



"Stay hungry, stay foolish"  
Steve Jobs

Curiosity, the hidden ingredient to creating  
a winning culture

Stefaan van Hooydonk  
Global Curiosity Institute



PLM Road Map & PDT 2022  
18-19 October  
Gothenburg, Sweden




THE  
WORKPLACE  
**CURIOSITY**  
MANIFESTO  
How Curiosity helps individuals  
and workplaces thrive in  
Transformational Times  
STEEFAAN VAN HOOYDONK

© Global Curiosity Institute

True or false?

---

Professionals are at their  
best when they have  
many years of  
experience.



© Global Curiosity Institute

True or false?

---

The most effective way to shoot a basketball penalty is underhand.



© Global Curiosity Institute

True or false

---

When breathing, are we alternating between our right and left nostril?



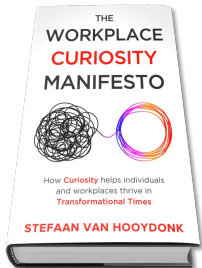
© Global Curiosity Institute



Stefaan van Hooydonk

Founder: Global Curiosity Institute

Author: The Workplace Curiosity Manifesto



Education	Professional	Countries	More about me
<ul style="list-style-type: none"> <li>Graduate: Sinology &amp; economics</li> <li>Post grad: marxist economics / cross cultural mgmt. / MBA / Mphil</li> <li>Executive coach</li> </ul>	<ul style="list-style-type: none"> <li>Investment Consulting</li> <li>Business School</li> <li>Chief Learning Officer (cognizant, Flipkart, Philips, Agfa, Nokia)</li> <li>Founder Global Curiosity Institute</li> </ul>	<ul style="list-style-type: none"> <li>Belgium</li> <li>Hong Kong</li> <li>China</li> <li>France</li> <li>Finland</li> <li>India</li> <li>Saudi Arabia</li> <li>UK</li> </ul>	<ul style="list-style-type: none"> <li>Daily meditator</li> <li>Marathon runner</li> <li>Father of 4 kids</li> <li>Food forest amateur</li> </ul>






What do these companies have in common?





Why curiosity, why now?

Disruption in **the century of ideas**

		
88 YEARS TO BUILD		4 YEARS TO AMASS
697,000 ROOMS		650,000 ROOMS
80 COUNTRIES		192 COUNTRIES

© Global Curiosity Institute

**90%** **growth** of the use  
of the word "curiosity" in online job  
ads in the last 12 months

© Global Curiosity Institute

## Data

**24%** of people feel regularly curious at work

Start-ups are **4 times more ready to learn from mistakes**  
v.s. grown ups

Leaders are **twice as ready to say that their organisation  
supports curiosity** vs the people reporting to them

After **3 years in the same role**, the curiosity level of an  
employee diminishes

Middle level managers are **4 times less positive** about  
curiosity when compared to teamleads or senior execs

© Global Curiosity Institute

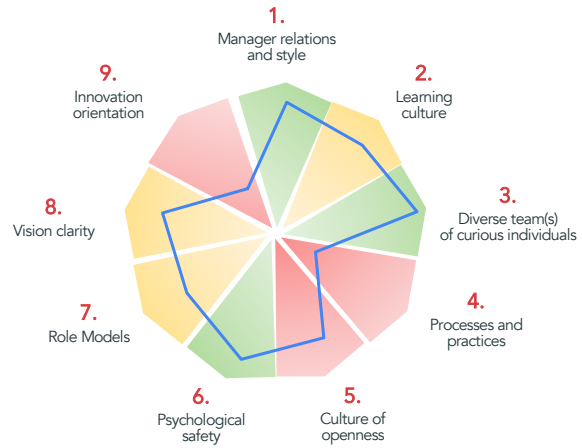
**Insight:** multinational companies have the basis to build on, yet create limiting barriers

**Top 3 distractors**

Internal processes and practices

Innovation mindset (incl. acceptance of failure)

Culture of openness



Source: Global Curiosity Institute, 2021: Review of 16 MNC's

© Global Curiosity Institute

"We always do it that way"

"Nice, you might try it in your own time"

"Time is money"

What would the others think of me?"

Am I good enough?"



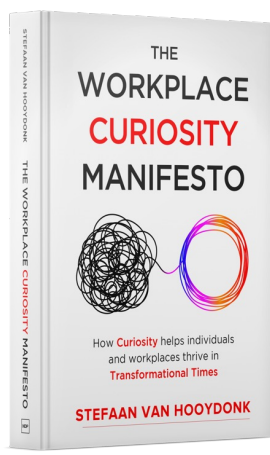
# A-players



© Global Curiosity Institute

---

How would we define Curiosity?



