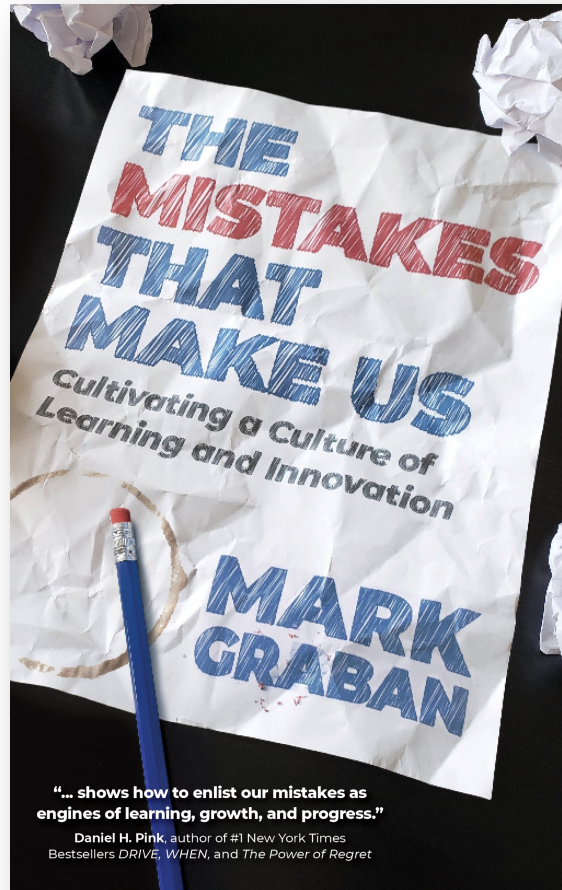


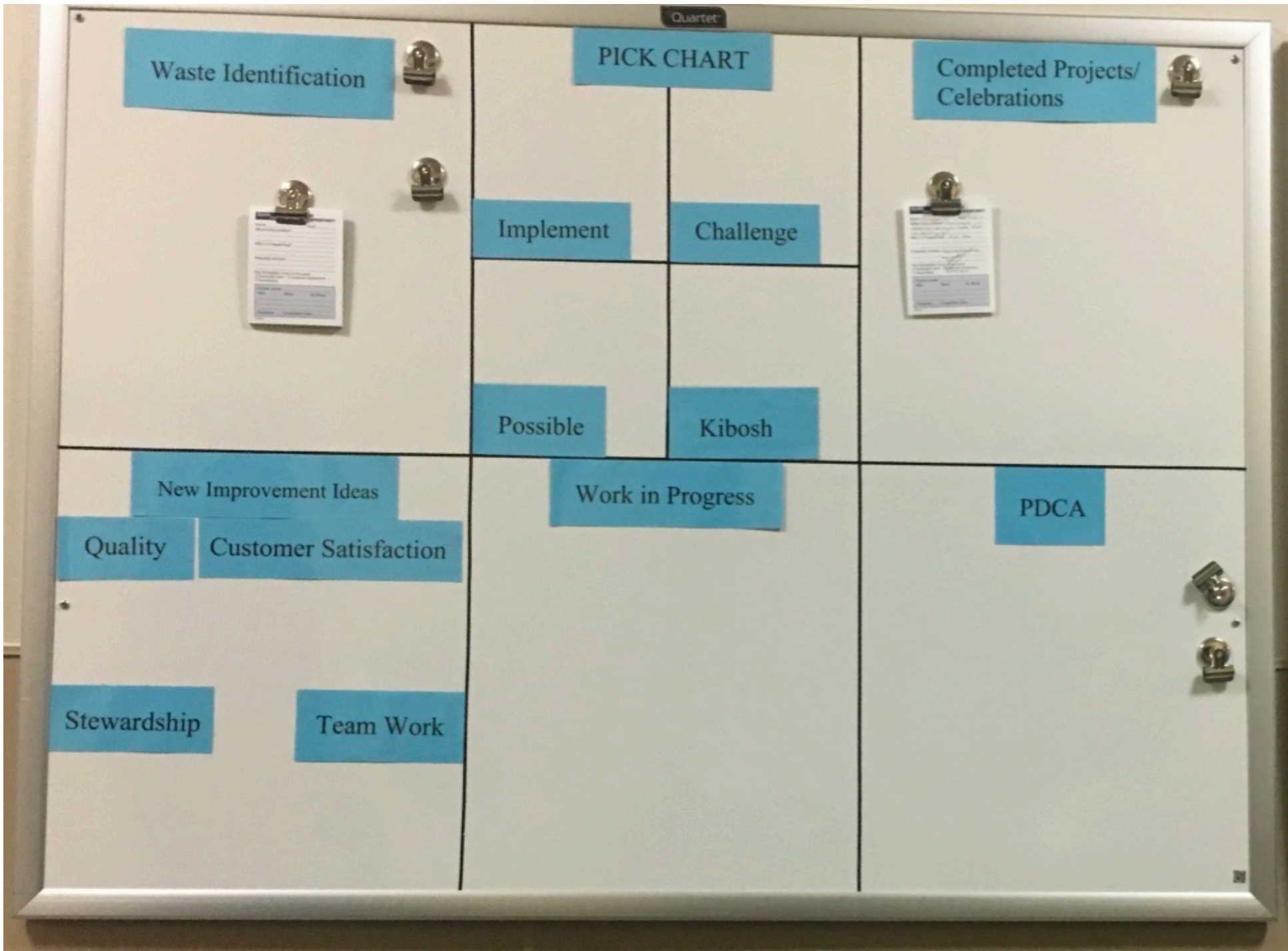
PSYCHOLOGICAL SAFETY

A Pre-Condition for Continuous Improvement



"... shows how to enlist our mistakes as engines of learning, growth, and progress."

Daniel H. Pink, author of #1 New York Times Bestsellers *DRIVE*, *WHEN*, and *The Power of Regret*



WHY?

Fear factor

Futility factor

Toyota Production System



“We define TPS as an organizational culture of highly engaged people solving problems or innovating to drive performance.”

Jamie Bonini
Toyota / TSSC

