TruMindset:

The Truth about Mindsets



A publication by Growth Consulting Asia

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What is TruMindset?

TruMindset (formally known as the **5 Dimensions of the Growth Mindset,** or **5DGM**) is the world's first data-driven behavioural assessment for the growth mindset. While the growth mindset is the main driver of the assessment, we have departed significantly from the dominant logic of what that means because our data could not match the precepts of the concept published in 2006 under the title, "*Mindsets: The New Psychology of Success*". For one, the dominant logic presupposes a binary system; you are either fixed or growth. The data we collected in our research does not bear this out. We shall discuss further departures from the dominant logic in later sections of this ebook.

The Data on the Binary Concept of Mindset

We started our research in 2013, and through to 2014, we worked with about 300 volunteers who answered a battery of questions followed by behavioural interviews. We had to keep the initial numbers small because they had to be known to us so that we could verify what they said with our own observational conclusions. We wanted to verify the following hypotheses:

1. *People are either fixed or growth minded (i.e. the binary concept);*

2. *In a large enough data sample, half of the people would be growth and half of the people would be fixed (which supports the binary concept);*

3. *People who are fixed in their mindset are not as successful as people who are growth in their mindset*

Annex A shows the construct of our question battery.

From the questionnaire, you can see our mindset baked into its construct. Predominantly growth scores were from +16 to +20; and predominantly fixed scores were from -14 to -11. There was already an inherent bias towards growth mindedness, because, when we started out, we wanted to verify the dominant logic.

Therefore, our expectation at the start was that we would get a bunch of people in the +16 to +20 range, and another bunch of people in the -14 to -11 range. The fact that we did not even mention scores within the -10 to +15 range was a sign that our perspective was clouded.

We also expected that roughly half of the people would be in the +16 to +20 range and half in the -14 to -11 range.

We were totally wrong!

Annex B shows the summary of the data collected.

Before we talk about what was wrong with our questionnaire, let us first discuss what the data told us.

Our expectation that people would congregate at the two ends was truly and verily disconfirmed. In fact, the total number of respondents within the "unnamed" zone of "-10 to +15" far outweighed the total number of respondents in the growth or fixed zones (251 : 51). This means that most people are **NOT** predominantly fixed or growth minded.

There were also more people with a total negative score than a total positive score. This DESPITE more opportunities to score a positive score than a negative one! (from -14 to 0 versus +1 to +20!). This is borne out by the statistical mean score of -0.0530.

Finally, with a statistical median score of -2.72, it also shows that we could not split the scoring down the middle (*which should have been a median score of +2.00 for this data set*), to create a 50:50 cut off point between fixed and growth mindset.

Ultimately, what this all means is that the fixed and growth mindset is not a binary one. In fact, it is 5 times harder (251 : 51) to find someone who is predominantly fixed or predominantly growth. In other words, **only 17% of the sample consisted of anyone who was purely fixed or growth!** And that puts us in a quandary because the dominant logic states that mindset was binary. Yet, when you look at the scoring, to be in the –10 to +15 zone means that there

must have been a mixture of fixed and growth tendencies! This gave us our first "*Halleluia!*" moment; we realised that people can have **BOTH** fixed and growth tendencies **AT THE SAME TIME**!

This gave rise to OUR CONCEPT of the **Transition Mindset** – a zone where you can transit between fixed and growth tendencies, depending on the context.

Criticisms of our first questionnaire

We created this questionnaire to be used instead of the DISC assessment that Prof Jeanne Liedtka used to identify growth catalysts. Using the behavioural model that Liedtka described for the fixed and growth mindsets, we designed the questionnaire as shown in Annex A. (A PDF copy of that questionnaire can be found in our Resource page (www.trumindset.world/resources)

Unfortunately, some responses were on a sliding scale, where a higher number meant a more growth score (e.g. Items. 3, 5 and 6 in the questionnaire), while others had clear growth responses and clear fixed responses (e.g. Items 1, 2 or 7). There were even some that contained a varying mixture of growth or fixed responses (e.g. Items 8, 9 or 10).

