

25 AUGUST 2026

building better results
with better mindset

BUILDING RESILIENCE

WITH THE 5DGM

PART ONE



Growth Consulting Asia

CASE STUDY

Building Resilience With the 5DGM
Part One

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1. EXECUTIVE SUMMARY

GCA, through one of its franchisees, conducted a 5DGM Program entitled “Building Resilience with the 5DGM” for the executive officers of the European Manufacturing unit of a Global Food Company. The intention is to create a corporate culture of resilience in the company. The program began in September 2025, and stretched to July / August 2025. The kickoff workshop was conducted over 2 days in September 2025, followed by in-depth planning for follow-up developmental work to commence in January 2026 over 6 months. This report covers the the results of the 5DGM Workshop. Part Two of the report will cover the development and final outcome of the program.

Here is the overview of the data:

COHORT SIZE: 60

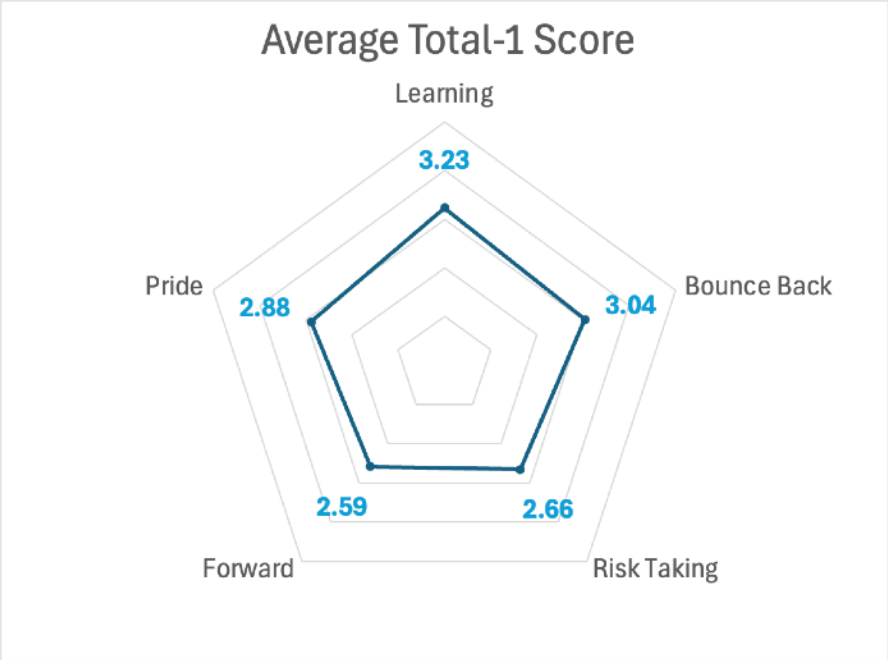
NUMBER OF OUTLIERS: 1

NUMBER OF USEFUL RESULTS: 59 (ALL-1)

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AVERAGE DIMENSION SCORES

This is the average of all 59 scores for each Dimension. It provides a good understanding of the organisational tendencies for each dimension. This is presented in an organisation 5DGM profile as shown:



What does this mean?

Learning (High Transition)	👍
Bounce Back (High Transition)	👍
Risk Taking (Low Transition)	👍
Forward (Low Transition)	👍
Pride (High Transition)	👍

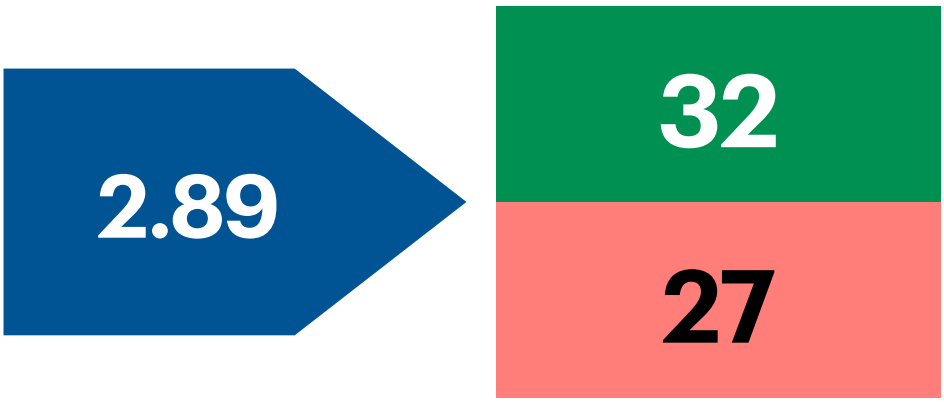
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ON AVERAGE, the organisation possesses the appropriate tendencies for its job. Notice that there is no requirement to have all (or even ANY) of its dimensions in the growth zone.