“highly engaged people”

HOW DO WE
ENGAGE PEOPLE?

**“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 Andon Pulls?

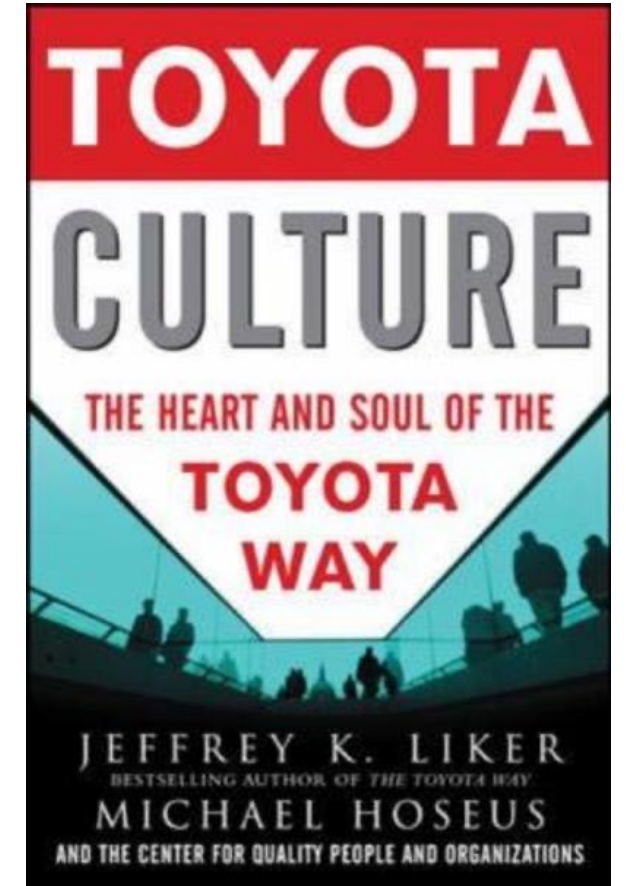
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

For a World-Class “Lean” Culture

“[Toyota believes] people must ... feel **psychologically** and physically safe ... they must believe that any concerns they have will be taken very seriously”



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



Google's Project Aristotle

- What makes teams there most successful?

