



# Mindset

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Ops

DevRel

Customer Success

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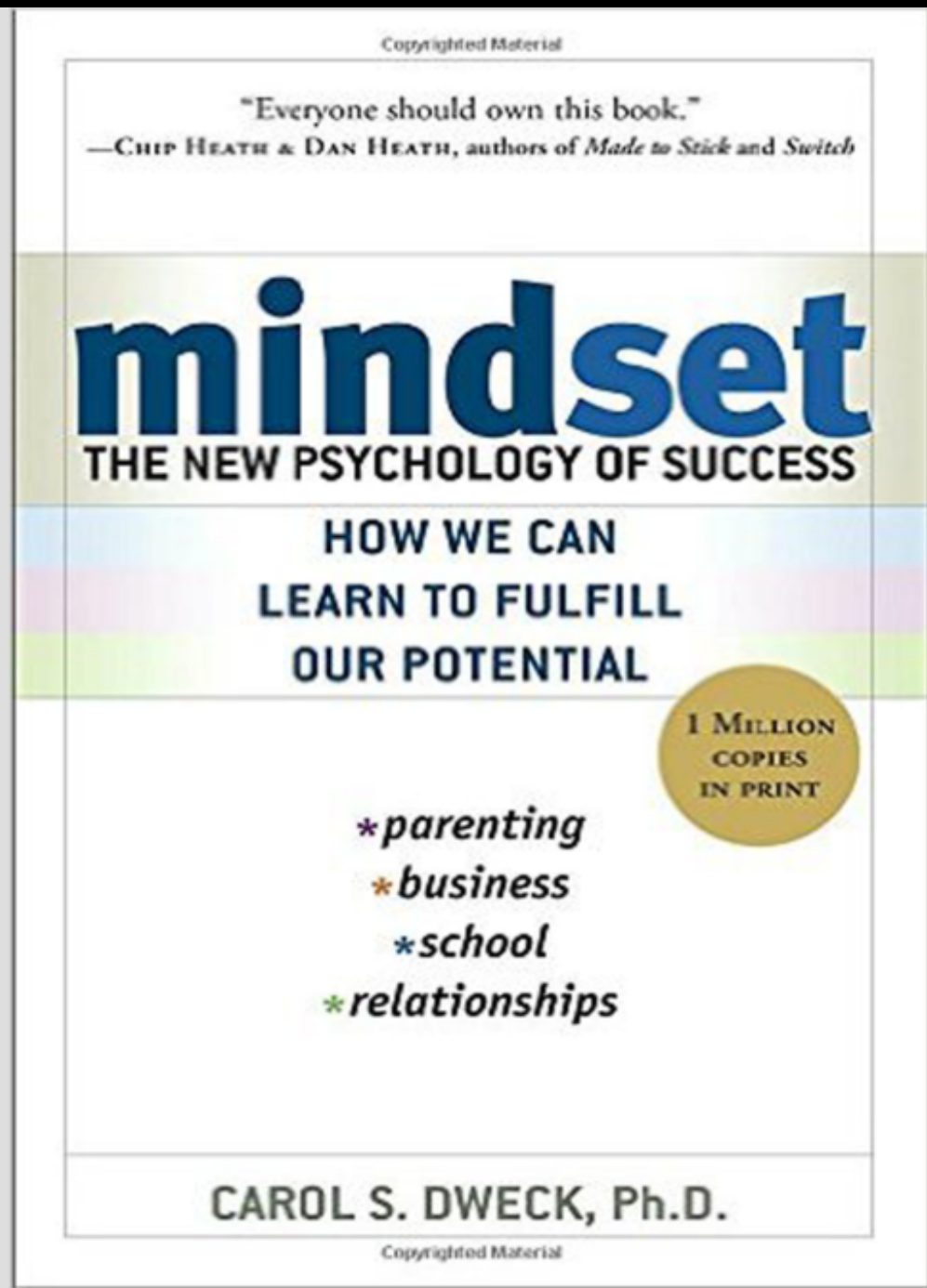
You can learn new things, but you  
can't really change how intelligent  
you are.



"A few modern philosophers... assert that an individual's intelligence is a fixed quantity, a quantity which cannot be increased. We must protest and react against this brutal pessimism....

With practice, training, and above all, method, we manage to increase our attention, our memory, our judgment and literally to become more intelligent than we were before."

# Mindset



# Mindset

## Fixed

You can learn new things,  
but you **can't really  
change** how intelligent  
you are.

## Growth

You can always  
**substantially change** how  
intelligent you are.

- Carol Dweck. Mindset.



# Mindset





Mindset

Intelligence

Physical ability

Creative ability

Personality

"A few modern philosophers... assert that an individual's intelligence is a fixed quantity, a quantity which cannot be increased. We must protest and react against this brutal pessimism....