© Global Curiosity Institute



Throughout history,  
**Curiosity** has  
been the engine of  
individual, organizational, and societal  
progress

It all starts with a simple question explore the new:  
**'Why', 'what if ...'**

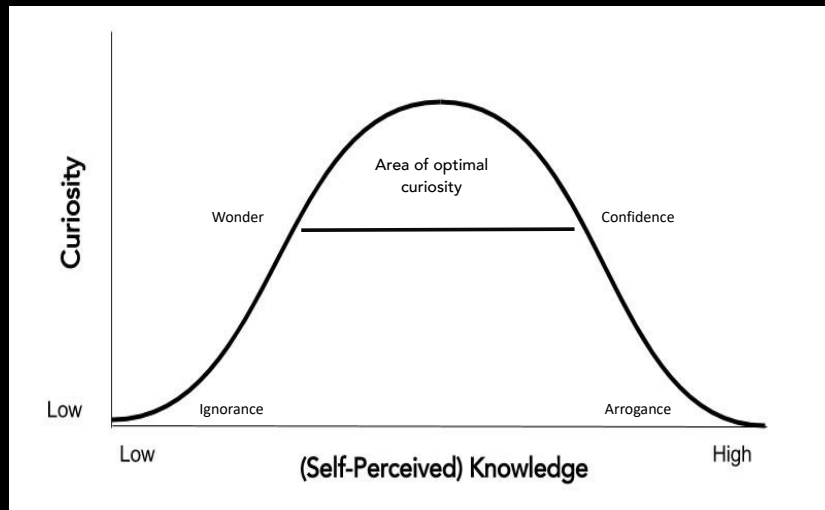
- Fire
- Microwave
- Gps
- Mars rover
- Tools
- Relationships
- ...

© Global Curiosity Institute




The questions we  
ask

## When is curiosity is at its peak?



© Global Curiosity Institute

Curiosity **attracts** or **distracts** ...  
depending on the meaning the tribe gives it

  
**CURIOSITY  
KILLED  
THE  
CAT**



## Defining Curiosity

“  
Curiosity is the mindset to challenge the status quo, explore, discover, and learn.  
”

**Stefaan van Hooydonk, Founder**  
Global Curiosity Institute



© Global Curiosity Institute

## The object of Curiosity



Cognitive curiosity  
**"THE WORLD"**

*creativity*



Interpersonal curiosity  
**"OTHERS"**

*empathy*



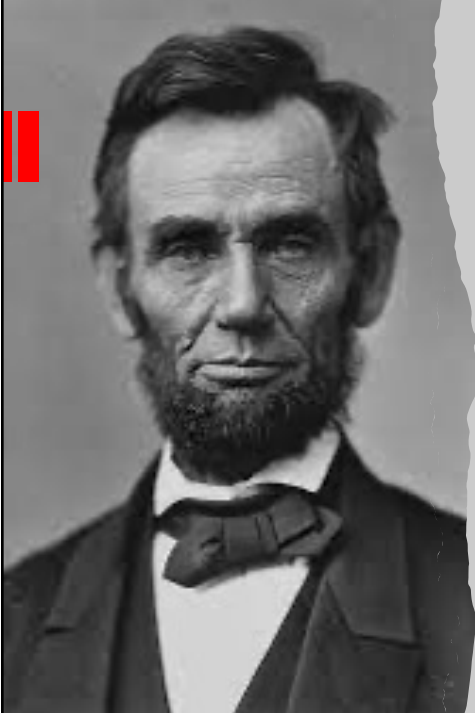
Intrapersonal curiosity  
**"OURSELVES"**

*resilience*



Find out your own free curiosity profile:  
[www.globalcuriosityinstitute.com](http://www.globalcuriosityinstitute.com)

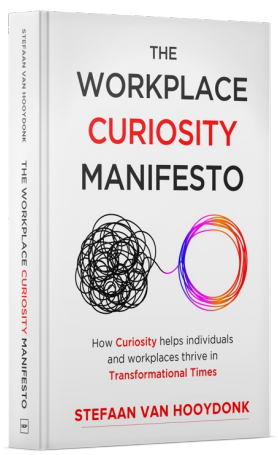
© Global Curiosity Institute



"  
I don't like that man,  
I need to get to know  
him better. "

**Abraham Lincoln**

What could be the opposite of curiosity?