**PSYCHOLOGICAL
SAFETY**

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

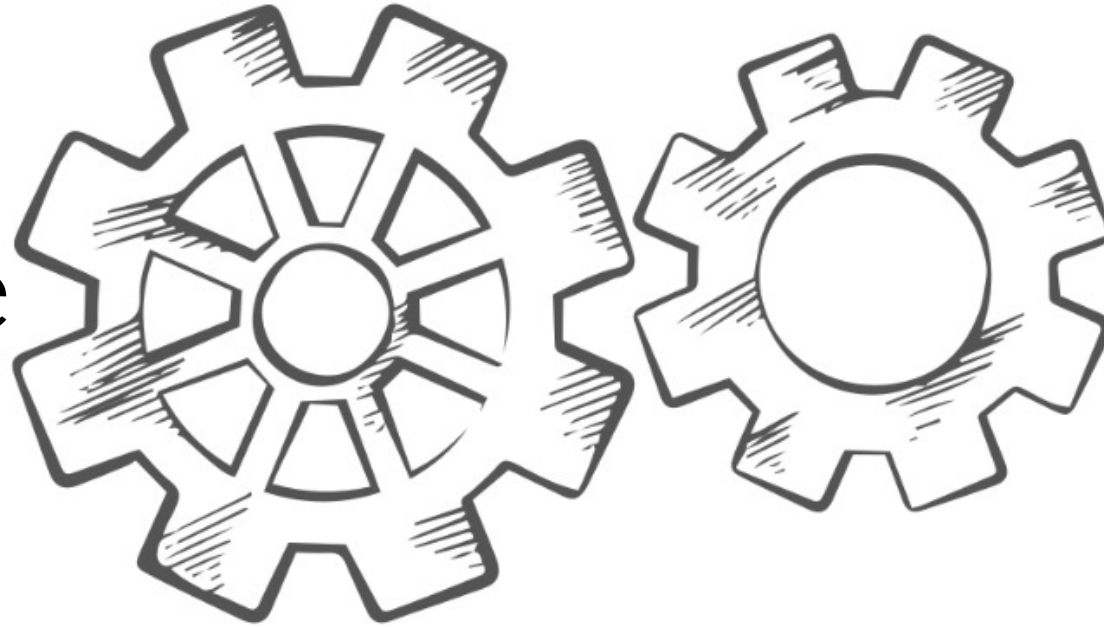
Cultivating Psychological Safety?

**THIS IS A
SAFE SPACE**



You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

MAKE THESE HABITS HAPPEN

What Went Wrong

- I made mistakes
- There were times when I allowed myself to get discouraged instead of moving forward
- I didn't communicate well enough

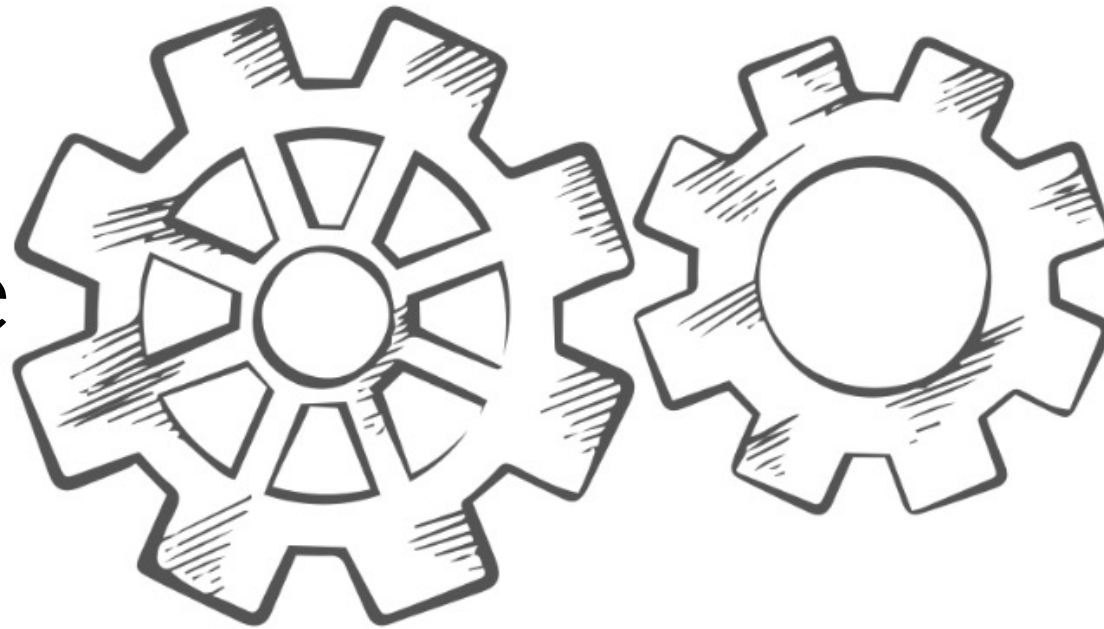


“You can’t have a culture of continuous improvement without learning from mistakes.”

