



Psychological Safety

The Foundation for High Performing Teams

Background & Agenda

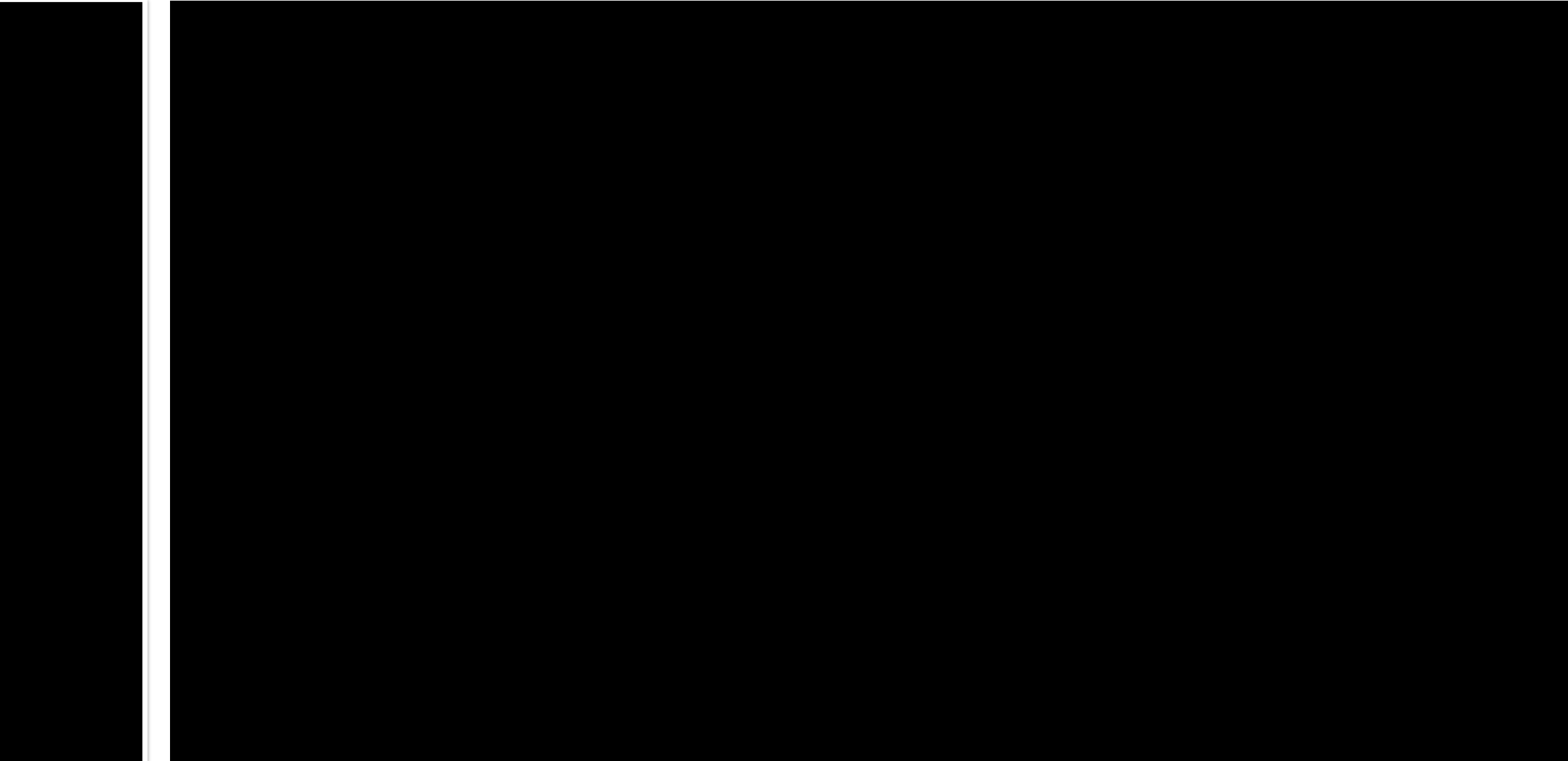
- Background & Research
 - › 4 Stages of Psychological Safety
 - Based on work by **Timothy Clark**
 - Researcher, Author, Speaker, Founder of Leader Factor
 - Inputs on Vulnerability from **Brene' Brown**
 - Researcher, Author, Speaker, Founder of Brave Leaders Inc.
 - Inputs from **Amy Edmonson**
 - Researcher, Author, Speaker, Professor of Leadership & Mgmt. Harvard Bus. School
 - Inputs from **David Rock**
 - Neural Scientist, Author, Speaker, Founder Neutral Leadership Institute
- Agenda
 - › **What** is Psychological Safety, **Why** does it matter, and **How** you can create it...
 - › 4 Stages:
 1. Inclusion Safety
 2. Learner Safety
 3. Contributor Safety
 4. Challenger Safety
 - › Q & A

