LEADERSHIP MATTERS

Cultivating a Culture of Preventing and Learning From Mistakes

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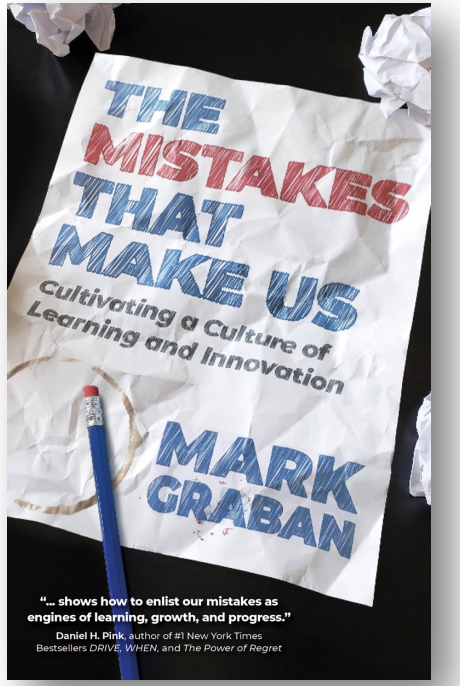

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Disclosure

- I have no actual or potential conflict of interest in relation to this program/presentation

Learning Objectives

At the end of this session, participants will be able to:

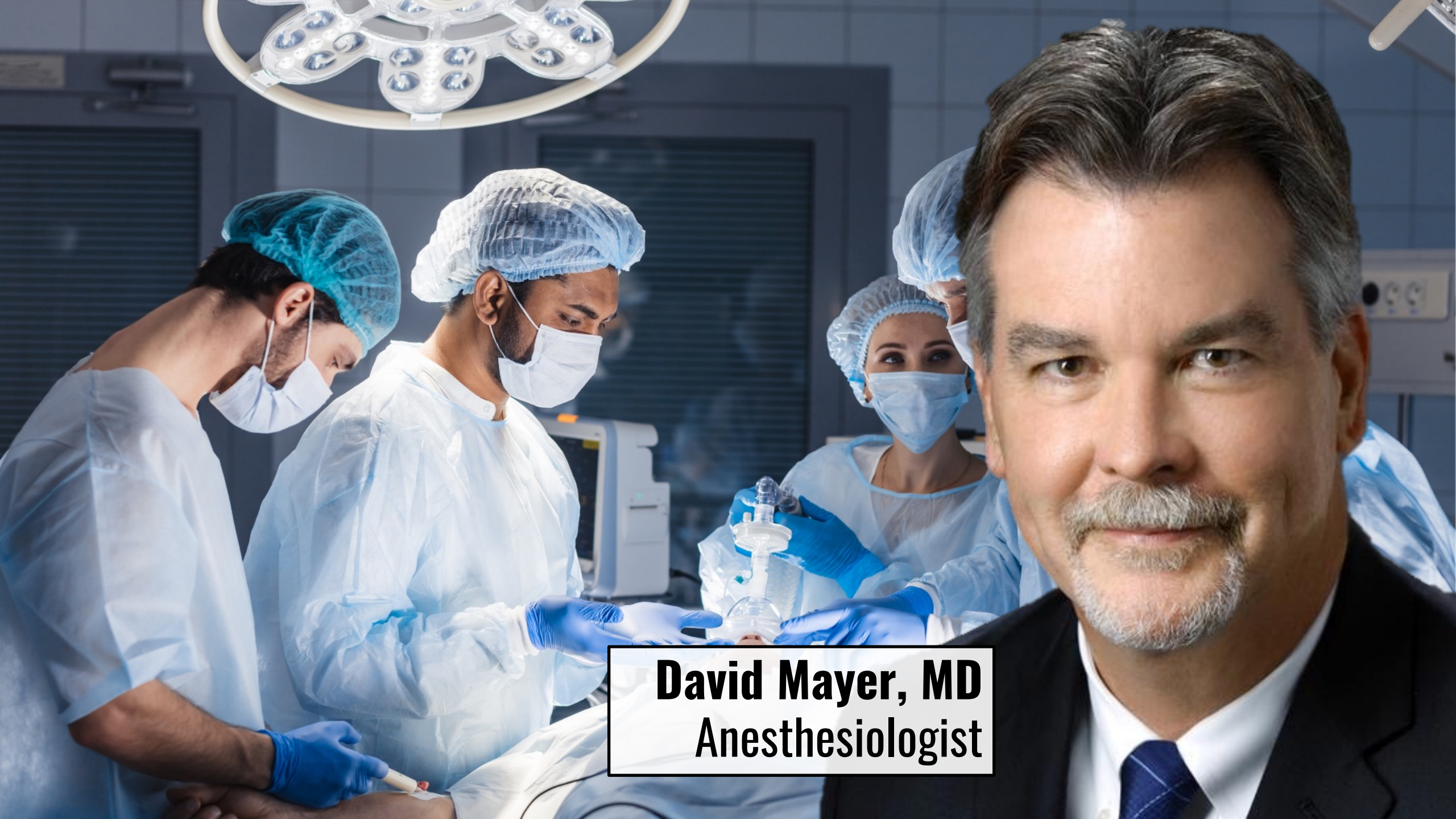
- Describe the two primary reasons why people choose not to speak up at work
- Define "psychological safety" in a workplace context
- Articulate why mistakes that don't cause harm should be used as opportunities to prevent harm
- Demonstrate the two actions that leaders must practice in order to build psychological safety

