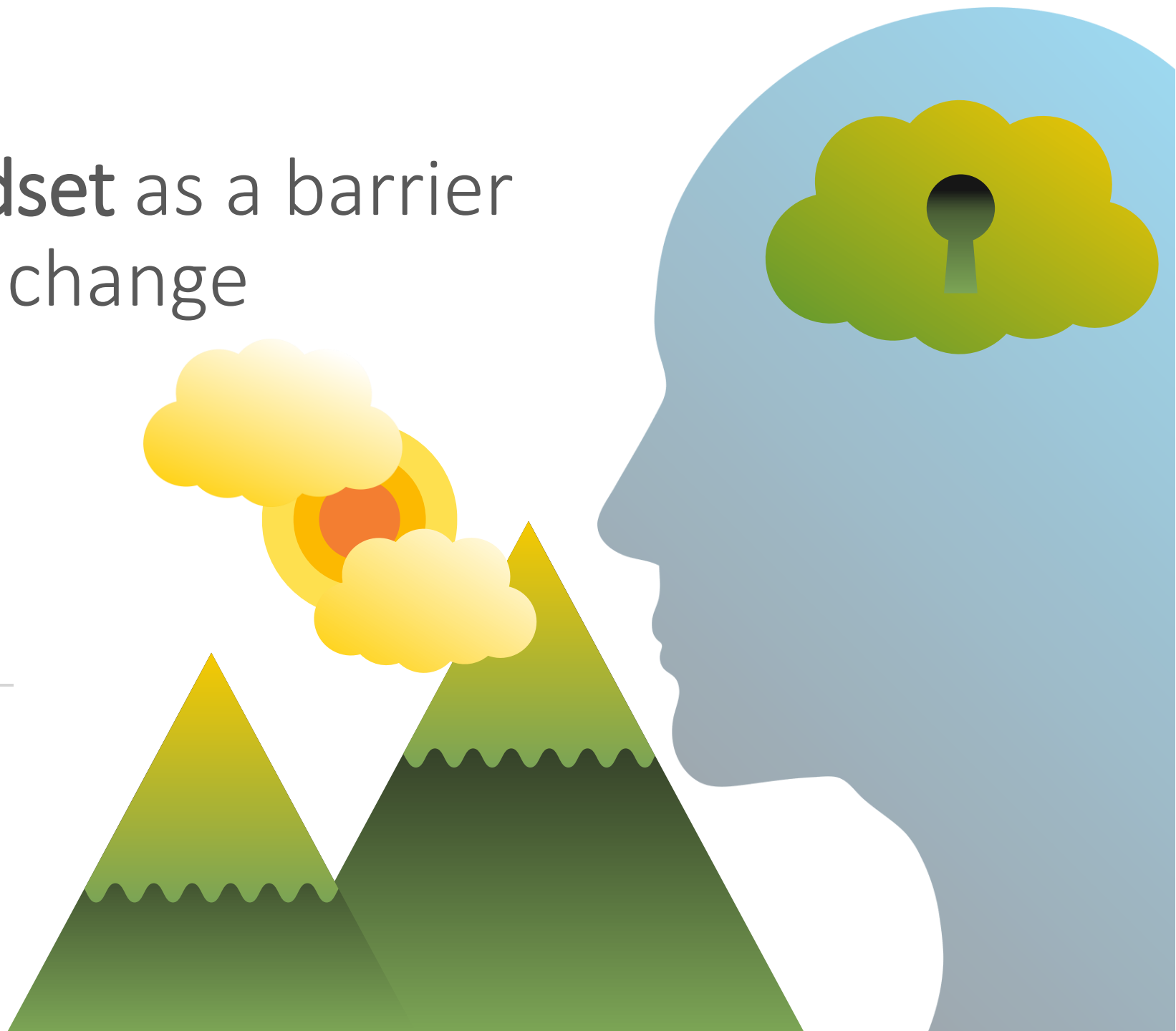




Overcoming mindset as a barrier to implementing change



Nikki Osborne BSc. PhD.



