


THE IMPORTANCE OF DEVELOPING A GROWTH MINDSET <https://doi.org/10.56238/sevened2024.029-016>**Ricardo Noboru Katsumata¹ and Sylvana Lima Teixeira²****ABSTRACT**

The concept of growth mindset is based on the premise that skills and intelligence can be improved through effort and dedication, promoting personal and professional development. Individuals who adopt this perspective tend to face challenges as learning opportunities and show a greater ability to adapt to change, an essential differential in corporate environments that require innovation and teamwork. In contrast, the fixed mindset can restrict progress by considering skills as unalterable, resulting in stagnation. In this context, emotional intelligence plays a crucial role, empowering people to manage their emotions constructively and maintain healthy relationships in the workplace. The methodology used in this analysis was based on a bibliographic research, supported by books and academic articles. The relationship between growth mindset, emotional intelligence, and leadership strengthens innovation and resilience, qualities that are indispensable for success, both individually and organizationally, in a scenario of constant transformation.

Keywords: Growth. Emotional. Intelligence. Mentality.

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INTRODUCTION

The concept of growth mindset is widely discussed by Dweck (2017), who states that skills and intelligences can be improved through effort, learning, and dedication. Individuals with this mindset see challenges as opportunities for growth and are not afraid of failure, which favors both personal and professional development. In organizational environments, this mindset creates a climate of innovation, collaboration, and overcoming, crucial factors to face the rapid changes in the market.

De Sousa (2021) reinforces that the growth mindset is essential for personal and professional success, as those who adopt it believe in the continuous improvement of their skills. In the corporate context, leaders play a key role in creating environments that encourage learning and constructive feedback, thus facilitating the adaptation and resilience of teams in the face of challenges.

In contrast, the fixed mindset, according to Dweck (2017), is based on the belief that skills and intelligence are immutable. People with this view tend to avoid challenges for fear of failure, which limits their growth. Júnior (2023) points out that this resistance to learning leads to stagnation, which can be especially harmful in corporate environments that require constant adaptation and innovation. Individuals with a fixed mindset are more likely to interpret feedback as personal criticism, making it difficult to develop new skills and pursue innovations.

The concept of worthiness is also central to the growth mindset. Alves (2021) argues that success does not depend only on innate talent, but on effort and the ability to adapt in the face of difficulties. For people with this mindset, deserving is the result of dedication and resilience. Júnior (2023) complements by stating that this vision strengthens the willingness to face challenges and pursue more ambitious goals, which fosters a meritocratic culture in organizational environments.

Another crucial factor in developing a growth mindset is emotional intelligence. Alves (2021) highlights that emotional intelligence allows individuals to manage their emotions constructively, which is essential for facing criticism and failure. In organizations, emotional intelligence promotes a positive environment and facilitates the creation of healthy relationships, which are fundamental for collaborative success. Goleman (2015) states that the ability to identify and control one's own emotions, as well as those of others, is vital for both leaders and their teams, promoting balanced decisions and effective conflict resolution. The combination of growth mindset and emotional intelligence results in greater resilience and flexibility in the face of change.



In general, in the context of leadership and management, the growth mindset is considered an essential tool for effective leaders, because, as highlighted by Alves (2021), they are able to create environments that encourage continuous learning and team development, promoting psychological safety, in which mistakes are perceived as opportunities for growth, and not as definitive failures. In this way, the integration between the growth mindset, emotional intelligence, and effective leadership become fundamental for personal and organizational development, favoring innovation, adaptation, and strengthening of a collaborative culture, allowing both individuals and organizations to thrive in scenarios of constant change.

METHODOLOGY

This research, with a qualitative approach, used a literature review between 2020 and 2024, including direct consultations with books by authors such as Dweck (2017) and Goleman (2015), and recent scientific articles on growth mindset, emotional intelligence, and leadership. The selection of articles, obtained from databases such as *Scielo* and Google Scholar, prioritized current and relevant publications on the topic, with works prior to 2020 referenced only when cited in more recent studies. The analysis focused on the intersection between these concepts in organizational contexts, aiming to understand how the growth mindset, combined with emotional intelligence, can influence innovation, adaptation, and resilience in work teams.

TECHNICAL RATIONALE

The theoretical foundation of this study covers the essential concepts for the analysis of mentalities in the organizational environment.

