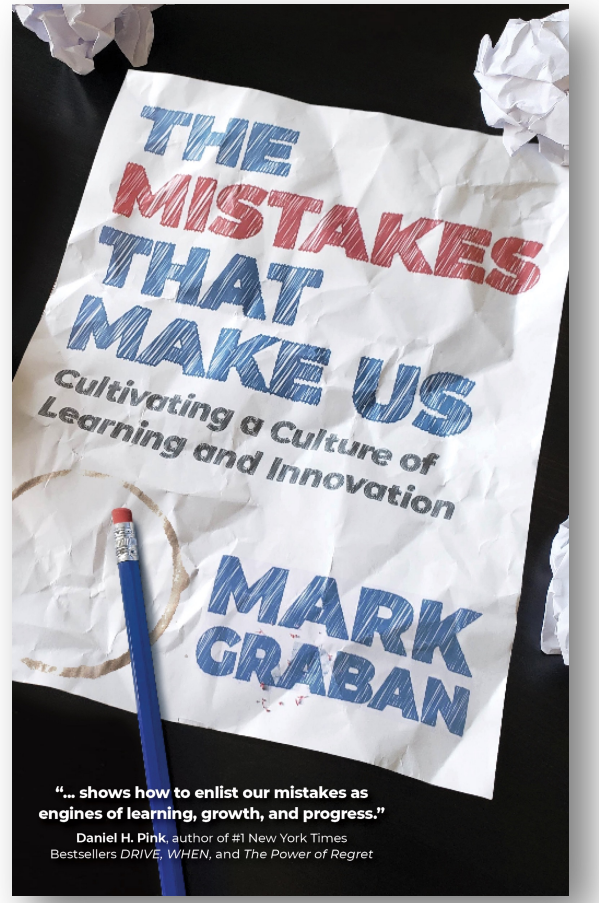
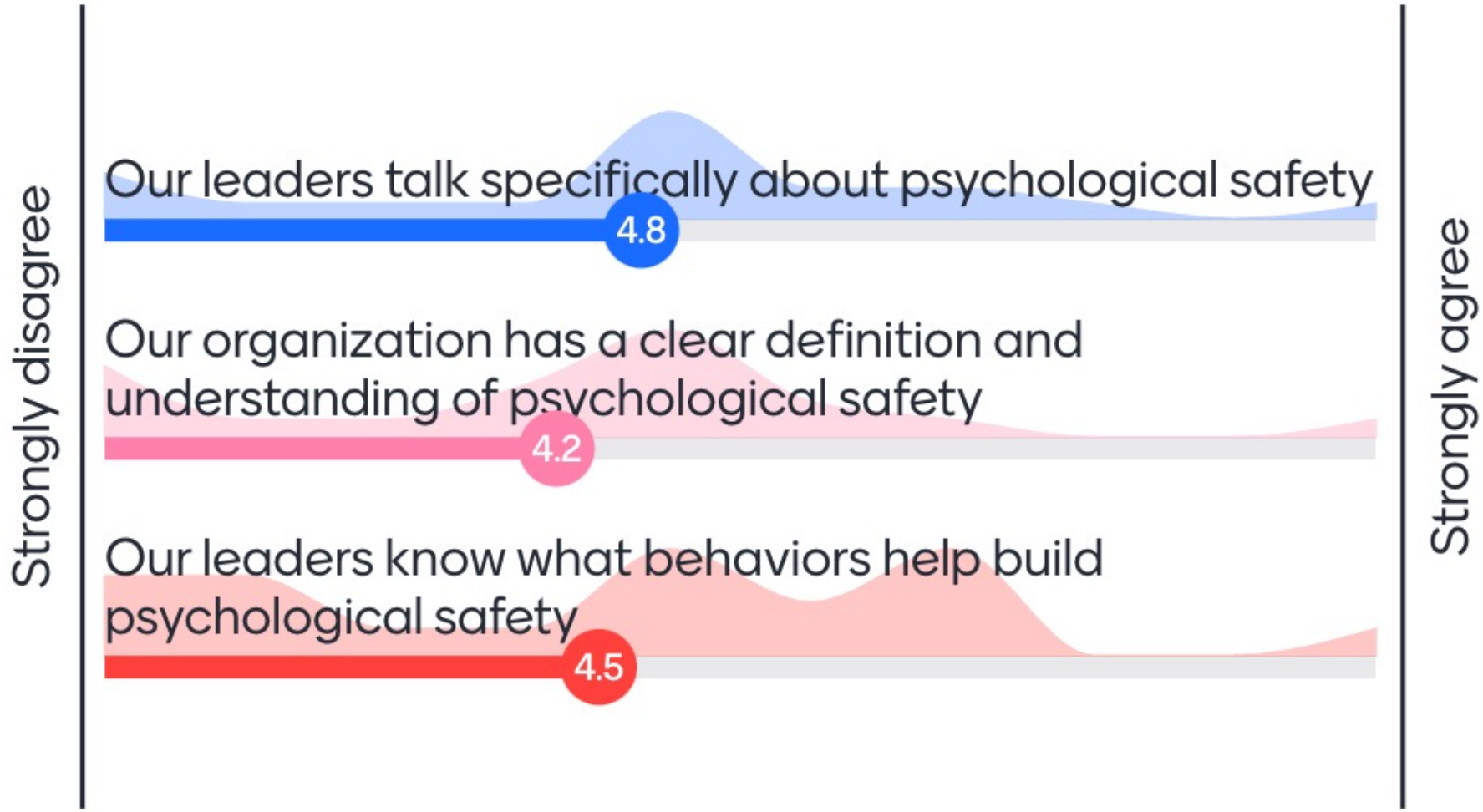
Results - Pre-KaiNexicon Psychological Safety