Fixed / Survival Vs Growth Mindset

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Survival

Defensive
Judgemental and critical

Emotionally detached
Overwhelmed and reactive
Harsh to self and others

Guarded and hidden
Blames and feels
disempowered
Avoids conflict
Stays in own comfort zone

**Be
Curious**

**Be
Present**

**Be
Choiceful**

Growth

Growth focused
Curious and adaptable

Explores emotion
Present and mindful
Compassionate to self and others

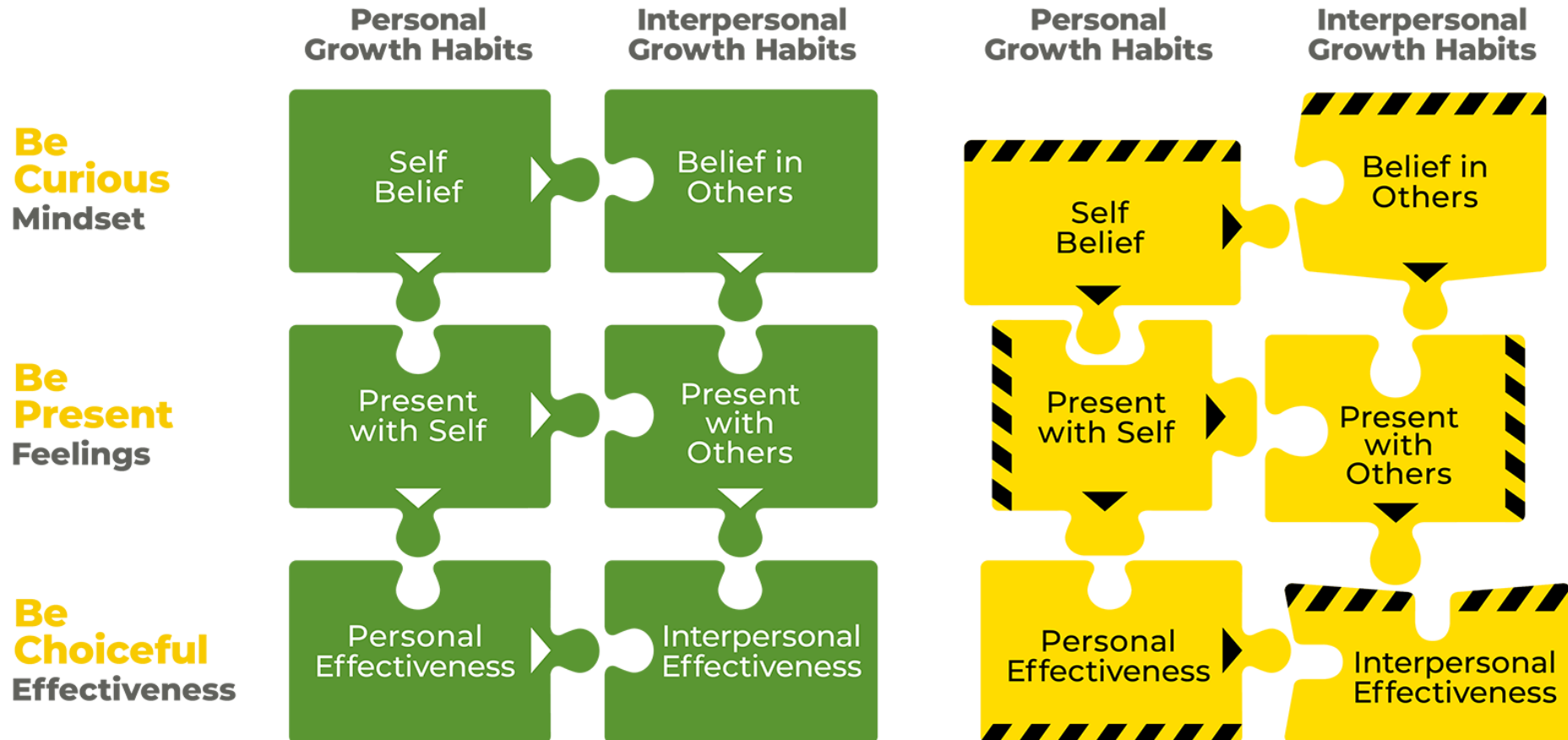
Shares what is true for them
Offers solutions
Assertive and proactive
Stretches own comfort zone and
acts on what is true for them