What is Psychological Safety?

- What do you think ?
 - › Share your thoughts ...
- 5 Words
 - › An Environment of Rewarded **Vulnerability**
- What is Vulnerability to you?
 - › Share your thoughts ...



Vulnerability Video – Brené Brown



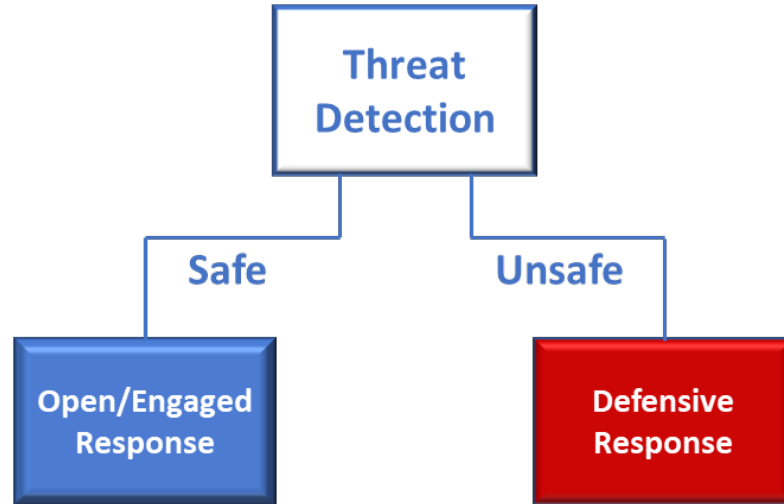
Vulnerability & Psychological Safety

Vulnerability is the core emotion for **Love, Belonging, Joy, and Empathy...**
And it is the **Birthplace** for **Innovation and Creativity**
~Brené Brown

A Psychologically Safety environment is a place where **vulnerability** is
rewarded.
~Tim Clark



Threat Detection – Am I Safe or Unsafe ?



Rewarded or **Punished** ?

Punished Vulnerability:

1. Activates the pain centers of the brain.
2. Triggers the self-centered instinct.
3. Shifts the individual to a defensive mode.

The individual is now preoccupied with:

1. Personal risk management
2. Self-preservation
3. Loss avoidance



No Person comes up with a good idea when being chased by a tiger.

Question Experiment...



How many can you say yes to?

(Use Chat)

1. Have you ever felt **excluded** in a social setting?
2. Have you ever been **afraid** to ask a question?
3. Have you ever **remained silent** when you knew the answer to a problem?
4. Have you ever had someone **steal credit** for something you did?
5. Have you ever been **ignored** in a discussion?



Cost \$ of a Breach of Psychological Safety *(red zone)*

48% Intentionally decrease their work efforts.

47% Intentionally decrease time spent at work.

38% Intentionally decrease the quality of their work.

80% Lost work time worrying about incidents.

63% Lost time avoiding offenders.

66% Said that their performance declined.

