



MINI BOOK • GROWTH MINDSET × MSTC

GROWTH MINDSET IN THE AI ERA

Why the most important technology of the AI era is a person's belief in their own ability to learn — and how a growth mindset becomes organisational capability through the MSTC framework.

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THE CORE

1

WHAT DWECK ACTUALLY FOUND

A growth mindset is not positive thinking. It is a researched belief about where abilities come from — and it predicts what a person does in adversity.

Carol Dweck's decades-long research program distinguishes two beliefs: a **fixed mindset** (abilities are traits — failure exposes my limits) and a **growth mindset** (abilities develop with practice — failure is information). The belief steers behaviour: what I attempt, how long I persist, what I do with feedback.

Theory: Dweck (2006); Blackwell et al. (2007): mindset predicted maths learning curves — and a mindset intervention turned a declining curve. Yeager & Dweck et al. (2019, *Nature*): a national experiment — even a short intervention improved outcomes, *where the environment supported it*.

That italicised condition is this book's core: mindset is not an individual trait but a **relation between the individual and the environment**. Which is why it can be led.

WHY NOW

2

WHY MINDSET IS THE FIRST GATE OF THE AI ERA

Every AI rollout begins at the same moment: an expert watches a machine do part of their work in seconds. That moment is a mindset test.

A fixed mindset reads the moment as threat: *this proves I can be replaced* — producing avoidance, dismissal or hidden use. A growth mindset reads the same moment as opportunity: *with this I will do things I could not do yesterday* — producing experiments, questions and learning.

RECENT EVIDENCE

Brynjolfsson et al. (2025): AI's gains flowed to those who used and learned — largest for novices who absorbed top performers' practices. **MIT NANDA (2025):** 95 % of pilots fail on the learning gap. **KPMG-Melbourne (2025):** 57 % hide their use. The same phenomenon from three angles: **adoption is a learning phenomenon — and learning begins with a belief.**

“Technology adoption does not fail on technology. It fails on what people believe about themselves in front of it.”

3

MINDSETS: BELIEFS MADE VISIBLE AND PUT TO WORK

The first MSTC layer is not a soft warm-up — it is the foundation the other three are built on.

In practice, Mindsets work does three things. **Visible:** the team voices its AI beliefs aloud — fears, hopes, experiences — without judgement. **Evidence:** beliefs are tested with one's own experiments, not with claims: a guided half-hour experiment on your own work changes more than a day of slides. **Language:** the “not yet” vocabulary is adopted — a skill gap is a schedule, not a trait.

Theory: Dweck: mindset interventions work when tied to real doing and reinforced by the environment (Yeager 2019). This is why GMB starts every capability program with a mindset workshop in which everyone gets their own first win.

“Your own first win with AI does more for mindset than a hundred examples of other people's wins.”

4

SKILLSETS AND TOOLSETS: SKILLS BEFORE TOOLS

A growth mindset without skills is enthusiasm. Skills without tools are theory. The order fixes both.

Skillsets — the core skills of the AI era persist while tools change: giving context, delegating, critical evaluation, iteration, and verbalising tacit knowledge. Each is anchored to a timeless human skill: clear thinking, communication, judgement.

Toolsets — tools are chosen for need and kept replaceable. A growth-mindset organisation commits not to a tool but to the ability to master any tool — the meta-skill the WEF's latest list calls lifelong learning.

RECENT EVIDENCE

WEF Future of Jobs (2025): ~39 % of core skills change by 2030; analytical thinking is the single most-required core skill, with resilience, flexibility and lifelong learning among the fastest-rising human skills. **METR (2026):** agent task horizons have doubled every ~7 months long-run — lately closer to every 3–4 months — betting on any single tool is betting against the curve; betting on learning rides it.

5

CULTURE: MINDSET AS A SHARED PROPERTY

An individual's mindset carries for months. Culture carries across staff turnover — and it is built with rituals, not value posters.

Three rituals make growth mindset an organisational property. **Sharing learning:** a weekly “what I learned with AI” round — failures included, failures especially. **Praising process:** feedback targets strategy and effort, not intelligence — Dweck's most researched single mechanism. **Visible progress:** skill development is made observable (maturity levels, before–after evidence), so growth is proof rather than claim.

Theory: Edmondson (1999): psychological safety is the condition of a learning team. Senge (1990): the learning organisation is a practice. Kim et al. (2025, Nature HSSC): the same mechanism confirmed in the AI-adoption context.

THE LEADER

6

THE LEADER'S MINDSET SCALES

An organisation reads its leader's mindset more carefully than the leader's slides.

A leader who shows their own unfinished AI learning — “I tried, failed, learned this” — gives the whole organisation permission to learn. A leader who demands adoption from others but never touches the tools signals that this is about subordinates' efficiency, not a shared future — and the fixed mindset wins.

UPDATE 2026

Great Place to Work (2026): 81 % of executives believe they support AI use — only **33 % of frontline employees feel encouraged**. That 48-point perception gap is where adoption dies. **Bevilacqua et al. (2026, JBR):** the top executive AI skill is an “**AI open mindset**”. **Sitra (Jul 2026):** the productivity leap is a leadership issue, not a technology issue.

The practical test is the quality of questions: in a fixed-mindset organisation leadership asks “how much did we save?”; in a growth-mindset organisation the first question is “**what did we learn and what do we try next?**” — and the savings follow, as the productivity data shows.

METRICS

7

HOW MINDSET AND CULTURE ARE MEASURED

What is not measured stays a speech. Mindset and culture are measured as behaviour, not as survey smileys.

