

Chief Editor

Dr. A. Singaraj, M.A., M.Phil., Ph.D.

Editor

Mrs.M.Josephin Immaculate Ruba

EDITORIAL ADVISORS

1. Prof. Dr.Said I.Shalaby, MD,Ph.D.
Professor & Vice President
Tropical Medicine,
Hepatology & Gastroenterology, NRC,
Academy of Scientific Research and Technology,
Cairo, Egypt.
2. Dr. Mussie T. Tessema,
Associate Professor,
Department of Business Administration,
Winona State University, MN,
United States of America,
3. Dr. Mengsteab Tesfayohannes,
Associate Professor,
Department of Management,
Sigmund Weis School of Business,
Susquehanna University,
Selinsgrove, PENN,
United States of America,
4. Dr. Ahmed Sebihi
Associate Professor
Islamic Culture and Social Sciences (ICSS),
Department of General Education (DGE),
Gulf Medical University (GMU),
UAE.
5. Dr. Anne Maduka,
Assistant Professor,
Department of Economics,
Anambra State University,
Igbariam Campus,
Nigeria.
6. Dr. D.K. Awasthi, M.Sc., Ph.D.
Associate Professor
Department of Chemistry,
Sri J.N.P.G. College,
Charbagh, Lucknow,
Uttar Pradesh. India
7. Dr. Tirtharaj Bhoi, M.A, Ph.D,
Assistant Professor,
School of Social Science,
University of Jammu,
Jammu, Jammu & Kashmir, India.
8. Dr. Pradeep Kumar Choudhury,
Assistant Professor,
Institute for Studies in Industrial Development,
An ICSSR Research Institute,
New Delhi- 110070, India.
9. Dr. Gyanendra Awasthi, M.Sc., Ph.D., NET
Associate Professor & HOD
Department of Biochemistry,
Dolphin (PG) Institute of Biomedical & Natural
Sciences,
Dehradun, Uttarakhand, India.
10. Dr. C. Satapathy,
Director,
Amity Humanity Foundation,
Amity Business School, Bhubaneswar,
Orissa, India.



ISSN (Online): 2455-7838

SJIF Impact Factor (2016): 4.144

EPRA International Journal of

Research & Development (IJRD)

Monthly Peer Reviewed & Indexed
International Online Journal

Volume:2, Issue:2, February 2017



Published By :
EPRA Journals

CC License





DEALING WITH THE MINDSET WHEN FACED WITH CHANGE AND DIFFERENT SITUATIONS

Dr. Chipo Mutongi¹

¹Part Time Lecturer, Zimbabwe Open University, Harare, Zimbabwe

Rushworth Mazhawidza²

²Cert- Records Mgnt, Dip- P Magnt and Industrial Relations
City of Harare, Zimbabwe

ABSTRACT

Change and different situations occur everywhere and to everyone. They occur to organisations nation and the world. These changes and situations can be planned or unplanned. They can be positive or negative. The changes and situations that happen at home can affect the performance of an employee at work. The changes and situations that happen at work can also affect an employee at home. The thrust of this paper is to assist those who could have been faced by changes and different situations. It points to how best they can handle them through the weapon called the positive mindset. The inner and the outer circle model as well as emotional intelligence help in setting up that positive mindset.

KEY WORDS: *change, mindset, mind, unplanned change, planned change, emotional intelligence, emotions, mood, attitudes.*

1. INTRODUCTION

Kotter (1996:3) avers that “the amount of significant, often traumatic change in organisations has grown tremendously over the past two decades”. Many psychologists, especially industrial psychologists who are experts in either psychology or human capital management, maintain that motivation and development are close allies of manpower planning (Marume et al, 2016). To date, major change efforts have helped some organisations adapt significantly to shifting conditions, have improved the competitive standing of other and have positioned a few for a far better future. But on too many situations the improvements have been disappointing and the change has been appalling with wasted resources and burned out scared or frustrated employees (Kotter, 1996:4). Having so many life

experiences and being faced by different incidents and observing how others were really being affected positively and negatively by some changes and situations, we decided to come up with this article.

2. PURPOSE OF THE ARTICLE

The purpose of the article is to demonstrate how we can have a positive mindset in dealing with changes and situations.

3. WHAT IS CHANGE?

Robbins and Coulter (2005:360) define organisational change as “any alterations in people structure, or technology”. Mullins (1999: 821) observes that change is a pervasive influence. Organizations are also subject to continual change of one form or another. Change is an inescapable part of both social and organisational life”. Nickles (2000:1) advocates that toss out the rule book change by

definition calls for a configured response, not adherence to prefigured routines. There are three kinds of companies, those that make things happen, those that watch things happen and those that wonder what has happened (Anonymous). Peters and Waterman (1982) argue that “great companies are all driven by changing pressures in the market place”. Kolter (2005: 1) observed that “the future is not ahead of us. It had already happened. Unfortunately, it is unequally distributed among companies, industries and nations”. Lous Pasteur posits that “change favours the prepared”. All these quotations talk about change and change management. If change is not handled well, it can lead to negative moods and emotions. There are also some changes that can bring joy, excitement and improvements. There is need for the appropriate mindset to deal with those changes.