With practice, training, and above all, method, we manage to increase our attention, our memory, our judgment and literally to **become more intelligent than we were before.**"

Alfred Binet  
Inventor of the IQ Test

Ok, why is mindset important?

Adopting a growth mindset will  
make you a happier human

# Chapter 1: School

# Personal Story







הטכניון  
מכון טכנולוגי  
לישראל

Technion  
Israel Institute  
of Technology

Biology → Computer Science



הטכניון  
מכון טכנולוגי  
לישראל

Technion  
Israel Institute  
of Technology

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# Technion-Israel Institute of Technology

Performance in Academic Ranking of World Universities by Subject Fields							
Subject Fields	2009	2010	2011	2012	2013	2014	2015
Mathematics	51-75	51-76	52-75	51-75	51-75	51-75	76-100
Physics	/	/	/	151-200	151-200	151-200	/
Chemistry	51-75	51-75	51-75	29	38	101-150	101-150
Computer Science	17	15	15	18	18	18	18
Economics/Business	/	/	/	/	/	/	/



Obviously, I need to study harder!



Well, this sucks, so...







# Fixed Mindset

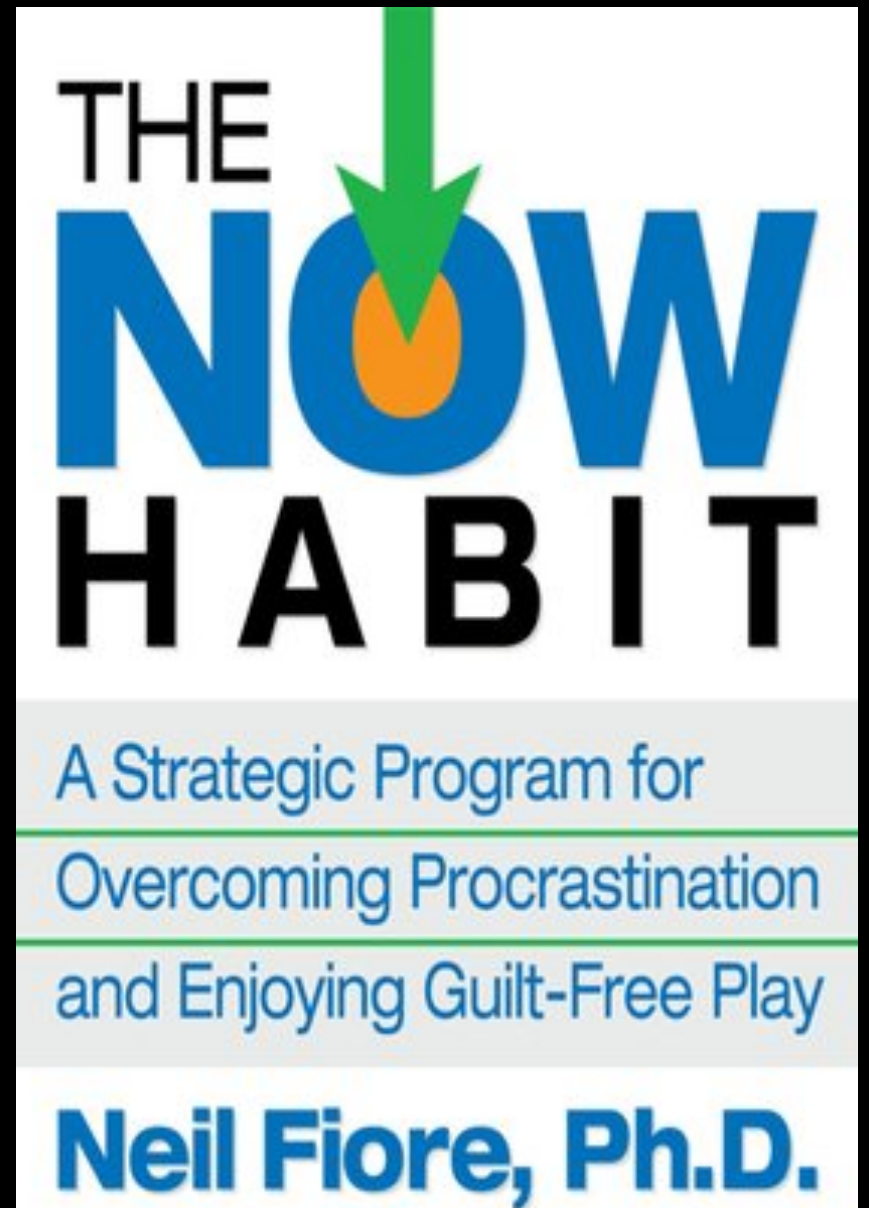
You are LAZY!