**Survival
fuels survival**

**Growth now
will sustain later**



Framework for Growth



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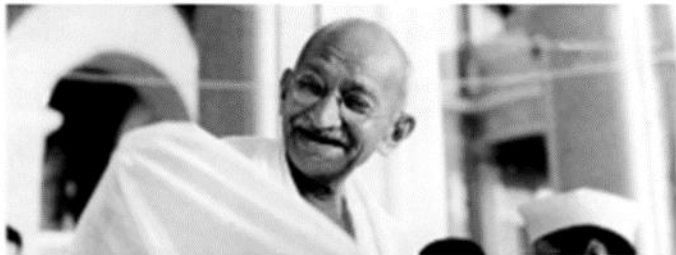
What can you do?



What can you do? – Take action: #bethechange

*“If we could **change** ourselves, the tendencies in the world would also **change**. As a man **changes** his own nature, so does the attitude of the world **change** towards him...*

We need not wait to see what others do.”



Mahatma Gandhi
(1869-1948)

What can you do? - Take action: #bethechange

Culture is the way
you think, act, and
interact.

What can you do? - Take action: Reflect

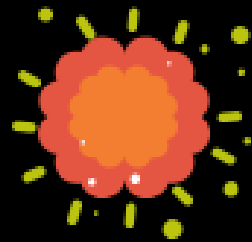
- **Be Curious** about your mindset and intentions.
- **Be Present** with your own and other people's feelings and emotions.
- **Be choiceful** and take ownership of the decisions and actions you take.



Our research: the benefits of a mindset of Growth

Mindset links to overall effectiveness

People with a mindset of **Growth** are up to **21% more effective** than those in **Survival**



Employees own levels of engagement

People with a mindset of **Growth** have **20% higher** levels of engagement



Intent to quit

People with a mindset of **Survival** are **23% more likely** to be thinking about leaving their organisation



Feelings of empowerment

Levels of empowerment are a **fifth higher** with people who have a mindset of **Growth**



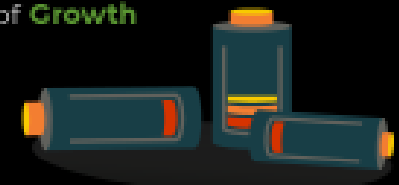
Resilience and wellbeing

Levels of personal resilience are a **third higher** with people who have a mindset of **Growth**



Feelings of burnout

People with a mindset of **Survival** are likely to spend as much as **90% more time** in burnout than someone with a mindset of **Growth**



Source: Mindset Practice research completed September 2021 on: 1) 2157 first time mindset psychometric completions (Growth Indicator and Growth Profile). 2) 506 Mindset to Growth digital programme completions.

What can you do? - Take action: Read



Special Issue: Education

Is mindset awareness the key to unlocking your research potential?

Nicola J Osborne

Within the scientific community as a whole and more specifically within the preclinical research sector there has been growing discussion for many years about the need for change. A cultural change to improve the rigour of how research is conducted and the reproducibility of results, analyses and interpretation.¹⁻³ Best practices have rapidly evolved during this time to facilitate the fulfilment of revised expectations. But awareness and implementation of this evolution in responsible research practices is not always seen as a top priority by individuals or organisations. Mindset, ambition and belief are reported to be common barriers that need to be overcome when it comes to delivering cultural change.⁴ Thus, this article will focus on mindsets and the research culture. It seeks to shed light on how an individual's mindset can affect their ability to implement change and influence others working around them.

