

Building Growth Mindset-Oriented Organisations

What matters more than personality in a changing world?

Why personality style does not predict a growth mindset — and the implications for leadership development and organisational culture.

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Executive Summary

Organisations operate in a business environment defined by disruption, accelerated change, talent scarcity and continuous complexity. In this context, the ability of leaders and employees to learn, adapt and evolve has become a critical source of competitive advantage.

As a result, many organisations are investing significantly in both (see Appendix H):

- personality and behavioural profiling tools
- growth mindset (theory) and learning agility initiatives

Yet an important strategic question often remains unanswered:

Are some personality types naturally more predisposed towards the growth mindset end of the spectrum (as opposed to a fixed mindset), adaptability and learning than others?

This white paper explores that question using data from 142 participants who completed both the Equilibria E-Colours personality assessment and the Meta-LUCID Mindset Assessment Profile (MAP).

The findings were both clear and strategically significant:

CENTRAL FINDING

No statistically significant relationship exists between E-Colour personality style and growth mindset orientation.

In practical terms:

- no personality profile demonstrated a structural advantage for a growth mindset
- no E-Colour group consistently outperformed others to a statistically meaningful degree
- mindset variability existed within every personality group rather than between them

This matters because many organisations unintentionally associate certain behavioural styles with higher potential, adaptability or coachability. Analytical personalities may be viewed as more reflective. Relationship-oriented individuals may be assumed to be more open to feedback. Highly driven personalities may be perceived as more resilient under pressure.

The evidence from this study does not support those assumptions. Instead, the findings suggest something far more important for leadership teams:

“The capacity for a growth mindset appears broadly distributed across personality styles.”

For business leaders and CHROs, this has profound implications. It suggests that competitive advantage is unlikely to come from recruiting or promoting a narrow behavioural archetype. Instead, advantage is more

likely to emerge from creating organisational environments that consistently enable learning, adaptability, psychological safety and behavioural growth across the workforce.

The study reinforces several strategic insights:

- a growth mindset is not confined to a specific personality profile
- behavioural style should not be mistaken for developmental potential
- organisations should avoid stereotyping capability through personality frameworks
- scalable mindset development can be designed inclusively across all employee groups

Most importantly, the findings shift the conversation from *“Which personality types are naturally growth mindset-oriented?”* to *“What organisational conditions best unlock growth mindset-oriented behaviour in people?”*

That distinction is critical. In increasingly complex and uncertain business environments, organisations that build cultures capable of learning faster than competitors may achieve sustainable advantage not because of who they hire, but because of the developmental environments they create. As the saying, often attributed to Peter Drucker, goes, “culture eats strategy for breakfast” — suggesting that the more leadership embraces and understands what a growth mindset (theory) person is, the more likely the culture will evolve towards it.

Key for leadership teams is to know where the organisation sits on the growth mindset spectrum, and then to have a strategic plan for the shift (evolution) needed — and the nudges that encourage the right behaviours. This in turn means being clear about the real values and beliefs the organisation requires. As with any change-based initiative, it starts with leadership: leaders modelling these new behaviours, coaching, and consequence management.

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Why This Matters for HR and Leadership Development

Both personality profiling and growth mindset development are embedded within modern leadership and organisational development practice. However, organisations often unintentionally assume that some behavioural styles are naturally more adaptable, coachable or growth mindset-oriented than others.

This study explored whether personality style, measured through E-Colours, meaningfully predicts growth mindset orientation. **The evidence suggests it does not.**

This distinction matters because it helps HR practitioners avoid capability stereotyping, strengthens inclusive talent strategies and reinforces the importance of organisational culture over personality assumptions.

142	80.3	p = 0.308	0
PARTICIPANTS COMPLETED BOTH INSTRUMENTS	AVERAGE MAP SCORE — WITHIN THE GROWTH RANGE	ANOVA ACROSS E- COLOUR GROUPS — NOT SIGNIFICANT	PERSONALITY GROUPS WITH A STATISTICAL ADVANTAGE

Understanding the Findings

The study analysed 142 participants across four primary E-Colour groups: Red, Yellow, Green and Blue. Participants also completed the Mindset Assessment Profile (MAP), which measures orientation towards fixed versus growth mindset.

The sample was weighted towards Green and Blue primary styles, which together accounted for around two-thirds of participants, with Red and Yellow making up the remainder. The full distribution is shown below.

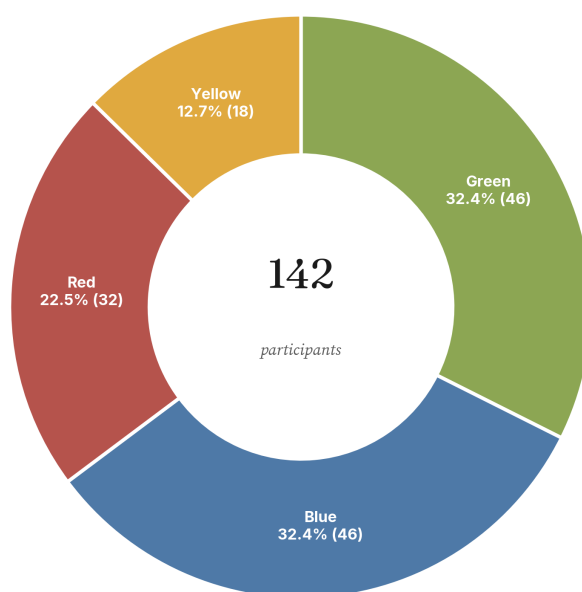


FIGURE 1 Distribution of primary E-Colour across the 142 participants.