In other words, there was no uniform weightage of responses, and this meant that someone with a certain total score would behave differently from someone else with the same total score!

The scoring was therefore not valid.

We were faced with having to create a new questionnaire that would be more valid, one that actually assesses what it says it assesses.

We therefore had to uncover how a person could have BOTH fixed and growth tendencies at the same time!

Identifying the 5 Dimensions

Being behaviour-driven, we could brainstorm all the drivers of the "mindset" system. Applying a proprietary process which our Founder developed in 2009 to help individuals think more systemically, we mapped all the drivers of the "mindset" system into a spaghetti diagram. (*The original systems diagram for "Mindset" had been lost to time, but its output remains to this day.*) By interconnecting the different drivers with one another, we were able to identify the "centres of gravity" (*drivers which have the most number of arrows coming in and out of it*) of that system. We ultimately identified five (5) centres of gravity, which we now identify as "Dimensions". These five dimensions together hold all the other drivers of the system. The five dimensions are Development (which we later called, ***Learning***) Resilience (which we later called "***Bounce Back***"), Courage (later known as ***"Risk Taking"***) Process-Driven (which we later coined as "***Forward***") and Humility (which we later renamed "***Pride***", because "humility" gave a different connotation to what we wanted to focus on).

When we mapped each question of our initial questionnaire onto the dimensions, we found that each connected separately to one of them; and THIS therefore explained how one person could be both fixed AND growth at the same time; they were fixed in one dimension and growth in another!

This was yet ANOTHER "*Aha!*" moment for us; one that was a far cry from the dominant logic.

Our Second-Generation Questionnaire

Armed with this new discovery, we could now create a brand new questionnaire. From our systems diagram, we knew which behaviours fed into which Dimension, and so we were able to identify the distinct behaviours that caused a shift in a unique dimension. As this is a work product of our Intellectual Property, we cannot replicate the whole questionnaire in this

ebook, but suffice it to say that, we created a forty-statement question bank (*a portion of which is reproduced in Annex C.*) and used that to assess mindsets.

Through this, we now don't have a single measure for mindset that the initial questionnaire provided. Instead, we had a profile for each person, created by their behavioural tendencies for each dimension. Returning to the initial 302 volunteers, we checked against their responses and known behaviours, and that allowed us to calibrate responses so that we could determine the cut-off values from fixed to transitional, and from transitional to growth zones; and verified our behaviour statements so that we knew that each statement was unique and pointed only to one dimension.

Once we had a valid working model, we opened the assessment up to another few hundred, ultimately collecting some 1,000 respondents from across several countries to test our assessment. By the end of this time, we could "predict" what a person was thinking just by the look of their mindset profile.

Growth is not necessarily good and fixed is not necessarily bad

While working with our 1,000 respondents, we spoke with many people from diverse working backgrounds; from multimillionaire business owners to unemployed executives. When we looked at their mindset profile and the jobs they were doing, which, for some, were extremely successful, we came to realise that one could be fabulously successful while having a fixed mindset in one or more Dimensions; while others could be abjectly unsuccessful while having a growth mindset in all Dimensions. In fact, some of these individuals were very proud of their fixed mindset while displaying conspicuous success in their career. This again was a vast departure from the dominant logic, which had the subtitle in their book, "*The New Psychology of Success*". Our data did not bear that out. Ultimately, what constituted "success" for one may be "failure" for another because they were doing a **different job** from each other!

Therefore, in a job role that required one to be more fixed; e.g. as a physical security professional, one would do poorly in it if one were more growth minded; and conversely, if one were in a role that required one to be more growth, e.g. as a product developer, one would do poorly in the role if one were more fixed minded.

This was totally confirmed by our research, and bore out in our interviews. And this TOTALLY FLIES IN THE FACE of the dominant logic. We had, by now, disproved all the starting hypotheses!

It was therefore time to create the REAL (or **Tru**) mindset construct.