For over 30 years researchers have investigated how the way someone views themselves influences their mindset and affects their reaction to different experiences, as well as the decisions they make. Evidence suggests it can be enlightening for individuals to have an awareness of mindsets so that they can identify personal mindset traits and triggers, as well as to understand the behaviour of others working around them.⁵ For educators, mentors and supervisors an ability to identify and support individuals to change, develop or maintain mindset characteristics can contribute to the achievement of learning outcomes.⁶ For research groups, institutes and organisations an awareness of mindsets and the impact they have on research culture can inform discussions and decisions regarding how behaviours are encouraged or discouraged, developed, and supported or rewarded to facilitate change.⁶ This article will discuss current thinking regarding human mindsets and illustrative examples to provide insights in the context of laboratory-based research. It is hoped that this information will help individuals to reflect upon their own mindset, how this impacts the quality

and conduct of their research, and the conduct of others working around them. Such insights could contribute to the success of initiatives seeking to tackle the reproducibility crisis and efforts seeking to deliver cultural change within the preclinical research sector.

The idea of two mindsets

Central to the work of Dr Carol Dweck and other researchers is the concept that human behaviour is shaped by two different mindsets – a fixed mindset and a growth mindset.⁷ Most individuals irrespective of age will exhibit a mixture of growth and fixed mindset characteristics linked with different aspects of their personal and professional lives. For example, parents and teachers will often encourage and support their children or students to develop a growth mindset to try new things, develop resilience and problem solve. Yet the same people can have quite a fixed mindset in terms of their own professional conduct at work. For example, choosing to return to the same sources of information, follow the same procedures or repeat the same experimental design or protocol without tweaks or refinement for many years. Following such a 'fixed' approach can seem logical if a method of working is productive and generating results. But the concepts of best practice and refinement in research are by their very nature constantly evolving and require individuals to have the ability to learn and adapt to implement change. So, let us explore the different mindsets in a little more detail.

A fixed mindset is linked to a person's belief that abilities, or personal qualities, are in some way predetermined and cannot be changed.⁸ Put simply, you

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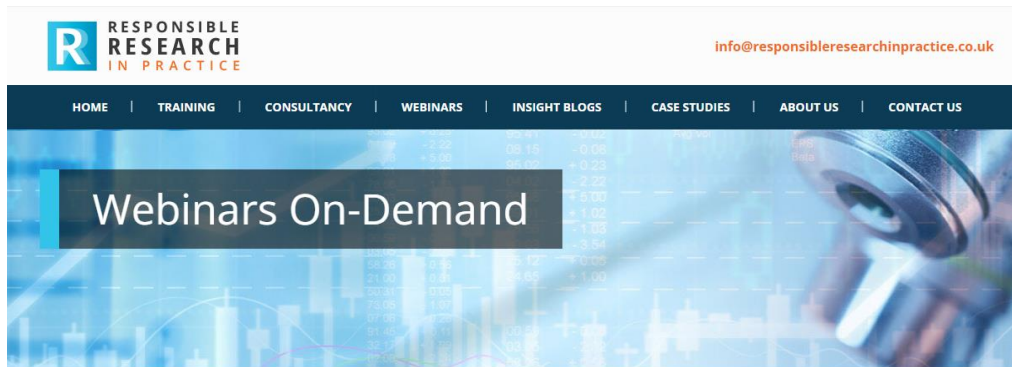
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Laboratory Animals
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- The open access article published in Laboratory Animals contains case study examples illustrating how mindset can affect an individual's research potential - <https://doi.org/10.1177/00236772221129744>
- The following insight blogs are FREE on our website:
 - **Is mindset helpful within research cultures? -** www.responsibleresearchinpractice.co.uk/2023/02/01/mindset/
 - **Implementing change can be challenging -** www.responsibleresearchinpractice.co.uk/2023/08/09/implementing-change-can-be-challenging/
 - **Understanding how we show up to others -** www.responsibleresearchinpractice.co.uk/2023/08/16/understanding-how-we-show-up-to-others/

What can you do? - Take action: Watch



Webinars On-Demand

If you are tight for time but are keen to keep your skills and knowledge of best practice up to date then look no further. Our **Responsible Research Series** of **webinars on-demand** is for you!

