

**10<sup>th</sup> EAWOP WorkLab – Practitioner Skills Workshop**  
**Engaging Leadership: Cultivating Employee Strengths and**  
**Psychological Safety in Organizations**

2<sup>nd</sup> to 4<sup>th</sup> November, 2023, Valencia, Spain

Proposed Timetable

**Thursday 2<sup>nd</sup> November**

*Aim: Getting to know each other and creating the foundations for the programme*

15.00 to 16.00	<i>Meet the Editors of InPractice</i> Discuss writing up cases, career paths stories, practice spotlights for <i>InPractice</i> (optional additional session)
16.00 to 17.00	<i>Introductions</i> Meeting begins with refreshments, introductions, networking and outline of WorkLab content
17.00 to 18.15	<i>Speed Dating</i> Participants ‘speed date’ to share and explore their experiences (cases) with leaders creating psychologically unsafe work environments
18.15 to 19.00	<i>Group Reflections</i> Brief plenary reflection on cases and expectations for the WorkLab
19.00	<i>Welcome drink followed by dinner</i>

## Friday 3<sup>rd</sup> November

### Action Labs

*Aim: Exploring the topic of destructive leadership through theory and real-life cases, focusing on its causes as well as approaches and tactics for prevention and/or resolution*

9.00 to 9.45	<i>Business Case Destructive Leadership &amp; Theory</i> Presentation by Kimberley Breevaart
9.45 to 10.15	<i>Icebreaker: Psychological Safety – Impact</i> Group assignment: What makes it feel safe to speak up?
10.15 to 10.45	<i>Origins of Destructive Leadership: Why and how do they do it?</i> Presentation by Kimberley Breevaart & Jessica Halgren
10.45 to 11:15	<i>Refreshments</i>
11.15 to 12.45	<i>Launch of Action Labs: Exploration &amp; Reflections – Context &amp; Conditions</i> Participants will work in small groups. Each group focuses on a case and engages in different activities that will eventually lead to the identification of actionable solutions. In this first step, the aim is to get a good understanding of the case, its context, and the underlying factors and dynamics. <i>Kimberley and Jessica will engage with the participants throughout the Action Labs.</i>
12.45 to 14.00	<i>Lunch</i>
14.00 to 15.45	<i>Action Labs: Brainstorming &amp; Applications – Strategies &amp; Interventions</i> In this second step, the groups dive deeper into the cases by brainstorming about the strategies and interventions needed to create a psychologically safe environment by preventing and/or addressing the leader's behavior.
15.45 to 16.15	<i>Refreshments</i>
16.15 to 16.45	<i>Brainstorm &amp; Discuss Lessons Learned</i> Groups identify key points of their case to share.
16.45 to 17.15	<i>Group Reflections</i> Open dialogue and individual reflections: participants share, listen to and build on relevant experience, emergent insights, best practices, new ideas etc.
17.15 to 18.00	<i>Break</i>
18.00	<i>Local cultural activity &amp; dinner in town</i>

## Saturday 4<sup>th</sup> November

*Aim: Discussing strategies to prevent and stop destructive leadership*

9.00 to 09.45	<i>Interventions Destructive Leadership: What should you do?</i> Presentation by Kimberley Breevaart & Jessica Halgren
09.45 to 10.30	<i>Action Lab Outcomes – Collective Wisdom &amp; Takeaways</i> Groups will summarize key points to contribute to a facilitated plenary discussion where the various cases and perspectives on destructive leadership that have emerged will be reviewed and shared.
10.30 to 11.00	<i>Refreshments</i>
11.00 to 12.30	<i>Final Sharing &amp; Reflections</i> Groups will share their learning, insights, and related actions for addressing cases of destructive leadership and creating psychological safety in practice.
12.30 to 13.00	<i>WorkLab Evaluations and Future Plans</i>
13.00	<i>Lunch and departure</i>

Participants attending the WorkLab will:

- Gain a broader understanding of the dynamics surrounding destructive leadership and psychological safety;
- Contribute to and learn from actual cases, academic research, and practitioner perspectives;
- Become familiar with a selection of interventions, strategies, and practices that facilitate psychological safety in organizations by addressing destructive leadership;
- Learn about the latest research to inform future practice.