Culture of Safety

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety


David Mayer, MD
Anesthesiologist

SAY SOMETHING

OR

KEEP QUIET

WHY?

Fear
factor

Futility
factor

"IT'S YOUR
PROFESSIONAL
OBLIGATION TO
SPEAK UP"

Speaking up isn't a matter of ***character*** or ***courage***…

Speaking up isn't a matter of *character* or *courage*…

it's a function of

CULTURE

What's Required for Speaking Up?

PSYCHOLOGICAL SAFETY

PROBLEM SOLVING

What is Psychological Safety?

- "Psychological safety is a **belief** that one will not be punished or humiliated
- for speaking up with
  - ideas
  - questions
  - concerns or
  - mistakes."

Amy Edmondson
Harvard Business School
The Fearless Organization

What is Psychological Safety?

"A culture of rewarded **vulnerability**"

Timothy R. Clark
LeaderFactor
The 4 Stages of Psychological Safety

What is Vulnerability?

EXPOSURE TO THE RISK OF HARM OR LOSS

Examples of Vulnerable Acts?

- Speaking up to answer that question is one!
- Is this less vulnerable?

Do I Feel Psychologically Safe?

Does a Team Have Psychological Safety?

EACH.

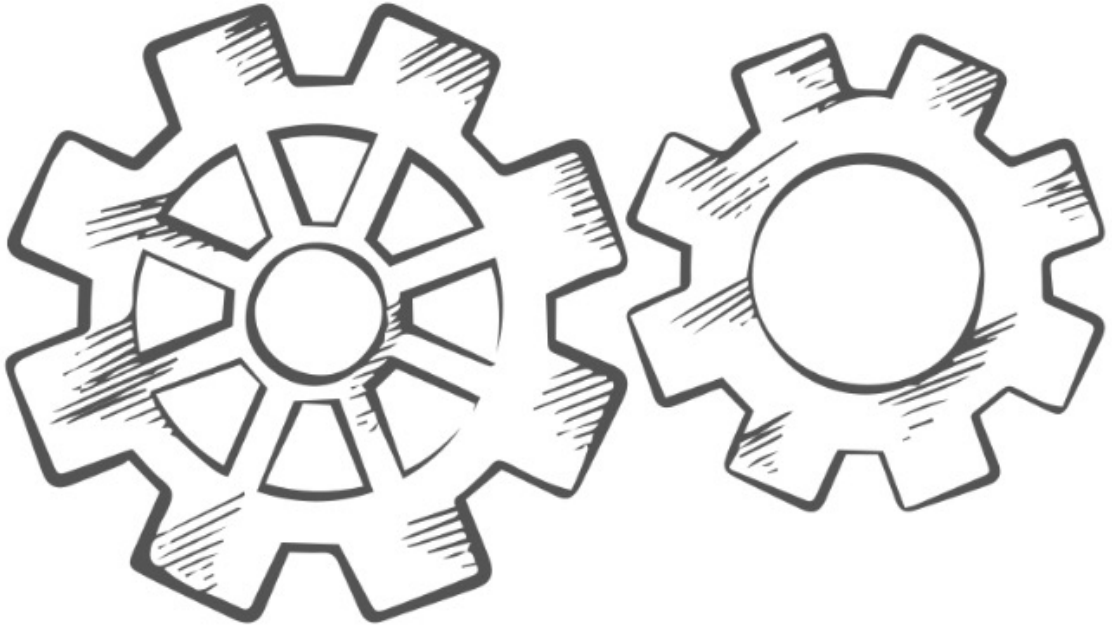
PERSON.