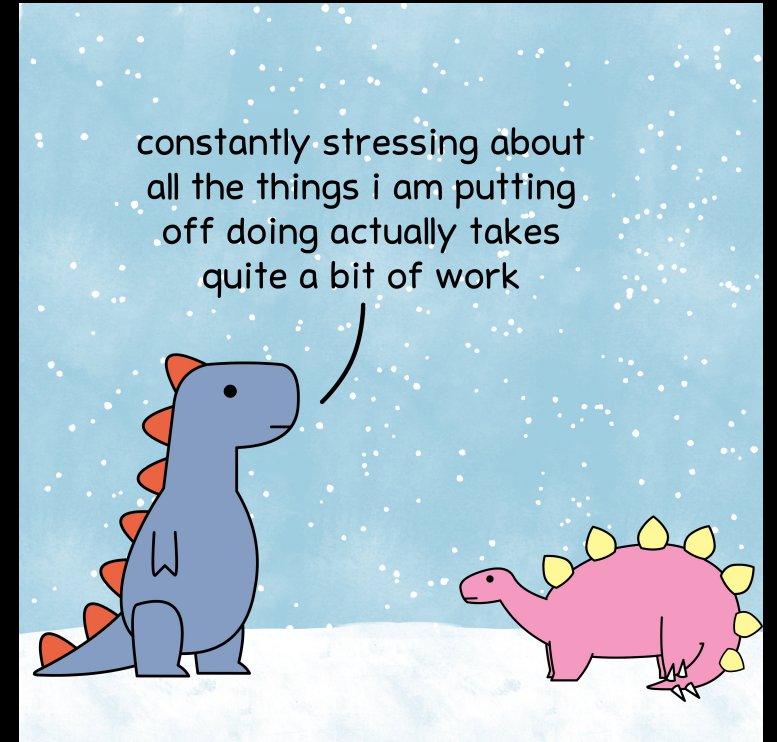
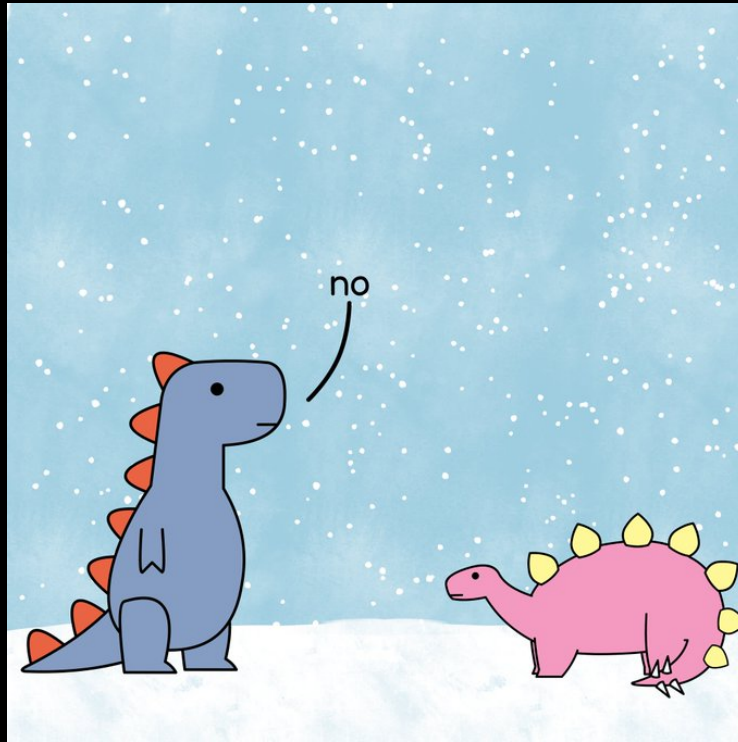
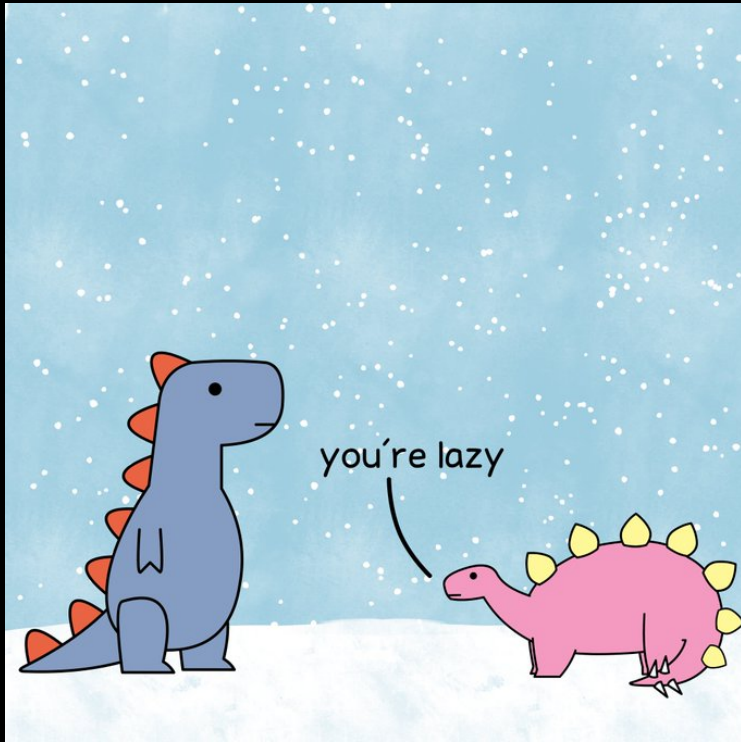
Are you lazy?

