

Indian Institute of Technology Kanpur

National Programme on Technology Enhanced Learning (NPTEL)

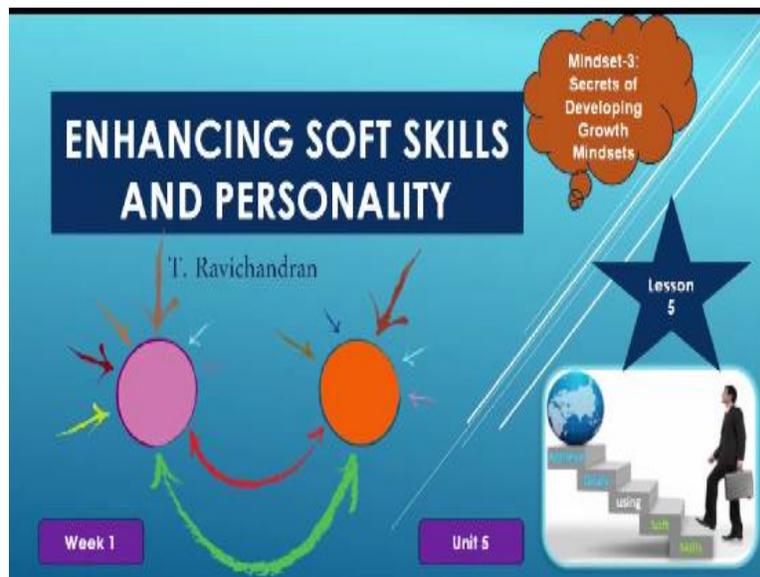
**Course Title
Enhancing Soft Skills And Personality**

**Lecture - 05
Mindset-3: Secrets of Developing Growth Mindsets**

**by...
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Hello everyone welcome back to my course on enhancing soft skills and personality.

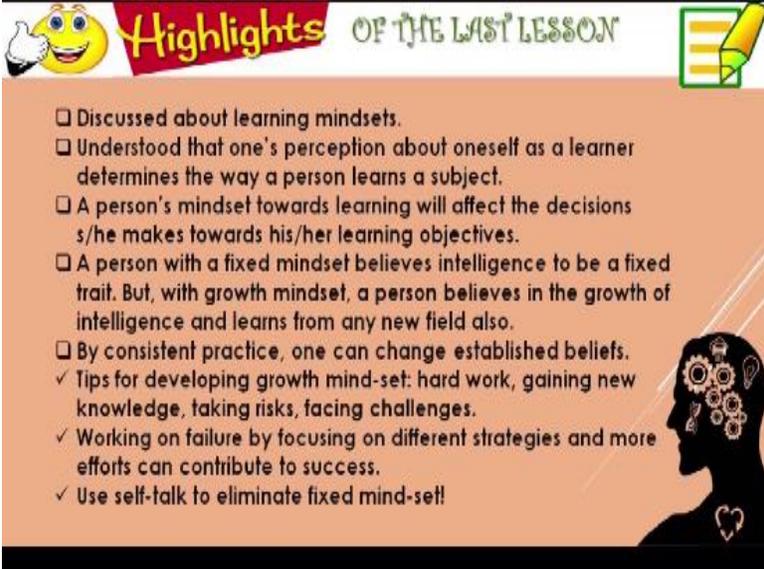
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I am Ravichandran from the Department of humanities and Social Sciences of IIT Kanpur. I have been giving this course to you for the past one week and this is the unit five, and this is the last unit and the last lesson for first week. Now we will conclude this week's lesson with the third part of mindset, mindset 3. And in this lesson I would like to discuss with you about some secrets of developing growth mindsets which is very important in terms of developing and enhancing your soft skills as well as personality.

Before I start discussing about the secrets as I do normally I would like to talk to you first about the highlights of the last lesson what did we do in the last lesson. We basically discussed about learning mindsets and how you can develop learning mindsets, that is how generally you can change your attitude to develop as a good learner. In that lesson we understood that one perception about oneself as a learner determines the way a person learns a subject.

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Highlights OF THE LAST LESSON

- Discussed about learning mindsets.
- Understood that one's perception about oneself as a learner determines the way a person learns a subject.
- A person's mindset towards learning will affect the decisions s/he makes towards his/her learning objectives.
- A person with a fixed mindset believes intelligence to be a fixed trait. But, with growth mindset, a person believes in the growth of intelligence and learns from any new field also.
- By consistent practice, one can change established beliefs.
- Tips for developing growth mind-set: hard work, gaining new knowledge, taking risks, facing challenges.
- Working on failure by focusing on different strategies and more efforts can contribute to success.
- Use self-talk to eliminate fixed mind-set!