We had by now arrived at a research-backed valid model for assessing one's mindset for **working professionals**. And here is where we also depart from the dominant logic. The research that formed the dominant logic was based solely on observations and discussions of how **preschool children** responded to challenges in the classroom; and from their behaviours and responses, it created the idea of the fixed and growth mindset constructs. From these constructs, they extrapolated their ideas to predict how adults would behave. Yet, most of us know that preschool children and adults deal with their environment a lot differently, and to link preschool children's learning reactions towards working adults responses can be quite a stretch.

Our research, on the other hand, was focused solely on working professionals, and was totally data-driven. Through our assessment, we are very confident (within 95%) that our data can explain a working professional's behaviours, and from there, also predict how that person would react in certain situations. However, we cannot say with any level of confidence that our assessment was suitable for school children, because we do not have that data.

And this is the element of validity.

An assessment has to be valid in order for it to be used for selection and development. It has to show that it measures what it says it measures.

And it must also be reliable. This aspect of reliability is the subject of our next assessment evolution.

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The Ipsative and the Forced-Choice Assessments

From our Second-Generation assessment, we can now create our own ipsative assessment. An ipsative assessment is basically one that asks you to rate yourself on a scale of 1 to something. In our case, we did a 1 to 7 scale (*the Likert scale*). Since our Second Generation Assessment construct used the Likert scale, and after our 1,000+ test run, we coded it into our first assessment platform. The focus of our development went from codifying and measuring to reporting and developing.

All the while when we are codifying, we used MS Excel to do the assessment and profile generation. Feedback on the results was still done by an individual. Now we could encode it onto a platform which people could go to, do the assessment and crucially, get a report. This is the backend engine that had to be created so that we could have a digital product.

We created this ipsative assessment because we already had a verified algorithm. However, we also knew that the ipsative model was not very reliable. It could easily be "gamed", since we technically knew what the "best" answer would be for any behavioural statement; if it was a positive statement, then the "best" answer would be the highest selection (7), and if it was a negative statement, then the "best" answer would be the lowest selection (1).

So while the assessment was valid, it might not be very reliable. Reliability also means that, barring any changes to a person's circumstances, then the assessment one took this year should yield the same results as one taken next year. But if the assessment was constantly being gamed, there was no way to be confident of the output.

To be honest, our ipsative platform was not built for reliability. We wanted to use that to test our output, and how the system would look and feel (*so basically the UI/UX of the platform)*.

It took us more than one year to fine tune the look and feel of the report, and during which time, we understood how people approached the assessment.

Ultimately, we found a lot of bias and subjectivity in the output; people were not being truthful in their responses, sometimes through no fault of theirs (*it was their unconscious bias working!*). And, anyway, how do you rate yourself between 1 to 7? Would you give yourself a 4 or a 5; or indeed a 5 or a 6? What was “most like you”?

We do not decry the ipsative model; it is useful in many circumstances. But when you want to help people move from a position of feeling “stuck” to a position of greater success, you want to ensure that you uncover EXACTLY what was hindering them. And in that case, the ipsative model was not reliable.

We had to move onto a better construct.

So, that led us to the forced-choice platform. We created our forced choice assessment guided by these academic studies:

1. *Xiao, Y., Liu, H., Li, H., “Integration of the forced-choice questionnaire and the Likert scale: A simulation study,” May 2018, Frontiers in Psychology*

2. *Brown, A. and Maydieu-Oliveres, A., “Item Response Modelling for Forced Choice Questionnaires,”*

3. *Brown, A., “Personality Assessment, Forced Choice”, Dec 2015, International Encyclopedia of the Social and Behavioural Sciences, 2nd edition*

4. *Brown, A., Bartram, D. Doing less but getting more: Improving forced-choice measures with IRT, 2009*

We trialled three different constructs: the two-statement, three-statement, and four-statement forced choice. The fewer the number of statements, the more sets of choices one required. So, for our 5 Dimension model, we could either have 60 two-statement constructs, 40 three-statement constructs, or 30 four-statement constructs.