“The choice is not working or not working, but which type of work; even feeling guilty because of procrastinating takes some effort.

- Neil Fiore. The Now Habit.







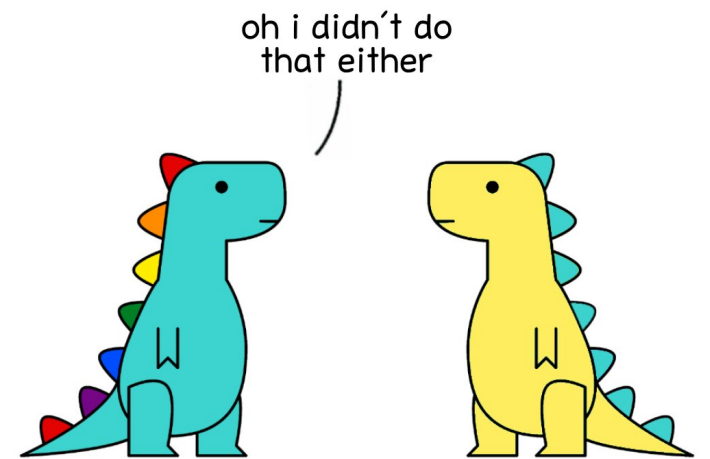
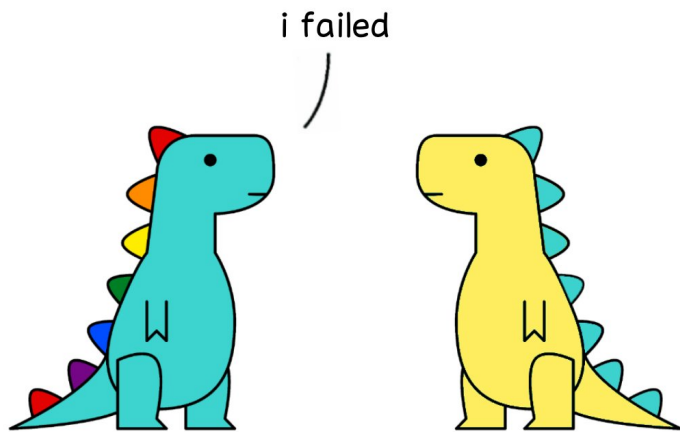
Humans are NOT lazy





You are probably scared

# What exactly are we scared of?



# Fixed Mindset

“...effort is a bad thing. It, like failure, means you're not smart or talented. If you were, you wouldn't need effort.”

- Carol Dweck. Mindset.

Are people with fixed mindset doomed?

