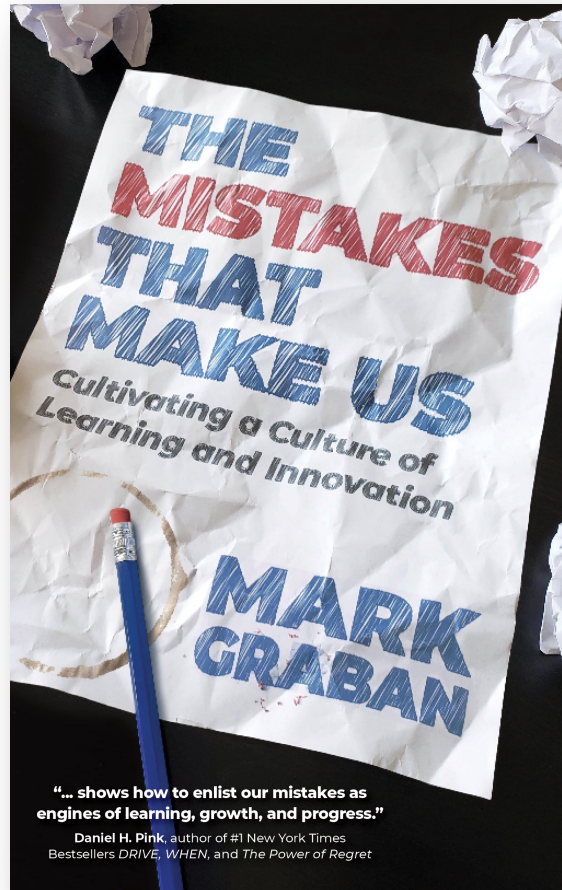


HOW TO HELP PEOPLE FEEL SAFE *To Participate in Continuous Improvement*

Slides & More: MarkGraban.com/Brazil2023

MARK GRABAN
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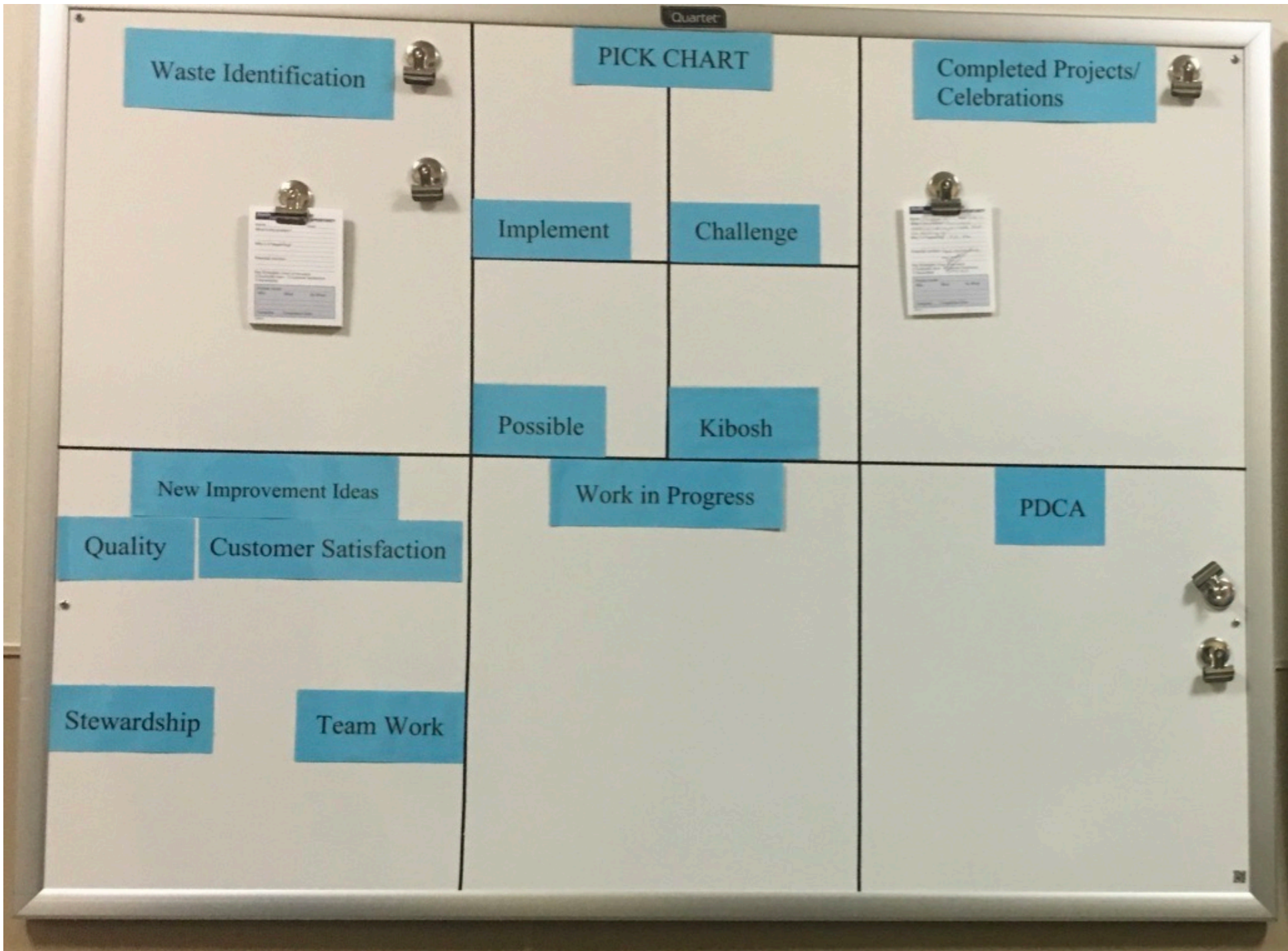


