

A large, deep blue aquarium tank filled with various marine life. A massive whale shark swims horizontally across the middle of the frame. Above it, numerous smaller fish, including schools of silver fish and some darker species, are visible. Bubbles rise from the bottom. In the foreground, the silhouettes of a crowd of people are seen looking up at the tank. The text "Growth Mindset" and "How to grow?" is overlaid in white. The logo "safe2great™" is in the bottom center.

Growth Mindset

"How to grow?"

safe2great™

A black and white photograph of a field of tall grass, possibly reeds or tall grasses, with a large white number '1' overlaid in the center. The grass is dense and fills the frame, with some blades in sharp focus and others blurred in the background. The lighting creates a soft, ethereal atmosphere with some bokeh effects from light reflecting off the grass blades.

1



**Why do great teams
make more mistakes than
average ones?**

the fearless organization

Creating **Psychological Safety** in the
Workplace for Learning,
Innovation, and Growth

Amy C. Edmondson

HARVARD BUSINESS SCHOOL

WILEY



1. PSYCHOLOGICAL SAFETY IS KEY FOR GROWTH & CHANGE



No one was ever fired for being silent



CONSPIRACY OF SILENCE

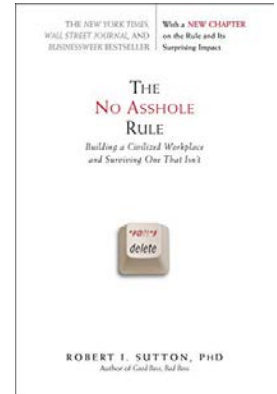
A large, realistic-looking shark is swimming towards the left in a dark blue ocean. Several smaller fish are visible in the background. The text 'Making global organizations' is in white, and 'SAFE' is in a bold, pink font, followed by 'for great work' in white. The text is positioned in the lower half of the image, partially overlapping the shark's body.

Making global organizations
SAFE for great work



"Most people are really busy holding themselves back"





GREAT



GROWTH MINDSET

SAFE

COMMITMENT PREMIUM



- **Customer service**
- **Innovation**
- **Collaboration**

>41%



- **Go the extra mile**
- **Take risks and grow**
- **Change readiness**

>32%



- **Psychological Safety**
- **Share critical information**
- **Retain talent**

>27%



A black and white photograph of a field of tall grass, possibly reeds or tall grasses, with a large white number '2' overlaid in the center. The background is blurred, showing a field of similar vegetation under a soft, overcast sky. The number '2' is a large, bold, white sans-serif digit, centered horizontally and vertically in the frame. The grass blades are thin and elongated, some in sharp focus in the foreground and others blurred in the background, creating a sense of depth. The overall tone is monochromatic and serene.

2

Richard Baldwin

THE GLOBOTICS UPHEAVAL

Globalization,
Robotics, and the
Future of Work



3 Great Transformations

3. Services to Digitalization

"...a shift from things to thoughts, from hands to heads, from manual to mental, from brawn to brains, and from tangible to intangible. (Baldwin, Richard. The Globotics Upheaval: Globalisation, Robotics and the Future of Work . Orion. Kindle Edition.)

2. Manufacturing to Services

When computers and integrated circuits started getting useful in the 1970s, automation crossed a "continental divide" of sorts. There are many ways of characterizing this crossing—a shift from things to thoughts, from hands to heads, from manual to mental, from brawn to brains, and from tangible to intangible. (Baldwin, Richard. The Globotics Upheaval: Globalisation, Robotics and the Future of Work . Orion. Kindle Edition.)

1. Farming to Manufacturing

It was mostly about goods, and it shifted the masses from making farm goods to making manufactured goods. Office work grew more productive, but mostly due to the fruits of industrialization (office machinery, electricity, etc). (Baldwin, Richard. The Globotics Upheaval: Globalisation, Robotics and the Future of Work . Orion. Kindle Edition.)

globalization



FUTURE OF WORK

1. Collaborative
2. Creative
3. Caring
4. CoRoBoT-ive
5. Circular-for-zero
6. Cyber-Critical



OUR basic operating system

- Wired for tribes
- Local rather than global
- Limited bandwidth
- Emotional rather than rational
- Habitual rather than experimental
- Physical presence
- Play-it-safe rather than Growth



“A Growth Mindset doesn’t come naturally.”

An aerial photograph of a forest floor covered in fallen leaves and tree trunks. The leaves are in various shades of brown, orange, and green. The tree trunks are dark and vertical. The overall scene is a dense, textured forest floor.

**UPGRADE Y-OUR
OPERATING SYSTEM**

A black and white photograph of a field of tall grass, possibly reeds or tall grasses, with a large white number 3 overlaid in the center. The background is blurred, showing a field of similar vegetation under a bright sky. The number 3 is a large, bold, white serif font, centered horizontally and vertically.

3

UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

2
MILLION
COPIES
IN PRINT

*parenting
*business
*school
*relationships

"Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life."

—BILL GATES, *GatesNotes*

TWO MINDSETS

CAROL S. DWECK, Ph.D.

Graphic by
Nigel Holmes

Fixed Mindset
Intelligence is static

Growth Mindset
Intelligence can be developed

CHALLENGES

...avoid
challenges

...embrace
challenges

OBSTACLES

...give up
easily

...persist in the
face of setbacks

GROWTH MINDSET is the ability to bring out your best (personal potential) and bring out the best in others (relational potential). It is how you leverage your traits and preferences to stimulate the **multiplier** effect.



Tom Brady Effect

“The way he works and attacks every day, it’s amazing that he can keep that pace. It’s awesome for a team to see how he works and how he operates on a daily basis, it’s very addictive for other guys to begin following a guy who plays and practices that way.”

Play-for-great vs. play-it-safe

“The biggest thing that makes him special is the ability to kind of have that humble-beginnings mantra,” defensive tackle Ndamukong Suh said. “He always has and carries himself in a very humble manner and is relatable to the most well-known guy on the team, which is himself, but then also at the same time a guy that may not be known on the team.”

The background of the image is a solid purple color. Overlaid on this background are numerous out-of-focus, circular light spots in various shades of purple and white, creating a bokeh effect. The text 'PLAY-for-GREAT' is centered horizontally and vertically in a large, bold, white sans-serif font. The word 'for' is in a smaller font size than 'PLAY' and 'GREAT'.

PLAY-for-GREAT

GROWTH MINDSET

An underwater scene on the left side of the slide. It shows a large shark swimming towards the viewer, with several smaller fish swimming above it. The water is blue and there are some bubbles.