We quickly abandoned the two-statement constructs because they were easily to choose between, and the gamification element that I identified in the ipsative assessment could also be replicated here.

We trialled the four-statement constructs but very quickly abandoned that too because it was very difficult and tiring to rank-order four statements. Volunteers became fatigued even before they reached Set 10, and towards the end, they were just randomly ordering the statements because they wanted to complete the assessment. So that also returned unreliable results.

Hence, the sweet spot was the three-statement sets, which is now our assessment construct.

We also had to ensure that the output of the forced choice statements remained valid. We embarked on a new study; inviting volunteers to do the assessment on the ipsative platfrom and on the forced choice model, and we assessed the differences. The report of this study is also found on our Resources page (*Report on the Validity of the Forced Choice Assessment*).

Ultimately, we found that the forced choice assessment yielded a similarly valid output, although there may be some distortion towards the ends of the score. However, since the ends of the score were in the predominantly fixed or growth zones, it would not matter much if one system returned a value of 4.5 and the other returned 4.1. At the middle zones, the two systems are almost identical.

In addition, over Sep 2025 to Aug 2026, we conducted a large scale study on the impact of the 5DGM on resilience development in an organisation. We sent the Test-Retest data for reliability testing and achieved a score of **0.83**! This is a very high and impressive score! (*Building Resilience with 5DGM (Part 2*)

We now had a verified and valid forced choice assessment platform that was reliable and unfakeable!

The Premium Reports

Up until now, we had only generated one type of report, the Basic Report. This report returned the mindset profile to the assessment taker, and a brief explanation of the profile. It was designed to be supported by a trainer, coach or consultant. Without prior knowledge on the use and interpretation of the profile, one might not be able to extract the full potential of the assessment.

However, people were hesitant to engage a coach or trainer for various reasons. Hence, we saw the opportunity to “replicate ourselves” by making the reports more contextually specific.

Remember when we said earlier that growth was not necessarily good and fixed was not necessarily bad, and that this was driven by context? Well, we decided to layer that context onto the reports. This allowed the assessment takers to get a better sense of their behavioural tendencies, and from there, take targeted actions to move their mindset along their chosen developmental pathway.

Hence was born the **Optimal Profile**. The Optimal Profile is not an Ideal Profile. These is no Ideal in the world. The Optimal profile, in contrast, is the most suitable mindset profile for success in that role. Hence, all Optimal Profiles were role-specific; and this specificity was driven by an operating model. For example, one of our earliest Optimal Profiles created was for leadership, and the operating model we used was the Bass Transformational Leadership Model. From this model, we researched what made it Optimal by selecting research candidates that exhibited the successful behaviours, as well as those who did not, so as to identify the different boundaries of the scores. From the successful leaders’ profile values, we could create a composite “optimal” that therefore embodied the behaviours for success in that role.

Mind you, this is a mindset profile, not a competency profile. When one exhibits a mindset profile similar to the Optimal, it does not mean that the individual WILL be successful in that role the Optimal was created for; it only means that the individual has the behavioural tendencies to be so, and that he/she should harness that in developing their role competencies.

Optimal Profiles are embedded in our Premium Reports. We currently have seven Premium Reports, all role-based:

- Leadership
- Entrepreneurship
- Solopreneurship
- Business Development Professionals
- Design Thinkers
- Sustainability Professionals
- Career Growth Builders

With the Optimal Profiles, we can create gap analyses by layering the individual's own mindset profile over the Optimal profile. This now enables us to identify the reinforcing and hindering aspects of one's behavioural tendencies towards success in the role, providing developmental suggestions to position their mindset better.

We can create more Optimal Profiles, and hence, more Premium Reports, if we find the right group of professionals to study. While it is not difficult to create them, it is the verification process that requires work and time; and that is why we don't have more of such reports.

Creating Optimal Profiles has thus become a game-changer for the 5DGM assessment because wit this, anyone can help develop their own mindset without an external coach.