4. THE MINDSET

Mindset is the ideas and attitudes with which a person approaches a situation, especially when these are seen as being difficult to alter (Collins English Dictionary, 2010). Mindset is a simple idea that makes all the difference. It was discovered by world –renowned Stanford University Psychologist Carol Dweck in decades of research on achievement and success. Dweck, (2006). Dweck (2006) alludes that there are two categories (**growth mindset** versus **fixed mindset**) that can group individuals based on their behavior, specifically their

reaction to failure. Those with a “fixed mindset” believe that abilities are mostly innate and interpret failure as the lack of necessary basic abilities, while those with a “growth mindset” believe that they can acquire any given ability provided they invest effort or study. Argyris (2004) opines that there are two dominant mindsets in organisations: the productive mindset and the defensive mindset. The productive mindset seeks out valid knowledge that is testable. The productive reasoning mindset creates informed choices and makes reasoning transparent. The defensive mindset, on the other hand, is self-protective and self-deceptive. When this mindset is active, people or organisations only seek out information that will protect them. Truth can be shut out when it is seen as threatening. The defensive mindset may lead to learning based on false assumptions or prevent learning altogether.

5. HANDLING THE NEGATIVE CHANGE AND DIFFERENT SITUATIONS

Negatives changes and different situations can affect individuals, organisations and nations. It is the right mindset that make these people, organisations and nations succeed or effectively able to deal with their situations. In order to help us have the appropriate mindset, we can use the outer and the inner circle model. This model was developed through the experiences of the authors.

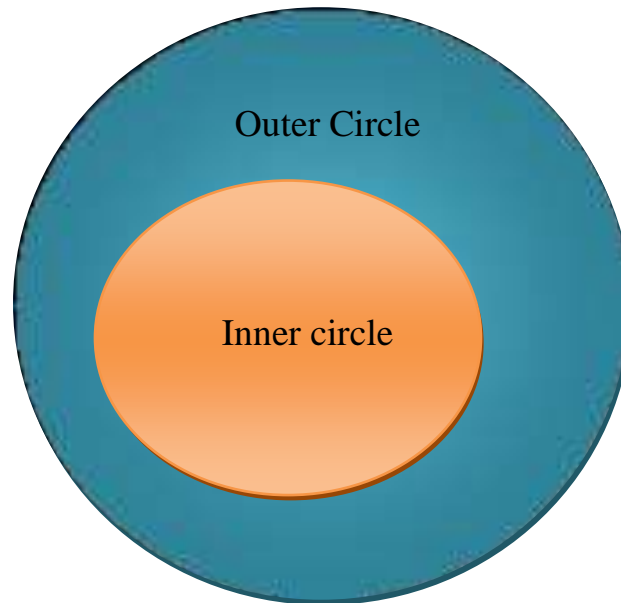


Figure 1: The outer and inner circle model

The inner circle is made up of changes, things and circumstances that we can control. In that

regard we need to work on how we can deal with that change, thing or situation as we have control over it.

These changes, things and situations might be inside our families or organisations. The outer circle is made up of changes, things and situations in our life that we have no control over for example death. There are a lot of forces of change and situations that we can experience that we do not have control over. It is the mindset that needs to be correctly positioned to handle these changes and situations.

In order to deal with negative change or any other situation, there is need to identify which category do that change or situation fall under, if it is in our inner circle, we can easily manage it but if it falls under the outer circle, then we need to just accept and move on. We are not saying one does not need to grief when there is a subtraction of one of the family members. One should not allow the grief to lead to stress and depression thereby affecting our health and taking away more life. The inner and outer circle model should assist us dealing with our situations. There is need to identify the situation that we cannot change and accept it as well as finding how best we can deal with the situation that can be changed. It is therefore imperative to manage. The inner circle and the outer circle model helps us in managing our moods and emotions as well in dealing with change and different situations.

6. MOOD

A mood is feeling of the state of mind (Jones and George, 2011:116). When one is positive mood, he/she feels excited, active and enthusiastic as well as elated. This actually increases performance. The opposite occurs when one is in negative mood. He she feels distressed, fearful, hostile, jittery and nervous. This actual have negative connotation to performance.

7. EMOTIONS

Emotions are intense feelings than moods, are often linked to whatever caused the emotion and are more short-lived (Jones and George, 2011:116). Certain changes and situations affect emotions. These emotions can as well be negative or positive. The positive once might make someone increase performance or can hinder performance. Take for instance when one wins lots of money through lotto. That person can actually have emotions that distract his performance. Destruction of performance particularly occurs due negative emotions and they really affect relationships with others.