Greg Jacobson
CEO and co-founder, KaiNexus

You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

“I want to hear the bad news. I want to hear it fast.”

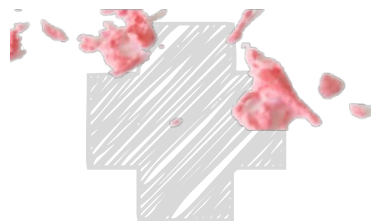
Larry Culp, CEO of General Electric

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

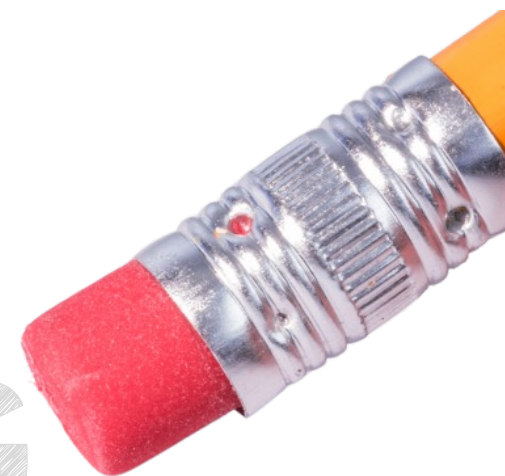
Larry Culp, CEO of General Electric

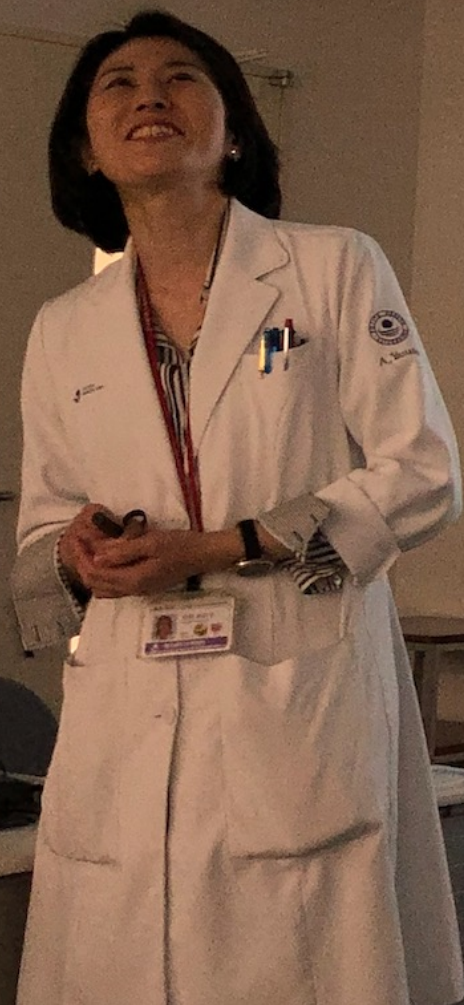
When We Only Have One...