- Compiled by Mark Graban
- Mark@KaiNexus.com

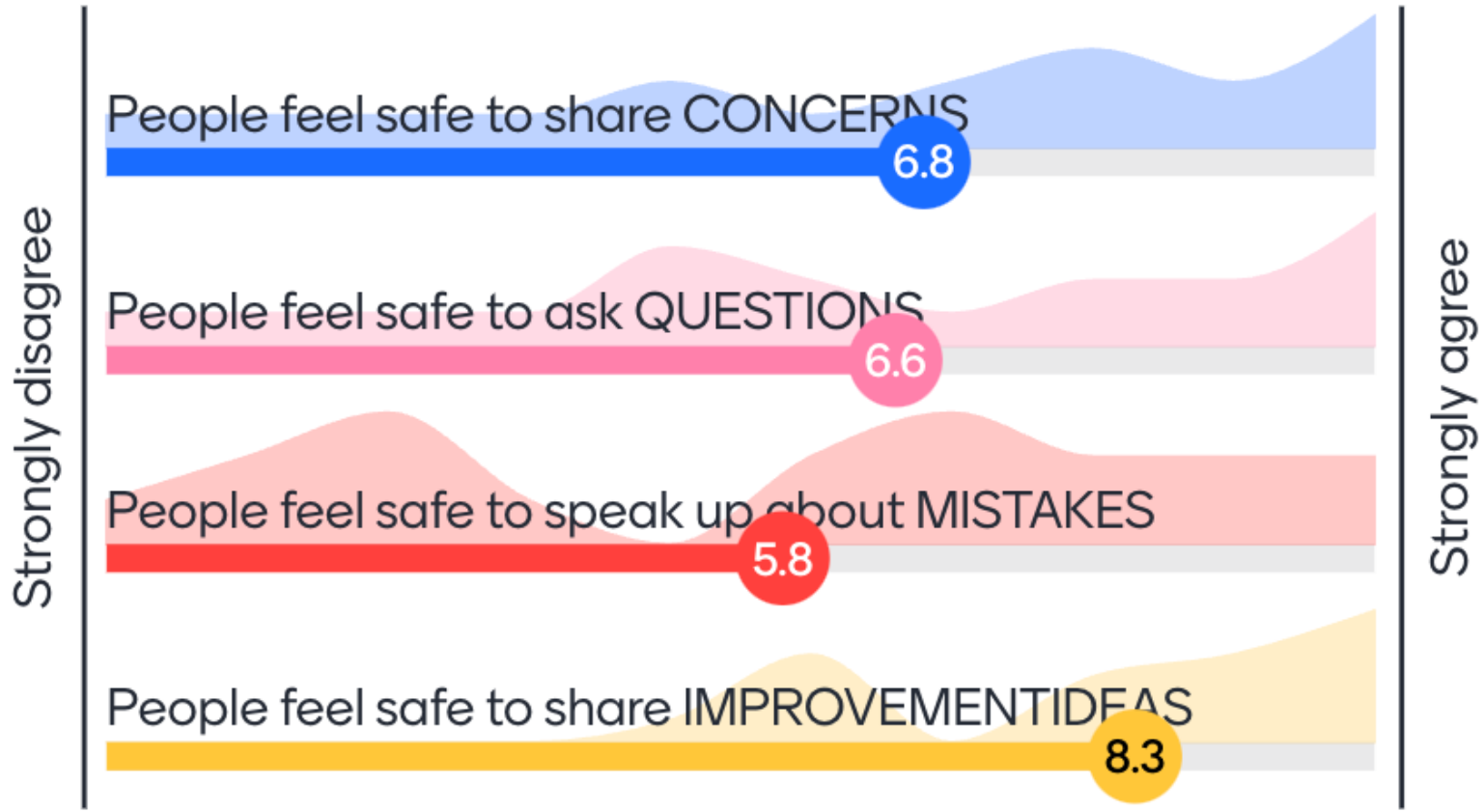
