



**BUSINESS
SCHOOL**

**EEN PSYCHOLOGISCH VEILIGE
WERKOMGEVING**

PROF KATLEEN DE STOBBELEIR

WHO AM I?

- Full Prof & Partner at Vlerick
- Area head P&O
- Director of Centre for Leading Adaptive Organizations
- Board member at ABO
- Author of Making Your Way
(with Marion Debruyne)
- Trends column

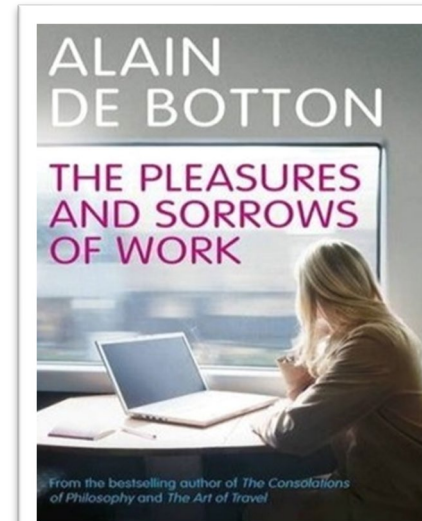


HOW DO YOU FEEL TODAY?

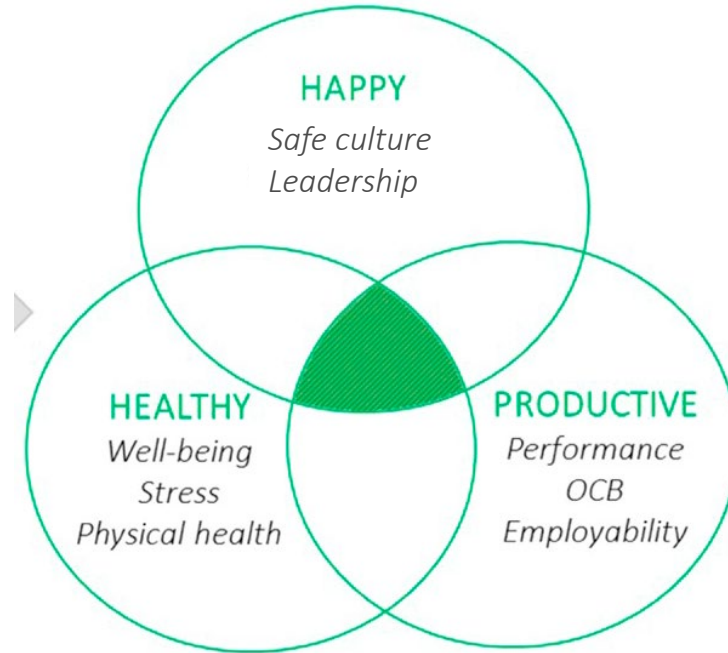


LET'S START WITH A SMALL POLL

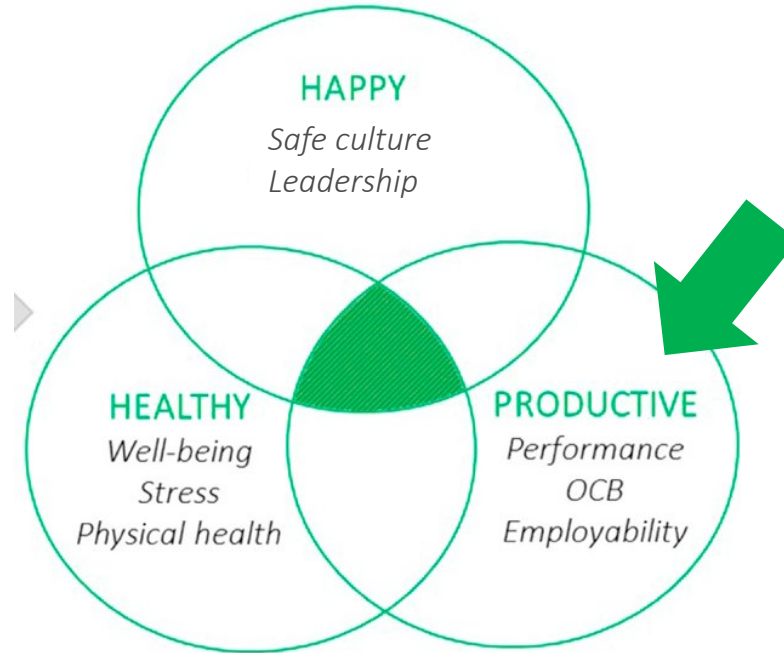
**“Work has to make
people happy”**



CREATING A SUSTAINABLE WORKPLACE



CREATING A SUSTAINABLE WORKPLACE



ORGANIZATIONAL CITIZENSHIP BEHAVIOR