OVERALL AVERAGE SCORE



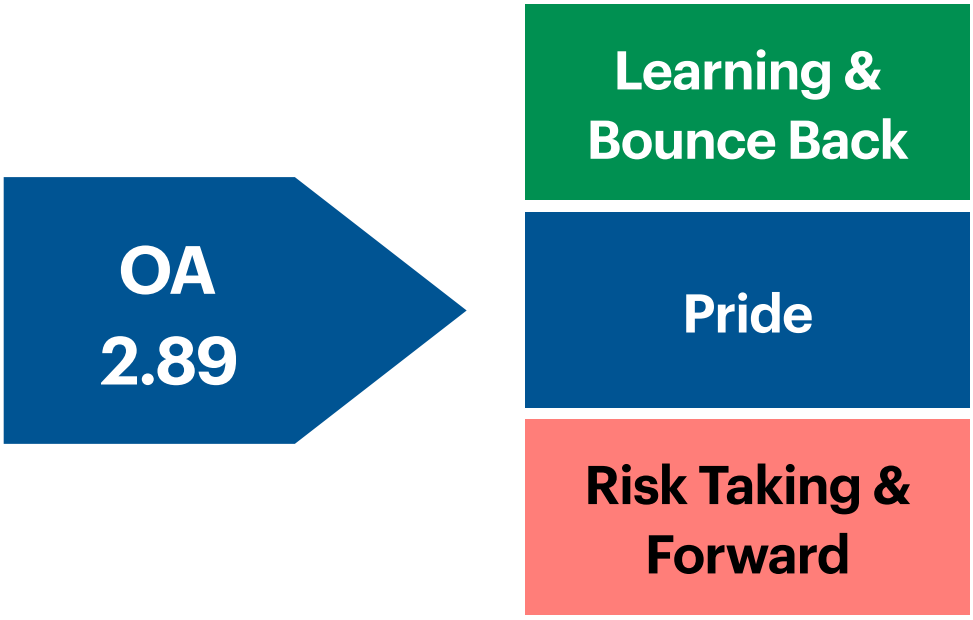
This is the Overall Average score of the ALL-1 dataset. While there are limitations to this metric, it does give one a sense of where the organisation is now. As confirmed earlier, this is a VERY GOOD score for the organisation for reasons that are discussed deeper in this report.



In addition, more people had scores higher than the Overall Average than lower.

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DIMENSION AVERAGE THAT ARE ABOVE, AT OR BELOW OVERALL AVERAGE



HIGHEST DIMENSION SCORES & DEPARTMENT

Learning	4.58	Marketing & Sales
Bounce Back	4.31	Marketing & Sales
Risk Taking	4.17	Marketing & Sales
Forward	4.03	Marketing & Sales
Pride	3.89	Marketing & Sales

Marketing & Sales Department has ALL the highest scoring individuals for each dimension. It shows good recruitment and leadership.

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2. INTRODUCTION

This project was delivered to a global food company at their manufacturing unit located in Europe from Sep 2025 to Aug 2026.

A total of 60 executives took part in the program to imbibe the growth mindset into the organisation's culture.

The assessment was conducted in English. It was acknowledged that, while most of them were conversant with the language, and the behavioural statements were not difficult to understand, the results may be a little different if the assessment were done in the local language, the version of which GCA currently does not have.

Notwithstanding that, the results were still valid and could be acted upon.

3. OBJECTIVES

This project set out to achieve the following objectives:

1. **Analyse** the current mindset mix of the executives of the company,
2. **Evaluate** the possible interventions to position the organisation to be more resilient,
3. **Roll-out** the interventions over a three-month period,
4. **Compare** outcomes across groups exposed to varying levels of support.

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4. METHODOLOGY

This project employed the following methods:

- **Phase 1: 5DGM Assessment** of all the 60 executives from 4 Functional Groups; Operations (17 pax), Manufacturing (21 pax), Market & Sales (11 pax) and Corporate Services (11 pax).
- **Phase 2: Comparison studies** between control and intervention groups.
- **Phase 3: Time-based analysis** of mindset changes for select individuals who participated in interventions.

This report details Phase 1 results. Part Two will detail the outcomes of the interventions as outlined in Phases 2 & 3.

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5. ABOUT THE 5DGM



The 5DGM refers to the "5Dimensions of the Growth Mindset". This is a research-based, data-driven model of the growth mindset in working adults. The model stands distinct from the dominant logic that states that people are either "fixed" or "growth". While the 5DGM does acknowledge some crossovers, like the importance of learning, the impact of failure and the contribution of self-concept, the dominant logic treats all these as contributions towards their binary construct (either fixed or growth), the former operates on five different planes (known as dimensions). This means that one can be growth in one dimension, and fixed on another. This construct is more accurate, and describes the working adult correctly.

The 5 Dimensions are:

- **Learning,** which is the tendencies to uncover new knowledge, apply them to test their functionality, synthesizing them with current knowledge when true, and then using that to create even newer knowledge. (This is also known as the *Bloom's Taxonomy*)

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- **Bounce Back,** which is the tendencies to recover from setbacks, realising that "failure" is a means of uncovering what is limiting in our knowledge, allowing us to try again to do better. (Refer to *TEFCAS* as outlined in our references). The more growth you are means that you have greater tendencies to recover from setbacks.

- **Risk Taking,** which is the tendencies to put ourselves, our reputation, our face, our self-concept on the line to learn something new. The more growth you are, the more comfortable you are to be wrong; and vice versa for fixed.