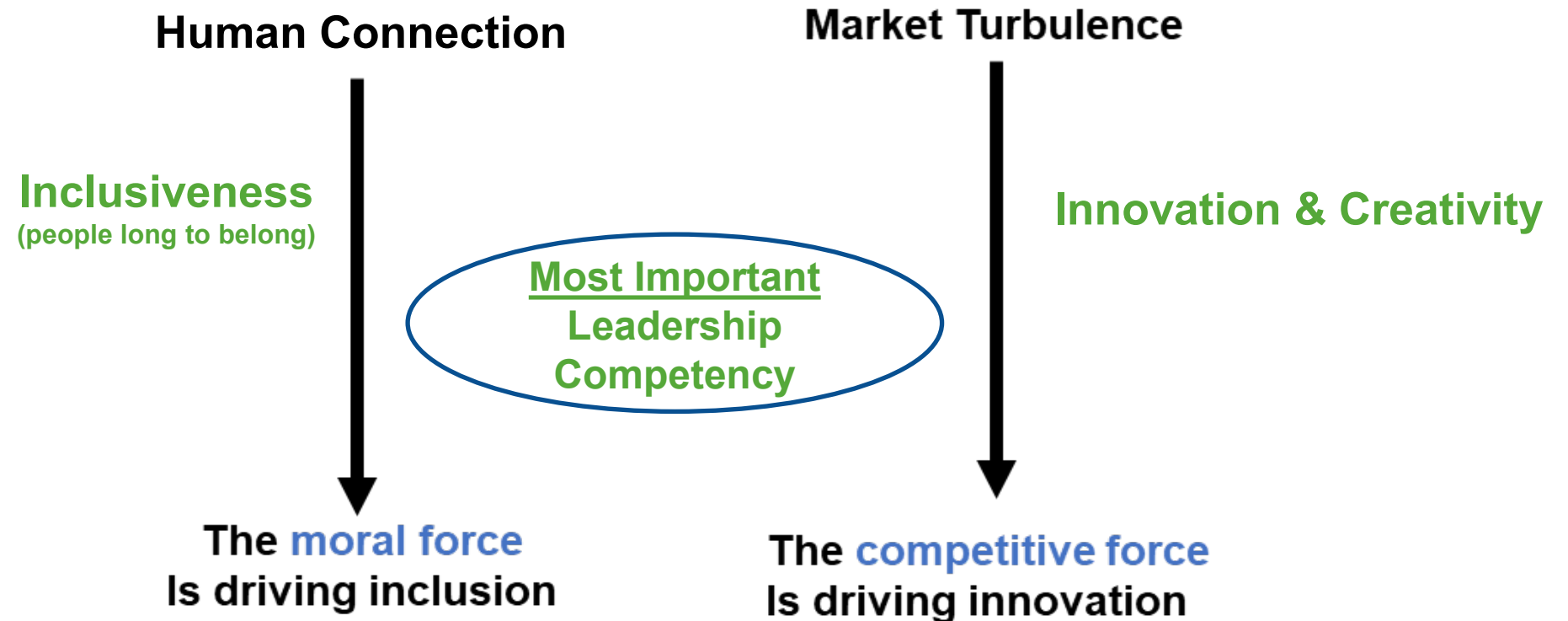
78% Said that their commitment to the organization declined.

12% Said that they left their job because of the uncivil treatment.