- www.MistakesBook.com



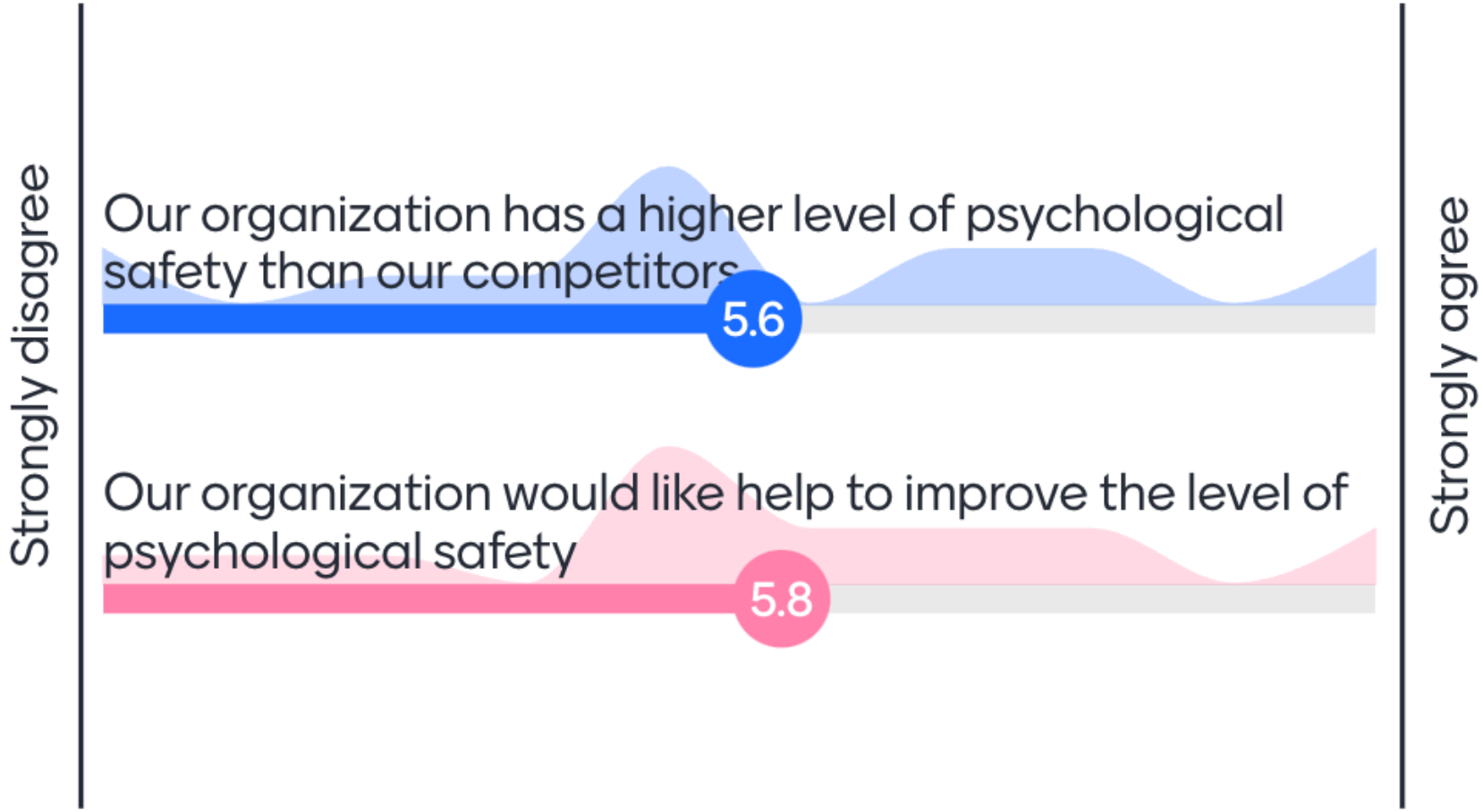
How strongly do you agree?