- **Forward**, which is the only action-based dimension. This dimension describes one's tendencies to move ahead without perfect knowledge. The fixed tendencies in this dimension does not mean that one does not move forward, it just means that one prefers the planned approach to execution; to map out all the activities to get from A to Z, detail the approvals and secure them before starting the journey. The growth mindset in this dimension is one that prefers the evolving approach to execution, meaning that they will get the general sense of where they are heading, and then "get the move on". They believe that one will never be able to know every step and outcome before starting the journey, so they prefer to just start, and then course correct along the way.

- **Pride**, which is a little counter-intuitive. The higher the score in this dimension (meaning it is more growth) does not mean that the person is more prideful; in fact it means that one tends NOT to use one's past successes, experiences and knowledge to apply to the current situation without first understanding what is happening, and whether the conditions of the past are still valid for today's decisions. The fixed mindset individual in this dimension can be heard saying, "I've been there, done that. This is what you do and let's move on." Hence, they are not open to seeing whether their experience and past successes are valid or not.

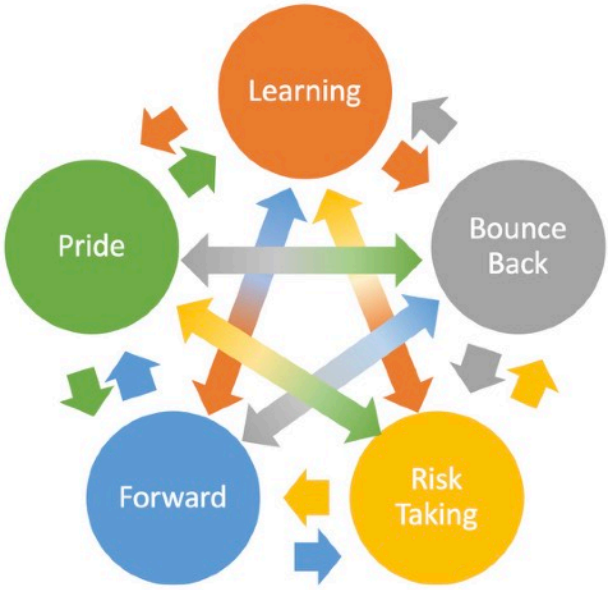
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6. THE 5DGM PRECEPTS (IMPORTANT)

The 5DGM is more comprehensive and reality-bound compared to other growth mindset ideas. The model is based on data from our almost-10-year research conducted only on working adults. This contrasts with the dominant logic that formed their opinions from preschool children's response to learning challenges.

The 5DGM is therefore valid for the working environment. These precepts are:

- The fixed and growth mindsets are not binary. Instead, they are the two end-zones in a continuum, in the middle of which is a zone called the "Transition" mindset.
- In the Transition zone, one can have a fixed mindset in one context, and a growth in another context.
- Growth is not necessarily good, nor is fixed necessarily bad. They are all dependent on the job to be done.
- There are 5 dimensions to the growth mindset, which are independent from the other, yet inter-dependent. Hence, one can be fixed in one dimension and growth in another.



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- While a person's predominant mindset (called the baseline) is relatively stable, it can be impacted by environmental changes around the person that temporarily changes their tendencies.
- A person's baseline mindset can change through the following:
    - a significant event,
    - mindful perception and behavioural change, or
    - operating in a different organisational culture

In using the 5DGM assessment, the organisation accepts the precepts. It also understands that the overall organisation mindset can be shaped to meet its business needs.

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7. SUMMARY OF RESULTS

1. **Scatterplots**:
   Annex A shows the scatter plots of all 60 individuals for each of the Dimensions. From the plots, we notice that one person, #60, had tendencies that lie far from the rest of the cohort. The company decided to have two sets of data: one for all individuals and another for all minus one (to understand how that individual may impact the responses of the rest).

2. **Overall Average:**
   While simplistic and goes against the precept of the 5 dimensions (see next Section), the Overall Average score offers a generalised viewpoint of where the group stands in terms of the organisational mindset. It is obtained from the mean of the mean scores of all the dimensions. The overall TOTAL average is 2.85, and the overall TOTAL-1 average is 2.88. This is a High Transition Score, and represents an optimal score for a company that has manufacturing, supply chain and sales functions.

3. **Measures of Central Tendencies**
   The following table shows the data for the TOTAL-1 dataset.

	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
Mean	3.23	3.04	2.66	2.59	2.88	2.88
Max Score	4.58	4.31	4.17	4.03	3.89	3.694
Min Score	1.94	1.53	1.53	0.83	1.81	1.804
Median Score	3.33	3.06	2.5	2.64	2.78	2.916
Standard Deviation	0.645	0.602	0.611	0.748	0.540	0.403
Range	2.64	2.78	2.64	3.2	2.08	1.89

Annex B offers a more in-depth review of the data. It is sufficient for us to say in this summary that nothing in the mean scores for each dimension is a cause for concern. The lowest mean score belongs to the Forward dimension and that is fine because it signifies that AS A WHOLE, the organisation prefers to use a planned approach in execution. For a global company, that is to be expected. The lowest

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median score for the dimensions lies in Risk Taking. At a score of 2.5, it means that half of the cohort is fixed (or there about) in this dimension. Again, there is nothing unusual in that because in an MNC, there is no reason to take risks on one's self-concept.