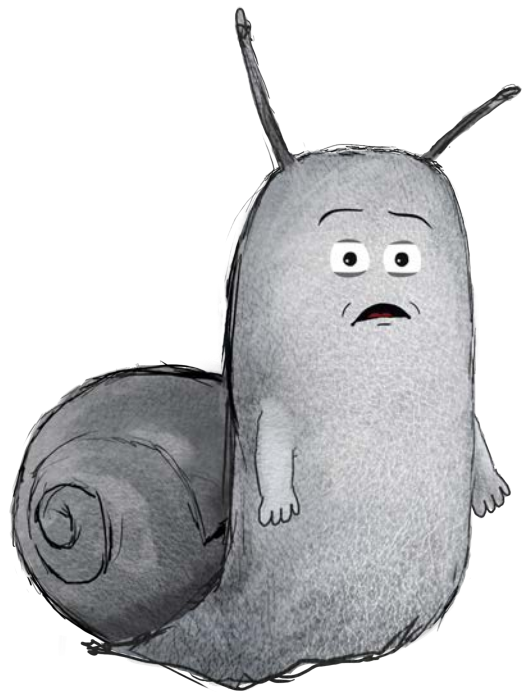
Play-for-great in your life ...

- 1. Who has made you feel more confident, competent and willing to try new things?**
- 2. What did she/he do that made you feel safe and willing to grow?**
- 3. How do you put these principles into practice in your life and work?**

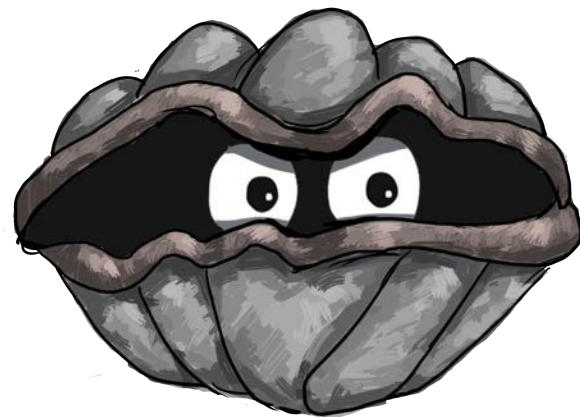
Self-promoting



Self-protecting



Self-righteous

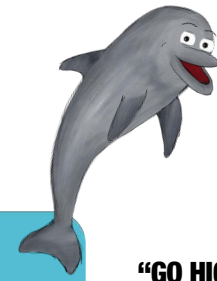




“GO LOW” - Overly energised, angry, closed

strong on task

FIGHT
Controlling



“GO HIGH” - Energised, confident, calm, open

GROW
Commitment

“GO NOWHERE”
- Withdrawn, suspicious, closed

FREEZE
Critical-skeptical

“GO AWAY” - Under-energised, worried, vulnerable

FLIGHT
Complying



strong on relationship



The background is a solid purple color with a bokeh effect of out-of-focus light circles. A faint, large watermark of a rose is visible in the background.

PLAY IT SAFE

FIGHT FLIGHT FREEZE

An underwater scene on the left side of the slide. It shows a large shark swimming towards the bottom left, with several divers visible in the background. The water is blue and there are some bubbles.

Play-for-great in your life ...

1. Who has made you feel **LESS** confident, incompetent, hesitate, procrastinate, and stick to what you know?
2. What did she/he do that made you feel **UNSAFE**?
3. Where do you notices these **play-it-safe** drivers in your workplace today?

A black and white photograph of a field of tall grass, possibly reeds or tall grasses, with a large white number '4' overlaid in the center. The grass is dense and fills the frame, with some blades in sharp focus and others blurred in the background. The lighting creates a soft, slightly hazy atmosphere, with some highlights on the grass blades. The number '4' is a simple, bold, sans-serif font, centered horizontally and vertically.

4



AIM HIGH

Margaret Hamilton

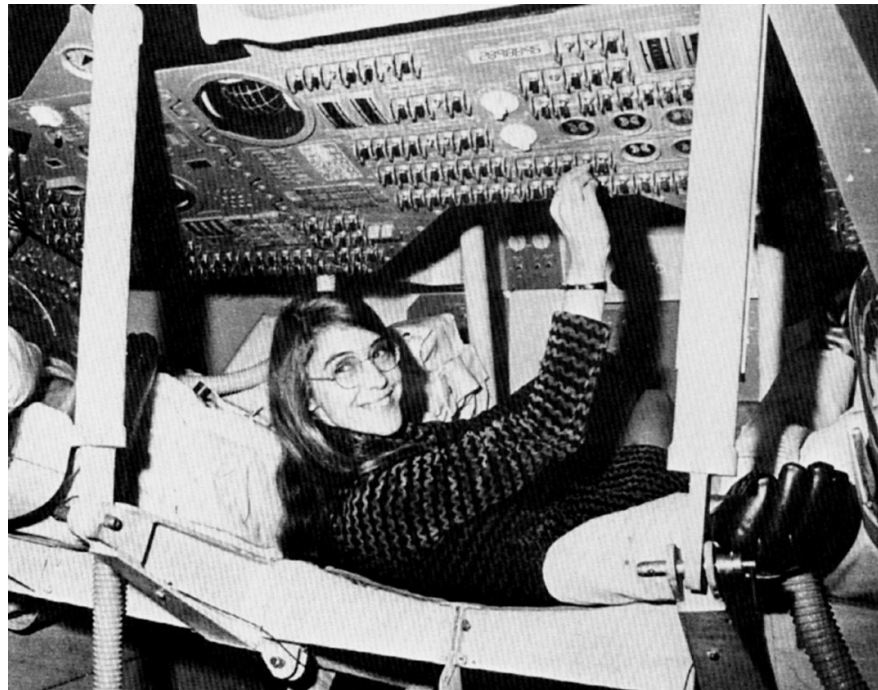
"The Apollo flight software Ms. Hamilton and her team developed was truly a pioneering effort. The concepts she and her team created became the building blocks for modern 'software engineering.'"