World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety



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?

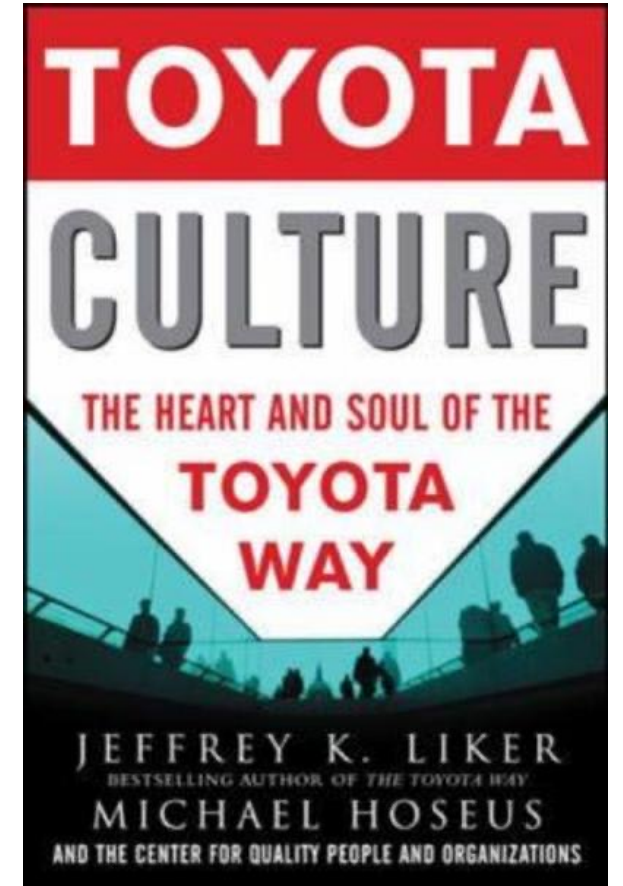
PSYCHOLOGICAL SAFETY



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



SAY SOMETHING



KEEP QUIET



Do I Feel Psychologically Safe?



Does a Team Have Psychological Safety?


EACH.

PERSON.

DECIDES.