Growth Mindset

The concept of growth mindset refers to the belief that skills and intelligences can be improved through effort, learning, and dedication. As observed by Dweck (2017), individuals who adopt this mindset tend to stand out in the face of challenges, seeing failure not as an indicator of their limitations, but rather as a chance for learning. This mental approach has a significant impact on both personal and professional life, creating an environment conducive to innovation and the continuous search for knowledge. In the organizational context, the growth mindset encourages collaboration and the permanent development of teams, favoring a culture of overcoming and constant improvement.



As pointed out by De Sousa (2021), cultivating a growth mindset is essential to achieve a more satisfying life and to success in the personal and professional spheres. Individuals who adopt this perspective recognize that effort and dedication are essential to achieve their goals, believing in the possibility of continuous improvement of intelligence and skills. In the corporate environment, the role of the leader is to facilitate this development, promoting a climate of constant learning where constructive feedback and the exchange of knowledge are recognized as important. People who embrace this mindset tend to be more receptive to challenges and change, being able to adapt more easily to new situations and face adversity more effectively. Taleb (2020 apud Júnior, 2023, p. 608) adds to this perspective by stating that the growth mindset is in line with the concept of antifragility.³ This means that individuals and systems that take this approach not only adapt to chaos and transformations, but also take advantage of those experiences, emerging stronger and more resilient.

Research carried out by Yeager et al. (2014 apud De Andrade, 2024, p. 170) demonstrates that children and adolescents with a growth mindset are more resilient in the face of challenges and have a higher academic performance, regardless of their socioeconomic context. In the professional environment, employees who cultivate this mindset are more innovative and open to change, which results in significant contributions to the adaptation and evolution of the organization in response to market demands⁴.

Thus, the growth mindset transcends the mere acquisition of new skills, as it represents a philosophy of life that fosters continuous and lasting development. By adopting this perspective, it is possible to transform challenges into opportunities and boost both personal and professional progress, which is positively reflected in various areas of life (Dweck, 2017).

Fixed Mindset

The fixed mindset is defined by the belief that abilities and intellects are innate and unchanging characteristics. According to Dweck (2017), people who adopt this view tend to avoid challenges and prefer to stay in their comfort zones, prioritizing the demonstration of their skills rather than seeking the development of new skills. The search for self-affirmation leads them to avoid situations that may expose their limitations, which, in turn, inhibits

³ Taleb (2020 apud Júnior, 2023, p. 608) argues that the growth mindset is aligned with the concept of antifragility, where individuals thrive in the midst of adversity.

⁴ Yeager et al. (2014 apud De Andrade, 2024, p. 170) indicate that children and adolescents with a growth mindset demonstrate greater resilience and academic performance, also reflecting in innovations in the professional environment.



learning and makes it difficult to adapt to new realities, restricting both personal and professional growth.

Júnior (2023) points out that resistance to facing challenges and fear of failure are striking traits of this fixed mentality, resulting in a state of stagnation. People with this perspective cling to what they have already mastered and shy away from experiences that might generate discomfort or reveal their weaknesses. This type of behavior is detrimental in organizational environments that require agility and adaptation, where these qualities are crucial to achieving success.

In the corporate context, the presence of a fixed mindset compromises the ability to innovate and the acceptance of change. Employees who adopt this type of mindset often react to feedback as if it were personal criticism, which makes it difficult to overcome obstacles and search for innovative solutions, negatively impacting organizational performance in the long term (Bower & Kowerski, 2017 apud De Andrade, 2024, p. 171).⁵ In addition, people with this perspective tend to limit their actions to a narrow scope, guided by social norms and the pursuit of minimal effort, believing they do not have the capacity to deal with new demands or challenges (Dos Reis et al., 2023).

Yeager et al. (2014 apud De Andrade, 2024, p. 169) state that, in the educational environment, children with a fixed mindset have negative reactions to difficulties, which results in greater stress and lower academic performance. In work environments, employees with this mindset tend to avoid the search for new knowledge, thus compromising their professional growth and the organization's potential for innovation and development.⁶

In the transition trajectory from a fixed mindset to one of growth, self-awareness becomes key. Brackett (2021 apud Júnior, 2023, p. 605) emphasizes that personal reflection and the willingness to challenge restrictive beliefs are vital steps on this path. By recognizing limiting thoughts, the person can realize that mistakes and difficulties are not signs of a permanent disability, but, on the contrary, are part of the learning process.⁷

Finally, it is essential to understand the limitations of the fixed mindset and adopt strategies to overcome them, aiming at both personal and professional evolution. This change in perspective allows for better use of opportunities and favors the creation of a

⁵ Bower & Kowerski (2017 apud De Andrade, 2024, p. 171) discuss the relationship between fixed mindset and organizational performance.