P01



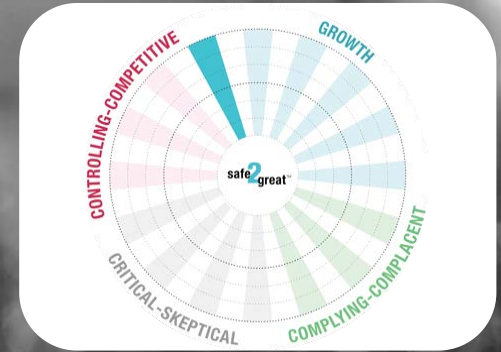
1202



AIM HIGH

Impact on Organization

- Stimulates intrinsic motivators like mastery and autonomy
- Creates transparency, fairness with a focus on data and analysis
- Shifts accountability and responsibility downwards
- Creates the optimal level of challenge and risk taking
- Focus on creating results rather politics





AIM HIGH Check list

- 1. Have a clear set of goals and expectations that create a positive stretch**
- 2. Use data to assess their current performance and assess ideas**
- 3. Have a scoreboard so that they can see their progress without asking for feedback**
- 4. Work in a structured and disciplined way to achieve their goals**

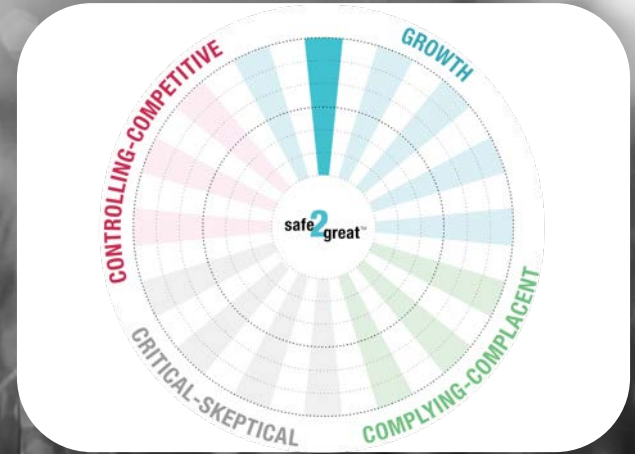


EXPLORE

EXPLORE

Impact on organization

- People share problems and challenges openly
- Stimulates creativity and innovation
- Encourages courage and curiosity
- People seek out feedback and learning
- Mistakes and errors are embraced for learning
- People are more likely to try and learn new things
- People try new things because they are interesting and challenging



An underwater scene on the left side of the slide. It shows a large shark swimming towards the viewer, with several smaller fish swimming above it. The water is blue and there are some bubbles.

EXPLORE Check list

- 1. Have fun and enjoy their work**
- 2. Seek out challenging feedback and perspectives**
- 3. Curious and ready to learn**
- 4. Willing to admit mistakes quickly**



TRANSFORM

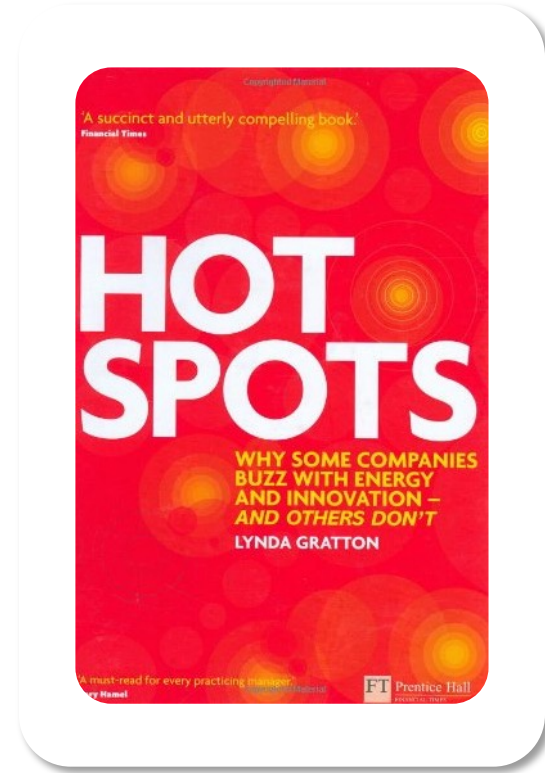
HOTSPOTS

IGNITING PURPOSE

COOPERATIVE MINDSET

BOUNDARY SPANNING

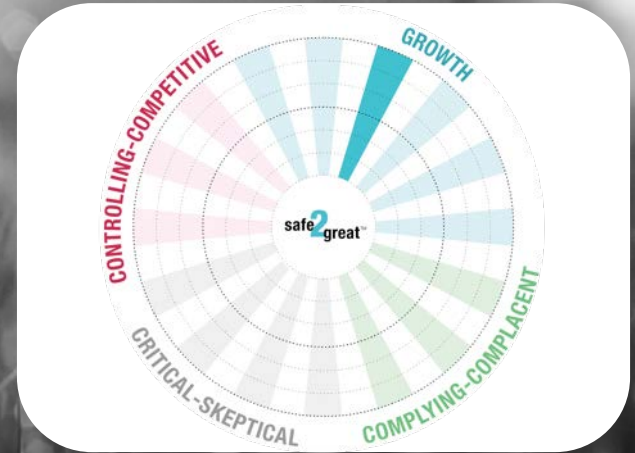
PRODUCTIVE CAPACITY



TRANSFORM

Impact on Organization

- Inspire people to change with a bold vision
- Creates a strong sense of common purpose
- Incorporates sustainability into problem-solving
- Breaks down silos
- Builds organisational agility
- Focuses people on the future