Working metrics are behavioural traces: **the number and spread of experiments** (does the whole team experiment or three enthusiasts), **the share of open use** (the inverse of hidden use — KPMG's 57 % (2025) is the baseline to beat), **“not yet” language** in meetings, **shared learnings and failures** per month, and **movement on skill maturity levels** before–after.

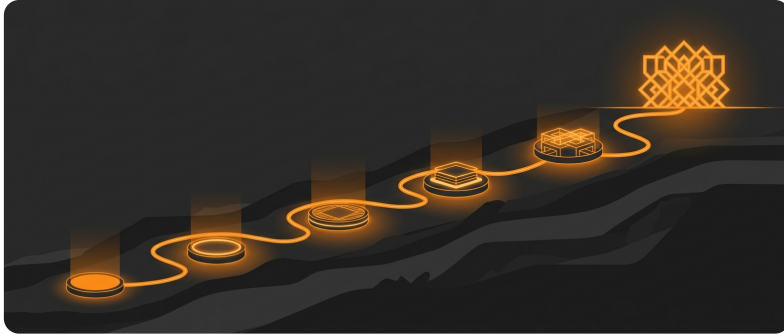
Method: no fabricated indices — metrics are compiled from the organisation's own behaviour and self-assessments, and the same instrument is re-run quarterly. The trend is the result; a single number is only a starting point.

“The best metric of a growth mindset is how fast a failure becomes a shared lesson.”

PROCESS

8

FROM MINDSET TO CULTURE IN SIX STEPS



Recommendation: one quarter for the foundation, a year for the culture — in MSTC order.

1

Mindset map

WEEK 0

The team's AI beliefs made safely visible: fears, hopes, experiences — a baseline without judgement.

2

First personal win

WK 1-2

A guided experiment on each person's own work — the evidence that changes belief more than any presentation.

3

Skills layer (S)

MO 1-2

Core skills as workshops on real work: context, delegation, evaluation, iteration — “not yet” language in use.

4

Tools layer (T)

MO 2-3

Tools chosen for need; replaceability as a principle — learn to master, not to marry.

5

Culture rituals (C)

MO 3–6

Learning rounds, process praise, visible progress — the leadership's own example every month.

6

Measure & next loop

QUARTERLY

Behavioural metrics re-run; lessons into the shared memory; the next cohort launches on evidence.

SUMMARY

SEVEN PRINCIPLES

1. **Belief in learnability is the gate.** Without it, the best tool remains an experiment. *(Dweck)*
2. **Mindset changes through evidence, not posters.** One small win in your own work beats a hundred slides.
3. **The MSTC order:** Mindsets → Skillsets → Toolsets → Culture — each layer needs the previous.
4. **“Not yet” is a leadership sentence.** A skill gap is a schedule, not a trait. *(Dweck)*
5. **Mistakes are data.** Psychological safety makes them shared. *(Edmondson)*
6. **Praise process, not talent.** Strategy and effort, not intelligence. *(Dweck, Yeager)*
7. **Culture is the most durable layer** — and the only one a competitor cannot buy.



“A fixed mindset asks: will AI replace me? A growth mindset asks: who do I become with it?”

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GMB method base: GrowthMindsetBuilder framework, MSTC model (Mindsets–Skillsets–Toolsets–Culture), Leadership Ecosystem, growth-mindset workshops and metrics.

Note: This mini book is the master version in the GMB product series. Theory references are real sources. Illustrations: Gemini & FAL.AI, GMB style lock. Client versions are tailored separately (gmb-minikirja skill).

AI does not ask how smart you are. It asks how fast you learn — and believing you can is a skill.

Eight chapters on growth mindset in the AI era: what Dweck's research actually says (and does not), why mindset is the first gate of AI adoption, the four MSTC layers — and a process that turns mindset into culture.



GROWTHMINDSETBUILDER

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SAMPLE DELIVERABLE (demo) · 2026

About This Material

WHAT THIS IS

This material is part of the Skills Pathfinder learning ecosystem developed by GrowthMindsetBuilder. It presents one or more human skills in a concise, practical format for learning, reflection and training.

It may be used as a standalone learning resource, but it is not a complete course. The broader learning experience—including facilitated activities, practice, feedback and progression—lives within the programmes and client projects from which this material was developed.

RESEARCH FOUNDATION

Skills Pathfinder profiles and frameworks synthesize extensive research, international models and established good practices. They bring together multiple perspectives to make complex ideas accessible and useful in real-life learning and development.

No individual model or study provides a complete answer. Skills Pathfinder should therefore be understood as an evidence-informed framework for reflection and growth—not as a universal or final definition of human capability.

RESEARCH NOTES AND SOURCES

Where used, research callouts marked [R1], [R2] and so on provide short summaries of published studies. Each callout identifies the authors and publication so that you can find and examine the original research.

Research on human skills, AI capabilities and future readiness is developing quickly. Findings may differ across people, tasks, technologies and settings—and conclusions that appear settled today may change as new evidence emerges.

Treat each study as one contribution to the evidence rather than a final verdict. Compare perspectives, explore the original sources and form your own view. Where a source is cited, the original publication—not this summary—should be treated as authoritative.

CONTEXTUAL USE

Every skill profile is contextual. Language, terminology, emphasis and interpretation should be adapted to the cultural, educational, professional and organizational setting in which the material is used.

Local knowledge—and the experience of the people using the framework—is essential for making the material relevant, inclusive and effective.

EDUCATIONAL USE AND DISCLAIMER

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