8. EMOTIONAL INTELLIGENCE

Williams (2011:344) delineates that “emotional intelligence is the ability to cope, to empathize with others and to be self motivated”. Robbins and Coulter (2009:312) proffer that emotional intelligence (EI) is the ability to notice and manage emotional cues and information. Jones and

George (2011:117:118) aver that in understanding the effects of managers’ and all employees’ moods and emotions, it is important to take into account their levels of emotional intelligence. They go on to say that emotional intelligence is the ability to understand and manage one’s own moods and emotions and the moods and emotions of other people. This understanding helps us to tell how we are feeling and why are we feeling that way and ask to understand how someone is feeling and why is he feeling that way. Understanding our feelings will make us able to control our moods and emotions. This will make us not go to extremes and even affect our performance. It will also enable to develop empathy, when we understand the moods and emotions of others we will be in a better position to work with them. This will avoid conflict.

Psychology Today (2016) postulates that emotional intelligence is the ability to identify and manage your own emotions and the emotions of others. It is generally the following skills:

- **Emotional awareness**, including the ability to identify your own emotions and those of others;
- **Self management**, the ability to manage your own emotions and impulses able to harness emotions
- **Self motivation**, ability to persist in the face of setbacks and failures
- **Empathy**, the ability to sense and be in the same shoes on how other are feeling. It includes the ability to cheer up or calm down another person.
- **Social Skills**, ability to handle the emotions of others.

There is need for the application of emotional intelligence when affected with changes and circumstances. Lack of emotional intelligences destructs relationships and chase away clients. Emotional intelligence also helps us dealing with the social media. It is not wise for everyone in the world to see and read your moods and emotions. Emotional intelligence will make us know what to put and not what to put on social media.

9. CONCLUSION

The correct mindset will help us deal with change and circumstances in our lives and organisations. The model of inner and outer circle helps us control our moods and emotions. The application of emotional intelligence facilitates comfortable working relation, progressive families, organisations and nations.

REFERENCES

1. Argyris, C. (2004) *Reasons and Rationalizations: The Limits to*

- Organizational Knowledge. Oxford: Oxford Univ. Press*
2. *Collins English Dictionary (2012) Glasgow: William Collins Sons & Co. Ltd.*
 3. *Dweck, C (2006) Mindset: The New Psychology of Success. New York: Random House.*
 4. *Jones, G.R and George, J. M (2011) Contemporary Management. New York: McGraw-Hill.*
 5. *Kotter, J.P. Leading Change. Boston: Harvard Business School Press.*
 6. *Marume, S.B.M, Mutongi, C, Jubenkanda, R.R, Namusi, C.W and Madziyire, N.C (2016) 'An Analysis of Organizational Stress in Institutions'. Quest Journals. Journal of Research in Humanities and Social Science. Volume 4. Issue 3 (2016) pp, 16-25.*
 7. *Mullins, L.J (1999) Management and Organisational Behaviour. London: Financial Times.*
 8. *Nickles (2012) Change Management 101: A Primer. Retrieved (17/01/2017) from <http://www.nickols.us/change.htm>.*
 9. *Peter, T, J and Waterman R. H, Jr (1988) In search of Excellence. New York: Harper and Row Publishers.*
 10. *Robbins, S. P and Coulter, M (2005) Management. Delhi: Pearson Education.*
 11. *Robbins, S. P and Coulter, M (2009) Management. New Jersey: Pearson Education.*
 12. *Psychology Today (2016) Retrieved (08/02/2017) from <https://www.psychologytoday.com/basics/emotional-intelligence>.*
 13. *Williams, K (2011) Management: A Practical Introduction. New York: McGraw-Hill.*

Bio Data



Dr. Chipo Mutongi: An Acting Talent Development Officer in the City of Harare, worked as a Librarian at the City of Harare with more than eleven years experience in library, information and knowledge management A part time lecturer at the Zimbabwe Open University (ZOU) with more than ten years lecturing experience and Research Supervisor for all levels of education. PhD/DPhil research thesis supervisor/ under study (2014 to 2015-ZOU); member of the International Board of Reviewers for the

International Journal of Doctoral Studies (IJDS); Journal Reviewer-Journal of Information and Knowledge Management (JIKM); published over thirty four articles in International Journals; DCIZ board member (2015), published more than ten modules with Zimbabwe Open University (ZOU); is in the process of authoring books in knowledge management and information Policy and is co-authoring a book entitled: International Politics Corporation and Integration: Problems Facing Modern Day Africa; attained the highest and most prestigious degree of Doctor of Philosophy in Information and Knowledge Management (ZOU); Master of Science in Library and Information Science (NUST); the more professional degree of Master of Business Administration (ZOU); Media Studies Degree (ZOU); Higher National Diploma in Library and Information Science (Harare Polytechnic); Diploma in Library and Information Science (Bulawayo Polytechnic); Diploma in Education (UZ); Diploma in Personnel Management (IPMZ); Diploma in Salaries Administration (Stallone Consultancy); Certificate in Desk Top Publishing (CCOSA); Certificate in Web Designing (People's College); Certificate in Computer Repairs (People's College).

Mr Rushworth Tendai Mazhawidza



Talent Development Officer in the City of Harare with vast experience in human capital management and well versed in training. A holder of certificate in Records Management (Harare Polytechnic), Diploma in Personnel Management and Industrial Relations (Cambridge University). Joined the Liberation Struggle on August 1975 and returned to Zimbabwe in 1981 coming from Bucharest Romania where he received his military training.