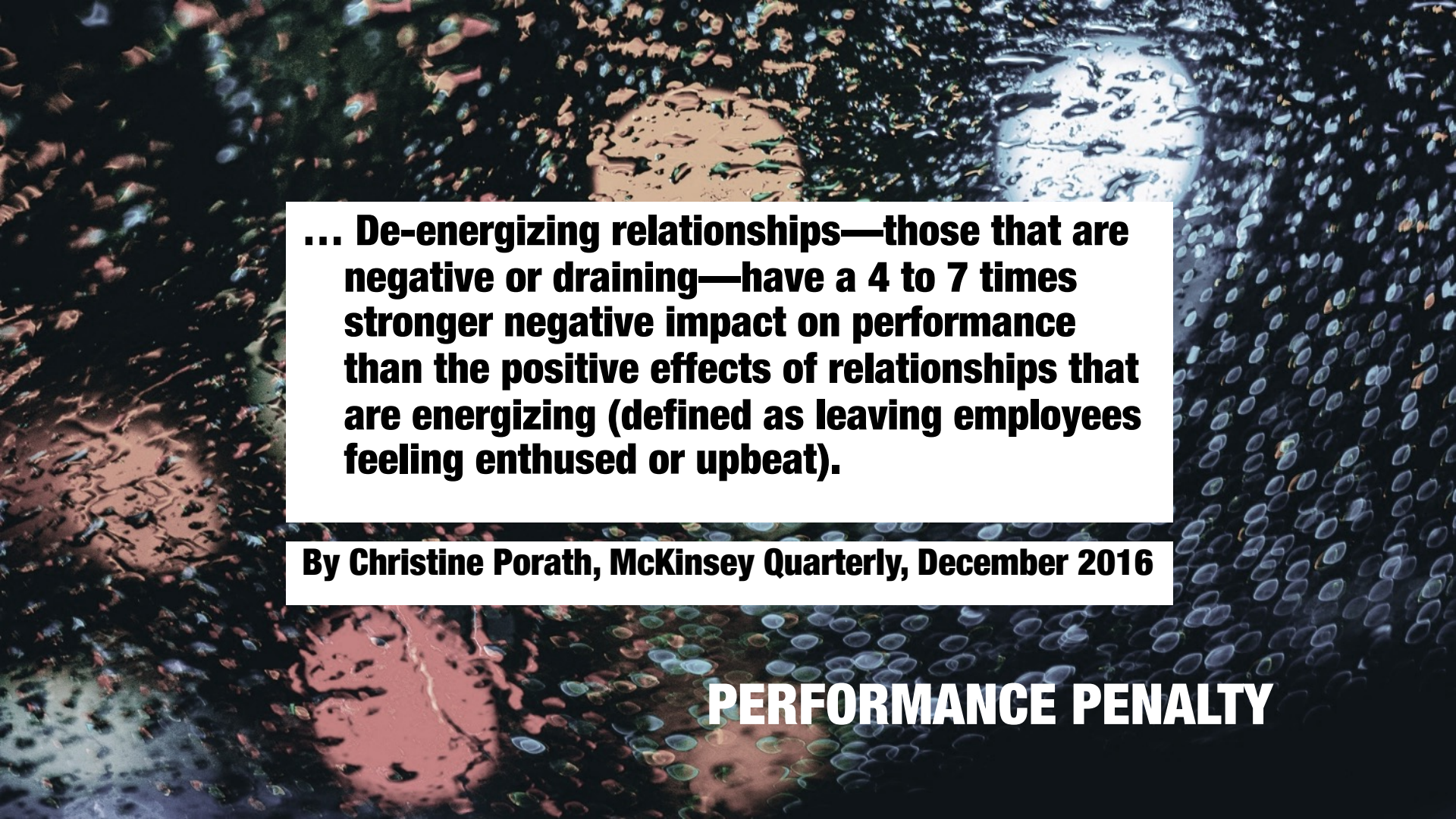
An underwater scene on the left side of the slide. It shows a large shark swimming towards the viewer, with several smaller fish swimming in the background. The water is blue and slightly murky.

TRANSFORM Check list

- 1. Have bold vision for the future (igniting question)**
- 2. Driven by purpose rather than profit**
- 3. Connect people together across the company (silo-busting)**
- 4. Build sustainable and ethical principles into every aspect of the business**

The image features a background of tall grass with water droplets, creating a bokeh effect. A light blue rounded rectangle is centered in the frame, containing the text 'GO HIGH' in a bold, sans-serif font. The word 'GO' is black, and 'HIGH' is white.

GOHIGH



... De-energizing relationships—those that are negative or draining—have a 4 to 7 times stronger negative impact on performance than the positive effects of relationships that are energizing (defined as leaving employees feeling enthused or upbeat).

By Christine Porath, McKinsey Quarterly, December 2016

PERFORMANCE PENALTY

GO HIGH

Impact on Organization

- Builds resilience and energy to deal with the emotional challenges of change
- Helps keep people attentive and focused during critical moments
- Prevents frustrations and disappointments becoming blaming and conflict
- Helps to make people approachable in conflicts
- Breaks down inter-personal barriers
- Reinforces integrity and "doing the right thing"



A vertical strip on the left side of the slide shows an underwater scene. At the bottom, a large shark is swimming towards the left. Above it, several smaller fish are swimming in the same direction. The water is blue and slightly murky.

GO HIGH Check list

- 1. Stay calm under pressure**
- 2. Bring a positive attitude and energy to work**
- 3. Recover quickly from setbacks and disappointment**
- 4. Communicate with respect and candor**

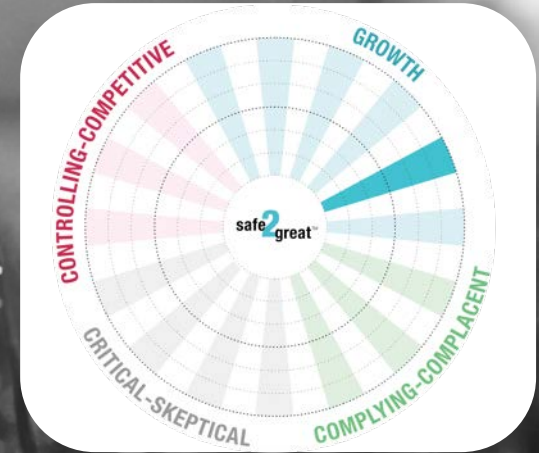
The image features a background of tall grass with dew drops, creating a bokeh effect. A light blue rounded rectangle is centered in the frame, containing the text "LIFT OTHERS UP".

LIFT OTHERS UP

High Reliability Organizations (HRO)

- 1. Build group and organisational cultures where people interact respectfully**
- 2. Foster “heedful communication” between people and teams**
- 3. Build psychological and team resilience**
- 4. Keep people alert by making training and retraining constant**
- 5. Resist oversimplification of what they face**
- 6. Put expertise and local insight in front of hierarchy – “leaders lead, experts call the shots”**
- 7. Rotate people**

LIFT OTHERS UP



Impact on organization

- Fuels the hard work of change with enthusiasm and encouragement
- Builds the skills and confidence to tackle new challenges and relationships
- Helps drive behavioral change
- Recognises achievement to help reinforce changes
- Manage effectively the conflicts that arise from different experiences, cultures and mistakes





LIFT OTHER UP Check list

- 1. Recognise and value the efforts and achievements of others**
- 2. Teach and coach others**
- 3. Show strong interest in the perspective and ideas of others**
- 4. Encourage others to learn and take reasonable risks**

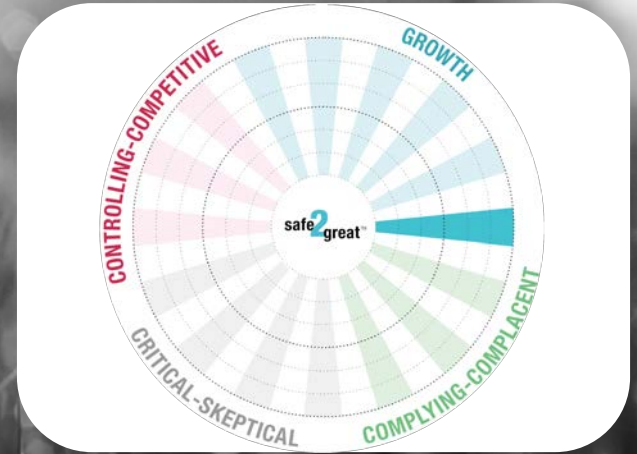
The image features a light blue rounded rectangle centered on a dark, blurred background of tall grass with dew drops. Inside the rectangle, the word "TEAMUP" is written in a bold, sans-serif font. "TEAM" is in black, and "UP" is in white.