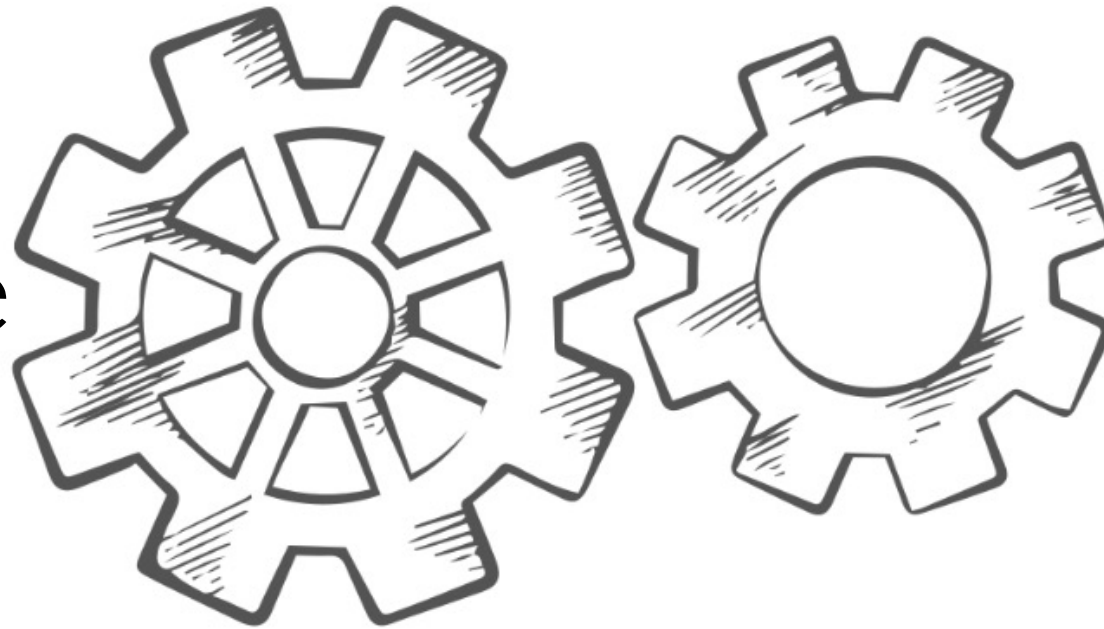
Cultivating Psychological Safety?

**THIS IS A
SAFE SPACE**



You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

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

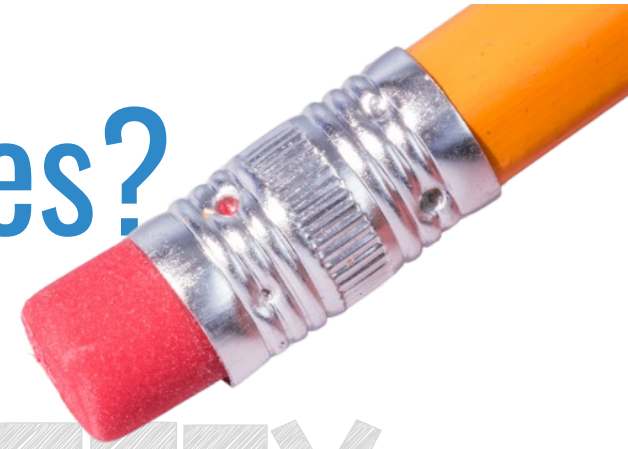
“I want to hear the bad news. I want to hear it fast.”

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

Root Cause of C.I. Struggles?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

ALWAYS
START
WITH 5S

ALWAYS

START

WITH 5S?