A person's mind set towards learning will affect the decisions he or she makes towards his or her learning objectives. A person with a fixed mindset in bad sense will believe that intelligence will be fixed. So the person with fixed mindset will never think that intelligence can be changed he or she always believes that it is a given right, but a person with a growth mindset believes in the growth of intelligence and learns from any new field also.

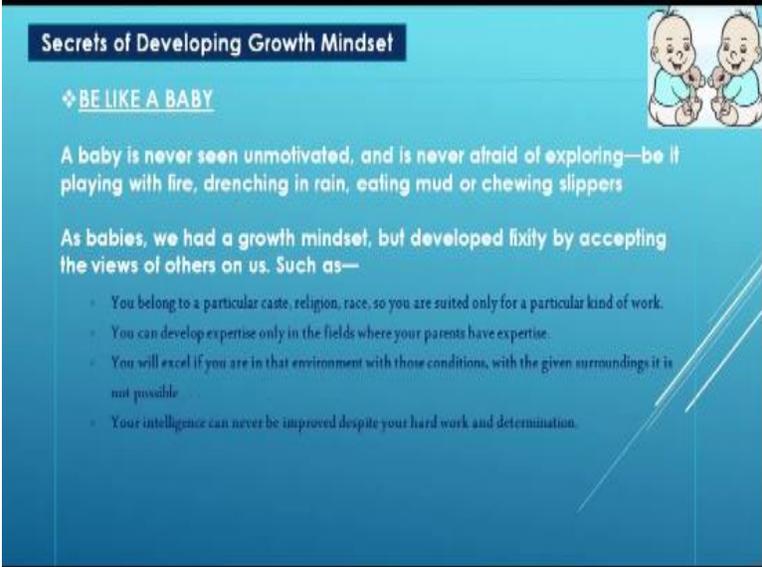
There is nothing unfamiliar for the person with a growth mindset, because the person is opened willing to explore by consistent practice one can change established beliefs. So I ended up by giving some tips for developing growth mindset such as hard-working, gaining new knowledge,

willing to take risks, or embracing challenges. And I said that this will generally facilitate growth mindset.

Apart from that working on failure instead of getting stuck by failure or feeling that it is a setback. Working on failure by focusing on different strategies and more efforts can contribute to success. You should also use self-talk to eliminate fixed mindset, the self-talk is something that you tell yourself that when the negative mindset, the fixed mindset comes and tells you oh! no you cannot do this you will begin by saying no I can do this I will at least try, I will give a good try, I will work hard, I will try to use my will power, I will try to achieve this, I will do this it is possible for me.

As against your negative mindset that keeps telling you know you cannot do this it will be difficult for you. So use the self-talk even when the negative mind is trying to tell you it is trying to pull you down with a fixed mindset you always try to say something positive about your ability, your activity and the task that you have taken in hand so that you can accomplish it successfully.

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Secrets of Developing Growth Mindset

❖ **BE LIKE A BABY**

A baby is never seen unmotivated, and is never afraid of exploring—be it playing with fire, drenching in rain, eating mud or chewing slippers

As babies, we had a growth mindset, but developed fixity by accepting the views of others on us. Such as—

- You belong to a particular caste, religion, race, so you are suited only for a particular kind of work.
- You can develop expertise only in the fields where your parents have expertise.
- You will excel if you are in that environment with those conditions, with the given surroundings it is not possible.
- Your intelligence can never be improved despite your hard work and determination.

Now going to today's lesson I said I will try to give some secrets of developing growth mindset. In a sense that they are not secrets, they are rather open secrets. But just to put it in a way that you really feel that they are secrets you need to explore. The first secret is that you should be like a baby, now why do I say this, if you look at a baby a baby is never seen unmotivated a baby is always doing something, always moving, always active.

And it is a challenge for the parents especially for the first two three years to monitor the baby it becomes a 24 x 7 activity that it is a full-time job, why because the baby is open the baby is never afraid of exploring whether it is playing with fire or getting drenched in rain, or playing with running tap, or eating mud outside or chewing slippers or any dirty substance it is not concerned, it is not bothered it wants to use the teeth explore what is there.

So that openness without any bias, without any thinking that this is good, this is bad, this is dirty, this is ugly, this is beautiful. So without this bias, without this prejudice the baby is open so try to have that kind of openness being like a baby. As babies we always had this growth mindset, but we developed fixity by accepting the views of others owners what kind of views most of these views are negative views.

Most of the views came out from others based on their own inadequacies, or based on their own jealous feelings about us, or based on their own fears and apprehensions which might have happened in their life. But they did not want you also to explore they did not also want you to take challenges no statements like telling you that you belong to a particular caste, you belong to a particular religion, you belong to a particular race.