⁶ Yeager et al. (2014 apud De Andrade, 2024, p. 169) highlight that children with a fixed mindset face stress and low academic performance, and this mindset in professionals hinders organizational growth and innovation.

⁷ Brackett (2021 apud Júnior, 2023, p. 605) emphasizes the importance of self-awareness and personal reflection in the transition from a fixed mindset to a growth mindset, highlighting that recognizing limiting thoughts is crucial for learning and overcoming difficulties.



healthier organizational environment, which fosters sustainable growth and lasting success (De Sousa, 2021).

Worthiness

According to Alves (2021), the idea of worthiness transcends simple innate talent, being built through constant dedication, effort, and the ability to adapt to difficulties. For people with a growth mindset, success is seen as the result of hard work and resilience, rather than something taken for granted or inherited. With this, deserving becomes an achievement that arises from commitment and overcoming obstacles, promoting the exit from the comfort zone and the willingness to face challenges.

To achieve a successful life, it is essential to adopt practices that favor the production of hormones linked to well-being, such as setting clear goals and cultivating healthy habits for both body and mind. The feeling of worthiness, combined with unwavering faith and constant effort, is crucial to promote behavior change and the search for personal growth, thus getting closer to the realization of dreams and goals (Dos Reis et al., 2023).

Júnior (2023) reinforces this idea by linking deserving to the development of a growth-oriented mindset. He points out that the belief that continuous effort brings rewards stimulates the willingness to face challenges and the pursuit of more audacious goals. When this perception is integrated into the organizational culture, an environment is formed that recognizes and rewards achievements, contributing to the strengthening of a meritocratic culture.

De Sousa (2021) complements by stating that, by adopting a growth mindset, people perceive themselves as deserving of the success they achieve, as they understand that their achievements are the result of their dedication and commitment to continuous learning. They understand that merit is not attributed arbitrarily, but rather built over time, reflecting their commitment and choices. Thus, the concept of worthiness, within a growth mindset, strengthens the belief that success is accessible to everyone who is dedicated to overcoming obstacles and developing their skills, promoting a positive and dynamic view of human potential.

Emotional Intelligence

Emotional Intelligence is intrinsically linked to the cultivation of a growth mindset, as it encompasses the ability to manage one's emotions and face challenges constructively. According to Alves (2021), emotional intelligence enables the individual to maintain resilience and concentration on long-term goals, even when faced with criticism and



failures. Individuals with high emotional intelligence tend to adapt more easily to change, taking advantage of their emotional responses as opportunities for learning and evolution.

In the organizational environment, emotional intelligence is essential for the formation of healthy relationships and the creation of a positive climate. Goleman (2015) points out that emotional intelligence implies the ability to identify and understand both one's own emotions and those of others, managing them to establish more empathetic and effective interactions. Leaders and colleagues with high emotional intelligence are generally better able to resolve conflicts, make thoughtful decisions, and foster an organizational environment that favors development.

Goleman (2015) argues that emotional self-awareness is essential for effective leaders and for cultivating a growth mindset. By identifying and controlling their own emotions, individuals become more resilient and less prone to impulsive reactions, which makes it easier to overcome obstacles and favors a collaborative environment. The combination of the growth mindset and emotional intelligence results in individuals who are more resilient and able to adapt to change more easily.

Thus, emotional intelligence is an essential component of sustaining a growth mindset, as it helps individuals manage negative emotions and maintain motivation even in the face of difficulties (De Sousa, 2021).

Leadership and Management

In the organizational context, cultivating a growth mindset is essential for effectiveness in leadership and management. Leaders who embrace this philosophy foster a culture of relentless learning, encouraging their teams to face challenges with a positive attitude and strive for improvement. According to Alves (2021), leaders with this mindset are able to increase employee engagement, promoting the search for improvements and overcoming barriers.

The relationship between effective leadership and the growth mindset goes beyond mere technical knowledge, also involving the ability to motivate teams to adopt a resilient and adaptable posture. These leaders create an environment of psychological safety, where employees feel comfortable taking risks, learning from mistakes, and exploring new ideas (Alves, 2021).