People with **fixed mindset** can still  
succeed at accomplishing hard things

Adopting a growth mindset will  
make you a happier human

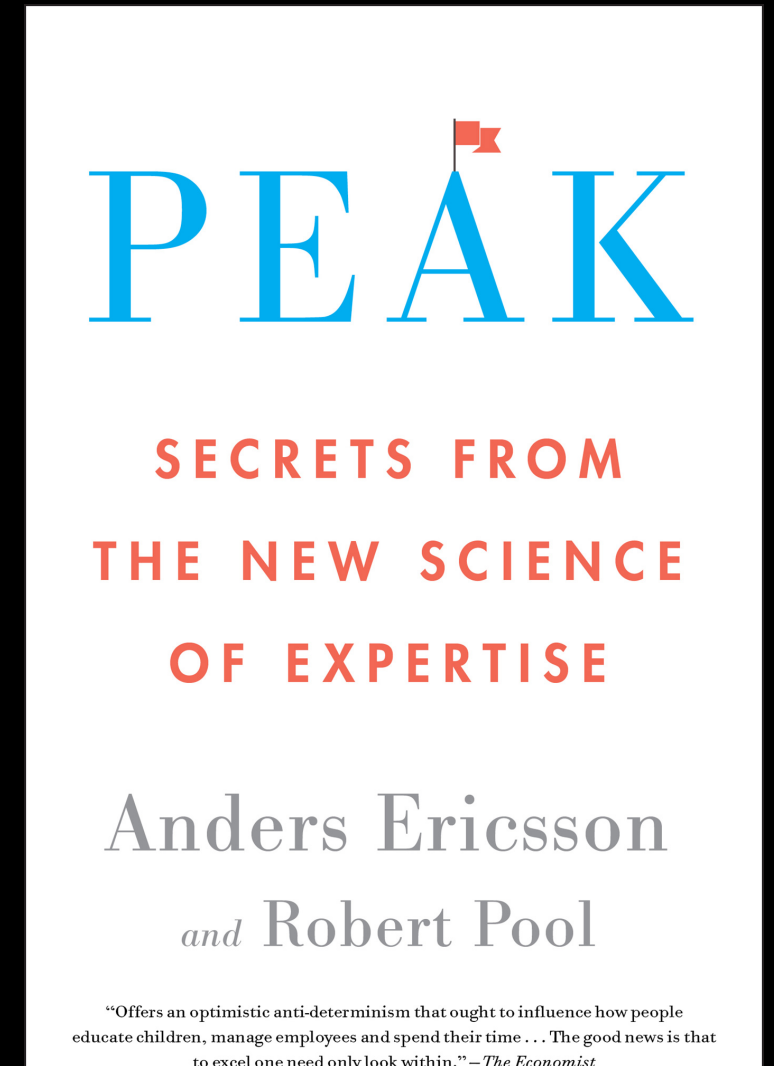
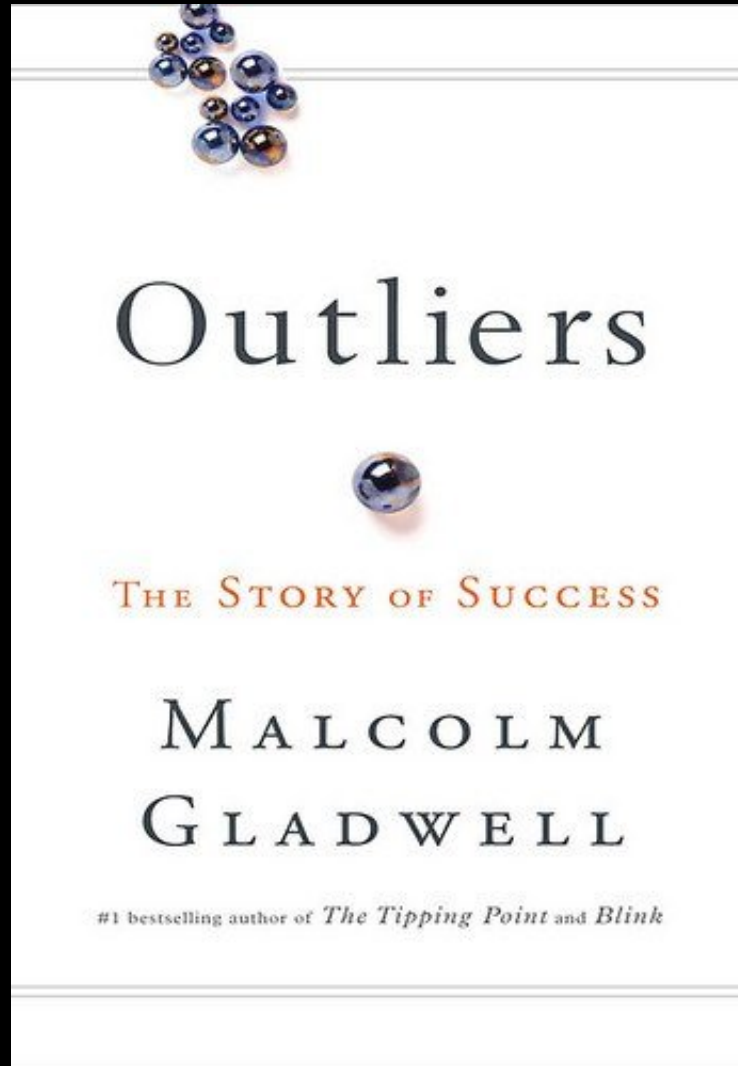
# Sidenote