So you are suited only for a particular kind of work that that particular kind of religious group or racial group or costliest group would always be doing. So this is actually a view, but a negative view that sometimes conditions when you grow up when you when you grow up, and when you are born there is a slight difference when you are born you were completely with the open mindset you did not know which religion you belong to, you did not know which caste you belong to, you did not know what race, you did not know whether black or white is beautiful.

But as you grew up in the society people started imposing their views on you and that gave you the kind of inhibition, people started telling you that you can develop expertise only in the fields where your parents have expertise that if you are a doctor you can become a doctor only if you have parents or doctors, if your parents are engineers then you can also become an engineer. But if your father is a cobbler you will also become a cobbler, if your father is a carpenter then you will also become a carpenter and so on.

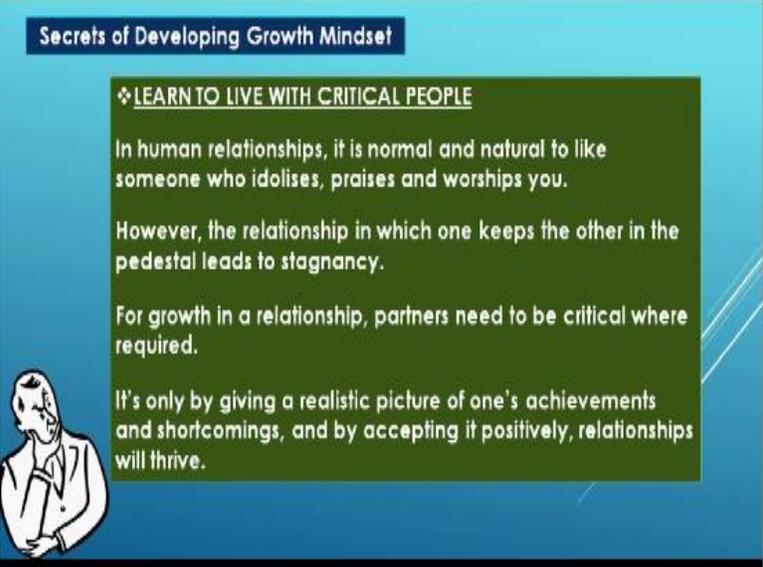
So this is again a kind of succeed mindset that was imposed on us where the people around us as I said that is because of their own inadequacies, their own fees, their own apprehensions and sometimes it is because of their own jealousies they do not want to help you to grow, they do not want to be a facilitator so that you grow, they are afraid that you may grow you may outsmart them and then that may lead to highlighting their own inadequacy.

So that is their business their worry, so you might have also heard of people telling that you will excel only in that kind of environment with certain conditions, but you are in this kind of surroundings so you are in a bad sector, you are born to a poor family, you are born to a group of people who have no idea about this kind of technicalities and talents. So it is not possible, but you should understand that intelligence is actually not something that is given to you by DNA or by heredity.

Intelligence can never be improved that is what people want to tell you despite your hard work and determination, but with startling discoveries in the field of growth mindset you should believe that intelligence is something that can be developed it is malleable. So your brain can be grown, it can be developed, it can be enhanced. So first secret is that be like a baby at least when you are initiating something at least when you start a new venture be like a baby, think like a baby, act like a baby, be explorative do not be afraid of failures.

Now the next important thing that Carol Wreck and others who talk about growth mindset highlight is in terms of human relationships. This is the next important secret that you should learn to live with critical people. Now you may find it very funny and but this is a very interesting observation.

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Secrets of Developing Growth Mindset

❖ LEARN TO LIVE WITH CRITICAL PEOPLE

In human relationships, it is normal and natural to like someone who idolises, praises and worships you.

However, the relationship in which one keeps the other in the pedestal leads to stagnancy.

For growth in a relationship, partners need to be critical where required.

It's only by giving a realistic picture of one's achievements and shortcomings, and by accepting it positively, relationships will thrive.



Because generally in human relationships it is normal and natural to like someone who idolizes, praises and worships you, we all feel good when somebody appreciates it and we all feel happy when people praise, but that is not going to help us in terms of developing a growth mindset. And people with fixed mindset generally try to gel with people who normally flatter them or who try to protect them in such a manner that they never criticize, they never say anything bad about them.

And even if they do a wrong thing the people are all never point it out. So you all know the story of that, “Emperors New Cloth” so the person who made the new cloth wanted to make the emperor realize that he is surrounded by flatterers and in fact he did not make any cloth, he made the emperor just walked nude before others. And nobody said anything so they said that the cloth is looking good, it is wonderful, it is fabulous.

But until the emperor looked at himself on the mirror then he realized what kind of people that he was surrounded by. In human relationships if you want to have a growth mindset okay enjoy having people around you who flatter all the time, but you learn to live with people who are critical people who do not mind calling a spade a spade, people sometimes who are very brutal in

pointing out your mistakes the errors that you commit it hurts, it pains, but then if you have the growth mindset and if you want to develop the growth mindset you should be receptive to people who are critical.