How strongly do you agree, that in your organization...



How strongly do you agree ?



What's a primary barrier to higher levels of psychological safety in your organization?

We are still shifting culture out of the "business results" focus.
Business organizations can often be very political at the leadership level so fear results in expressing mistakes. Change is minimal when expressed.
Getting employees to feel comfortable speaking their concerns
Leadership is not involved with cutting-edge thinking.
The organization needs a larger understanding of roles and services provided. Too much of our work occurs in silos which leads to turf protection.
Awareness and learning to let go from old behaviors
Everyone's in survival mode; senior leaders do not recognize yet how their own behaviors may need to change; traditional culture of non-transparency at highest levels
Organization size likely results in variation in a given employee's experience with psychological safety. Overarching culture of psychological safety likely helps set a minimum experience, though.
Psychological Safety as a formal concept is not discussed and may not be widely understood.
Awareness
Pressure to deliver every second of the day, followed by a focus on the output not what it took to get it or per say the quality of it.
Mostly understanding what it is, and then taking the time for self reflection to understand if you are providing that as a leader.
Identifying who "owns" it to make it happen
Leadership treating all front line employees as being valuable human capital worthy of explaining their purpose in the organization.

What resources do you use to educate people about psychological safety?

Internal education and HR resources
None at this time.
Webinars and educational requirements.
We don't have a deliberate plan. My team has included some basic expectations in the LSW standard and we are building a simple check in the employee survey we are designing to measure Lean Maturity.
Orientation, class time, bi-annual administration of Culture of Safety survey, RCA's, discussion in some meetings
C.I. training for leaders and front line that reinforce ideal behaviors. General leadership training sessions primarily for new leaders.
Limited training and online materials. Mainly relies on competent managers to talk about it, encouraging safe spaces and coaching others/demonstrating leading behaviours
We have none
NEO, annual education,
Communication meetings, motivational advertisement on tv monitors, CI program, Safety tool box talks

What actions do your leaders take in attempts to build higher levels of psychological safety?

Promoting positive open communication.
Telling direct reports it is ok to "not know" and that mistakes are learning opportunities and only bad when willingly repeated.
Not aware.
Immediate RCAs with feedback and being present to empathize with staff.
There is an honest interest to "embrace the red" and buy-in to stop making the issues about the people instead of the process
New COO centering topics of safety and transparency in their messaging; varying levels of encouragement to speak up and use KN
Expectations, forums, and mechanics to call out opportunities to improve or remedy mistakes. Recognition and reward systems for those who do. Target goals for improvement results achieved.
Team charters within projects and teams. Verbal setting of standards. Actively demonstrate the behaviours and create the environment directly.
No intentionality on leaderships part
This is mainly done through employee communication meetings and Gemba walks.

How would you articulate the benefits of psychological safety?

Creating positive space to express mistakes/changes needed help create improved processes for the organization.
Feeling secure in that you are allowed to grow and make mistakes and improve yourself over time.
Empowered workforce and work environment.
The more that staff are able to report and identify potential issues, the better product we can provide and the more satisfied our staff will be.
Without it, we will never get honest feedback. Without feedback we can't improve.
A precondition for a culture of continuous improvement; humans feel valued at work;
Enables employees to focus and improve on the value they can deliver to the organization and the value the organization can deliver to its customers; which returns fulfillment back to that employee.
Employee wellbeing leading to increased motivation leading to increased productivity and improvement mindset. Additional benefit of increased retention of staff.
The freedom to share concerns and ideas without condemnation of any sort.
Improved outcomes/safety and speed and effectiveness at responding to issues.
An employee that experiences psychological safety is one that will feel free to engage in improvement and innovation.

Other Comments

- My opinion is that psychological safety, or other examples of a positive culture, aren't achieved through training but through repeated experiences that reinforce the belief that the safety exists.