

Knower Mindset vs. Learner Mindset

	THE KNOWER	THE LEARNER
INTELLIGENCE AND EFFORT	Believes that intelligence is essentially fixed and additional effort does little to enhance it	Believes that intelligence is essentially fluid and can be significantly increased through effort
ATTITUDE TOWARD LEARNING GAP	Is blind to or denies a learning gap; therefore, is often close-minded toward new ideas and approaches	Recognizes and accepts a learning gap; therefore, is open-minded toward new ideas and approaches
FEEDBACK	Places little value on feedback that is inconsistent with their perspective	Actively seeks out feedback, especially perspectives that differ from their own
WHEN COMPETENCY IS CHALLENGED	Is preoccupied with preserving the appearance of competence; reacts defensively when challenged	Readily acknowledges own incompetence; embraces challenge as an opportunity to learn and improve
EXPERIENCE OF MISTAKES AND SETBACKS	Experiences mistakes and setbacks as frustrating failures—or proof of inability—and often misses the learning opportunities in them	Experiences mistakes and setbacks as natural part of the learning curve—or as confirmation of effort—and persists in the face of frustration

The Dabbler Approach



- Tremendous initial enthusiasm, but quickly loses steam
- Rationalizes not continuing
- Looks for the next new thing

The Obsessive Approach



- Wants to accelerate learning, but pushes too hard and burns out
- Robust progress initially, but doesn't accept plateau
- Hurt by inevitable big fall

The Hacker Approach



- Gets an initial hang of it
- Willing to stay on same plateau indefinitely
- Does just enough to get by

The Mastery Approach



- Diligent practice leads to mastery
- Appreciates the plateau as much as the upward surges
- Eventually engages and enjoys the practice for its own sake irrespective of the results