



# MANAGE YOUR MINDSET

MAXIMIZE YOUR POWER OF PERSONAL CHOICE

**JANET HANSON**

"This inspiring and interactive book provides a framework for individuals to transform current mindset patterns into limitless opportunities for personal and professional growth and fulfillment. The engaging stories and examples help readers develop powerful insights to effect change and make meaningful connections with those whom you meet, live, and lead."  
—**SHARON CECCHI**, gifted and talented program educator

"For most of us, hearing the word 'mindset' is like being dropped into a huge city we've never been to before. We know there are lots of great things all around us—but what's the best way to see it all? To really understand what we're walking by? What is outstanding about Hanson's book is it's like having a personal, incredibly gifted guide show up to help us, instead of just being handed a map. Whether you're an educator, administrator, counselor, or academic, finally someone has put together in one place a researched, well-written, understandable guide to making mindset something you really can manage in your career and life. Read this book!" —**JOHN TRENT**, PhD, president, StrongFamilies.com; author/speaker

"*Manage Your Mindset* will help teachers better conceptualize their role within a child's education and to better plan for student learning. Hanson's book would be great for a book study and many people within districts and communities would benefit from reading this text."  
—**ANDREA JAMES-ROCHA**, MS, BCBA, administrator of the Behavior Intervention Program (ABA program)

"Hanson's book has a wonderful balance of conversational tone and research-based context that makes important academic material approachable to the general public. The writing is an engaging style of 'you can do this!' and 'if you know and practice this new concept, you can take yourself to the next level.' Well done! The balance of footnotes and diagrams exemplifies the niche she has found that is difficult for many of us. Truly good work!"  
—**ANITA HENCK**, PhD, dean, School of Education, Azusa Pacific University

"In this book, Hanson details ways to improve yourself and the world around you. The challenges you face personally and professionally require a different mindset than yesterday. Your success in life will be determined by how well you manage your mindset. *Manage Your Mindset* will give you the skills to do just that and more."  
—**THOMAS D. CAIRNS**, DBA, associate professor and Fulbright scholar, Azusa Pacific University School of Business and Management; retired senior vice president of human resource management, NBC Universal



**JANET HANSON** is assistant professor at Azusa Pacific University in the Department of Educational Leadership, a former school administrator in both public and private schools, and a former instructor for high school mathematics and multiple subjects for K–12. She has presented her research on mindset, ethical leadership, and the use of technology and microlearning in the school and workplace at national and international conferences and has published peer-reviewed articles on the topics.

ROWMAN &  
LITTLEFIELD

800-462-6420 • [www.rowman.com](http://www.rowman.com)

Author photo courtesy of Constance Photography  
[www.constancephotography.com](http://www.constancephotography.com)

ISBN: 978-1-4758-3572-4



9 781475 835724

HAMSOM

MANAGE  
YOUR  
MINDSET

ROWMAN &  
LITTLEFIELD

# Manage Your Mindset

## Maximize Your Power of Personal Choice

Janet Hanson

ROWMAN & LITTLEFIELD  
*Lanham • Boulder • New York • London*

Published by Rowman & Littlefield  
A wholly owned subsidiary of The Rowman & Littlefield Publishing Group, Inc.  
4501 Forbes Boulevard, Suite 200, Lanham, Maryland 20706  
www.rowman.com

Unit A, Whitacre Mews, 26-34 Stannary Street, London SE11 4AB

Copyright © 2017 by Janet Hanson

*All rights reserved.* No part of this book may be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems, without written permission from the publisher, except by a reviewer who may quote passages in a review.

British Library Cataloguing in Publication Information Available

**Library of Congress Cataloging-in-Publication Data**

978-1-4758-3572-4 (cloth : alk. paper)  
978-1-4758-3573-1 (pbk. : alk. paper)  
978-1-4758-3574-8 (electronic)

Printed in the United States of America

# **Manage Your Mindset**



# Preface

Have you ever thought that if you were smarter, or more gifted, you could achieve more? Do you sometimes wonder whether you are doing the best for yourself, for your children, students, employees, or others you lead? If you think about these things, then you are thinking about how to improve. You have begun a journey with this book to explore topics related to self-improvement. Yet what you will read is much more than that, because you are more than an isolated individual trying to figure out life on your own.

You are part of things both bigger and smaller than yourself. You are influenced by, and influence, others in small ways, in big ways, and in ways you may not have imagined. What you think and believe about yourself, and about those around you, matters. The journey through this book will help you explore why your beliefs about yourself and your world can limit what you see and do. You will find ways you can expand your focus and increase control of your choices. Strategies are provided to improve the accuracy of your evaluations of yourself and others. You can contribute to the development of yourself, your home, school, and world in ways that empower you and those around you to greater success.