The overall average mindset score across the sample was approximately 80 out of 100 — placing the average participant within the “Growth Mindset” part of the spectrum.

When mindset scores were compared across the four E-Colour groups, none of the differences proved statistically significant:



Statistical testing using ANOVA, Kruskal-Wallis and correlation analysis all reached the same conclusion: personality style did not predict mindset score. As Figure 2 shows, the 95% confidence intervals for all four groups overlap substantially, confirming that the observed differences fall within the range expected from ordinary sampling variation.

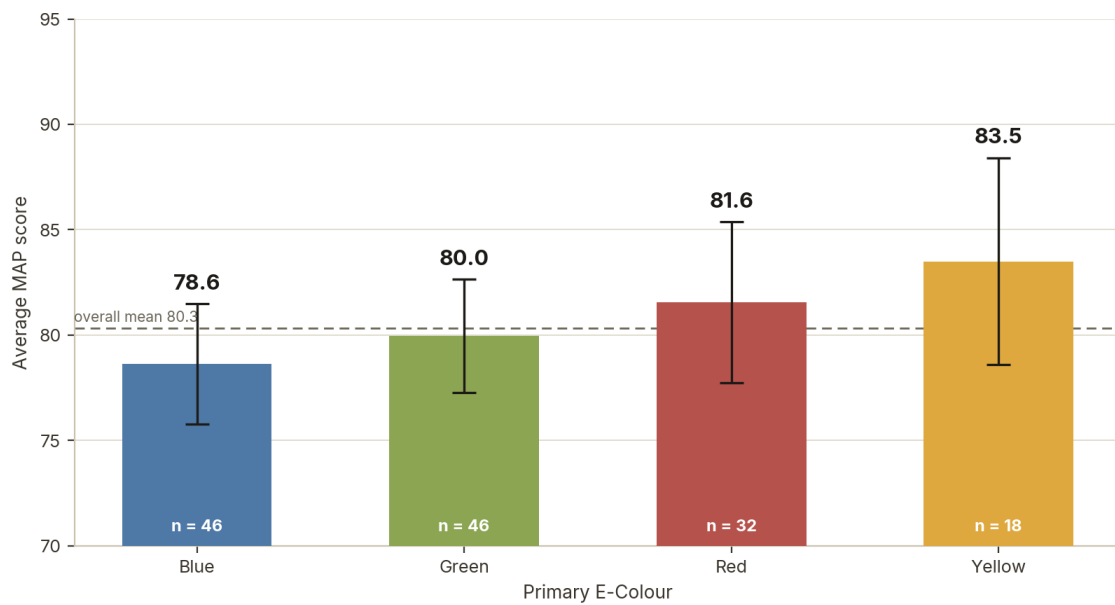


FIGURE 2 Average MAP score by primary E-Colour. Wide, overlapping 95% confidence intervals indicate the differences between groups are not statistically reliable.

Equally important is what happens within each group. As Figure 3 illustrates, every E-Colour group contains a broad range of mindset scores. The spread of scores inside each personality group is far larger than the small gaps between group averages — reinforcing the central finding that mindset variation is an individual characteristic, not a property of personality type. Formally, E-Colour accounts for only 2.6% of the total variation in MAP scores, leaving over 97% attributable to individual differences and other factors.