So the relationship which one keeps the other in pedestal okay for worshipping like you are the most beautiful person, you are the most handsome man, you are the most intelligent, you are the smartest ever keeping the other one in the pedestal, touching the feet and then saying that no one is like you. Now this will actually lead to stagnancy it will lead to fixity for growth in a relationship partners need to be critical were required okay.

There are occasions when you really need to give genuine appreciation do that, but there are times when you actually need to point out to your friend, to your spouse, to your children, to your boss that what the person is doing is not correct or it could be done in a much better manner there are some shortcomings in this. Sometimes people do not know how to say this so maybe they lack in soft skills, maybe they are so rude.

But then just beyond the ego hood try to reflect on the actual point they were trying to make if even an iota of truth is there in the point in terms of developing yourself is this accept it. Now that acceptance will make you develop this growth mindset, for growth in a relationship partners need to be critical were required even and I would rather say especially in long-term relationships.

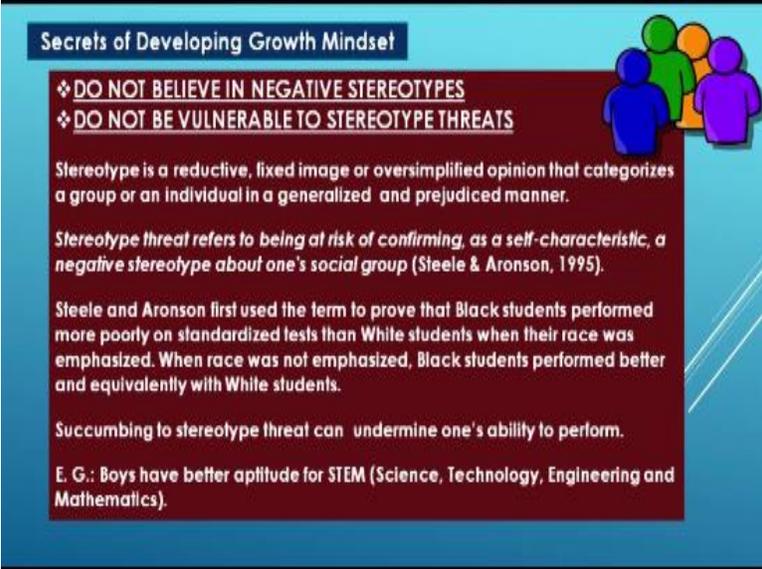
Whether business partnerships or in marital relationships or long-time friendship you need to have somebody who will point out your errors not the one will be blind to the errors and take you to a very huge big fall down fall from which you will never be able to come out it is only by giving a realistic picture of one's achievements and shortcomings and by accepting it positively relationships will thrive.

So this is very important as I said the general human tendency is to seek a kind of appreciation in whatever you do, but having understood that part it is important that you need to also give contingency to that part in which we also have our own limitations and there should be

somebody who should be able to see that without any fear or favor that person should be able to tell us, this is the limitation, this is the shortcoming.

And only with this person we will be able to grow in terms of human relationship and grow our own intellect and emotion and develop our own selves.

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Secrets of Developing Growth Mindset

- ❖ **DO NOT BELIEVE IN NEGATIVE STEREOTYPES**
- ❖ **DO NOT BE VULNERABLE TO STEREOTYPE THREATS**

Stereotype is a reductive, fixed image or oversimplified opinion that categorizes a group or an individual in a generalized and prejudiced manner.

Stereotype threat refers to being at risk of confirming, as a self-characteristic, a negative stereotype about one's social group (Steele & Aronson, 1995).

Steele and Aronson first used the term to prove that Black students performed more poorly on standardized tests than White students when their race was emphasized. When race was not emphasized, Black students performed better and equivalently with White students.

Succumbing to stereotype threat can undermine one's ability to perform.

E. G.: Boys have better aptitude for STEM (Science, Technology, Engineering and Mathematics).



The next secret is that you should not believe in negative stereotypes or you should not be vulnerable to stereotype threats. Let me explain what I mean by this negative stereotypes as well as stereotypes threats. Stereotype itself is a reductive fixed image or oversimplified opinion that categorizes a group or an individual in a generalized and prejudiced manner. So for example a person who is drunk.

So there is a stereotype that he will never tell the truth so a person let us say is send to prison he comes out of the prison there is a stereotypical thinking that or this person will always be a thief or always be a murderer the stereotypical thinking will never give the other person to come out of the patternized mold in which that person is fitted. So stereotype is given in terms of sometimes religion, caste, race sometimes in terms of height.