4. Data By Functional Group

Annex C contains the data of the different functional groups. The Overall Average for the different groups are:

- Operations: 2.909
- Manufacturing: 2.762
- Marketing & Sales: 3.367
- Corporate Services: 2.573

The Marketing & Sales Department comprised the highest number of growth minded individuals. Members of the Department also possessed the highest scores of the cohort for each Dimension. Management felt that they didn't require any mindset development interventions, and they would be act as control to see the impact of training / coaching on the other departments.

The Corporate Services Department held the lowest Overall Average score of the 4 departments. While this was not unexpected, since the functions within that department (HR, finance and IT) were concerned with audits and processes, Management felt that they should shift their focus to become more customer-centric. As such, the whole department was chosen to undergo a 6-month development program.

With regards the Operations Department, it was found that the bottom 6 individuals were from Facilities Management. Technically, the FM team can operate in a predominantly fixed mindset, but Management wanted them to embrace a more proactive approach to their work, rather than the current reactive one. Hence, the other members of the Department can act as control for their development.

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8. CONCLUSION

At the end of Phase 1 of this project, all 60 participants had been introduced to the fixed and growth mindset concepts, the 5DGM and its outputs, what their mindset profile is and, finally, how it impacts their job to be done.

The management was satisfied that most members of the functional groups embraced a suitable mindset vis-à-vis their job roles. In fact, the Marketing and Sales Department exceeding expectations, in that most of the people there had the highest growth scores of all; all the while contributing to the success of the Department. The management rightly decided that this Department will act as control to see what happens when development interventions are provided to some, and for others, they were left to their own development.

Conversely, the Corporate Services Department, while also demonstrating appropriate behavioural tendencies for their job functions was identified for developmental development in their mindset tendencies because the Company decided that CS should have a better internal customer focus, rather than to a standards and procedural focus. All 11 members of the Department would undergo a 6-month custom development program, and their 5DGM results would be reviewed against their current baseline, as well as against the control baseline.

From the Operations Department, the management decided to focus the mindset development on the facilities management team, seeing that most of them ended up at the last 6 individuals for the whole department. While they acknowledged that the team did their work as expected, some members of management felt that they should not simply be responding to situations. They should adopt a more proactive stance towards preventive maintenance (of office equipment and fixtures, not machinery). It was felt they should also ensure that common spaces are properly maintained so that visitors do not see any blank screens, lighting variations or blown bulbs! So instead of waiting for events to occur, they should have their own system of preventive maintenance.

Finally, management wanted to understand why ALL the the members of Operations Excellence team had inverse relationship between their Learning and Bounce Back dimensions. Specifically, they wanted to know if this was a hiring issue, a leadership (culture) issue, or was it just a coincidence!

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9. NEXT STEPS

Conduct of Development Initiatives

These would begin in January 2026 and be completed by end June.

Recommendation

Reporting and recommendations will be completed and submitted by August 2026,

10. REFERENCES

1. Bloom's Taxonomy, *Centre for Teaching Excellence, University of Waterloo*. (https://uwaterloo.ca/centre-for-teaching-excellence/catalogs/tip-sheets/blooms-taxonomy)

2. Resilience Builds the Growth Mindset, *Growth Consulting Asia,* https://www.growthconsultingasia.com/single-post/resilience-builds-the-growth-mindset

CONTACT

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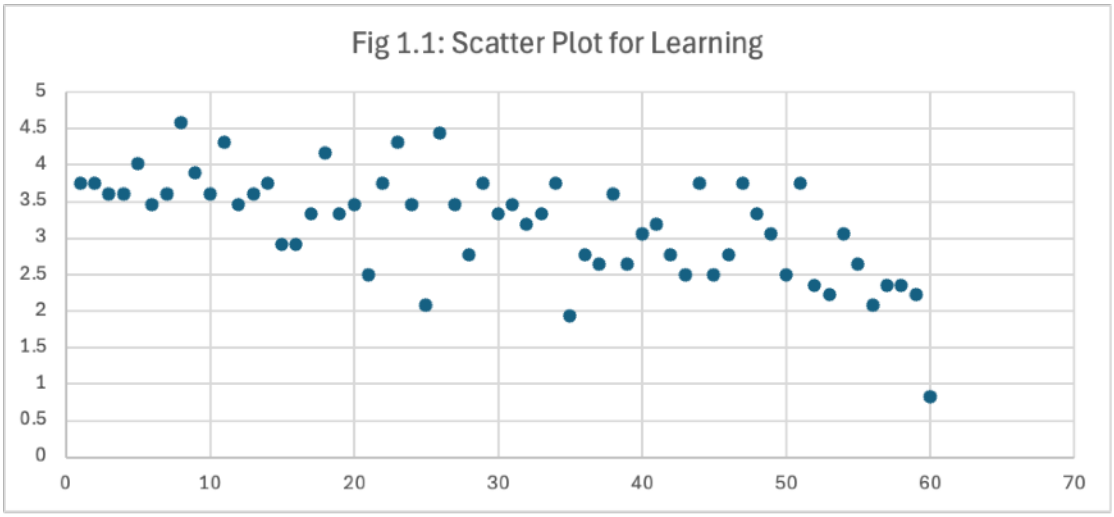
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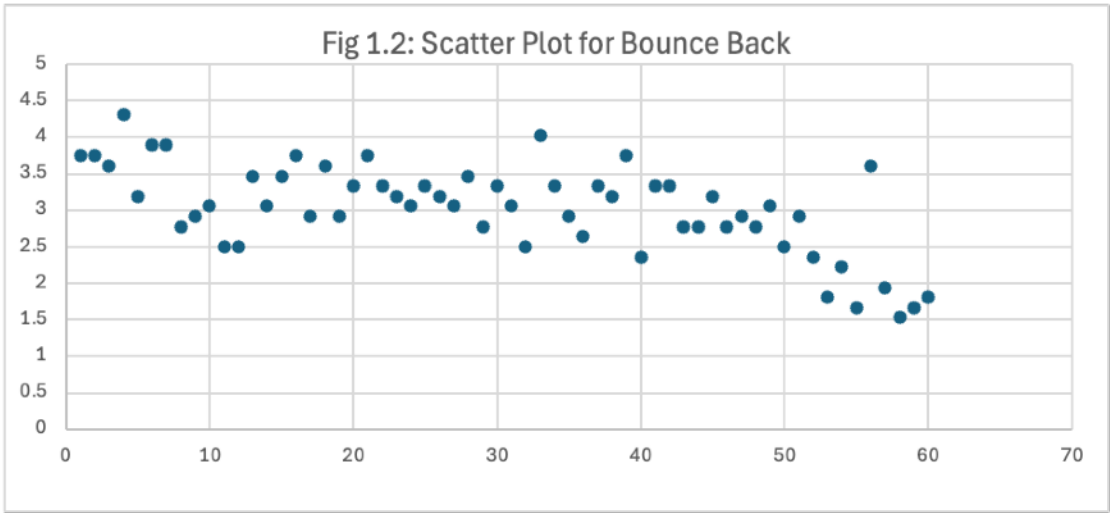
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ANNEX A: SCATTER PLOTS FOR EACH DIMENSION