There are many ways to go about reading this book. First, you can choose to enjoy the experience and read the book from start to finish, finding nuggets along the way that match your needs and expectations. Second, you can study the book, digging deeper into the references to advance your understanding of the topics. Third, you may choose to jump around the content and move to chapters that meet your current interest and needs, waiting to explore other topics at a later time. Or you can invite others to read along with you and develop meaningful learning together. No matter how you choose to approach reading this book, I hope you will enjoy the journey.





# Acknowledgments

All accomplishments are a collective effort. The writing of this book was supported by the contribution of many minds and hearts to provide a message of hope with strategies for moving your goals forward along the path toward a bright tomorrow. David Gerhard, Karen Lillie, Gail Gerhard, and Bobbi Gerhard gave their time and talents to find ways to make the contents of this book flow smoothly for the reader. Aaron and Johanna, Chip, and Mary Rose, my dear children and many other of my immediate family members, especially my dear mother, Barbara, have been ever supportive and encouraging. How fortunate I am to have them all in my life! I also recognize the invaluable mentoring and advising I received from my doctoral committee chair, Dr. William Ruff, co-chair, Dr. Arthur Bangert, and committee members Dr. David Henderson, and Dr. Godfrey Sanders during my doctoral program at Montana State University, Bozeman. Our ongoing collaborations have contributed valuable supports for my development as a researcher and writer.

## **PUBLISHER'S ACKNOWLEDGMENTS**

Grateful acknowledgment to the following professionals who reviewed or provided guidance during the writing of this work:

Andrea James-Rocha, MS, BCBA  
Program Specialist/ABA  
Garden Grove Unified School District  
Garden Grove, California

Anita Henck, PhD  
Dean, School of Education  
Azusa Pacific University  
Azusa, California

John Trent, PhD  
Award-Winning Author  
President and Founder of StrongFamilies.com  
Scottsdale, Arizona

# Contents

Preface	ix
Acknowledgments	xi
<b>1</b> Get Yourself Free—Manage Your Mindset	1
Why Mindset Is Important	2
Background of Mindset	3
Hitting a Moving Target	4
Shifting Your Focus	6
<b>2</b> Your Mind Is What You Make It	9
How Focus Influences Learning	9
Mindset and Learning	10
Types of Learning	12
Emotional Memory	17
<b>3</b> Maximizing Your Power of Personal Choice	19
Transformative Learning	20
Reflection	21
Transcendent Referents Provide Power for Integrity	22
<b>4</b> Gain Control of Your Learning	25
Mapping Skills to the Brain	26
The Mind-Body-Cell Connection	28
Algorithms for Action	29
Mindset for Prediction and Control	30
<b>5</b> The Biology of Flexibility	33
Regions of the Brain	34

Conscious and Subconscious Processing	38
Mindset and Flexibility	40
Flexibility Quiz	41
<b>6</b> The “I” and “We” of Identity	45
The Hydra and Social Identity	45
Social Organization	46
Finding the Balance between “I” and “We”	47
Mindset and Goal Alignment	49
Goal Alignment Survey	49
<b>7</b> Predicting What Will Make You Happy	53
Happiness and Social Connection	54
The Cycle of Happiness	55
Happiness from Goal Pursuit Survey	61
<b>8</b> Gross National Happiness	67
Outcome Measures or Markers for Growth	68
Next Step—Wisdom	69
Truth and Lies	71
The Power of Personal Choice	73
<b>9</b> Norms and Organizing	75
Formal System versus Social Organizing	76
Informal Structures—The Concept of Organizing	77
Norms	79
Individual Agency and Social Integration	84
<b>10</b> Understanding Your Behaviors in the Group	89
Mindset and Agency	90
Collection versus Collective	92
Organizational Mindset Behaviors	94
Leadership within Open Vital Systems	96
<b>11</b> Keeping Healthy by Being Open to Feedback	101
The Feedback Loop	102
Mindset and Feedback Loops	104
The Influence of the Group	104
Monitoring Progress toward Goals	106
<b>12</b> Developing Your Connections	109
Bonding versus Bridging	110
Healthy Connections	111
Levels of Organizational Learning	113
Mindset and Organizing	116