# What about talent?

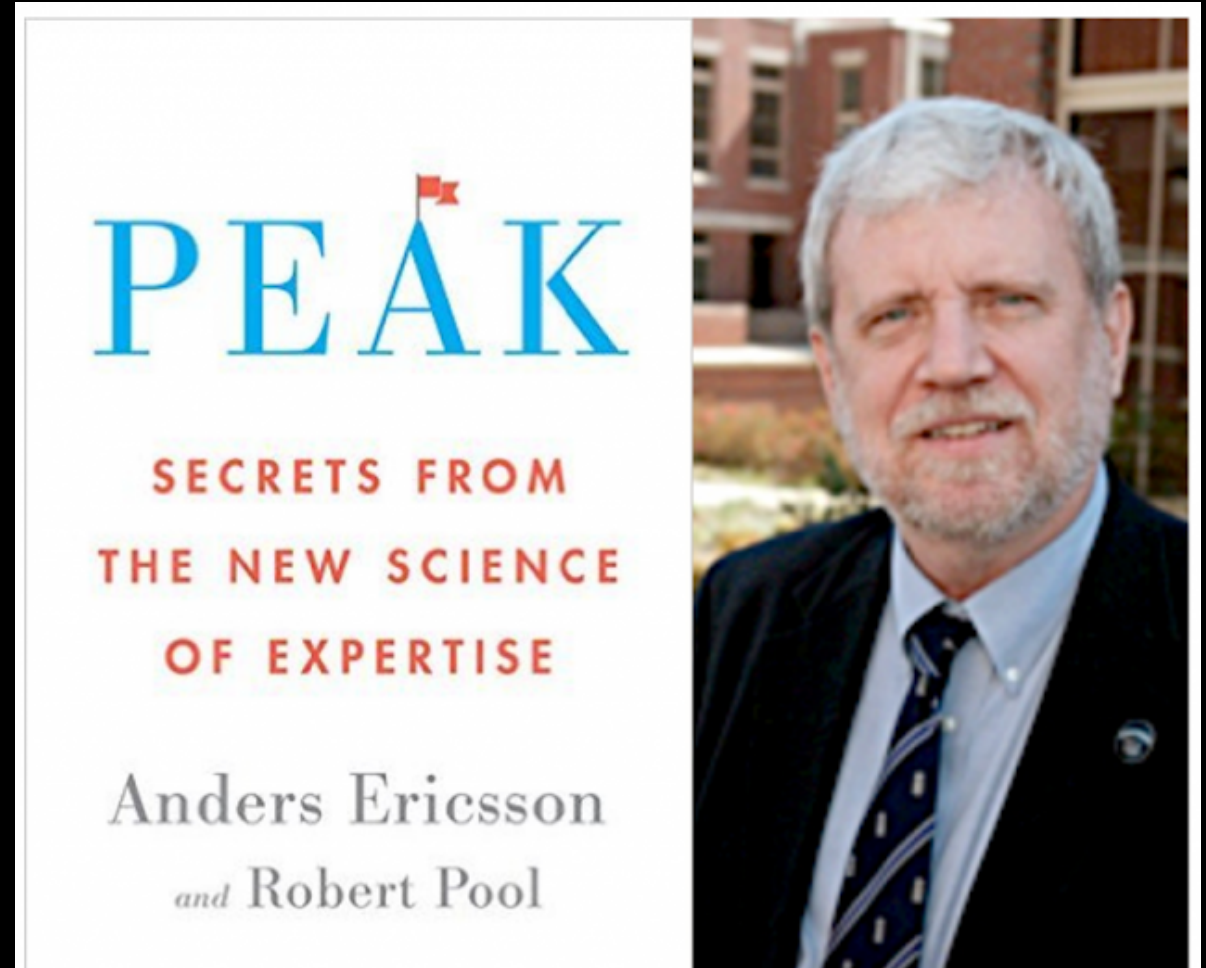
Talent only carries you so far

10,000-  
hour rule



"Deliberate practice involves feedback and modification of efforts in response to that feedback.

- Anders Ericsson



Kind vs Wicked learning  
environments

Presence or absence of  
immediate and accurate  
feedback

Robin M. Hogarth



Talent is overrated!