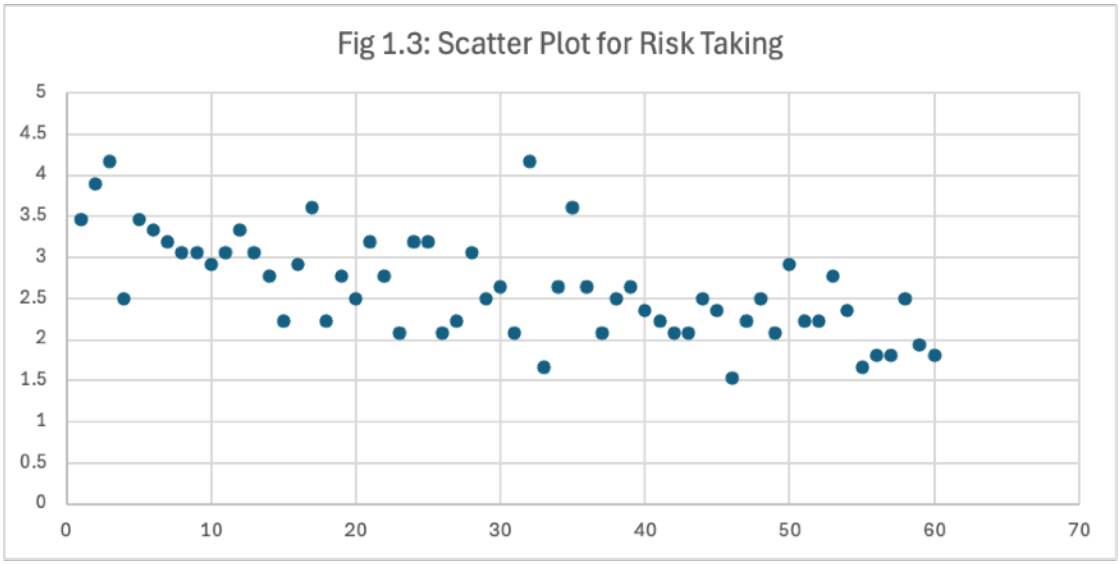
Different snapshot of the dimensional position for all the executives are shown in scatterplots, one for each dimension. While the scatterplots do not provide numerical data, it can give a sense of the concentration (or lack thereof), of scores for each dimension. It also provides a visual understanding of the central tendencies of the cohort and that allows us to predict how they would respond to a range of work situations.