ALWAYS START

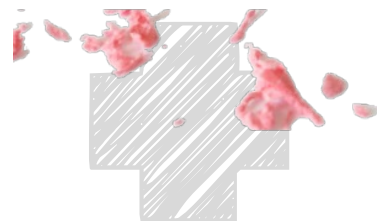
WITH

PSYCHOLOGICAL

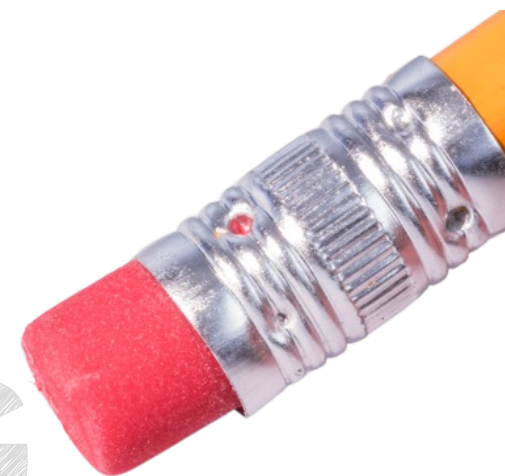
SAFETY

When We Only Have One...

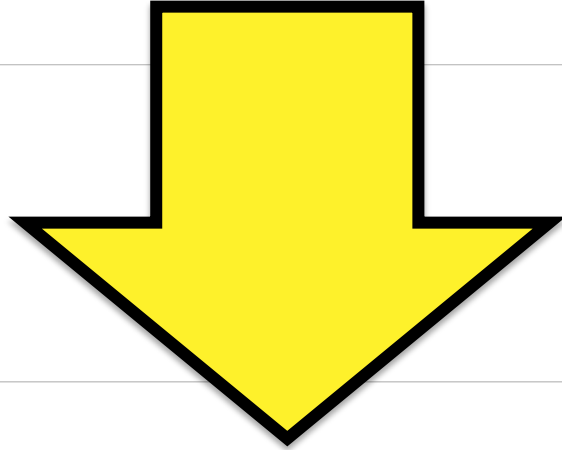
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING



Fear factor



Futility factor

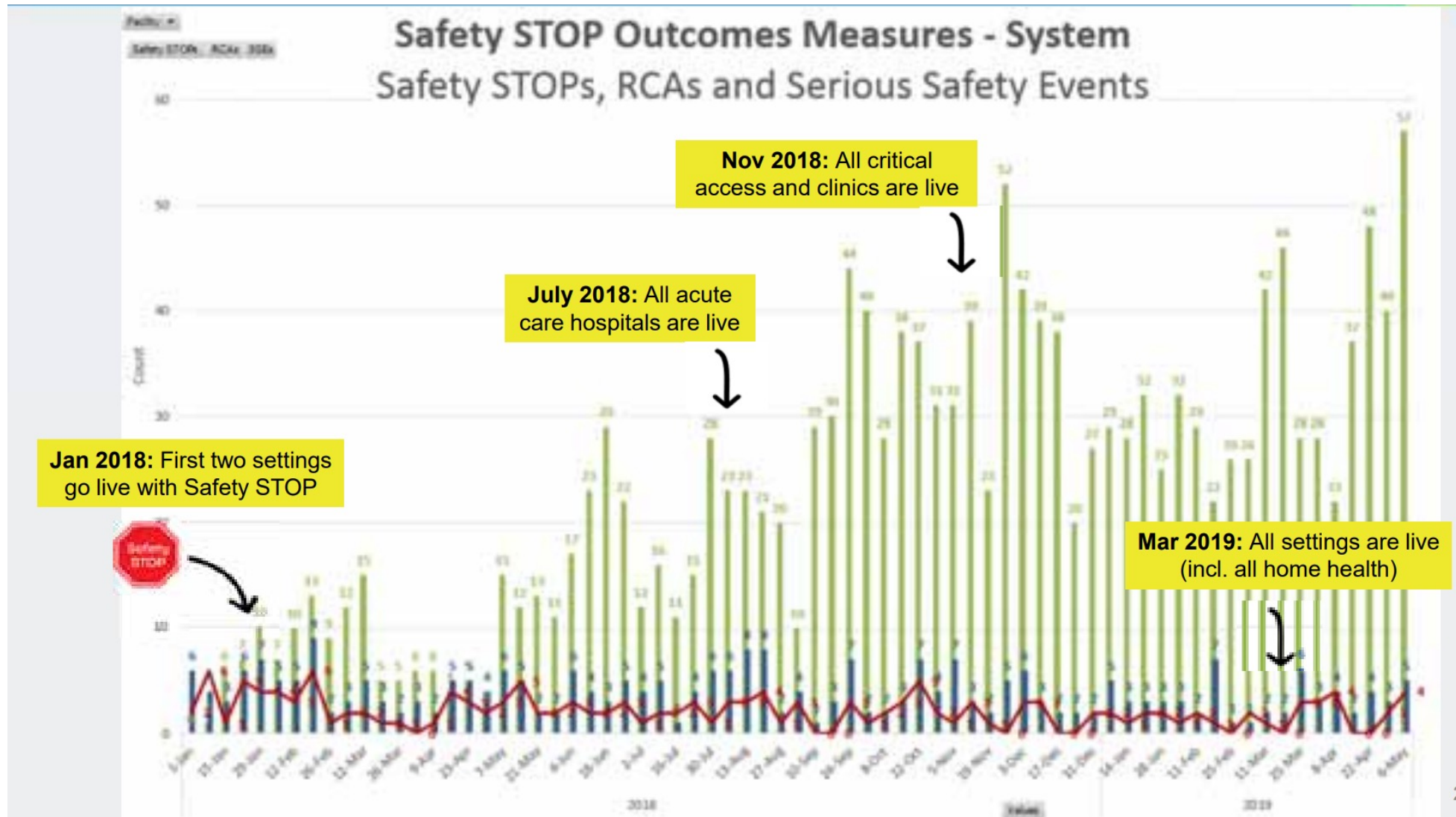
A Powerful Combination

PSYCHOLOGICAL SAFETY

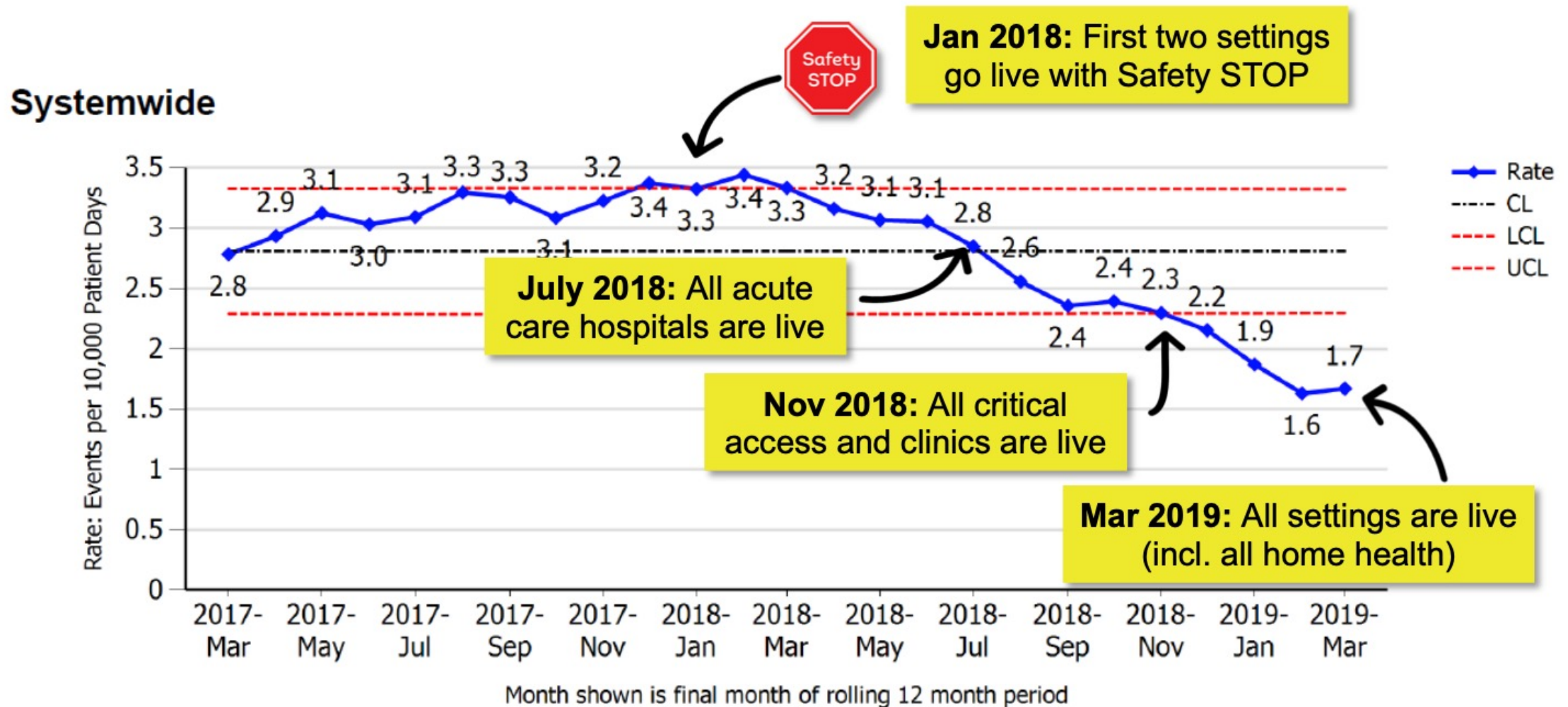


PROBLEM SOLVING

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...

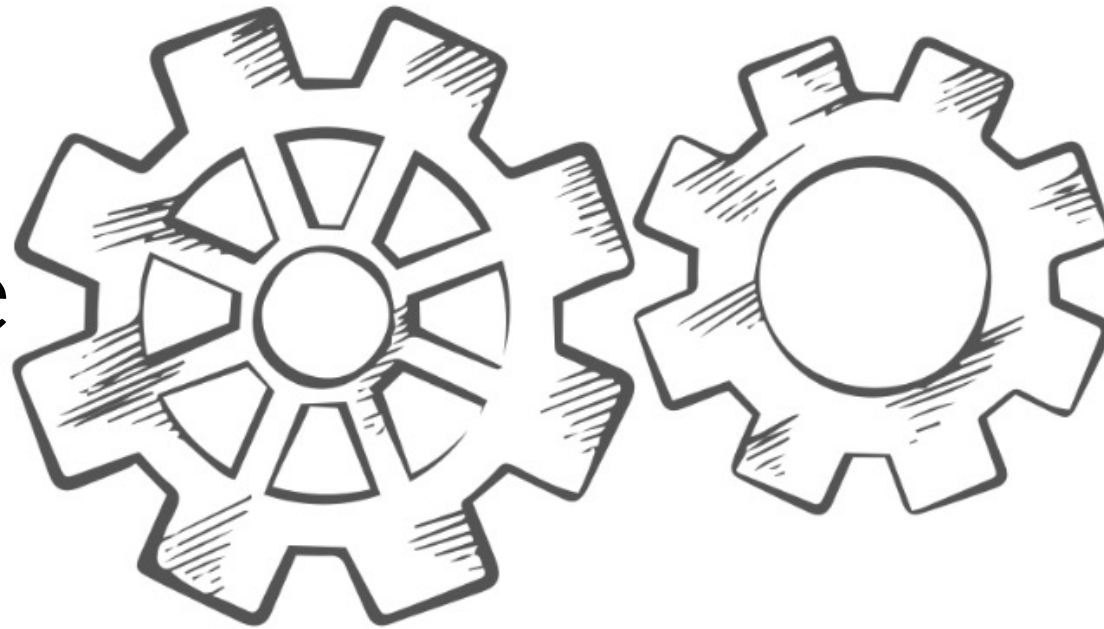
Teams Progress Through 4 Stages

- 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.

You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

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/Brazil2023>

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

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