So high people are people who are taller like these people who are shorter like these people who speak this language or like these people who eat this food like this. Now all these are generalized categorized statements which actually are not tested scientifically and verified individually, and individually maybe completely different. But we generalize and put that individual in a group and use our own prejudiced opinion to judge that person or rather misjudge the person.

But the most dangerous thing is the stereotype threat what is the stereotype threat as defined by Steele and Aronson it refers to being at risk of confirming as a self characteristic a negative stereotype about one social group what does it mean. So I already told you about negative social group negative stereotypes affects the social group and the social group has also become negative because of the stereotypes.

So stereotype threat, it says that I belong to one community which lacks in certain skills and, because that is being told to me again and again and again. So my own community has believed in the negative stereotyping and I conform to it I start adhering to the belief by doing this I underperform even in a situation where I may have the ability to do it much better. So that is stereotype threat that it refers to the being at risk of confirming as a self characteristic a negative stereotype about one social group.

Now Steele and Aronson first use the term to prove that black students so their studies were conducted from how racial stereotypes are affecting individual performances. So they studied the first-year students the black freshmen and even the second-year students, so for most. So they studied. How they were performing in environment on standardized tests where it is believed that white students would always do better and where their race was emphasized.

But it was clearly given as a belief that black students will not do well in this standardized test and white students will always excel. Where race was emphasized they were not able to perform well because they were influenced by the stereotype threat. However when race was not emphasized, black students perform better if not better equivalently equally with the white

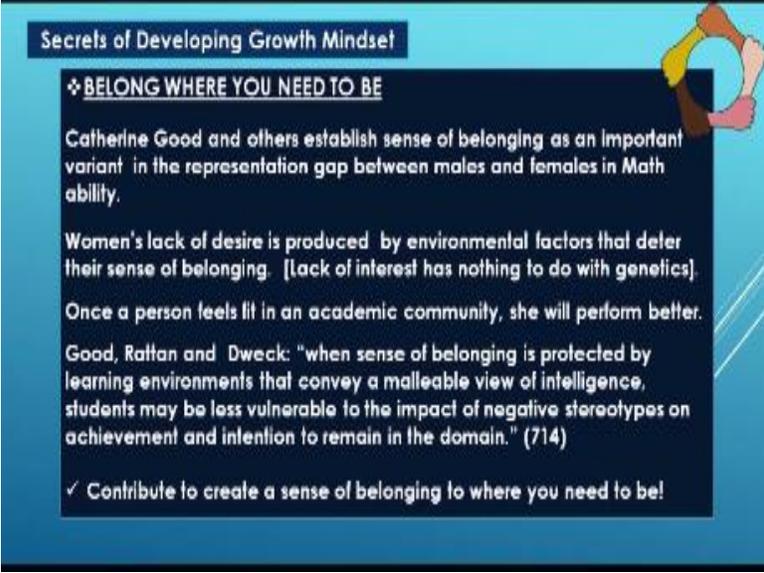
students. So their results try to prove that it is not ability but it is the belief and it is the stereotype threat that makes a person confirm to it.

The other rather threatening factor that the point of this that all of us at some point or other in some areas or other or vulnerable to this stereotype threat. We may be excelling in something but in some unknown area some new area. There may be a stereotype threat that will be verifying our performance returning to stones when men be enter into that area, because of the stereotype threat that tells us that no you cannot do this.

So the lesson succumbing to stereotype threat can undermine one's ability to perform. So being aware of this and telling you again and again. Asking you am I succumbing to stereotype threat is it not a stereotype threat that is undermining that ability. So that will actually help you to come out of it combined with hard work and your ability to confront challenges. Look at another stereotype for threat or another negative stereotype that psychologists have disproved. That is with relation to the general thinking that boys have better aptitude for stem short for fields which are related to science technology engineering and maths.

So the general thinking that female cannot do well in science and technology engineering because. Basically the mathematical ability is not as good as males. So now this thinking this negative stereotype was also disproved again by a group of psychologists, and they introduced another interesting factor they said that this can be changed. If you are able to develop a conducive sense of belonging in the individual. Let us try to understand what this study was and what lesson we need to take from the study. The secret that you need to follow or adhere to understand is that belong where you need to be.

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Secrets of Developing Growth Mindset

❖ **BELONG WHERE YOU NEED TO BE**

Catherine Good and others establish sense of belonging as an important variant in the representation gap between males and females in Math ability.

Women's lack of desire is produced by environmental factors that deter their sense of belonging. [Lack of interest has nothing to do with genetics].

Once a person feels fit in an academic community, she will perform better.

Good, Rattan and Dweck: "when sense of belonging is protected by learning environments that convey a malleable view of intelligence, students may be less vulnerable to the impact of negative stereotypes on achievement and intention to remain in the domain." (714)

✓ Contribute to create a sense of belonging to where you need to be!