TEAMUP

TEAM UP

Impact on organization

- Helps people adapt to new teams and organisations
- Builds support and communication in teams
- Reduces cross-functional antagonism
- Includes people with different experiences and cultures
- Encourages sharing of information
- Creates a culture where people are available for and help each other



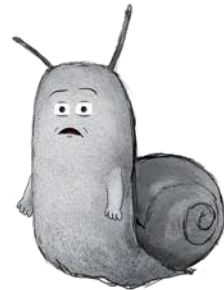
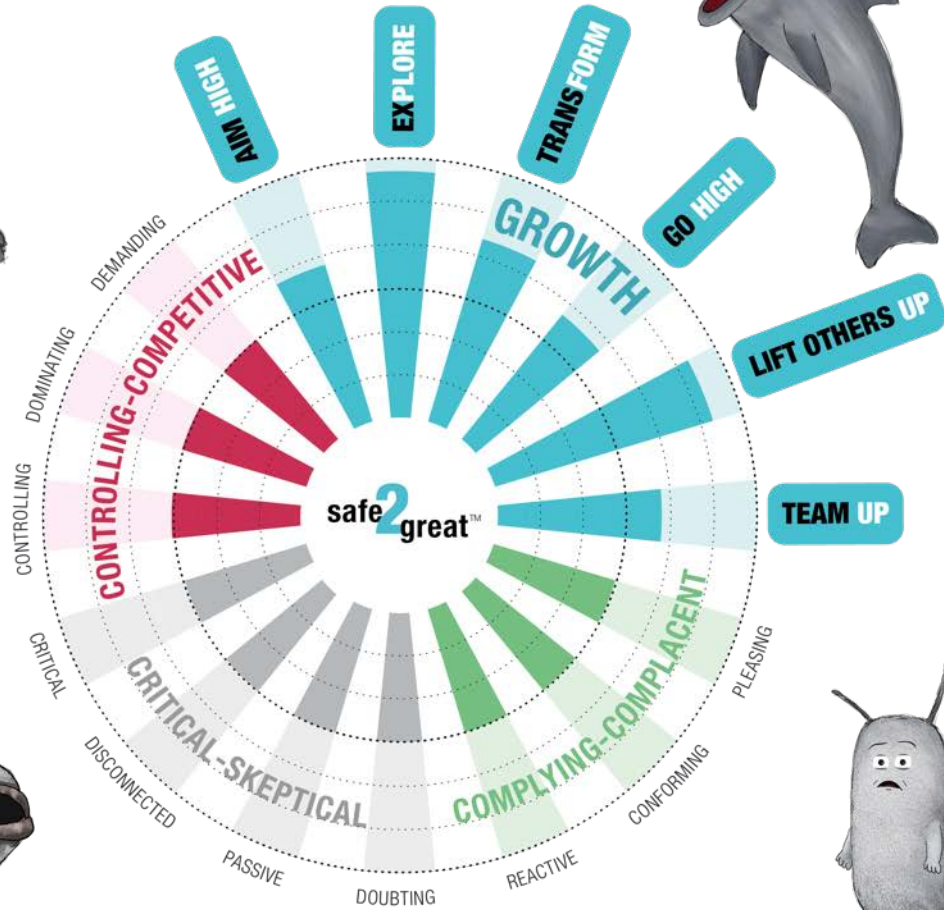
An underwater scene on the left side of the slide. It features a large shark swimming towards the viewer, several smaller fish swimming in the background, and a diver's silhouette in the bottom left corner. The water is clear blue with some light rays visible.