Believing you are forever defined by  
your inborn abilities is so sad

Adopting a growth mindset will  
make you a happier human



End Sidenote

# Chapter 2: Work

# CEO Disease

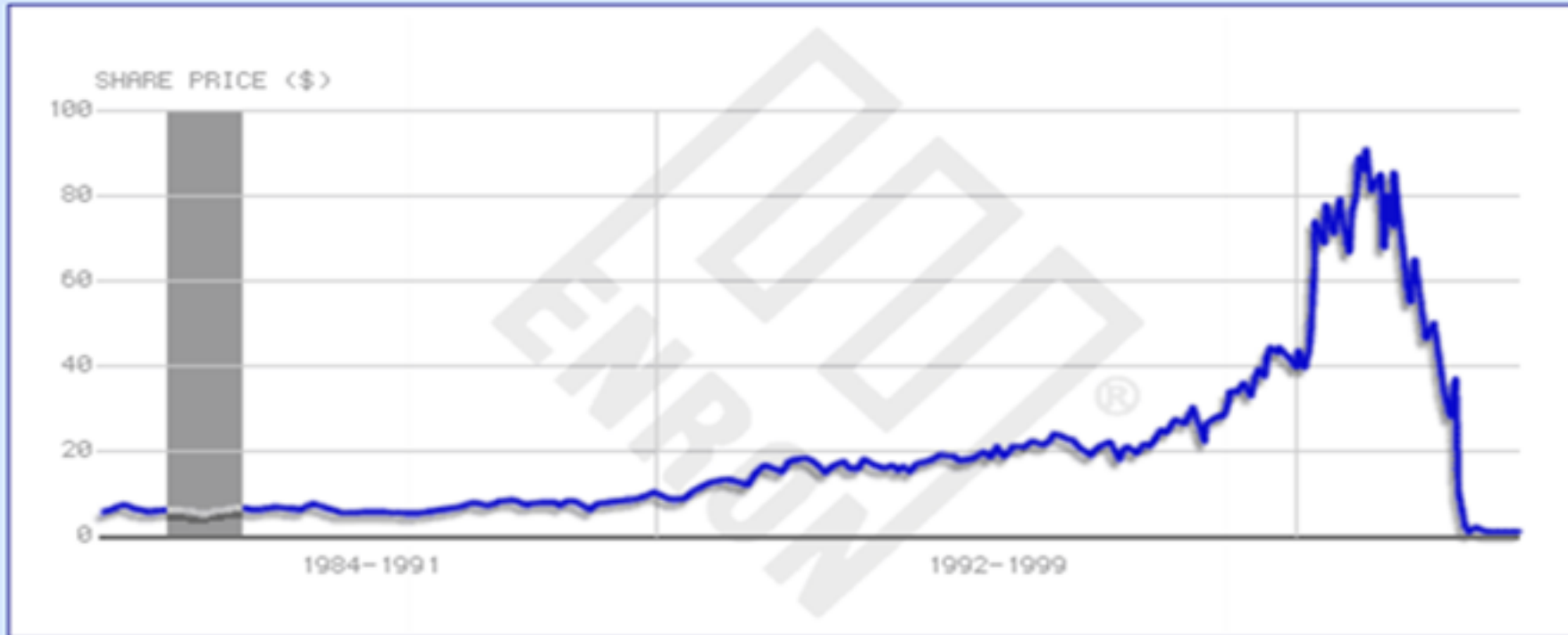
The negative feedback vacuum

# Fixed Mindset

Must continuously get confirmation  
of your greatness

# You cannot ignore reality forever

## Enron's stock price, 1984-2001:



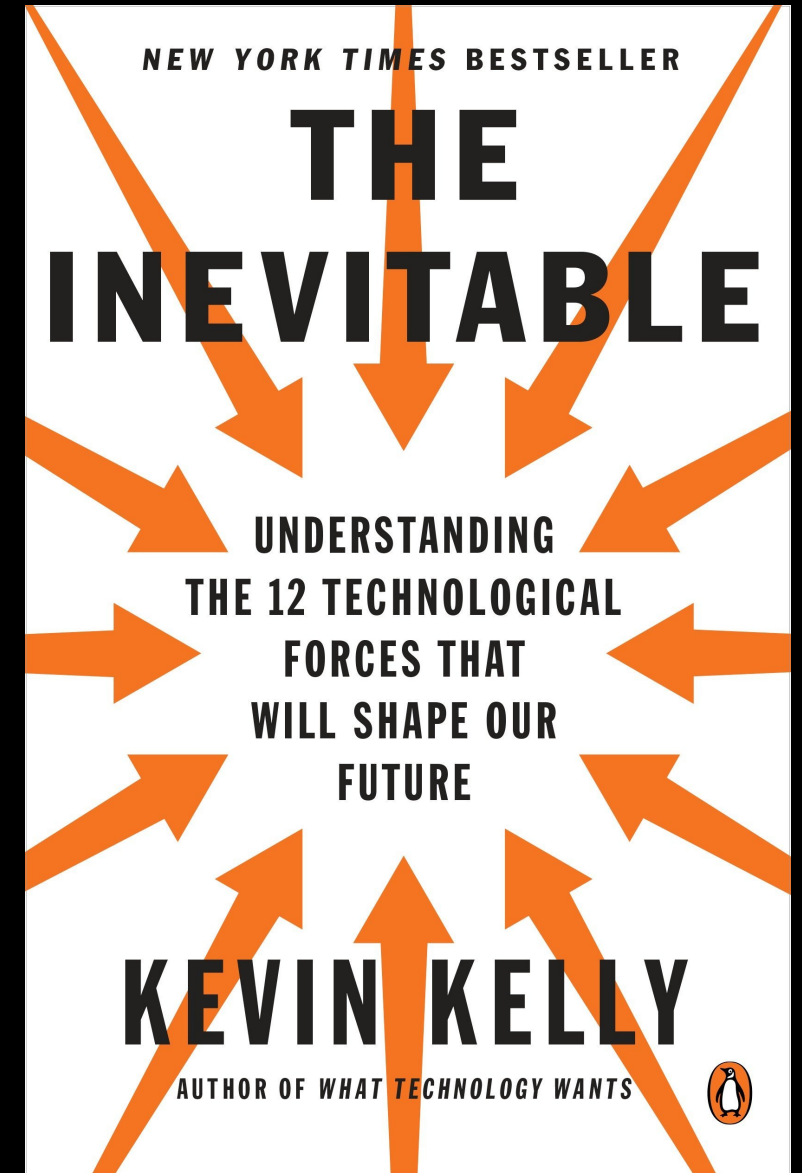
“Be passionate  
and bold. Always  
keep **learning**.  
You stop doing  
useful things if  
you don't learn.”