If you have to be in a group if you have to be in an academic group, if you have to be in a professional group you belong you try to have the sense of belonging. What was the experiment conducted with relation to this Katherine good and others they conducted some experiments on boys and girls males and females in terms of their mathematical ability. And in the experiment conducted in various universities in the US they identified that sense of belonging is an important variant is an important factor in the representation gap between males and females in math ability. Generally was pointed out like women lack desire they are not interested in doing max they are dull.

But they established that women's lack of desire is produced by environmental factors that deter a sense of belonging. First of all the group in which they should belong to the academic group itself Christ to perpetuate negative stereotypes saying that no, no you cannot do this you are a girl you are a girl. But converse to that they found out that if once a person feels fit in an academic community.

She will perform better it is important that she has to feel that I belong to this group the group is validating my contribution. The group is making me feel that I am equal to them if not they are

also appreciating occasionally that I am doing better than them. I belong to this group and I can perform better if the academic community can make her feel this way she will naturally perform better.

So good return and wreck based on their discovery they make this statement let us look at this quote and quote. When sense of belonging is protected by learning environments that convey a malleable view of intelligence, students may be less vulnerable to the impact of negative stereotypes on achievement and intention to remain in the domain. Simply what they try to tell us when sense of belonging is protected by learning environments, when the student especially here a girl student in terms of developing math's or science or technology or engineering ability. If she is made to feel protected in the learning environment that contains a malleable view of intelligence.

The view is that we are giving you an environment we are facilitating where you can grow your intelligence. So if this kind of environment is given then students may be less vulnerable to the impact of negative stereotypes. Rather they become immune they are protected from negative steal and intention to remain in the domain the second part implies.

That some people occasionally do very but then they give it up they feel that okay at undergraduate level I did that but then at postgraduate level I do not want to follow or at postgraduate level I did that. But for research at PhD level I do not want to do. So their intention to remain in the domain is also conditioned and governed by the sense of belonging.

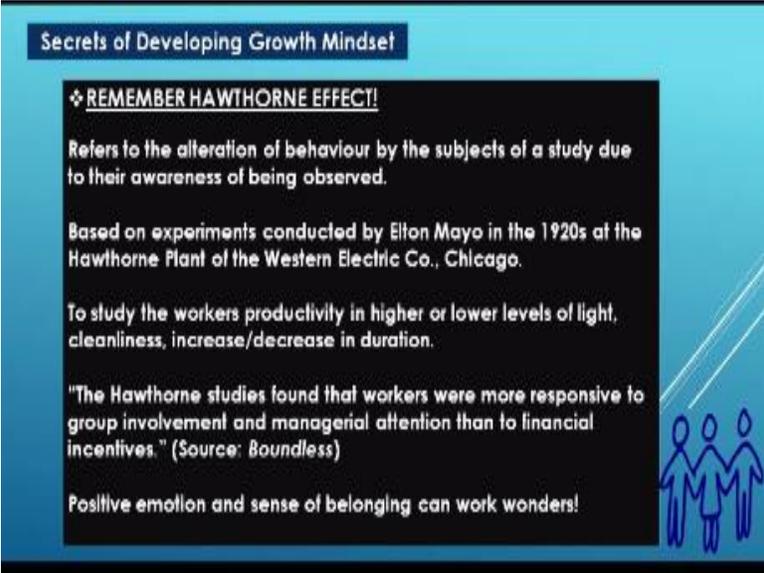
That is given and protected by learning environments, now can you actually wait for that kind of learning environment some of you are actually gifted some of you are lucky some of you are blessed you may fortunately find yourself in that kind of learning environment. But most of us are not that blessed; now in that case I suggest that you should contribute to create a sense of belonging to where you need to be. This means identify the academic community the professional group that you should be.

Sometimes the group will not accept you sometimes the group may insult you the group may humiliate you. The group may reject you but keep that in mind that this is a kind of prerequisite for you to become an active member in the group. You have to convince them that you are equal in certain aspects you are even better than most of the group members and by positive reinforcement of consistent good behavior some members will slowly start accepting you. And sooner or later you will also become a very active member of that group.

So contribute to create a sense of belonging instead of waiting that you will find a group where you will have that sense of belonging okay. So if you wait then the wait is never going to end but you identify groups and then you try to contribute you try to share you try to give. And then people will accept you now with this I just want you to also remember one more interesting psychological experiment that is in terms of thought on experiment.

And remember what an effect which came out of authentic on experiment what is this now authentic effect generally refers to the author alteration of behavior by the subjects of the study.

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Secrets of Developing Growth Mindset

❖ REMEMBER HAWTHORNE EFFECT!

Refers to the alteration of behaviour by the subjects of a study due to their awareness of being observed.