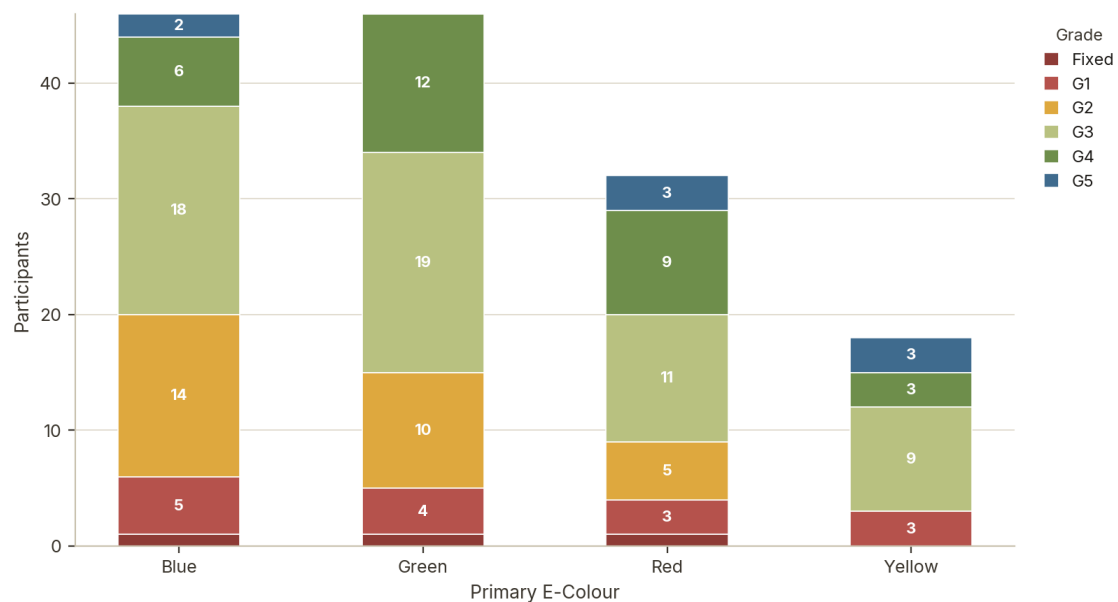


FIGURE 3 Mindset grade composition within each primary E-Colour group. The variation within every group clearly exceeds the variation between them, with all four groups clustering around the G3 band.

IMPLICATIONS FOR HR PRACTITIONERS

The findings suggest that organisations should avoid linking personality profiles to assumptions about capability, adaptability or developmental potential.

Instead:

- Growth mindset interventions should be designed universally.
- Personality frameworks should be used primarily for communication and team effectiveness.
- Organisations should avoid stereotyping leadership potential by behavioural style.
- Talent management processes should remain inclusive and evidence-based.

It is worth being clear about what these findings do and do not say about personality frameworks themselves. E-Colours has never claimed to predict potential or capability; it was designed to build self-awareness and improve communication, teamwork and interpersonal effectiveness. The findings therefore validate the framework's intended use — while cautioning against stretching any personality tool beyond its design.

The research reinforces the idea that developmental capacity is likely to be more widely distributed than many organisations assume.

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Strategic Reflections for Organisations

For organisations operating in environments of disruption, uncertainty and accelerated change, having a growth mindset (culture) remains critically important.

However, this study suggests organisations may achieve greater impact by focusing less on who people are (type) and more on the environments leaders create — understanding that cognitive diversity is desirable, but not the spearhead for competitive advantage. Psychological safety, quality and frequent feedback, developmental challenges, coaching intensity and leadership behaviour may matter far more than personality style in shaping a growth mindset-oriented behaviour and thus culture.

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Conclusion

For CHROs the implications of this study extend well beyond personality profiling or leadership development design.

The findings challenge a subtle but important organisational assumption — that certain behavioural styles are inherently more adaptable, resilient or developmentally capable than others.

This research found no evidence to support that view.

Across all analyses, growth mindset appeared independent of E-Colour personality style. No group demonstrated a statistically meaningful advantage in learning orientation, openness to growth or developmental potential.

That is an important strategic insight. In practice, it suggests organisations should be cautious about unconsciously equating behavioural preference with future capability. Leadership pipelines, succession planning and talent identification processes can sometimes overvalue individuals who “look” adaptable, confident or learning-oriented based on communication style alone.

The evidence here suggests that growth mindset potential is far more democratically distributed. For CHROs, this reinforces several priorities:

1 / BUILD SYSTEMS, NOT STEREOTYPES

Competitive advantage is unlikely to come from favouring particular personality profiles. It is more likely to emerge from cultures that systematically encourage learning, experimentation, feedback and adaptability across the enterprise (growth mindset culture).

2 / SEPARATE BEHAVIOURAL STYLE FROM CAPABILITY

Personality frameworks remain valuable for improving communication, collaboration and self-awareness. However, they should not be used as proxies for learning agility, resilience or leadership potential.

3 / FOCUS ON ORGANISATIONAL CONDITIONS

If a growth mindset culture is accessible across personality styles, then the differentiator becomes the organisational environment itself:

- psychological safety
- leadership behaviour
- feedback quality
- developmental challenge
- coaching capability
- cultural norms around learning and failure

These factors are far more likely to shape organisational adaptability than personality composition alone.

4 / DEMOCRATISE DEVELOPMENT

The findings support a more inclusive philosophy of talent development. Organisations should assume growth mindset capability exists broadly across the workforce rather than within a narrow subset of behavioural profiles.

Ultimately, this study reinforces a critical leadership principle for modern organisations:

THE PRINCIPLE

Sustainable competitive advantage may depend less on identifying the “right type” of person, and more on creating the conditions in which many different types of people can grow, adapt and perform at their best.

In a business environment where change is constant, that may become one of the defining capabilities of high-performing organisations (see Appendix H).

FROM INSIGHT TO PRACTICE

This study pairs measurement with application. The Meta-LUCID MAP gives organisations a way to establish where individuals and teams present on the fixed-growth spectrum, while Equilibria's coaching tools — the E-Colours and Personal Intervention — provide the practical means of acting on what the data shows: building self-awareness, improving communication and helping people become less reactive and more intentional. Together, they offer organisations a route from understanding their starting point to deliberately shaping the culture they need.

This is the summary edition of the white paper. References and the full statistical appendices — sample overview, distributions, testing summary, pairing analysis and methodological notes — are available in the complete edition, from Meta-LUCID or Equilibria.

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