- Satya Nadella



“In this era of becoming,  
everyone becomes a  
newbie. Worse, **we will  
be newbies forever.**”

- Kevin Kelly



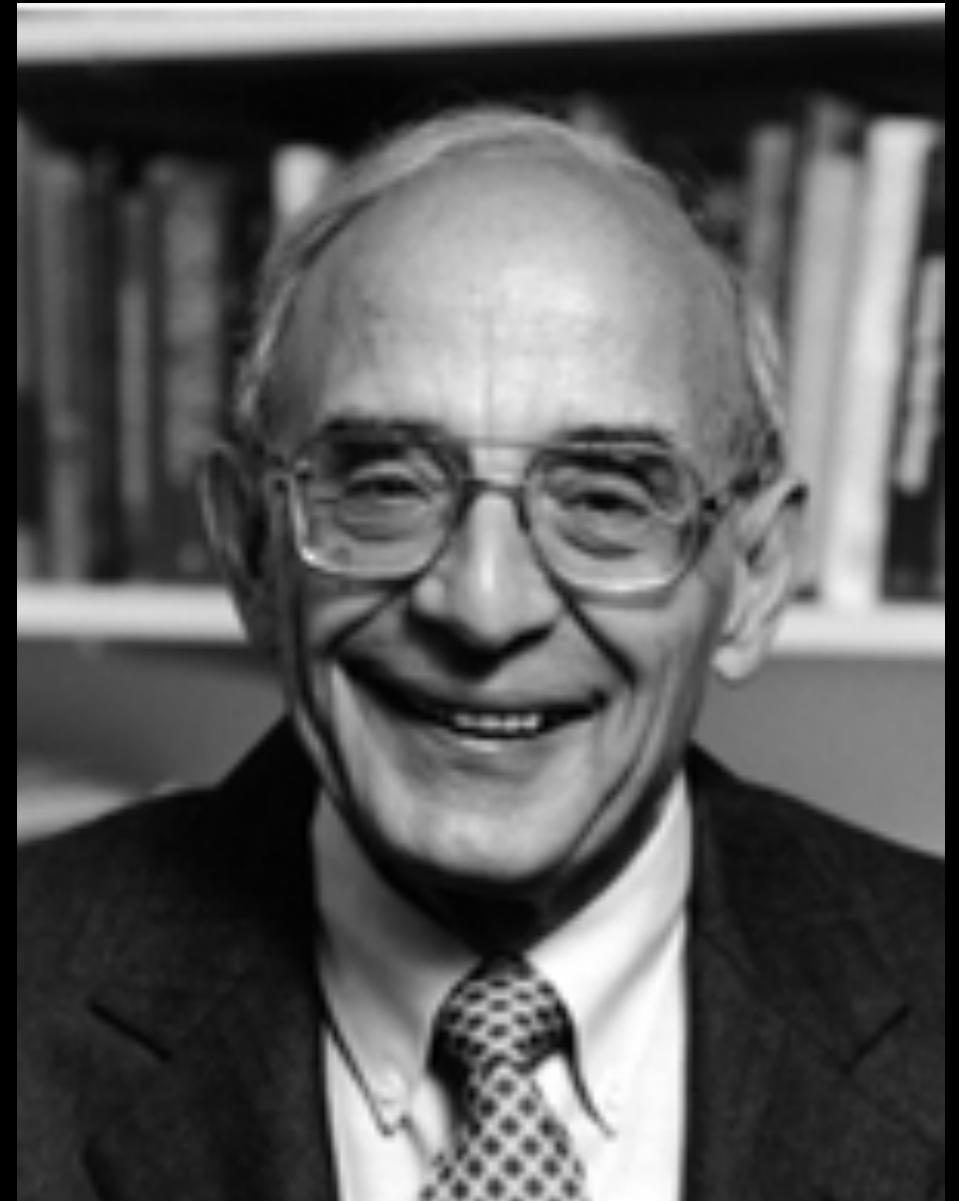
We must learn every day



Our businesses must learn every day

“Smart people don't learn... because they have too much invested in proving what they know and avoiding being seen as not knowing.”

- Chris Argyris



Learning requires vulnerability

Fixed mindset gives you no tools to  
cope with failure

In growth mindset

Failure doesn't define you

In growth mindset

Failure is an opportunity to improve

”Why waste time proving over and over how great you are, when you could be getting better?”

- Carol Dweck. Mindset.

It's not about proving yourself  
It is about improving yourself

- Sasha Rosenbaum



Adopting a growth mindset will  
make you a happier human



Are we all good now?

Like every journey, it takes time

Adopting a growth mindset will  
make you a happier human

# Bonus Chapter: Personality



Fixed mindset makes you feel judged



You can always change basic things  
about the kind of person you are

Adopting a growth mindset will  
make you a happier human

Thank you!

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