

This table is created by Rajal C (www.discerninggravitas.com) for her May 2021 Forbes.com article

“Growth-Mindset: An Underestimated Game Changer For Leaders”

Triggers	Beliefs of a Growth Mind-set	Beliefs of a Fixed Mind-set
<u>1. Capability</u>	‘Human capability is not fixed at birth but malleable, based on effort’	‘I am special & gifted since birth and I will always stay that way by default’
	‘Talents, abilities, intelligence & personality can be cultivated through efforts, strategies and input from others’	‘ There is no learning required. If you have it , you have it, and if you don’t, you don’t. ‘
<u>2. Potential</u>	‘A person’ s true potential is unknown – a lot of things we deem impossible can be accomplished with learning	‘I wouldn’t bother to put so much time and effort into doing this job well , It’s a wastage.’
	‘Everyone has tremendous potential to improve, grow & achieve’	‘I am already the most talented, special and naturally gifted’
<u>3. Ability</u>	‘Ability increases with learning’	‘If at first you don’t succeed, you probably don’t have the ability anyway, so why bother learning. ‘ The focus is on proving their ability
	‘Not everything (e.g. your values) should be changed.’ Accept some imperfections	‘Why bother at all !’ Become non-learners
<u>4. Effort</u>	‘Effort is indispensable, essential and makes you smart and talented in the long run’	‘You don’t need to put in much effort as you are smart & talented.’
	Enjoy Investing effort and adding value to themselves and others	Unless the task is testimony to their intelligence, they don’t like putting in effort
<u>5. Focus</u>	Very convinced about being loyal to the process and focus on improving it (strategy & choice). They also do not put in effort for the same ineffective strategy over and over.	Loyal solely to outcomes and think that the effort on processes is wasted time as they are innately talented and so can totally do away with effort. They are also prone to binary thinking: ‘If I fail then I am dumb and not talented’
<u>6. Success</u>	Measure success by comparing oneself to ones previous	Measure success by comparing oneself to the performance and outcome of others. Prefer

	performances and learnings over time	effortless success that immediately paints them as a 'natural'
<u>7. Mistakes</u>	Rectifying mistakes gives them confidence as it stretches their knowledge threshold	They lose confidence each time a mistake is made.
	Mistakes are an improvement & growth opportunity	Super sensitive about making mistakes or being seen as 'a failure'
<u>8. Challenges</u>	Love challenges and value them a lot	When not coping with challenges, they feel worthy & optimistic. They lose confidence the moment a challenge rears its head.
	They don't just seek challenges, but also thrive on them. The bigger the challenge, the more willing they are to stretch. At times, they stretch themselves so far that they do/achieve the 'impossible'	No progress as they have limited thinking
<u>9. Obstacles</u>	They apply learnings from the past to overcome current obstacles and reinvent for a better future	Take obstacles as setbacks & curses
<u>10. Confidence</u>	Have high courage and in turn high confidence and self esteem	Fragile confidence, and hence the need to protect it. There is absence of authentic self esteem
<u>11. RISK</u>	Calculated Risk taking	Averse to taking risks
<u>12. Failure</u>	'The action I took failed this time. However, I will conquer my failures through learning'.	'I am a failure' (they make it about identity). 'I am not the best' (they make it about rejection due to setbacks)
	'Failure is about growing- reaching for the things you value – and thereby fulfilling your full potential'	'If I fail, I am dumb and not the best.
	Failure is at times painful to face, but self-talk helps them bounce back faster	'I am not intelligent or talented'. Self-judgement and sinking into depression.
<u>13. Crisis</u>	See as an opportunity – use it to reflect on how they can leverage this	React strongly to perceived setbacks
<u>14. Concerns</u>	Racing against an internally set scorecard and hence tend to be calm	Racing against external scorecards & worried about being judged by others
	Minimal external validation required, and they pro-actively ask for honest feedback	External validation is a must and they shirk honest feedback as they think its below their status to solicit the same
<u>15. Setbacks</u>	Convert setbacks to future success via perseverance and resilience	Setbacks are traumatic ; Shirk responsibility, tend to cheat and blame others.