PSYCHOLOGICAL SAFETY

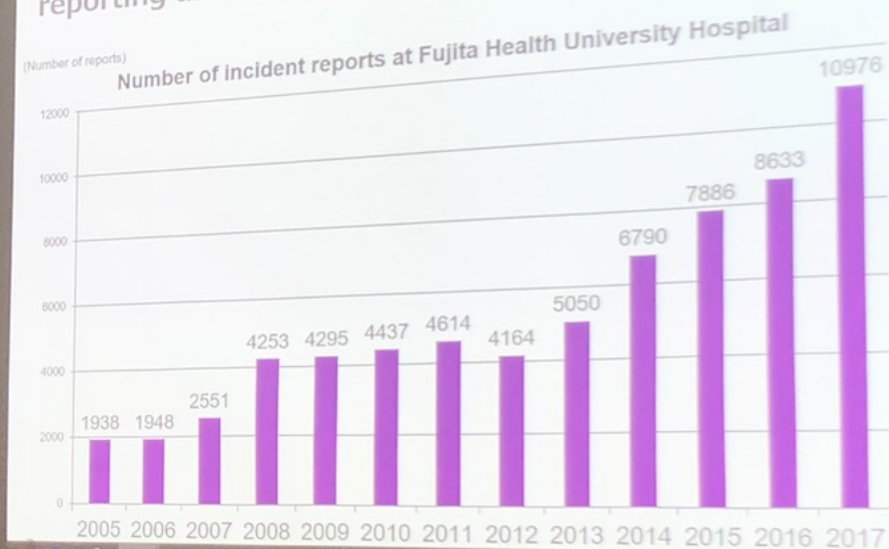


PROBLEM SOLVING

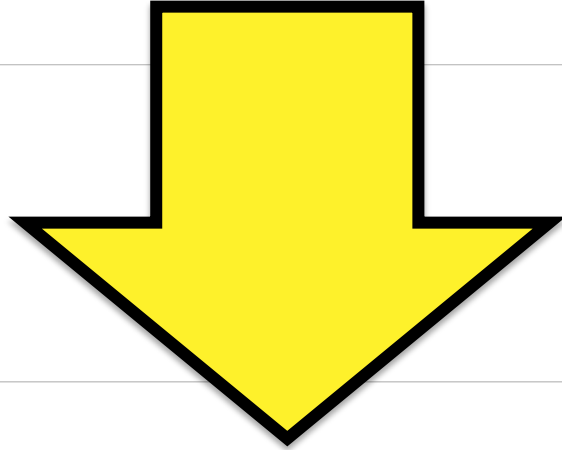




From information to action; reporting and learning for patient safety



Fear **factor**



Futility **factor**

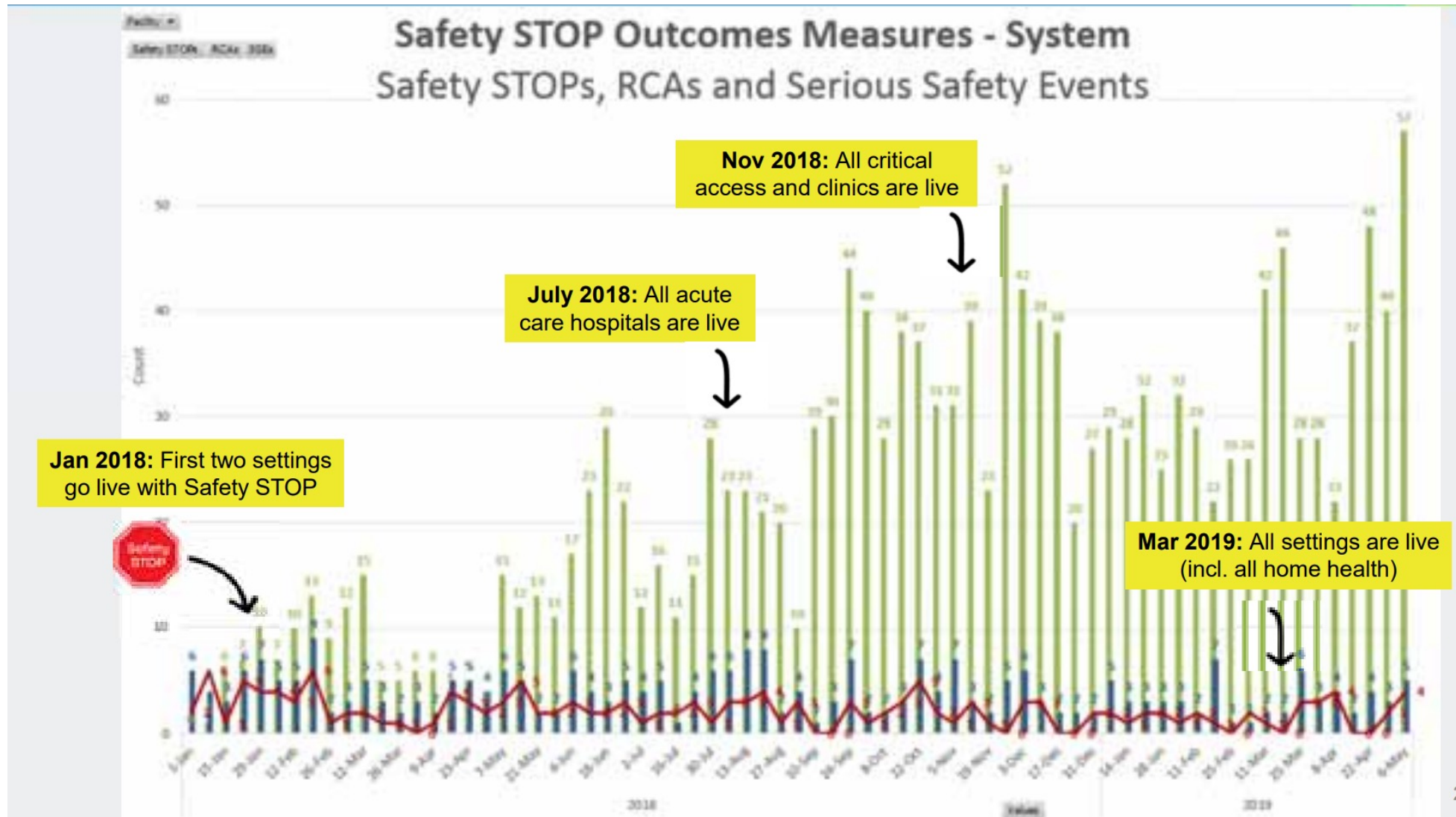
A Powerful Combination

PSYCHOLOGICAL SAFETY

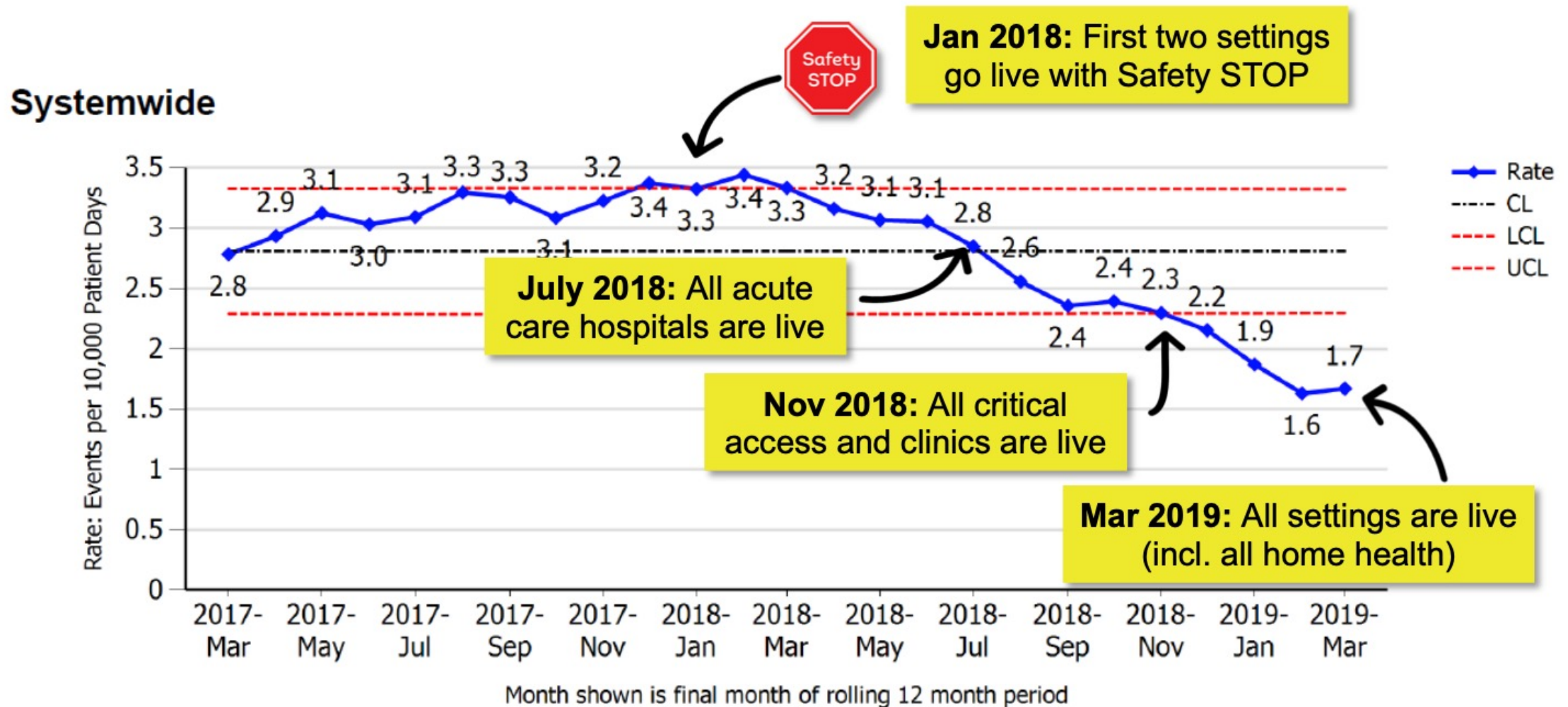


PROBLEM SOLVING

Safety Reports (U.S. Hospital)



Serious Safety Events (U.S. Hospital)