DECIDES.

Cultivating Psychological Safety?

You Can Improve Psychological Safety

Modeling
Vulnerable Acts



Rewarding
Vulnerable Acts

EXAMPLES?

"I want to hear the bad news. I want to hear it fast."

Larry Culp, CEO of General Electric

"The moment of truth: Do you shoot the messenger, or do you listen even if you are unhappy?"

Larry Culp, CEO of General Electric

A Powerful Combination

PSYCHOLOGICAL SAFETY

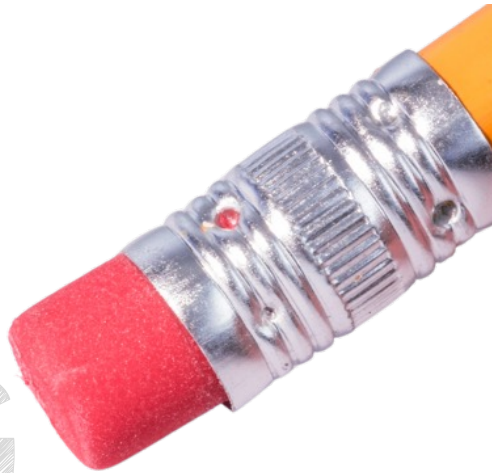
PROBLEM SOLVING

Use Small Mistakes to Prevent Big Ones

When We Only Have One...

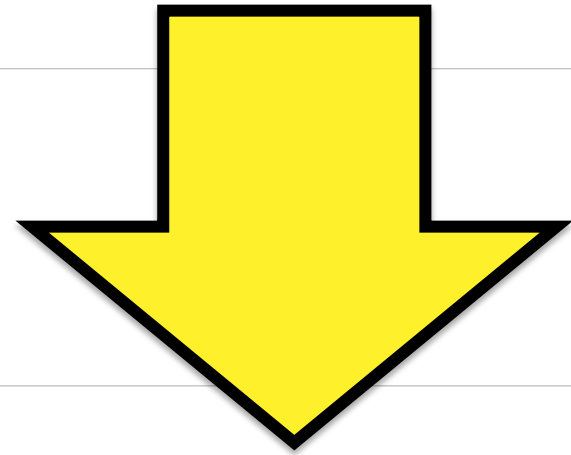
PSYCHOLOGICAL SAFETY

PROBLEM SOLVING



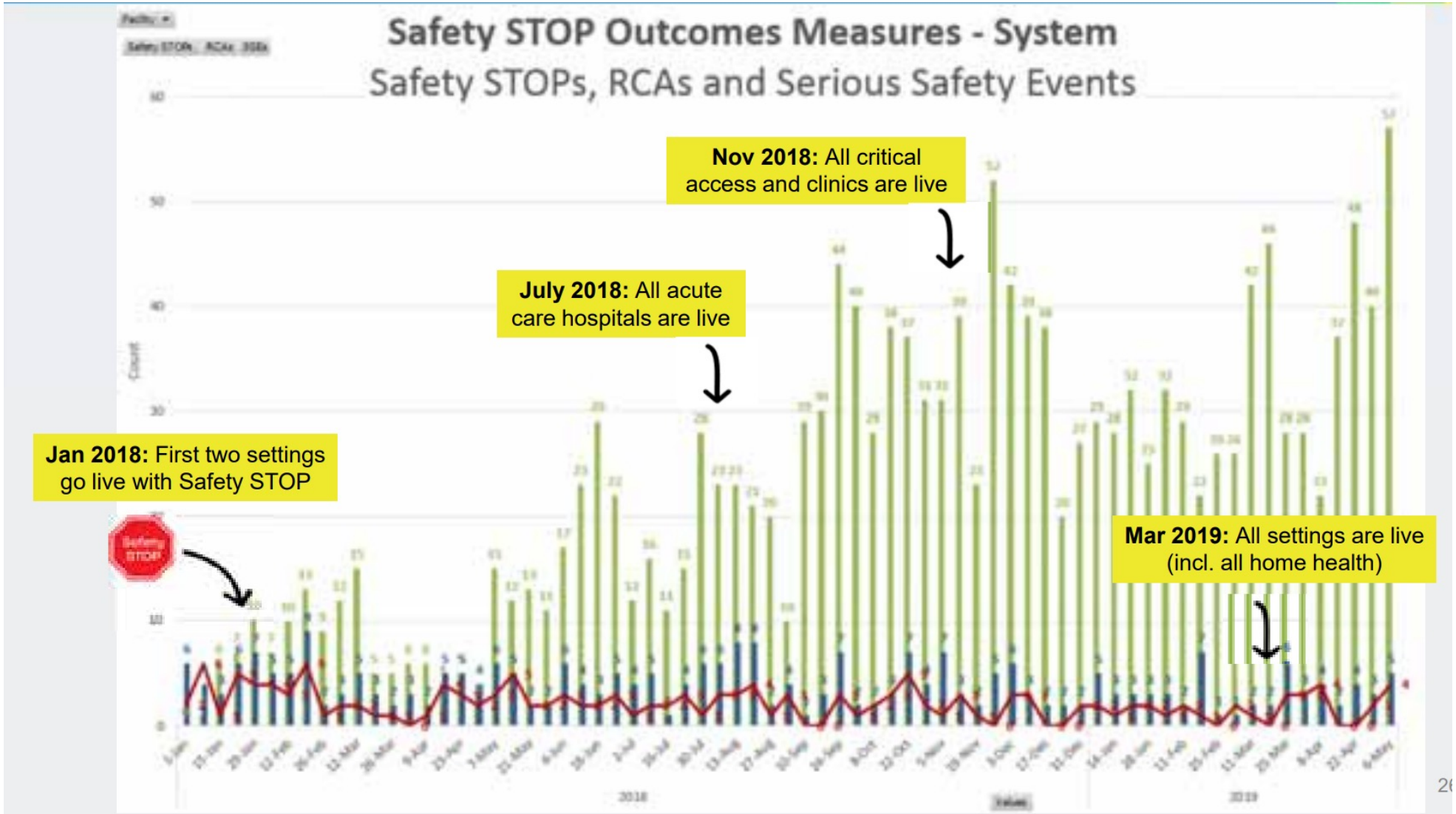
From information to action;
reporting and learning for patient safety
Number of incident reports at Fujita Health University Hospital
(Number of reports)
12000
10000
8000
6000
4000
2000
0
1938
1948
2551
4253
4295
4437
4614
4164
5050
6790
7886
8633
10976
2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