*Imagine to
employees with the
same job title...*

STIMULATING ORGANIZATIONAL CITIZENSHIP BEHAVIOR?



- Stimulated by...*humble* leadership:
 - Advice seeking
 - Feedback seeking

EMPLOYABILITY - MEET DOROTHY VAUGHAN

JOB TITLE: "COMPUTER"



THE ARRIVAL OF "THE IBM"



**WHY DO SOME PEOPLE BEHAVE LIKE DOROTHY
VAUGHAN WHILE OTHERS BLOCK?**



“

“Change can be tough, but I’ve never heard anybody say it wasn’t worth it.”

*- Carol Dweck,
Mindset*

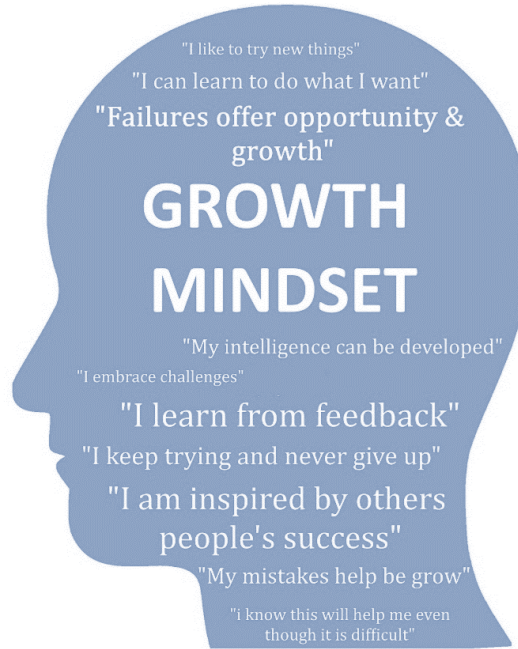
MILLION-COPY BESTSELLER



mindset

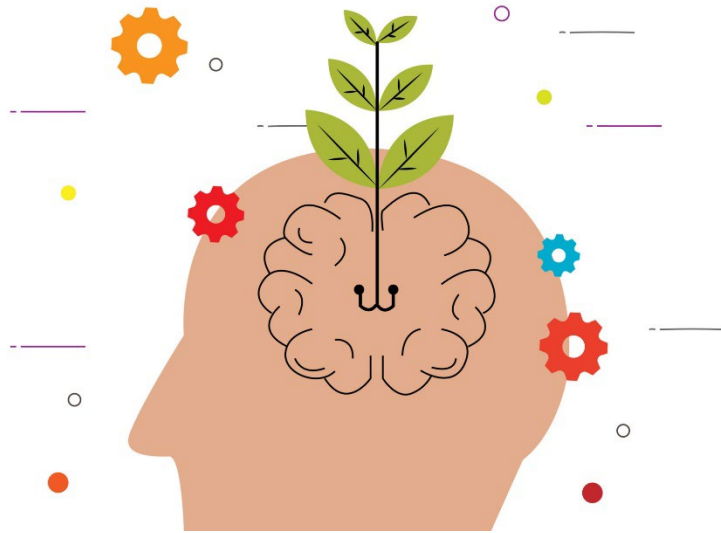
Changing the way you think to
fulfil your potential