However, "**can**" does not necessarily translate to "**will**". And this is where AI can help.

Becoming Your Own Coach

Our Premium reports are thick, with 8 sections and a lot of information. Most people will not read them. And that is alright. AI is now our friend; it can help us with even greater contextual focus than the Optimal Profiles can provide. And that is why we provide all that background information into your report so that you can get your GenAI LLM to tailor a suitable development plan for your personal mindset development.

If you know how to prompt well, you can go ahead and use your own style to get your LLM to help you. All you need to do is to upload your Premium Report onto your LLM and give it the contextual prompt that you need, and let AI help you along the way. You can even tell your AI to set milestone check-ins for you, including continuous mindset assessments (*once in two to three months*) so that you remain on-track to creating the best version of yourself.

If you are not too good in AI prompts, you can use the prompt guide found in Annex D.

Organisational Development

As reported earlier, we conducted a longer-term study on the use of the 5DGM assessment on a group of 60 executive-level which yielded a Test-Retest Reliability Score of 0.83. (See Resources under "*Building Resilience with the 5DGM, Parts 1 and 2*")

We had worked with a global food manufacturing company, and over almost one year from September 2025 till August 2026, helped the company create an organisational culture of resilience and growth. By being able to work across functional groups and different levels of leadership hierarchy, we were able to identify higher growth minded teams, and used them as a control group for the development of the lower growth-minded teams. Not only did the study show the reliability of our assessment portal, it also showcased the

importance of structured development on our mindset. Indeed, this study proved unequivocally that when one is aware of their mindset, one can then take appropriate steps to move them to where we want to be. Conversely, if one is unaware of one's mindset (even if we purport to "know" what our mindset is), one will not be able to improve upon it for greater success in our role (or indeed, our ambitions!)

We strongly recommend you read the published case study to understand how the TruMindset assessment can contribute to organisational development for resilience and growth.

The Future is TruMindset

The 5DGM Assessment will be rebranded as **Tru**Mindset from 1st January 2027. It is an apt name for our assessment because there has been so many "gurus" out there that tell you that they have a "mindset assessment", which may be prone to bias, manipulation or be invalid.

We are very clear about what our assessment is **Tru** to; it is **Tru** for all working professionals, it is **Tru** to the research data that supported its development; it is **Tru** to the model of the role that you want to develop in and it is **Tru** to bringing you to a greater level of success - both individually and organisationally.

No other mindset assessment out there that can prove its provenance for validity and reliability for working professionals as we can.

We have the data to prove it. We have the use cases. We have the success stories.

Indeed, this is the **Tru**Mindset that you need to power your behavioural tendencies towards success.

It is **Tru**ly The Success **Mindset** Assessment for You!

Find us at www.TruMindset.World

ANNEX A: Mindset Questionnaire

1. Which of the following statements about life do you agree with MOST?
a. Life is a game, so let's play to win.
b. Life is a test, so don't look foolish
c. Life is a journey of learning, so let's look for new things.
d. Life is a hassle, so let's just do what's needed.

2. Which of the following best describes your views towards uncertainty?
a. Uncertainty is everywhere. Accept it.
b. Uncertainty is bad. Fear it.
c. Uncertainty leads to failure. Avoid it.
d. Uncertainty is unavoidable. Prepare for it.

3. How many new experiences have you gained over the past 3 months?
a. 0 – 1
b. 2 – 3
c. 4 – 6
d. 7 or more

4. Which of the following would BEST describe your attitude towards new experiences?
a. I thoroughly love new experiences! Bring them on now!
b. I like new experiences but I don't necessarily go out to look for them.
c. I don't really like new experiences, but will try it out if someone assures me it's okay.
d. I avoid new experiences.