Fear
factor

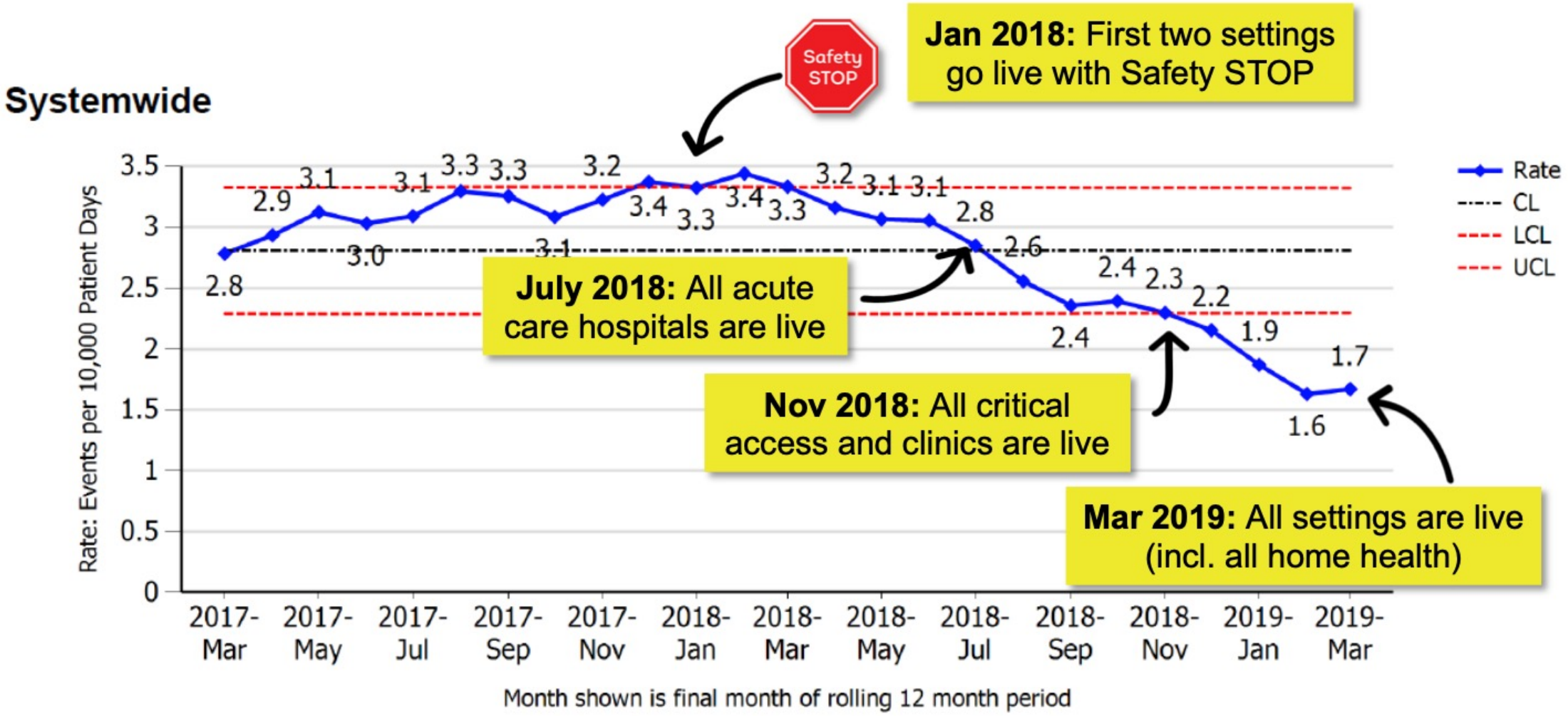


Futility
factor

Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)



What's Required for C.I.?

PSYCHOLOGICAL SAFETY

PROBLEM SOLVING

Can We Be Honest Experimentalists?

Is it Safe to Say?

WE COULD BE WRONG

LET'S TEST IT AND SEE...

THAT DIDN'T WORK AS...

Teams Progress Through 4 Stages

1. **Inclusion Safety:** Can I be my authentic self?
2. **Learner Safety:** Can I learn and grow?
3. **Contributor Safety:** Can I contribute and create value?