DR CAROL S. DWECK



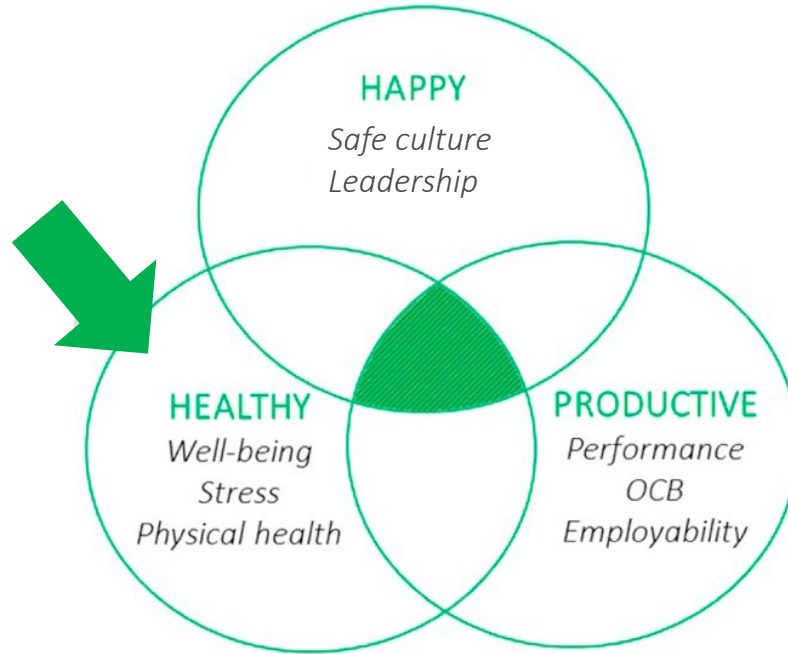
HOW TO STIMULATE A GROWTH MINDSET


- Stimulated by...*humble* leadership
- Micro-messages



	Fixed mindset thinking	Growth mindset thinking
Feedback	You're just not good at this, there is no point in trying Feedback and criticism is personal	I am not good at this yet, but I will learn Feedback and criticism make me grow
Effort	The fact that this requires so much effort and energy means that this is not my talent.	The fact that this requires effort and energy means that I am growing.
Setbacks	Mistakes/failures reveal my lack of talent. I avoid obstacles	My mistakes help me grow. Obstacles are an opportunity to grow
Success	I'm a natural!	I worked hard!
Talented peers	Threat! Asking for advice is a sign of weakness	The perfect mentors! Can't wait to get their advice

CREATING A SUSTAINABLE WORKPLACE



A low-angle shot of a hand gripping a red-painted wooden ladder that extends towards the top of the frame. The background is a bright blue sky filled with soft, white clouds. The image is framed by large, overlapping geometric shapes in shades of blue, yellow, and teal.

Are careers a ladder?
Or a rat race?