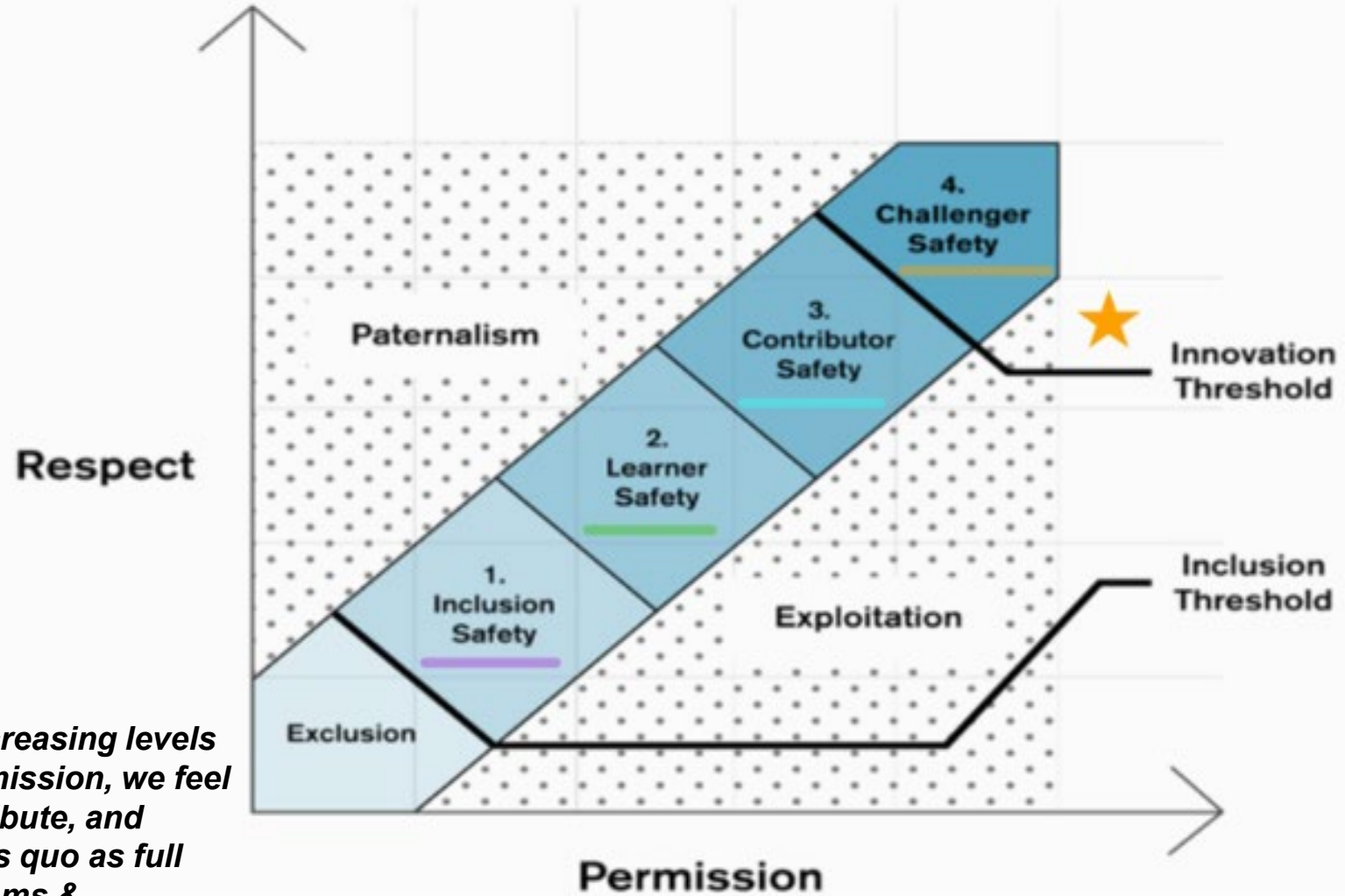
25% Admitted to taking their frustration out on customers.

Why does Psychological Safety Matter ?

Two Forces Driving Psychological Safety





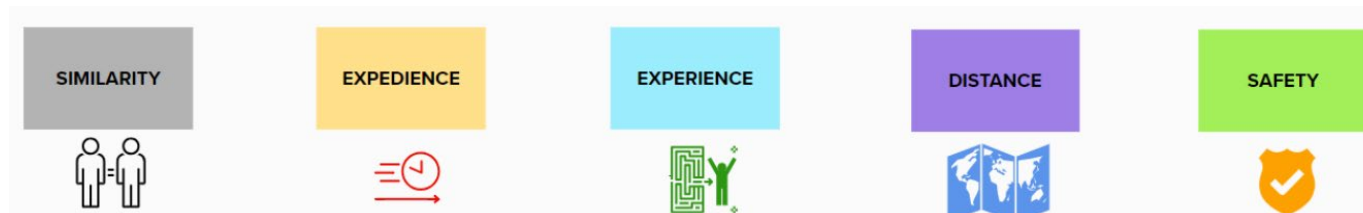
The 4 Stages Model



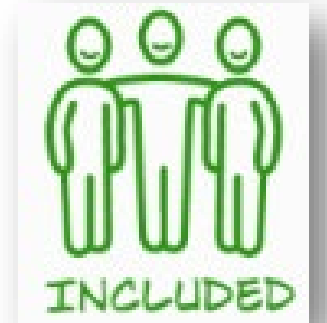
As we are given increasing levels of respect and permission, we feel safe to learn, contribute, and challenge the status quo as full members of our teams & organization.