© Global Curiosity Institute



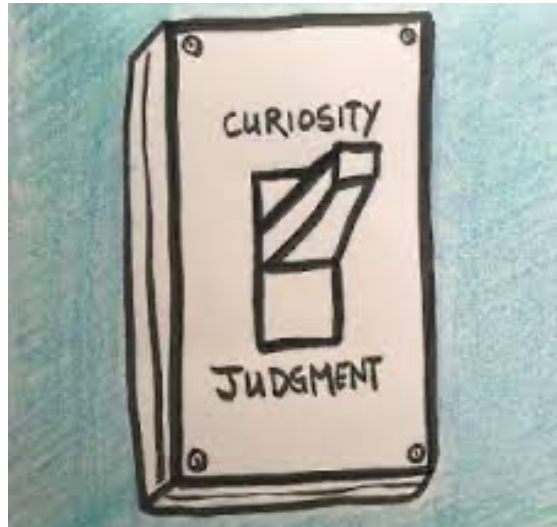
The opposite of curiosity:

## conformity

as it tries to keep us in the status quo & prefers a comfortable past over an uncertain future

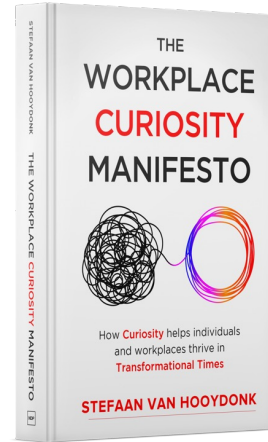


Do I react with **curiosity** or with **judgment**?



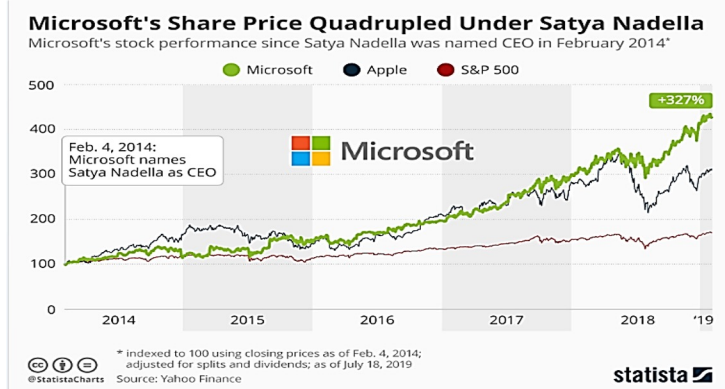


What are best practice companies doing?



© Global Curiosity Institute

Companies who embrace a culture of openness are outperforming their peers: **Microsoft**



**Transforming culture and climate**

focus on workplace curiosity

from know-it-all to learn-it-all

embrace growth mindset & explore biases

non-violent communication

© Global Curiosity Institute

Companies embedding **Curiosity** in their corporate values

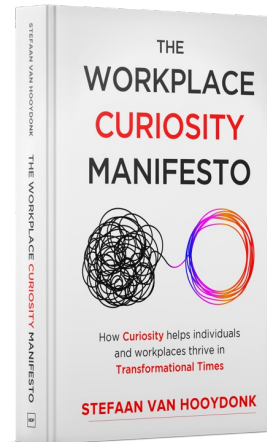


Intentional curiosity at work in companies: processes and practices





What are strategies to get (even) more curious?



© Global Curiosity Institute

3 concepts to embrace: A.I.M.

1. **A**wareness
2. **I**ntentionality
3. **M**easurement



© Global Curiosity Institute

## A better question

How am I doing as your ... ?

(boss, client, team member, colleague, parent, child, partner, ... )

© Global Curiosity Institute

## Answers to initial questions



Are experienced professionals better at their job?



Is underhand shooting in basketball more efficient?



Are we alternating right/left breathing?

© Global Curiosity Institute

**Contact information**

Email: [stefaan@globalcuriosityinstitute.com](mailto:stefaan@globalcuriosityinstitute.com)  
Linkedin: [Stefaan van Hooydonk](#)  
Twitter: [stefaanvanhooyd](#)  
Whatsapp: [+32 483890328](tel:+32483890328)  
Web: [www.globalcuriosityinstitute.com](http://www.globalcuriosityinstitute.com)

**Stay curious**  
**Global Curiosity Institute**

37 © 2021