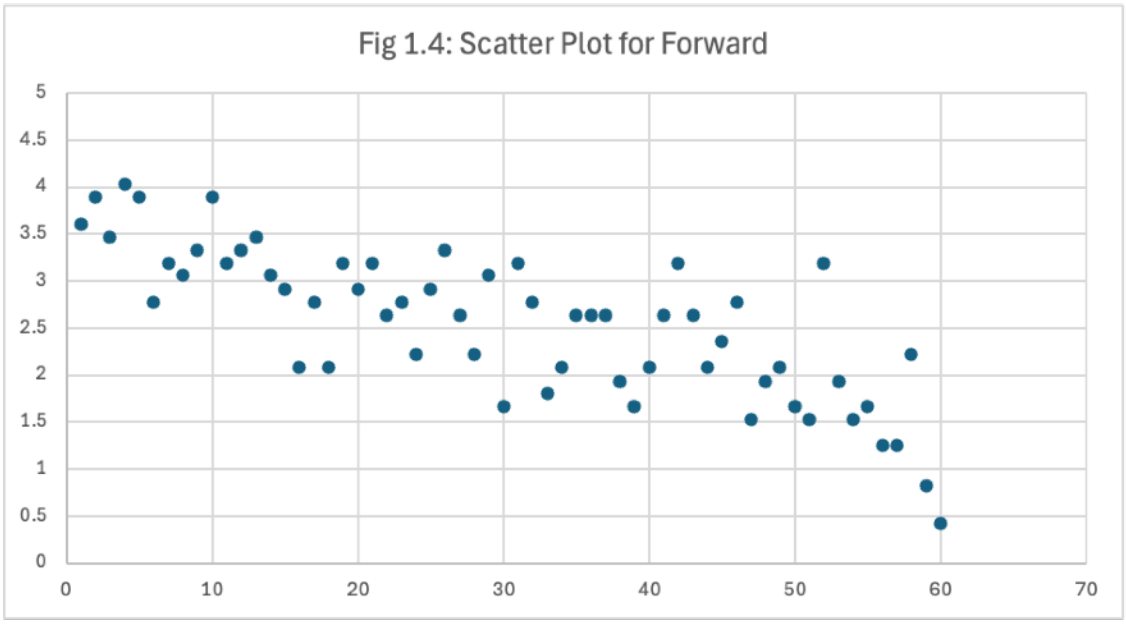
The following are the 5 scatterplots:

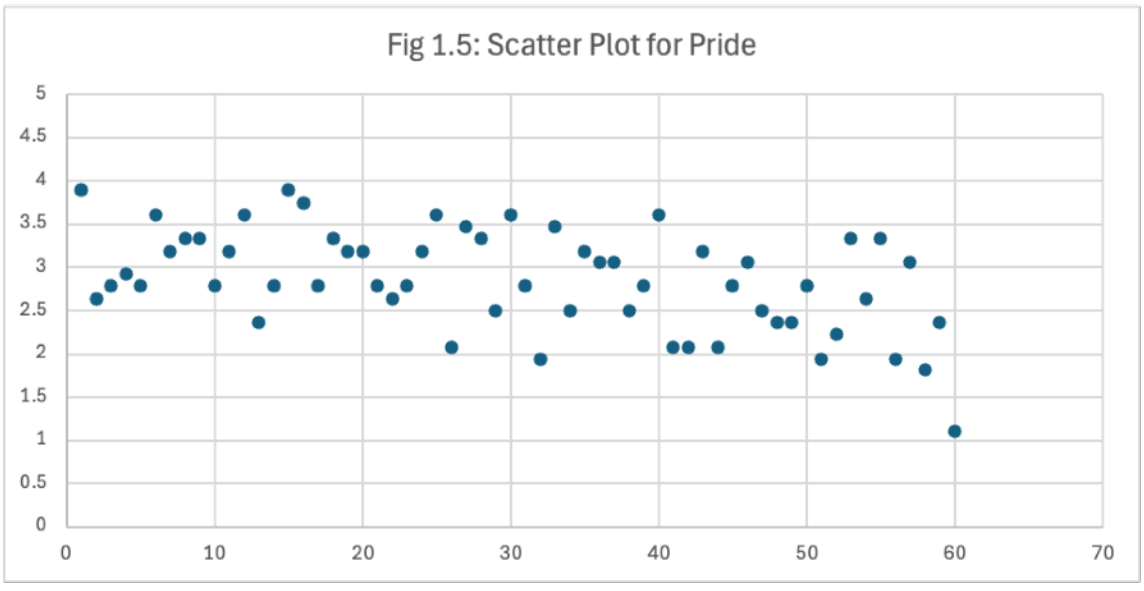




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From the plots, we see notice one thing straight off - one person, #60, has tendencies that lie far from the rest of the cohort. The company decided to have data for all (because he is still a member of the executives and cannot be excluded from overall organisational plans), and then data for all minus one (to understand how that individual may impact the responses of the rest).

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ANNEX B: NUMERICAL MEASURES OF CENTRAL TENDENCY

The team constructed the group data for ALL, and ALL-1, as shown:

Table 3.1: Central tendencies for ALL

	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
Mean	3.19	3.02	2.64	2.55	2.85	2.85
Max Score	4.58	4.31	4.17	4.03	3.89	3.694
Min Score	0.83	1.53	1.53	0.42	1.11	1.196
Median Score	3.33	3.06	2.5	2.64	2.78	2.916
Standard Deviation	0.711	0.618	0.615	0.792	0.582	0.455
Range	3.75	2.78	2.64	3.61	2.78	2.498

Table 3.1: Central tendencies for ALL-1

	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
Mean	3.23	3.04	2.66	2.59	2.88	2.88
Max Score	4.58	4.31	4.17	4.03	3.89	3.694
Min Score	1.94	1.53	1.53	0.83	1.81	1.804
Median Score	3.33	3.06	2.5	2.64	2.78	2.916
Standard Deviation	0.645	0.602	0.611	0.748	0.540	0.403
Range	2.64	2.78	2.64	3.2	2.08	1.89