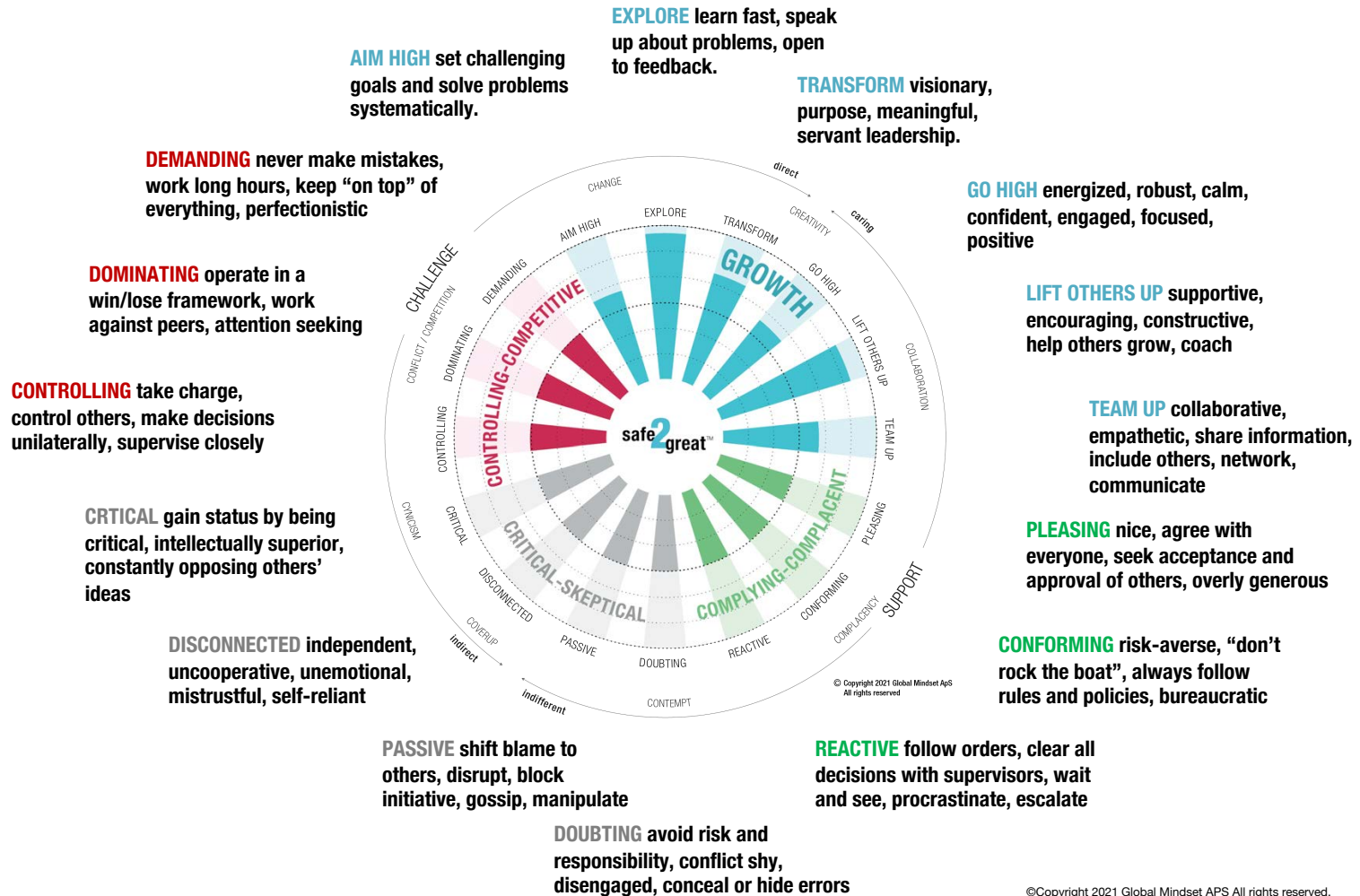
TEAM UP Check list

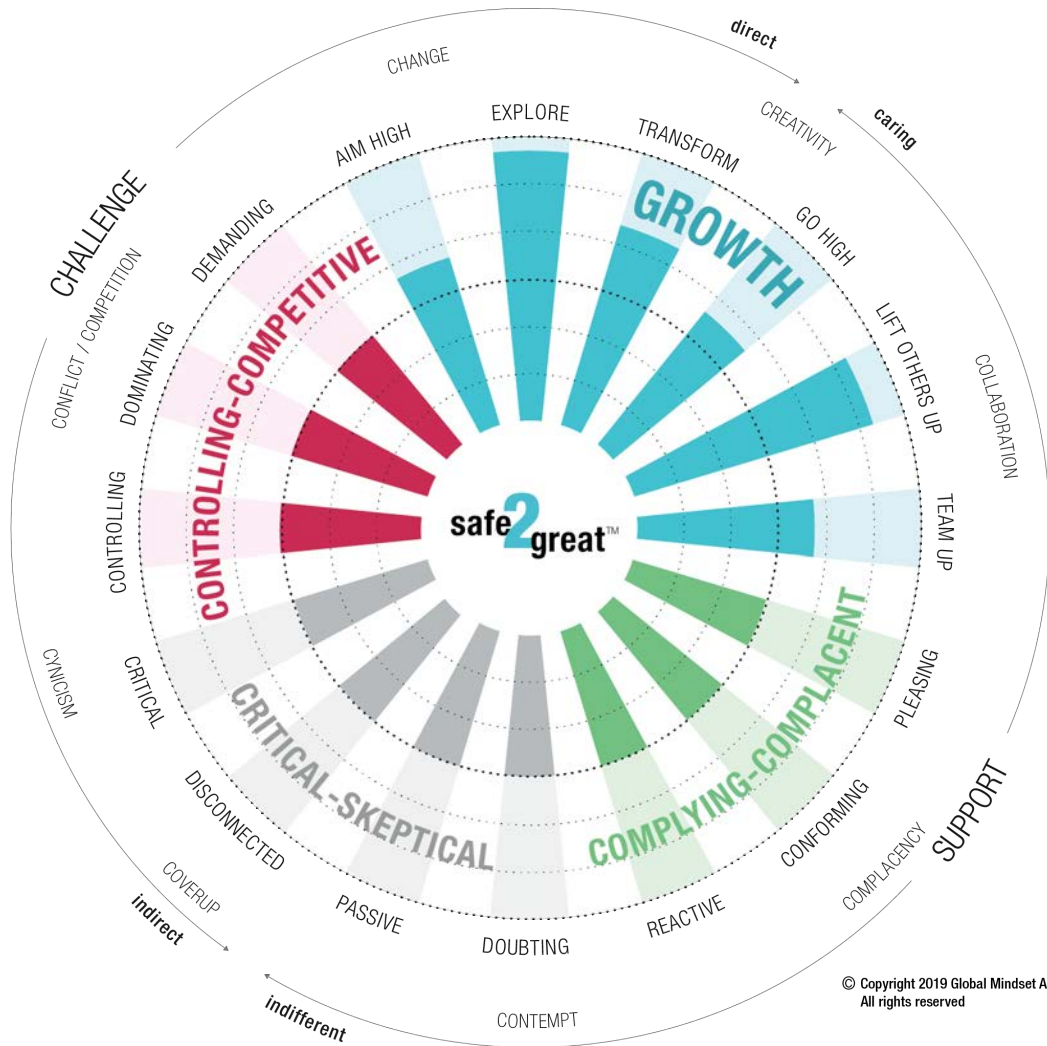
- 1. Make the effort to meet and get to know NEW people**
- 2. Break down stereotypes and build inclusive teams**
- 3. Build emotional involvement across teams and the organization**
- 4. Help others in significant ways**

A black and white photograph of a field of tall grass, likely reeds or tall grasses, covered in dew drops. The background is blurred, showing a body of water and distant hills. A large, bold, white number '5' is overlaid in the center of the image.

5







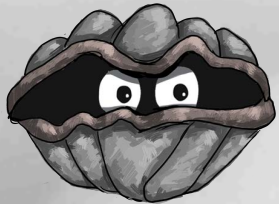
Growth Styles are more ...