What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Can We Be Experimentalists?



Is it Safe to Say?

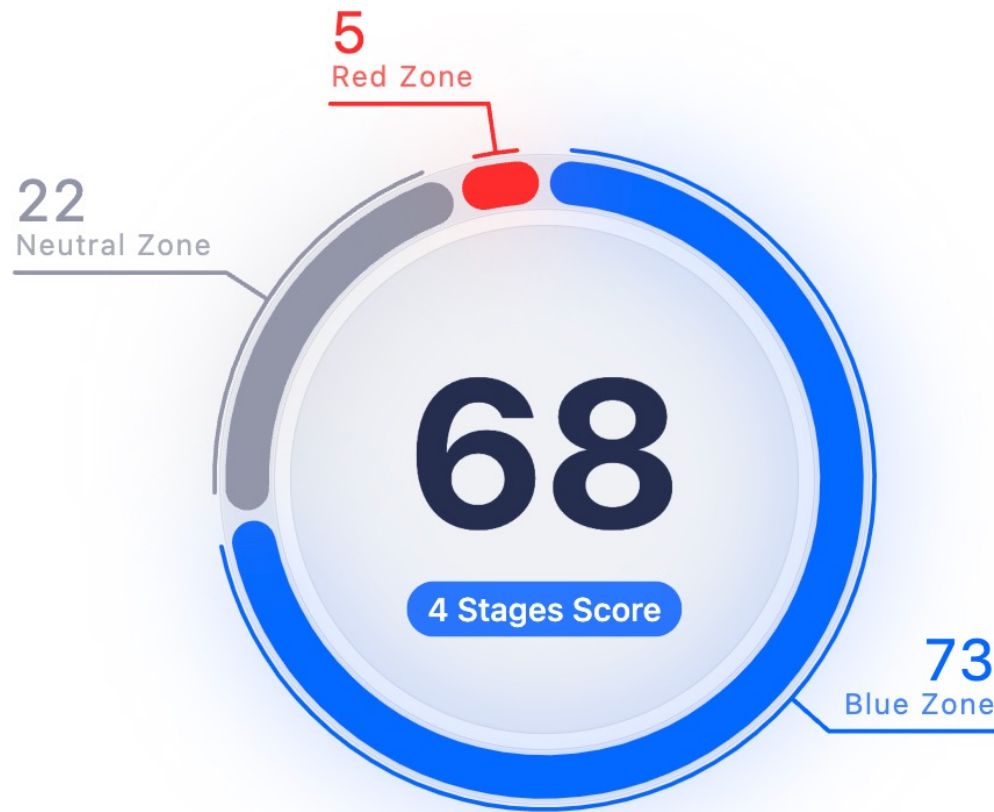
WE COULD BE **WRONG**

LET'S **TEST** IT AND SEE...

THAT **DIDN'T** WORK AS...

You Can Measure Psychological Safety

Possible scoring range is -100 to +100



80th percentile

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.

You Can Measure the 4 Stages

Possible scoring range is -100 to +100



74

Stage 1
Inclusion Safety



76

Stage 2
Learner Safety



74

Stage 3
Contributor Safety



52

Stage 4
Challenger Safety

Percentile: **74th**

81st

76th

77th

What's Required for C.I.?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

This Results In

HIGHLY ENGAGED PEOPLE



IMPROVING & INNOVATING

Q&A Time

- **Slides & More:**

<http://www.markgraban.com/Frisco2023>

- **Email:** Mark@KaiNexus.com

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com