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Table 3.3: Percentage change from ALL to ALL-1

	Learning	Bounce Back	Risk Taking	Forward	Pride	Average
Mean	1.3%	0.7%	0.5%	1.4%	1.0%	1.0%
Max Score	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Min Score	133.7%	0.0%	0.0%	97.6%	63.1%	50.8%
Median Score	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Standard Deviation	-9.2%	-2.5%	-0.7%	-5.6%	-7.3%	-11.4%
Range	-29.6%	0.0%	0.0%	-11.4%	-25.2%	-24.3%

It can be seen that the standard deviation became much tighter once the data of #60 was removed, and the minimum score increased for 3 of the dimensions. In other words, this individual was an outlier in terms of behavioural tendencies and the company decided to use the ALL-1 data for group level decisions, and chose to work with #60 individually.

As such, from here, all discussions of data will use the ALL-1 dataset.

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ANNEX C: DATA BY FUNCTIONAL GROUP

The group was sub-divided into the following functional groups:

- Operations (which includes supply chain, maintenance, facilities management) (16 pax)
- Manufacturing (21 pax)
- Marketing & Sales (11 pax)
- Corporate services (which includes finance, HR, IT) (11 pax)

The following are the individual scores of each person in each functional group. The names have been left out:

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Table 4.1: Individual scores for the Operations Functional Group, ranked by Individual Average Score

Learning	Bounce Back	Risk Taking	Forward	Pride	Average
3.47	3.89	3.33	2.78	3.61	3.416
4.31	2.5	3.06	3.19	3.19	3.25
2.92	3.47	2.22	2.92	3.89	3.084
4.17	3.61	2.22	2.08	3.33	3.082
3.33	2.92	2.78	3.19	3.19	3.082
3.47	3.06	3.19	2.22	3.19	3.026
2.08	3.33	3.19	2.92	3.61	3.026
3.75	2.78	2.5	3.06	2.5	2.918
3.33	3.33	2.64	1.67	3.61	2.916
3.33	4.03	1.67	1.81	3.47	2.862
3.75	3.33	2.64	2.08	2.5	2.86
2.64	3.75	2.64	1.67	2.78	2.696
2.78	3.33	2.08	3.19	2.08	2.692
2.5	3.19	2.36	2.36	2.78	2.638
2.78	2.78	1.53	2.78	3.06	2.586
3.06	3.06	2.08	2.08	2.36	2.528
2.5	2.5	2.92	1.67	2.78	2.474

The Overall Average score for the Operations Group is 2.909.

Insights from the data:

a. The overall average score is decent for the Operations group, since functionally, they do not need to work outside of their job scope much (with the exception of the supply chain department), and they don't need to take much risks. They are more accustomed to working in the planned approach to execution, so the Forward dimension (which averages 2.43 in this group - JUST outside the fixed zone), is very much acceptable.

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b. As it turned out, the top 5 scoring individuals in this list belonged to the supply chain department. Hence, it was concluded that the recruitment or leadership of this department is well handled.

c. More of the facilities management (FM) individuals were found in the bottom 6. As can be seen from the table, the bottom 6 individuals have vastly different behavioural preferences. The sustainability lead, who has one of the highest Learning score in the team, also has one of the lowest Pride score. This can come off as “arrogant” to some, and perhaps put paid some of the initiatives for sustainability. As such, management decided that more attention would be paid to the mindset development for this group.

d. Maintenance (mechanics for the machines) were spread out within the middle of the table, which had a fair number of more-growth scores in the Learning and Pride dimensions. These were also deemed to be in line with the mindset requirements for this role, and they were therefore chosen as a control group to assess the development of the FM group.

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Table 4.2: Individual scores for the Manufacturing Functional Group, ranked by Individual Average Score

Learning	Bounce Back	Risk Taking	Forward	Pride	Average
3.61	3.89	3.19	3.19	3.19	3.414
3.47	2.5	3.33	3.33	3.61	3.248
2.92	3.75	2.92	2.08	3.75	3.084
3.47	3.33	2.5	2.92	3.19	3.082
2.5	3.75	3.19	3.19	2.78	3.082
4.31	3.19	2.08	2.78	2.78	3.028
4.44	3.19	2.08	3.33	2.08	3.024
2.78	3.47	3.06	2.22	3.33	2.972
3.47	3.06	2.08	3.19	2.78	2.916
3.19	2.5	4.17	2.78	1.94	2.916
1.94	2.92	3.61	2.64	3.19	2.86
2.64	3.33	2.08	2.64	3.06	2.75
3.61	3.19	2.5	1.94	2.5	2.748
3.19	3.33	2.22	2.64	2.08	2.692
3.75	2.78	2.5	2.08	2.08	2.638
3.75	2.92	2.22	1.53	1.94	2.472
2.36	2.36	2.22	3.19	2.22	2.47
2.08	3.61	1.81	1.25	1.94	2.138
2.36	1.53	2.5	2.22	1.81	2.084
2.22	1.67	1.94	0.83	2.36	1.804

The Overall Average score for this group is 2.762

Insights from the data:

a. This overall score is lower than the Operations Group, which is acceptable, since manufacturing functions are run strictly “by the book” and there is no real need to experiment with ideas, or risk being wrong. This is confirmed by their average Risk Taking and Forward scores of 2.559 and 2.512 respectively.