Stage 1 - Inclusion Safety

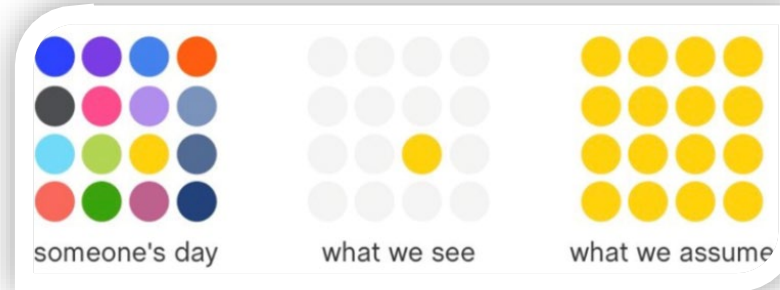
- Inclusion safety is the basic human need to be **included, accepted, and belong**. You are accepted for who you are, including your **unique** attributes and defining **characteristics**.
- We have all felt excluded... 
 - › Your brain processes **social rejection** in a similar way to **physical pain**. 
 - › Inclusion safety is a **human right**. Its not earned; it's owed.
 - › Why we exclude people ... and sometimes its unconscious
 - Stereotypes/Bias: social, physical, ethnic, gender, political, religious, education, economic, age, occupation, geographic ... and more.
 - SEEDS Model : Similar, Expedience, Experience, Distance, Safety



Stage 1 - Inclusion Safety



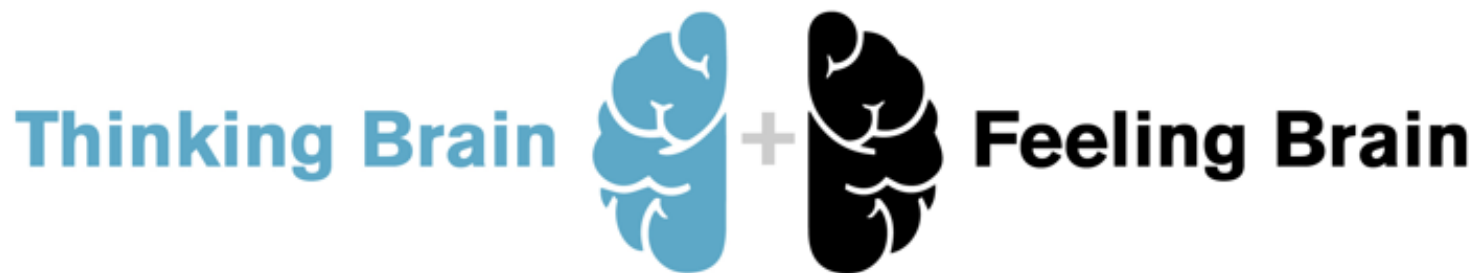
- How can we create inclusion safety ?
 - › **Identify and question...**
 - Your own **stereotype** and **bias** (*If you have a brain, you have a bias*)



- › We can **Bond** with people **like** us and **Bridge** with people **different** than us
 - get curious, **ask questions**, seek to **learn** and **understand (perspective swaps)** vs **judge, blame, control**
- › Engage in behaviors that **Ask, Invite, and Share**.
 - Teams who do this consistently establish a **norm of inclusion** and this becomes the culture of the team.

Stage 2 - Learner Safety

- Learner safety satisfies the basic **human need to learn and grow**. You feel safe in the learning process—asking **questions, giving and receiving feedback, experimenting**, and even **making mistakes**.
 - › Have you ever had a **teacher** who had more **confidence in you** than you had in yourself? Someone who disconnected fear from mistakes and failure ...
 - › Learning is intellectual and emotional
 - A **defensive emotional state** causes cognitive **impairment (red zone)**
 - In the **Red Zone**, personal **risk management** becomes the priority **NOT** learning, reasoning, and thinking



Stage 2 - Learner Safety

- How can we create learner safety ?
 - › **Disconnect** **fear** from **failure** and **mistakes**... its okay to feel afraid and awkward.
 - › **Model** learner vulnerability, say “**I don’t know**”
 - › **Encourage** team members during the learning process (*growth mindset- think like a scientist*)
 - Helps build confidence
 - Develops courage and promotes self-directed learning efforts
 - › **Ask** open-ended question to **transfer critical thinking/ownership**
 - Asking vs Telling (What, How, Outcomes) and **provide support**