4. **Challenger Safety:** Can I be candid about change?

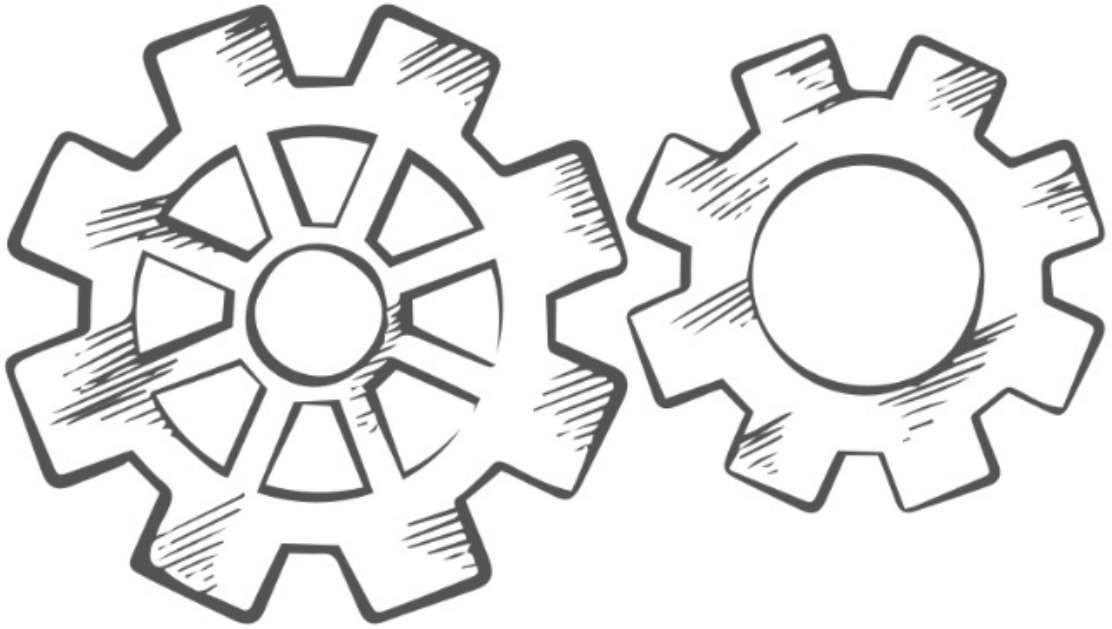
… all without fear of being embarrassed, marginalized, or punished in some way.

3 Key Actions

1. Model “vulnerable acts”
2. Reward “vulnerable acts”
3. Encourage rigorous problem solving when people speak up

You Can Improve Psychological Safety

Modeling
Vulnerable Acts



Rewarding
Vulnerable Acts

Thank You!

- **Slides & More:**
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