According to Júnior (2023), managers who adopt this perspective are able to motivate their teams to act in the same way, creating an environment that favors innovation and collaboration. These leaders recognize the importance of effort and continuous learning, ensuring a healthy and stimulating workspace.



Brown (2019 apud Júnior, 2023, p. 607) points out that vulnerability and courage are fundamental for genuine leadership. Leaders who possess emotional intelligence and resilience not only deal with crises effectively, but also convert obstacles into chances for growth.⁸

Sinek (2018 apud Júnior, 2023, p. 607) complements by stating that leaders with a well-defined purpose are able to maintain team motivation and direct their actions towards sustainable success, even in periods of uncertainty. This strategy offers a significant competitive advantage in a market that is dynamic and unpredictable.⁹

In summary, the development of leadership and management skills based on the growth mindset raises the level of collaboration and innovation within organizations, allowing leaders to better adapt to change and promote an environment conducive to continuous development.

RESULTS

The results of this research demonstrate that the adoption of a growth mindset, as highlighted by Dweck (2017), positively impacts the organizational environment, promoting innovation and adaptation in changing scenarios. Through a literature search, it was observed that individuals with this mindset are more resilient, motivated, and willing to face challenges, while those with a fixed mindset tend to avoid risks and resist constructive feedback.

In addition, emotional intelligence has been found to complement the growth mindset. Individuals who possess both characteristics are better able to manage their emotions and respond constructively to challenging situations, promoting a collaborative and continuous learning environment (Goleman, 2015). In the context of leadership, Alves (2021) highlights that leaders with this mindset create environments of psychological safety, where mistakes are seen as opportunities for growth, rather than as outright failures.

The study also reveals that the concept of worthiness, addressed by Alves (2021), is closely linked to effort and resilience. Individuals with a growth mindset value success as the result of dedication and overcoming difficulties, promoting a meritocratic and motivational environment. These results reinforce that the combination of growth mindset, emotional intelligence, and effective leadership contributes to organizational development

⁸ Brown (2019, cited by Júnior, 2023, p. 607) highlights that vulnerability and courage are fundamental for genuine leadership, emphasizing that emotionally intelligent and resilient leaders transform crises into opportunities for growth.

⁹ Sinek (2018, cited by Júnior, 2023, p. 607) states that leaders with a clear purpose are able to maintain team motivation, ensuring a competitive advantage and sustainable success, even in uncertain markets.



and overcoming barriers, essential elements for success in dynamic and competitive environments (De Sousa, 2021).

DISCUSSION

The discussion of the results confirms that the growth mindset is decisive for individual and organizational success. Dweck (2017) argues that this mindset promotes a positive attitude towards challenges, while the fixed mindset, which sees skills as innate and unchanging, limits development.

The integration of emotional intelligence, as evidenced by Goleman (2015), enhances the benefits of the growth mindset by allowing individuals to manage their emotions constructively and better deal with stress and criticism. Research shows that the combination of these traits increases resilience and adaptability, making teams more cohesive and motivated (Alves, 2021).

In the field of leadership, the growth mindset emerges as a crucial tool for managers who want to create high-performance and engaging environments. Leaders who adopt this approach foster a culture of learning and innovation, where mistakes are opportunities for improvement. In this way, leadership based on this mindset aligns organizational and personal goals, fostering a culture of overcoming and adapting (Alves, 2021; Júnior, 2023).

Thus, the growth mindset, coupled with emotional intelligence and effective leadership, not only drives personal and organizational development but also creates an environment conducive to sustainable growth and continuous innovation (De Sousa, 2021; Júnior, 2023).

CONCLUSION

Adopting a growth mindset is critical for success in challenging and ever-changing environments. Individuals and teams that incorporate this approach see challenges as opportunities to learn and overcome, creating a virtuous cycle of continuous improvement. This mindset fosters a greater willingness to innovate, collaborate, and an organizational culture that values development and effort. The creation of spaces of psychological safety, where learning is constant and mistakes are seen as opportunities, is essential for leaders to promote this environment.

The combination of growth mindset and emotional intelligence is crucial to strengthen adaptation to change and emotional resilience in pressure situations. Professionals who develop these skills not only face adversity more effectively, but also inspire their teams to follow the same path. Therefore, investing in the development of a



growth mindset is indispensable to achieve superior results and create a healthy and motivating work environment. Organizations that promote this mindset are more likely to thrive, turning challenges into opportunities and employees into agents of change.



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