 2020

Employees' perception of organizational mindset is accurate



Researchers found ...

- A strong association between employees' perception of organizational mindset and cultural norms.
- Supervisors' perception of their employees matched their employees' perception of the culture.

Canning et al., 2020

A manager's growth mindset trickles down to the workforce



Ozduran & Tanova, 2017



Thank you