**“IT’S A
JUNGLE
GYM”**

Sheryl Sandberg,
COO Facebook

HOW TO STIMULATE SUSTAINABLE CAREERS

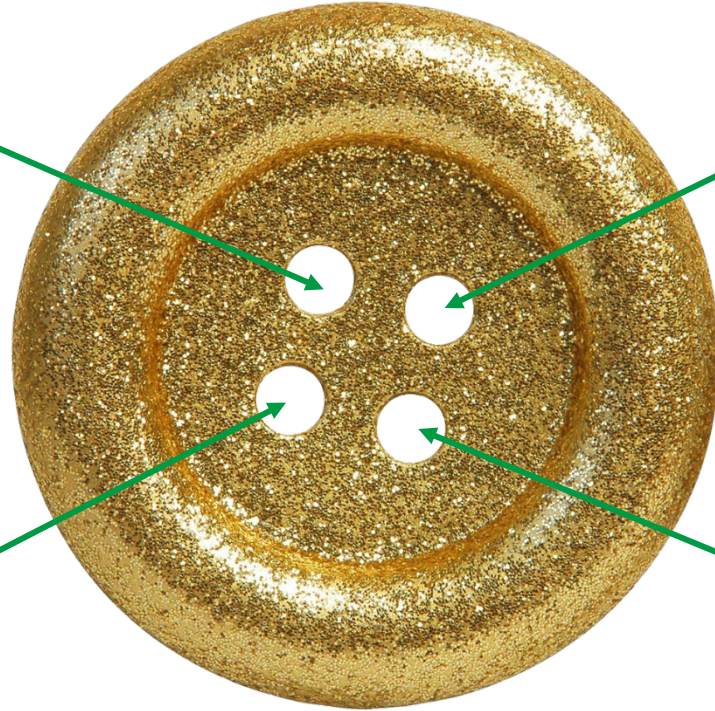


- Stimulated by...*humble* leadership

BALANCE

Self

Family
Friends



Work

Purpose

**ACTIONS YOU TAKE TO STIMULATE A HEALTHY
INTEGRATION OF SELF-CARE, FAMILY LIFE, WORK
& PURPOSE?**

-
- Self-care: Expertum – Fitcoins
 - Family: Google – bring your parents to work
 - Purpose: Coca Cola – work for an NGO

CREATING A SUSTAINABLE WORKPLACE



THE LADDER OF ACCOUNTABILITY



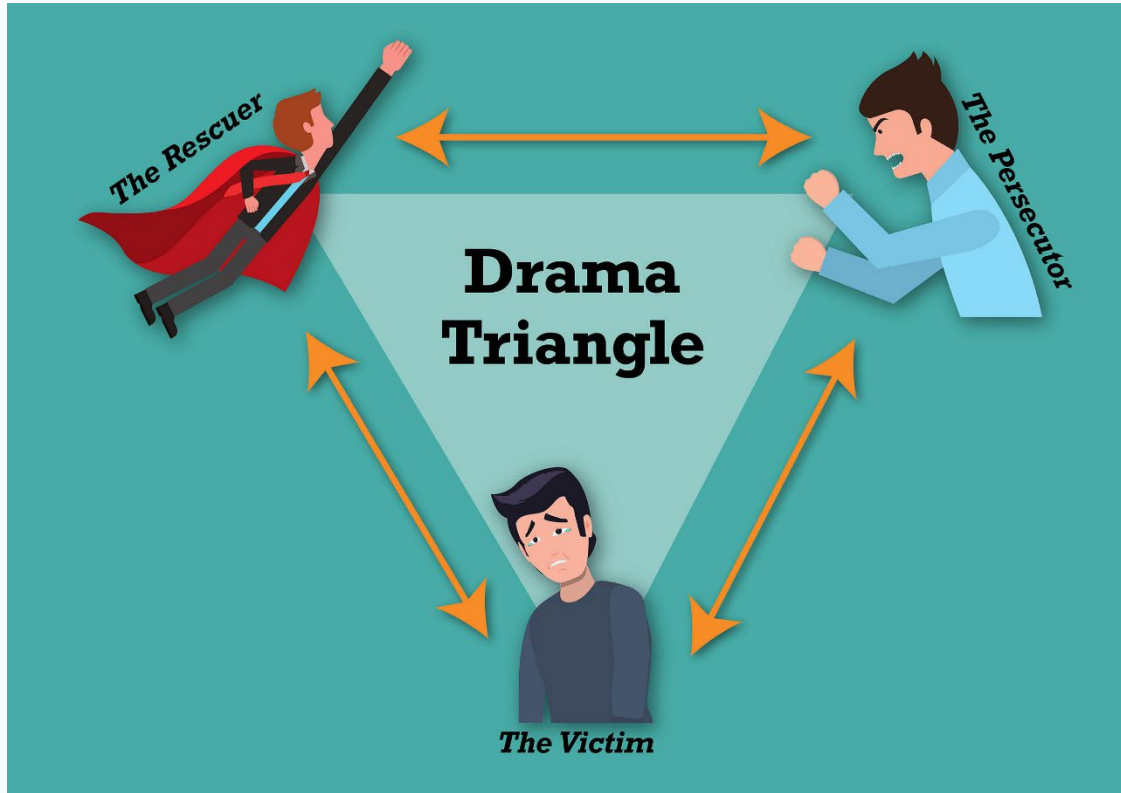
Accountability means being answerable for your own decisions and actions. It can't be delegated.

Responsibility is the obligation to carry out duties.

While responsibility can be shared, accountability is personal and individual.

POLL: HOW LOW DO YOU SEE PEOPLE GO?