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All our **LIVE Responsible Research webinars** are usually available 24-48 hours after the live event. Each session includes a recording of the live webinar including Q&A, plus a copy of the webinar handouts to download and keep.

Looking for inspiration? You have come to the right place!

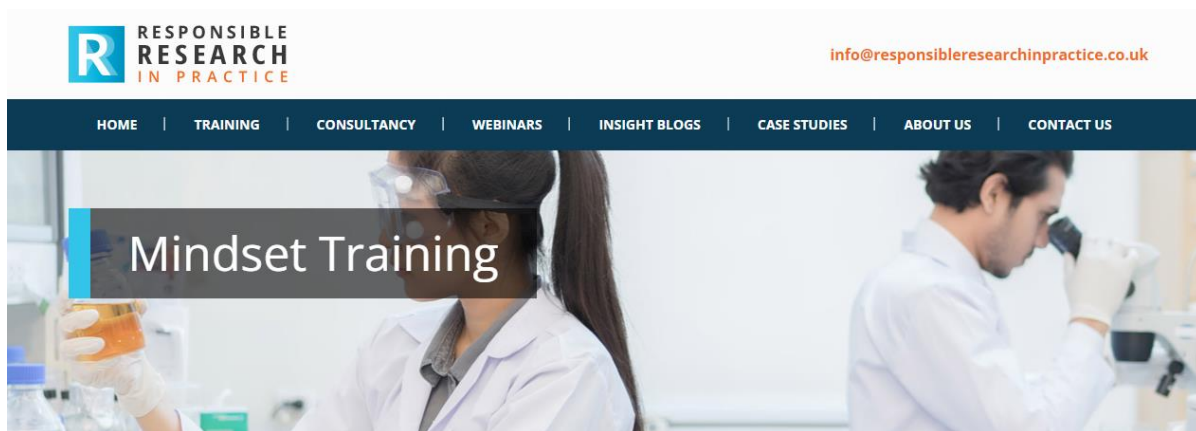
Feel empowered to make a change - check out our list of current on-demand webinars below.

SEARCH ACCORDING TO TOPICS

- You can access FREE 1-hour webinars on-demand via our website - www.responsibleresearchinpractice.co.uk/webinars-on-demand
- The list includes this webinar introducing the concept of mindset awareness - www.responsibleresearchinpractice.co.uk/2023/07/18/is-mindset-awareness-helpful-in-research-cultures/

A promotional graphic for a webinar. It features a vertical scale on the left with numbers 2, 3, 4, and 5. The main text reads 'ON DEMAND FREE Responsible Research Webinar'. Below this is a speaker profile for 'Dr Nikki Osborne, Responsible Research in Practice'. At the bottom, a text box asks 'Is mindset awareness helpful within research cultures?' and provides a brief description of the webinar content.

www.responsibleresearchinpractice.co.uk/mindset-training/



Mindset training to support individuals to show up more consistently from a mindset of growth.

Our Mindset to Growth (MTG) and Enabling Your Growth Climate (EYGC) programmes are designed to empower and inspire individuals at any stage of their career who work within a research environment to be their best self.

These powerful programmes are a unique and powerful blend of experiential learning and targeted feedback generated using bespoke tools tailored to each programme.

Mindset to Growth (MTG) utilises targeted feedback from the Growth Indicator psychometric tool to help individuals identify habits and behaviours.

Enabling Your Growth Climate (EYGC) utilises feedback from Growth Climate 360 to answer the question: what is the tone and climate you create with others?



MTG
Mindset to Growth



Growth Indicator



EYGC
Enabling Your Growth Climate



Growth Climate 360



What can you do? – Take action: Contact Me

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