<b>13</b>	Language in Communication	117
	Organizational Communication	118
	Abstract Language Concepts	119
	Consequences of Logic Errors	121
	Using the Processes of Scientific Inquiry	122
	Trait versus State Theory	124
<b>14</b>	How Culture Affects Your Mindset	127
	Context-Centered and Person-Centered Cultures	128
	Influence of Culture on Behavior	129
	In-Groups and Out-Groups	130
	Common Cultural Norms Facilitate Communication	131
	Social Support for Individual Self-Regulation	132
	Diversity and Multi-Culturalism	132
<b>15</b>	A Growth Mindset for a Healthy Individual	137
	A Healthy Mind, Body, and Soul	138
	Healthy Practices Inventory	144
	What We Resist Persists	147
<b>16</b>	Using the Research to Develop Growth	149
	Mindset Interventions	149
	Intervention Outcomes	153
	Measurement Tools	153
	Criticisms of the Mindset Theory	157
	Alternative Theories	160
<b>17</b>	Putting It All Together	163
	Developing Our Individual Identity	163
	Working Together in a Social Context	164
	The Influence of Self-Systems	166
	Contributing to Growth	166
	Mindset at the Center of the LOVS Framework	167
	Conclusion	169
	Bibliography	171
	Index	187
	About the Author	193



## Chapter 1

# Get Yourself Free—Manage Your Mindset

Not enjoyment, and not sorrow, is our destined end or way; but to act, that each to-morrow find us farther than to-day.

—Henry Wadsworth Longfellow, *A Psalm of Life*

A growth mindset can set you free from plaguing problems caused by a false belief that you cannot change. Everyone needs high skills, flexibility, and an accurate view of themselves and the world, in order to make choices that improve their experiences. A sense of well-being comes from having the ability to meet our goals and help those we love and lead. This book was written to help you manage your mindset, leading to increased power over your personal choices, so you can move farther along your chosen path.

Whether you improve, stay the same, or move backward is largely influenced by your mindset. Researchers, especially in the fields of psychology and marketing, have studied the concept of mindset for years. The results of the studies revealed that one's beliefs have tremendous influence on the ability to change old patterns, achieve one's goals, and adapt to new situations and changing circumstances.

The concept of mindset is framed in the theory of social cognitive learning (SCT). SCT describes learning as occurring through a combination of one's thoughts, feelings, and interactions with others (Bandura, 2001). How you experience your social interactions influences the sense of power you feel over shaping and controlling your world. The process of learning requires correcting the old ways you think and making new patterns.

Dr. Sternberg (2005), a researcher in the area of intelligence, wrote, "People who are the positive intellectual leaders of society have identified their strengths and weaknesses, and have found ways to work effectively within that pattern of abilities" (p. 190). Your understanding of your world is only



as accurate as your openness to change old patterns and respond to feedback. Your mindset belief about whether your intelligence is a fixed trait, or can grow, influences your openness to learn and vice versa.

*Mindset* is a term that has multiple uses in research and in popular use. In fact, if you search for synonyms of the word *mindset*, you will find several hundred. Most of the synonyms relate to abstract concepts of one's frame of mind. Examples of synonyms include the words *bias*, *attitude*, *expectation*, and *broad view*.

A review of antonyms, or words meaning the opposite of *mindset* can also help us understand the variety of uses for the term. For example, antonyms include *physical*, *deliberate*, *mindful*, and *knowledgeable*. By reviewing these synonyms and antonyms for *mindset*, we can develop a general picture that is fairly close to how *mindset* is described in the literature. Researchers use the term *mindset* as follows:

*Mindset refers to the cognitive (or abstract mental) influences that relate to one's biases toward pursuit of long-term goals.*

The opposite of *mindset*, then, would be the absence of a future orientation, such as thinking in the present (*mindful*), being *physical*, and avoiding bias in thinking. A common use of the term is to describe the way one views one's world. For example, the term *mindset* may be used to explain someone's bias toward a certain opinion about a topic, or life in general. This can be referred to as one's personal theory about a topic.

However, in common use, people often simply put a modifier in front of the word *mindset* and use the combination as a label to describe themselves. Labels describe fixed traits about a person, suggesting a predominant and enduring characteristic. For example, "I have a winner's *mindset*." Which-ever way you view the meaning of the term *mindset*, the way you view your world influences what you see and the decisions you make.

The way you view the world includes previous assumptions and beliefs you have developed over time. This becomes your conceptual lens, the filter through which you see the world, just the way a lens on a camera can change the view. When your assumptions and skills are flexible, you can modify and adapt your behavior to be even more successful as the world changes around you and as you grow and experience new things.

## WHY MINDSET IS IMPORTANT

An excellent analogy for understanding how important it is to have an accurate lens through which to develop skills is provided in a film from the PBS documentary series that shows navy pilots practicing jet aircraft landings on