Based on experiments conducted by Elton Mayo in the 1920s at the Hawthorne Plant of the Western Electric Co., Chicago.

To study the workers productivity in higher or lower levels of light, cleanliness, increase/decrease in duration.

"The Hawthorne studies found that workers were more responsive to group involvement and managerial attention than to financial incentives." (Source: Boundless)

Positive emotion and sense of belonging can work wonders!



Due to their awareness of being observed Hawthorne effect refers to the alteration of behavior by the subjects of the study. Due to their awareness of being observed now this will become clear when I tell you. What was the experiment and the story behind the experiment? Now this effect is actually based on experiments conducted by Elton Mayo in the 1920s at the Hawthorne plant of the Western Electric Co in Chicago.

Now the company managers and see was they wanted them to conduct. Certain specific experiments in order to study the productivity, so they wanted to find out what could be done. To motivate their workers and make them perform better and increase the productivity by which the company can also earn better.

So generally it was about to study the worker's productivity. And then the methods in which they studied was based on the previous theories of motivation of previous norms about work environment. In which it was thought that people who work in dim light will perform lesser than people who work in bright lights. In terms of cleanliness and then in terms of increasing or decreasing the duration. So they selected a group of people for the experiment and then they started and then they conducted in various times different parameters such as they increase the light they decrease the light condition.

They made them work for short periods with breaks they gave them food in between the breaks they made them work without food in between the breaks. They kept the environment very neat and tidy they kept the environment very ugly very dirty. They, they kept on changing the duration they made them work for long hours, they made them work for short hours. Now the hypothesis the thinking they had before they started conducting the experiments were like this that if you give them favorable working condition. If you give a conducive environment the productivity will increase.

So if the environment is dirty if they work in low levels of light if you make them work for longer hours the productivity will naturally go down. That was the belief that was the hypothesis they had but the results they got you did not believe that. It startled the people who conducted the experiment what were the results the results despite the fact that they lower the light they

increase the light they gave forth they did not give forth. They made the environment dirty they made it look very beautiful. They increase the duration they made them work for long hours they made them work for short hours.

Now despite of whatever variables the performance went on increasing. Nowhere had they showed that the performance will go down. Now what went wrong or what went right what happened so again they started analyzing the subject that is the participants who actually were experimented on. Then they realized that in fact the experiment changed its direction then they realized it is important to study these participants. What happened the participants were selected for the experiments we are actually all women workers. The reason for which they selected the women workers was particularly because they were small in number.

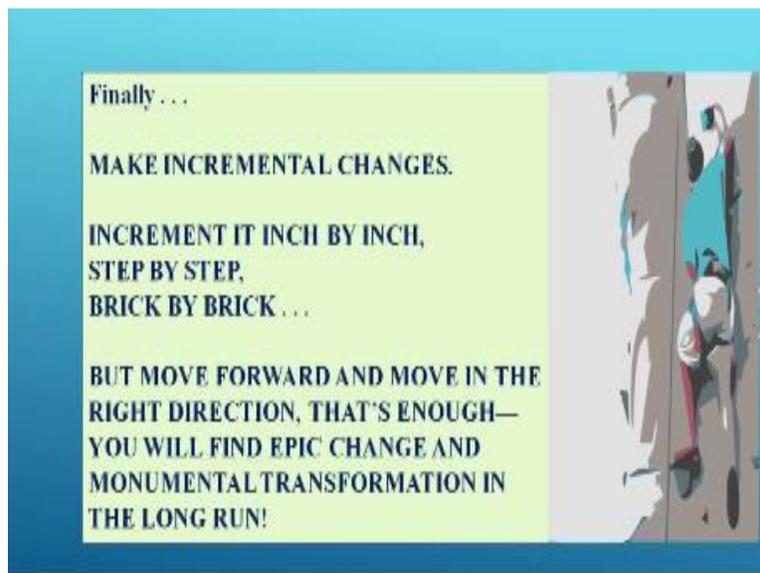
And it will be easy to put them in a group and then make them work and then they can study them easily. But what happened to the women workers they got a feeling that they were selected among thousands of people who are working in the plant. And they were chosen few they, they developed the sense of elitist belonging they faith that they are rather selected because they are the best workers okay. Come what may they decided that they should give them their best performance. So whatever they did they try to show them that that performance will never diminish instead of whatever changes they will make in the environment.

Despite incentives despite any extra benefits they are willing to work so hard and then try to always increase the level of their performance. Now in short the hot end studies found that workers were more responsive to group involvement and managerial attention than to financial incentives. It is not money finally that is going to give the job satisfaction or escalate the work performance. But it is the attention that people are given to and the sense of belonging they developed and the privileged position they experienced. So that actually contributed to a higher level of productivity.