Stage 3 - Contributor Safety

- Contributor safety satisfies the **basic human** need to **make a difference**. You feel safe to **use** your **skills** and **abilities** to offer a meaningful **contribution**.
- Autonomy with guidance in exchange for results
 - › Contributor safety is **earned, not owed**
 - › As skills grow, contributor safety grows... without the opportunity to grow a pattern of **paternalism develops**
 - **Paternalism** is when we give people **respect** but **not permission** to act and contribute at higher levels

Stage 3 - Contributor Safety

- How can we create contributor Safety ?
 1. **Explain** the – **Outcomes and goals** behind what we are doing
 2. **Assign** the – **What** based on competency and desire to perform the work
 3. **Delegate** the – **How** to allow individuals as much discretion as possible to figure out how to accomplish the work... transfer ownership and empower the individual.
 - Support is still part of contributing
 - You can go back to learning and then move up to contributing



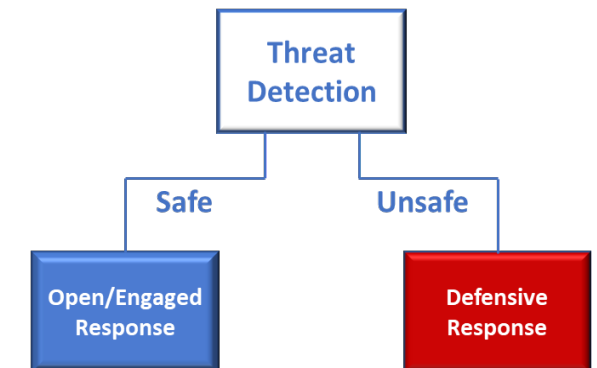
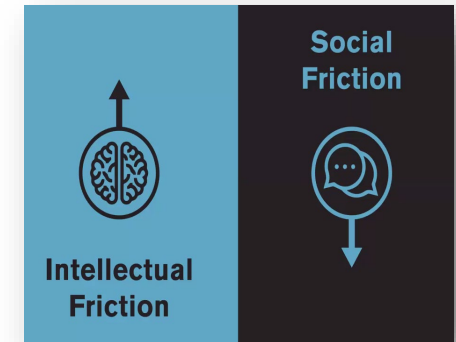
Stage 4 – Challenger Safety

- Challenger safety satisfies the basic human need to **make things better**. You feel safe to speak up and **challenge** the **status quo** when you think there is a need or opportunity to improve.
 - › **Challenger** safety includes **divergent thinking**, **constructive dissent**, a high tolerance for **candor**, and **creative tension**.
 - › Challenger safety requires **air cover** in exchange for candor... this is the **most vulnerable** stage.
 - › People won't challenge the status quo **without support** – they will **retreat** to personal risk management (**red zone**)



Stage 4 – Challenger Safety

- How can we create challenger safety ?
 - › **Increase** intellectual friction
 - Focused energy and expertise on the problem not the people
 - › **Decrease** social friction – sensitive/emotional
 - Requires humility, control ego, capacity to accommodate dissent
 - › Formally **assign dissent** – make it part of the process
 - Loyal Opposition, Devils Advocate, V2MOM (vision, values, methods, **obstacles**, measures)
 - › Create **working agreements** that define **dissent** and **air cover**
 - Stinky Fish
 - Team agreement
(goals, roles, communication expectation, conflict resolution, feedback approach)



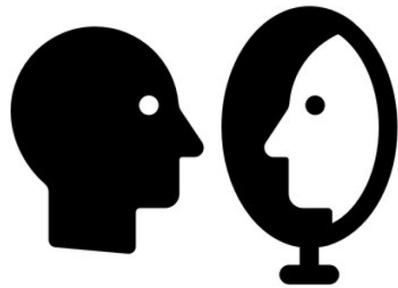
Q & A – Thought Sharing

The single most important factor in creating psychological safety
is the

behavior that the leader models.

Leaders are either leading the way or getting in the way.

AWARENESS



COMMITMENT



EVERYDAY