LOW ACCOUNTABILITY LEADS TO TOXIC CLIMATE



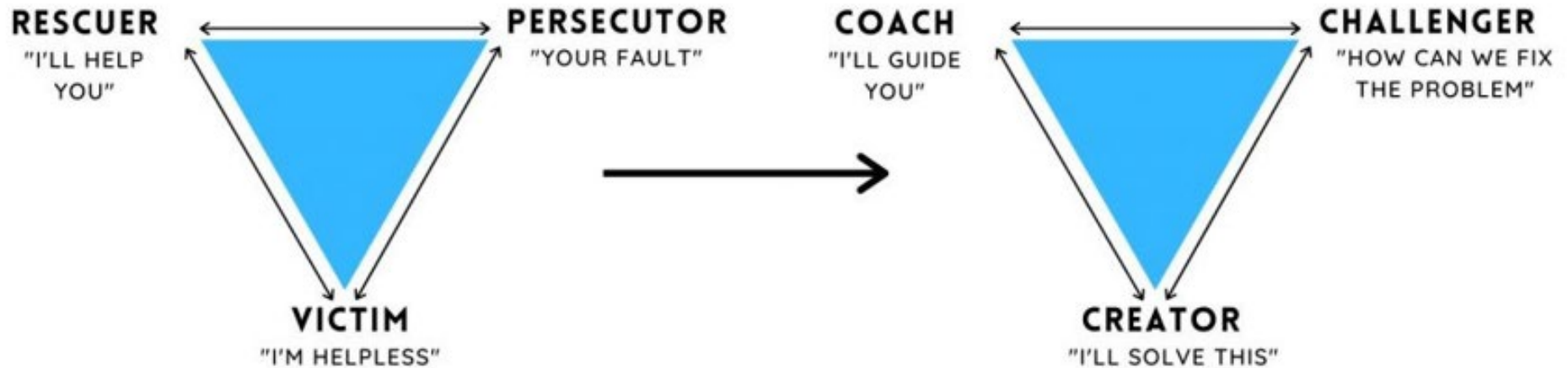
Roles

Persecutor

Victim

Rescuer

FROM DRAMA TRIANGLE TO EMPOWERMENT TRIANGLE





***PSYCHOLOGICAL SAFETY IS
THE BELIEF THAT YOU FEEL
COMFORTABLE TO GIVE
FEEDBACK AND WON'T
BE PUNISHED OR HUMILIATED
FOR SPEAKING UP WITH
IDEAS, QUESTIONS,
CONCERNS, OR MISTAKES.***

PSYCHOLOGICAL SAFETY

PSYCHOLOGICAL SAFETY

WHEN YOU HAVE IT:

WHEN YOU DON'T:

<i>See mistakes as opportunities to learn</i>	<i>See mistakes as threats to your career</i>
<i>Willing to take risks and fail</i>	<i>Unwilling to rock the boat</i>
<i>Speaking your mind in meetings</i>	<i>Keeping your ideas to yourself</i>
<i>Openly sharing your struggles</i>	<i>Only touting your strengths</i>
<i>Trust in your teammates and supervisors</i>	<i>Fear of your teammates and supervisors</i>
<i>Sticking your neck out</i>	<i>Having it chopped off</i>



4 Stages of Psychological Safety



Inclusion Safety



Learner Safety



Contributor Safety



Challenger Safety

**HOW ARE YOU CREATING A CULTURE WHERE PEOPLE
FEEL (1) INCLUDED, (2) ABLE TO LEARN, (3) ABLE TO
CONTRIBUTE AND (4) ABLE TO CHALLENGE?**

HOW TO STIMULATE PSYCHOLOGICAL SAFETY?

Psychological safety

- Microsoft: managers ask for feedback to create a culture of humility and psychological safety
- Coca Cola: Tops & Flops
- Hospital: M&M sessions
- Google: Stinky fish & fuck up sessions
- Häger: don't mind your own business unit sessions

#1 HAVE A GROWTH MINDSET



**#2
BALANCE IS
BOGUS**



#3 PSYCHOLOGICAL SAFETY





**LEADERSHIP
MATTERS....**