- 1. Effective**
- 2. Agile**
- 3. Innovative**
- 4. Retain talent**

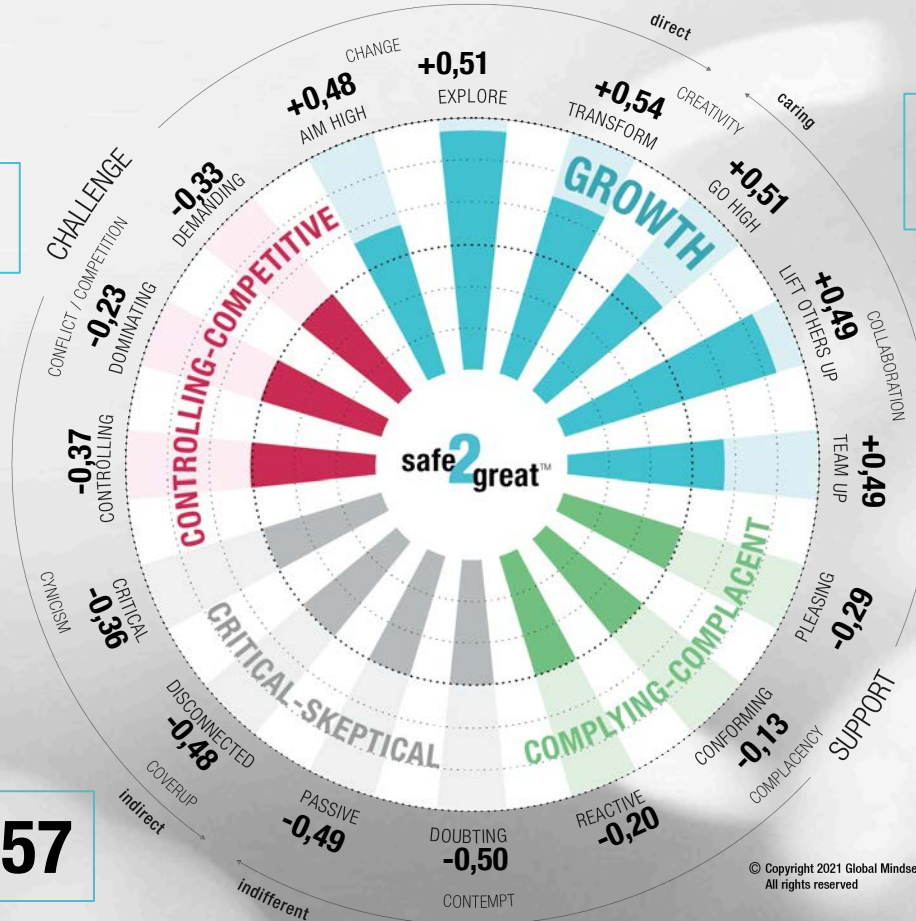
EFFECTIVENESS



-0,50



-0,57

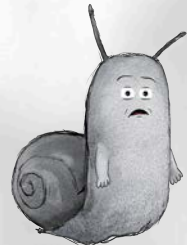


+0,60

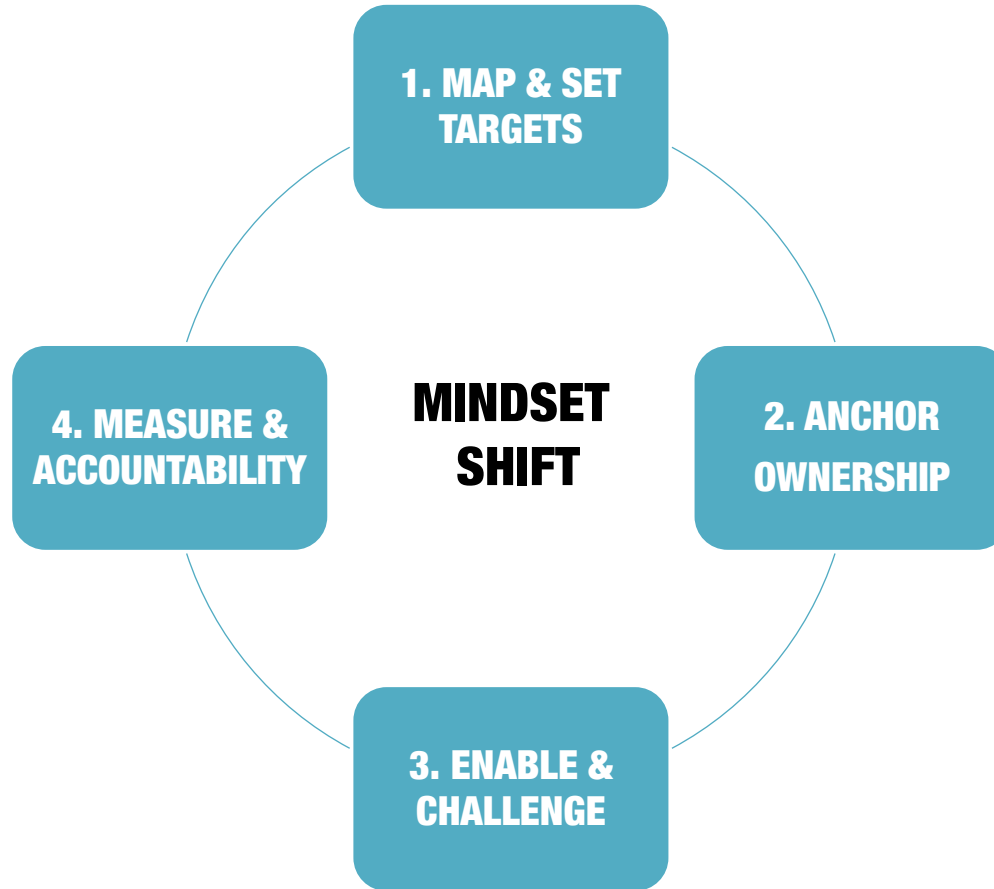


*C4G Global Average Data

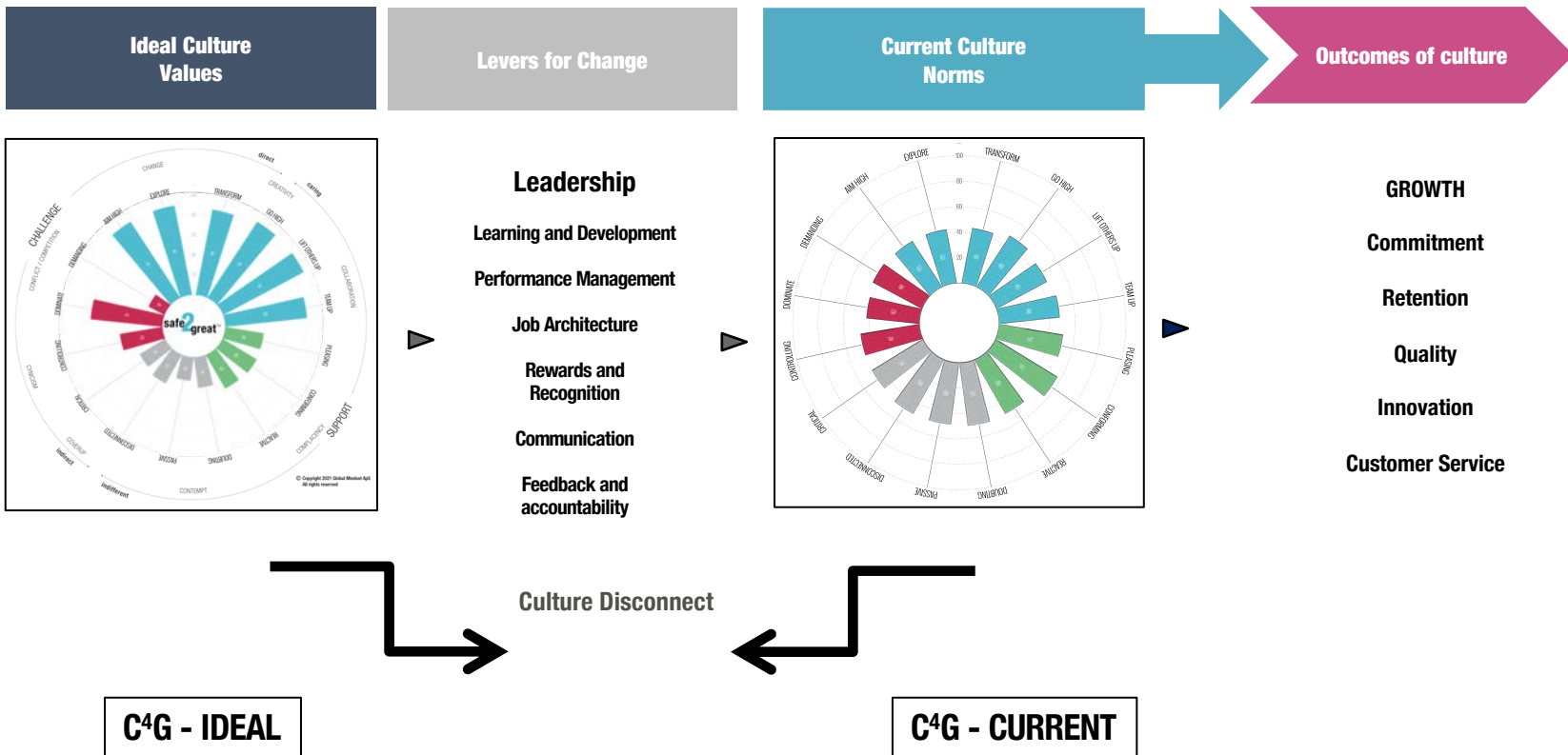
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PROCESS

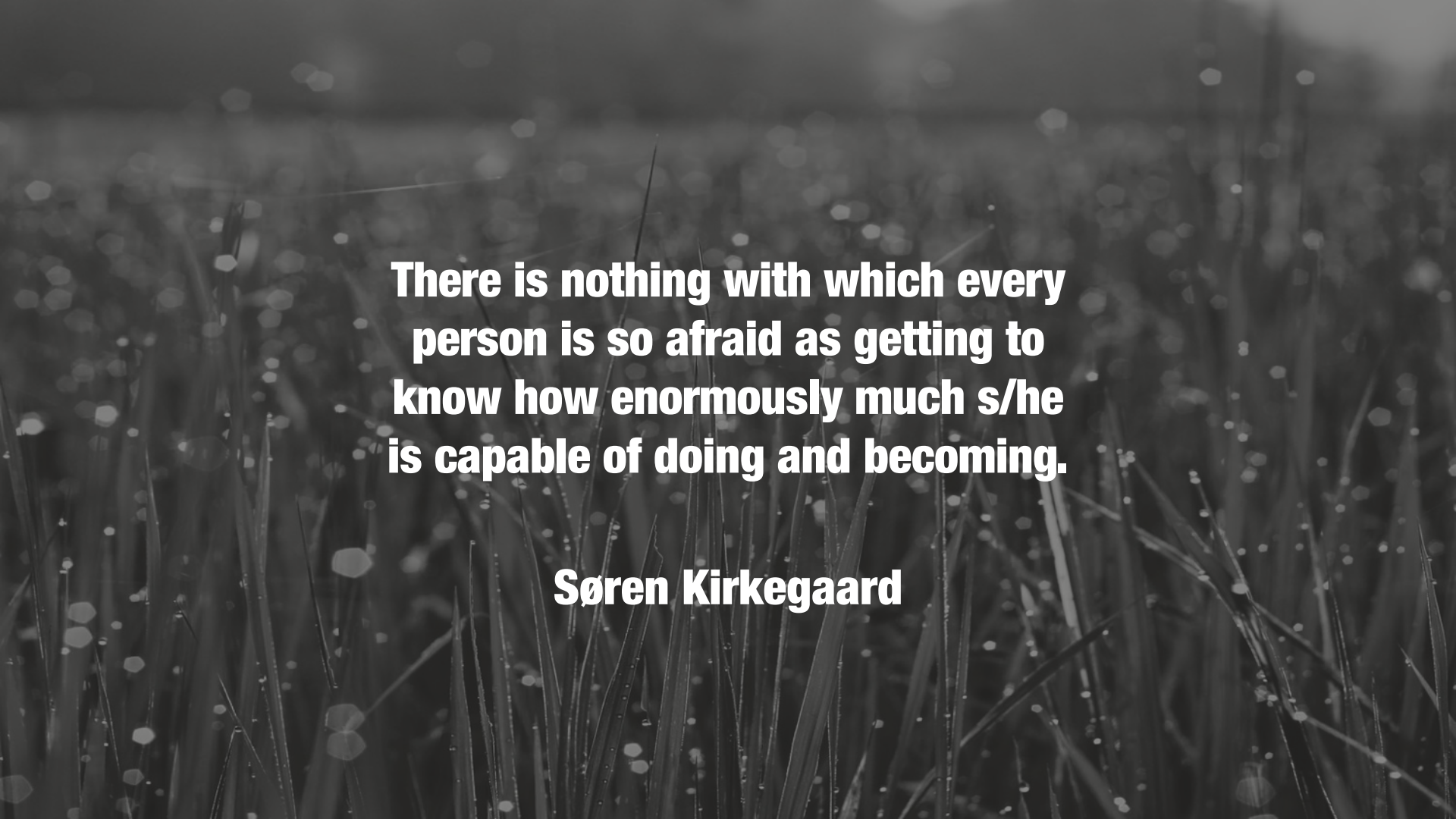


How Culture Works



A black and white photograph of a field of tall grass, possibly reeds or tall grasses, with a large white number '6' overlaid in the center. The background is blurred, showing a field of similar vegetation under a bright sky. The number '6' is a large, bold, white sans-serif font, centered horizontally and vertically.

6



**There is nothing with which every
person is so afraid as getting to
know how enormously much s/he
is capable of doing and becoming.**

Søren Kirkegaard