5. Over the past 5 years, how many new appointments or responsibilities, formal or informal, have you assumed?
a. 0 – 1
b. 2 – 3
c. 4 – 6
d. 7 or more

6. Over the past 5 years, how many organisations have you worked for?
a. 1
b. 2
c. 3
d. 4 or more

7. How well do you know your customer?
a. Intimately
b. Well
c. Not very well
d. Only vaguely or not at all

8. Which of the following do you MOST rely on for your customer information?
a. A customer survey
b. Our sales reports
c. Visiting our bigger customers' office
d. Speaking personally and directly to them

9. Which of the following would BEST describe how you manage project risks?
a. Don't take risks
b. Do what we used to do
c. Through analysis
d. Through action learning

10. Which of the following would BEST describe how you would invest your resources?
a. Place one or two small bets slowly
b. Place one or two big bets slowly
c. Place many small bets fast
d. Place many big bets fast

Scoring:

1. Do not refer to this scoring template until you have fully answered all the questions.

2. The number within [square brackets] represents the score for that response

3. A positive score reflects a growth mindset; a negative score reflects a fixed mindset

4. Add all your scores together

5. The higher the score in either direction means a higher strength in that particular mindset

6. Score range from -14 to +20

7. Strong Growth Mindset ranges from +16 to +20

8. Strong Fixed Mindset ranges from -11 to -14

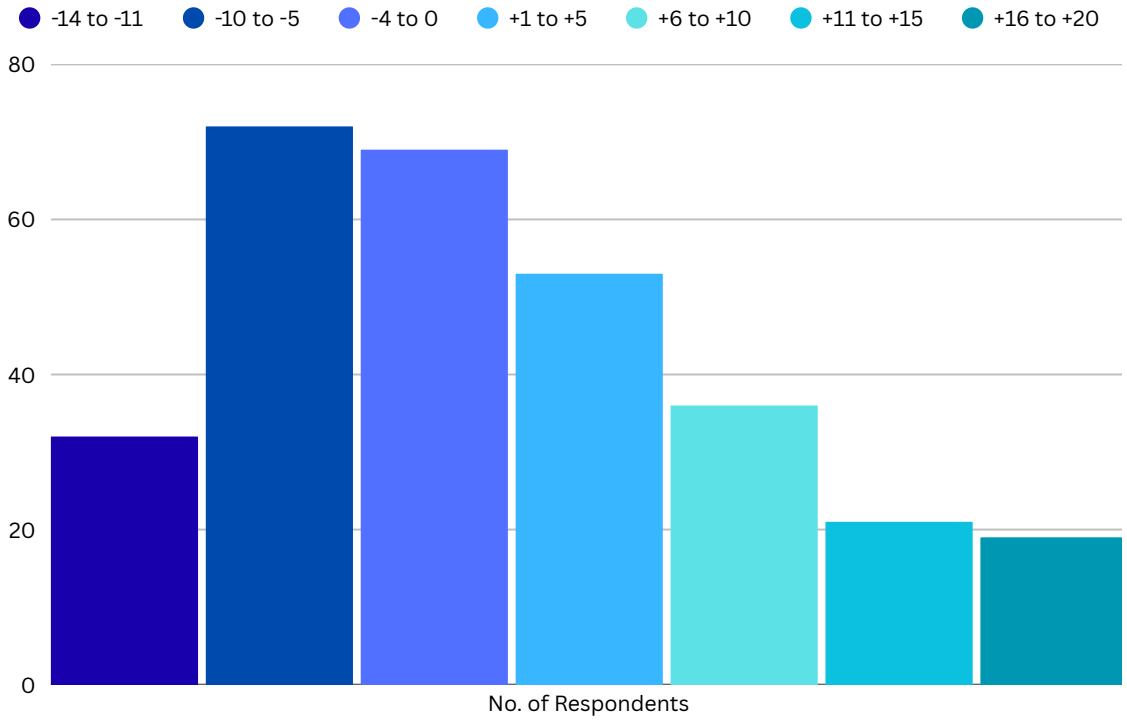
9. The scoring template is as follows:

	Response			
	(a)	(b)	(c)	(d)
Q1	+1	-2	+2	-1
Q2	+2	-2	-2	+1
Q3	0	+1	+1	+2
Q4	+2	0	-1	-2
Q5	0	+1	+2	+2
Q6	0	0	+1	+2
Q7	+2	+1	-1	-2
Q8	-2	-1	+1	+2
Q9	-2	-1	-1	+2
Q10	-1	-2	+2	-2

Annex B: Summary of Results

Total number of respondents: 302

Range of Scores						
-14 to -11	-10 to -5	-4 to 0	+1 to +5	+6 to +10	+11 to +15	+16 to +20
32	72	69	53	36	21	19
Total Negative			Total Positive			
173			129			



Modal Class: -10 to -5

Median Class: -4 to 0

Statistical Median Score: -2.72

Statistical Mean Score: -0.0530

Annex C: Self Assessment for Growth Mindset (Second Generation)

Statements:

1. I like to find things out even if I don’t fully understand it
2. I focus my energies on getting things right, not seeing things differently.
3. I like to uncover areas in my knowledge where I can be wrong.
4. When I am wrong, I just accept it without uncovering where I went wrong.
5. There is no harm in giving up when we are down.
6. I am excited to create new solutions when things don’t turn out as expected
7. Once bitten, twice shy. If I have been wrong before, I will evade that situation again.

Questionnaire

1 – Completely disagree / Completely not like me

2 – Disagree / Not like me

3 – Somewhat disagree / Somewhat not like me

4 – Neither like me nor unlike me

5 – Somewhat agree / Somewhat like me

6 – Agree / Like me

7 – Completely agree / Completely like me

Question							
	1	2	3	4	5	6	7

Scoring Template is removed.

Annex D: Prompt Guide for Use with your Premium Report

You can use this prompt to help you develop your mindset for the role that you want. Simply insert the job or role in the square brackets shown [INSERT JOB]. Then use the output to help you develop your mindset for success!

You are an expert executive coach, industrial psychologist, and performance mentor specializing in the 5DGM (5-Dimensions of the Growth Mindset) framework.

I am uploading/pasting my personal 5DGM Mindset Report. Your goal is to analyze my baseline scores, gaps, and blind spots to construct a personalized, hyper-practical 90-Day Development Plan.

Structure your response using the following clear sections:

1. Executive Summary, Strengths & Blind Spots

- Summarize my core mindset profile based on the report.
- Describe my strengths and how these impact on my job as a [INSERT JOB].
- Highlight my top 2 hidden blind spots or limiting beliefs that are currently holding me back.

2. The 90-Day Plan (Broken down into 30-day sprints)

- Days 1–30: Foundation & Awareness. Focus on micro-habits to shift the lowest-scoring dimensions. Include 2 specific daily actions.
- Days 31–60: Integration & Practice. Focus on applying these shifts to real-world professional or personal challenges. Include 2 weekly boundary-setting rules.
- Days 61–90: Acceleration & Mastery. Focus on sustaining the mindset and tracking measurable outcomes. Include a weekly reflection framework.

3. Actionable Resources

For each of my lower-scoring 5DGM dimensions, provide:

- 1 Book Recommendation (with the specific core concept to focus on).
- 1 Podcast Episode or Thought Leader to follow.
- 1 Practical Exercise or Framework (e.g., Woop framework, CBT reframing) that takes under 10 minutes a day.

4. Success Metrics & Accountability

- Give me 3 qualitative or quantitative signals that prove this plan is working by Day 90.
- Provide a weekly 3-question self-audit template I can use to keep myself accountable.

Tone: Professional, empathetic, direct, and highly action-oriented. Avoid generic self-help platitudes; focus on behavioural science and evidence-based strategies.

5. Output a specialised day-to-day 90-day workbook based on the above plan, incorporating all the above analysis, an introduction page that explains all the inputs required and include an example page so that individuals know how to fill in the details, before providing the 90-day workbook. Put all of them into one PDF.

Here is my 5DGM Report data is attached