

Abstract

Mindset has been researched extensively in non-organizational context (Grant & Dweck, 2003; Dweck, 2017; Fraser, 2018). Recent organizational studies (Kane et al. 2017, 2019), based on managerial perspectives, showing mindset as a core determinant of success in organizational digital transformation (DT), does not address how mindset affects DT and digital maturity. Moreover, though Works Councils could be important stakeholders in value creation through participation in strategic decision-making, corporate governance and organizational performance (Goodijk, 2000, 2002; Looise and Drucker, 2003; Wigboldus et al., 2008), the role of the Works Councils in value creation in organizational DT has not been explored. Therefore, we address the following research question: *How do mindsets of the Works Councils affect the organizational digital transformative process to attain digital maturity in the Works Councils and how does it influence the position of the Works Councils as a stakeholder in value creation in organizational DT?* Through conducting and analyzing 14 interviews from Works Councils members and consultants, it was found that growth mindset in the Works Councils aids organizational DT thereby promoting their own digital maturity. Fixed mindset, in contrary, shows inertness towards organizational DT thereby limiting the digital maturity of the Works Councils. Moreover, external factors like management support promotes growth mindset and results in positive outcome.

The main contributions of this study are: first, its exploratory research approach allows to show how mindset affects digital transformation and digital maturity in an organizational context, also from a non-managerial perspective (cf. Grant & Dweck, 2003; Dweck, 2017; Fraser, 2018; Kane et al. 2017, 2019). Second, it demonstrates Works Councils as an important stakeholder in value creation in organizational DT (cf. Goodijk, 2000, 2002; Looise and Drucker, 2003; Wigboldus et al., 2008). Thus, it expands on the literature on mindset, organizational DT, digital maturity, stakeholder value creation and Works Councils.

Keywords: mindset, organizational digital transformation (DT), digital maturity, stakeholder, value creation, Works Councils