So overall if you develop positive emotion in any given situation and sense of belonging both can work wonders. So remember Hawthorne effect so it completely changed the experimenters' hypothesis and then gave them new ideas in terms of motivation. It made them believe that it's

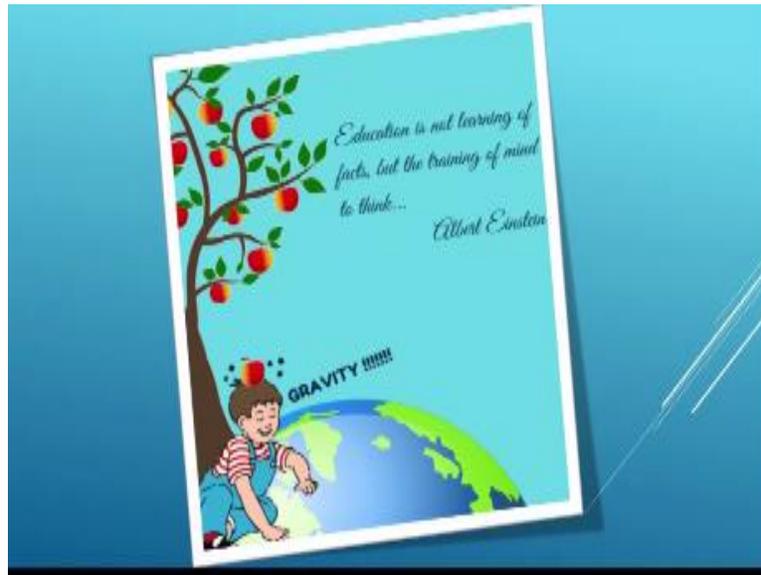
not money but it is HD it is emotion it is sense of belonging. So these are factors which are actually important in terms of productivity. Now in terms of developing your growth mindset these factors are also important. Now finally to conclude I would say that overall when you develop your growth mindset it is not easy to develop it overnight. But make incremental changes that are first change.

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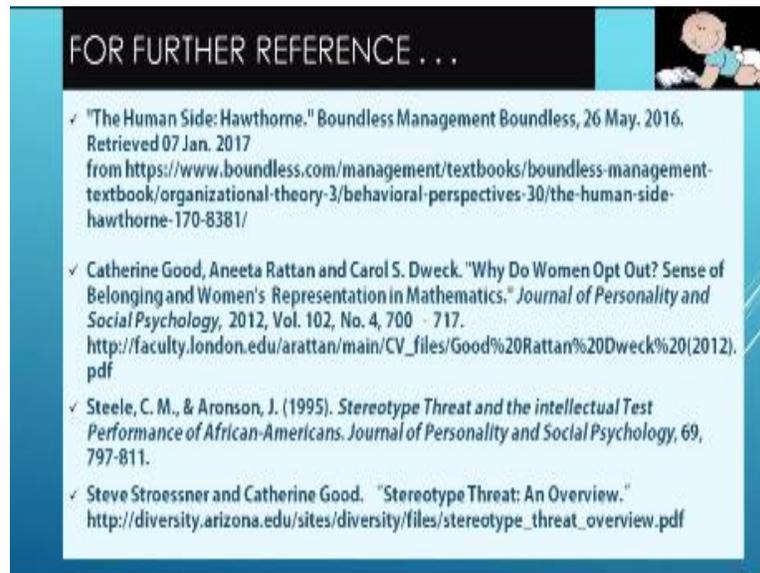
But then make incremental changes that is slightly increase your performance slightly try to do something better than it was before. Increment even inch-by-inch step by step brick by brick as they say is the wall is the building that gets constructed. So one step at a time but always tries to move forward and move in the right direction that is enough. You will find a big change on monumental transformation in the long run. With that note so I would like to conclude with another thought that has been attributed to Albert Einstein.

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And which is somewhat like my overall motto of this course. Which I have said many times in the previous one remember that education is not learning of facts it is not accumulating degrees it is not saying that you have this degree that degree. You know this information that information but the training of mind to think and to think in the right direction. For further reference.

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If you want to know more about the hot on experiment I have given an online link from boundless management which is available on online. And if you want to know more about the math ability experiment conducted by Catherine good than others it is also available in the form of a paper online.

If you want to read more about stereotye threat, you can also refer to the book and part of which is published as an article in the Journal of Personality and Social Psychology the reference is also there. And there is also another interesting article by Steve Stroessner and Catherine good on stereotye threat and overview which very simply summarizes what stereotye threat can do to people.

So stay committed to developing and enhancing your personality soft skills first by developing this growth mindset. This is the final lesson of this first week and at the end of the first week keep this in your mind be tuned for growth mindset. And then we will go to other aspects of enhancing your subscription personality thank you for watching this video we will come back and then meet in the next weeks lesson thank you once again.

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