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b. The average scores for Learning and Bounce Back, at 3.088 and 3.002 respectively, are surprisingly high, and in a good way. These are High Transition average scores which suggest that while their jobs are run “by the book”, there are still tendencies to learn on the job, and try to improve process. Diving deeper into the data, one can see that there is a standard deviation of 0.711 against the mean of 3.088 for Learning. That means there is a large spread in scores of this dimension.

c. It turned out that those involved in Operations Excellence had higher Learning tendencies. And that makes a lot of sense. Yet, there seemed to have been an inverse relationship between Learning and Bounce Back. Those who had higher Learning tendencies seemed to have lower Bounce Back, and vice versa. While this did not affect the successful performance of the Manufacturing Department, the Company thought it would be interesting to investigate if there was any reason this unique phenomenon occured in this Department.

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Table 4.3: Individual scores for the Marketing & Sales Functional Group, ranked by Individual Average Score

Learning	Bounce Back	Risk Taking	Forward	Pride	Average
3.75	3.75	3.47	3.61	**3.89**	**3.694**
3.75	3.75	3.89	3.89	2.64	3.584
3.61	3.61	**4.17**	3.47	2.78	3.528
3.61	**4.31**	2.5	**4.03**	2.92	3.474
4.03	3.19	3.47	3.89	2.78	3.472
4.58	2.78	3.06	3.06	3.33	3.362
3.89	2.92	3.06	3.33	3.33	3.306
3.61	3.06	2.92	3.89	2.78	3.252
3.61	3.47	3.06	3.47	2.36	3.194
3.75	3.06	2.78	3.06	2.78	3.086
3.33	2.92	3.61	2.78	2.78	3.084

The Overall Average score for this functional group is 3.367. (Scores in **red** denote the highest score for that dimension in this cohort)

Insights from the data

a. The Marketing & Sales Department possesses the highest Overall Average score of 3.367. This is a growth score! Again it does not mean that every individual in the team is growth minded, but it does tell us that all of them have at least one dimension that is strongly growth.

b. It is interesting to find that this group also possesses the highest scores of each dimension of the cohort. This is not unexpected because Marketing and Sales are the key functions that require the growth mindset. After all, they have to be able to adapt to changing requirements from the customers, be able to communicate that back to ops, and ensure that there is no discrepancies. And while supply chain would be responsible for the procurement and shipment of raw materials, these have to be fed back to sales to ensure that customers' orders, especially specialty ones, can reach their shelves in time. And if there is an issue, then sales would have to work closely

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with the other functional groups to come up with an alternative solution. For all these job roles, the growth mindset is key.

c. That the mindset composition so closely matches the needs of the job functions again speaks to the selection and leadership of the team. The company again decided not to add any other interventions to the group, preferring to use it as a control to see what changes, if any, in their mindset if they are “left to their own devices”.

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Table 4.4: Individual scores for the Corporate Services Functional Group, ranked by Individual Average Score

Learning	Bounce Back	Risk Taking	Forward	Pride	Average
3.75	3.33	2.78	2.64	2.64	3.028
3.47	3.06	2.22	2.64	3.47	2.972
2.78	2.64	2.64	2.64	3.06	2.752
3.06	2.36	2.36	2.08	3.61	2.694
2.5	2.78	2.08	2.64	3.19	2.638
3.75	2.92	2.22	1.53	2.5	2.584
3.33	2.78	2.5	1.94	2.36	2.582
2.22	1.81	2.78	1.94	3.33	2.416
3.06	2.22	2.36	1.53	2.64	2.362
2.64	1.67	1.67	1.67	3.33	2.196
2.36	1.94	1.81	1.25	3.06	2.084

Overall Average for the functional group is 2.573

Insights from the data:

a. The average Forward score is 2.045, which is acutely fixed. In fact, more than half of the individuals have scores of less than 2.0, thereby pulling the total average for Forward in the fixed zone. This is to be expected. Corporate Services functions are driven by procedures, and they are audited on these procedures; so it is not surprising that they will be guided by these rules, and will ensure that all the i's are dotted and t's crossed before they embark on any process.

b. Risk Taking is also fixed at a 2.311 average. Again, this is to be expected. HR, Finance and IT are NOT known to take risks! In a sense, they are their functions' gatekeepers, and so they cannot do things to risk both their functions and their positions in the company. Hence, being fixed is what their role requires of them. As a result, their average Bounce Back dimension is also very close to fixed, with an average score of 2.501. After all, they really don't need to recover from setbacks if they don't put themselves in a position of setbacks in the first place!

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c. Lastly, both Learning and Pride are High Transition (2.993 and 3.017 respectively), probably driven by the need to connect with people. Being in a supporting function, it is not unusual that their behaviours are more towards understanding how people feel about situations, listening to learn what people think about their policies. Again, these scores are par for the course for these job roles.

d. While the individuals in this functional group work with the “correct” mindset, the management felt there was a need to move their mindset away from procedures to total human solutions, even for IT and finance. Hence, the whole group was selected for development, and their development will be charted at the end of a 6-month program.

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