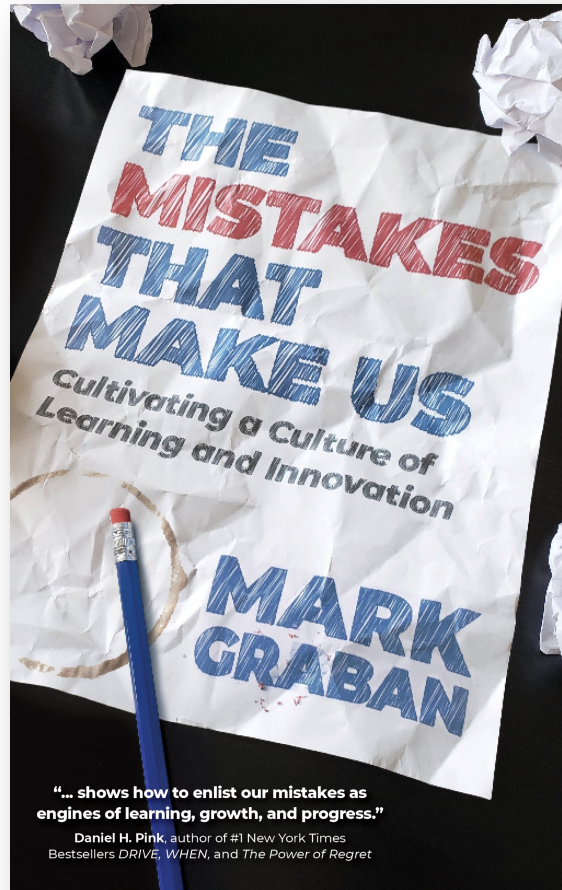


PSYCHOLOGICAL SAFETY

A Pre-Condition for Continuous Improvement



SLIDES & MORE:
MarkGraban.com/Vermont2023

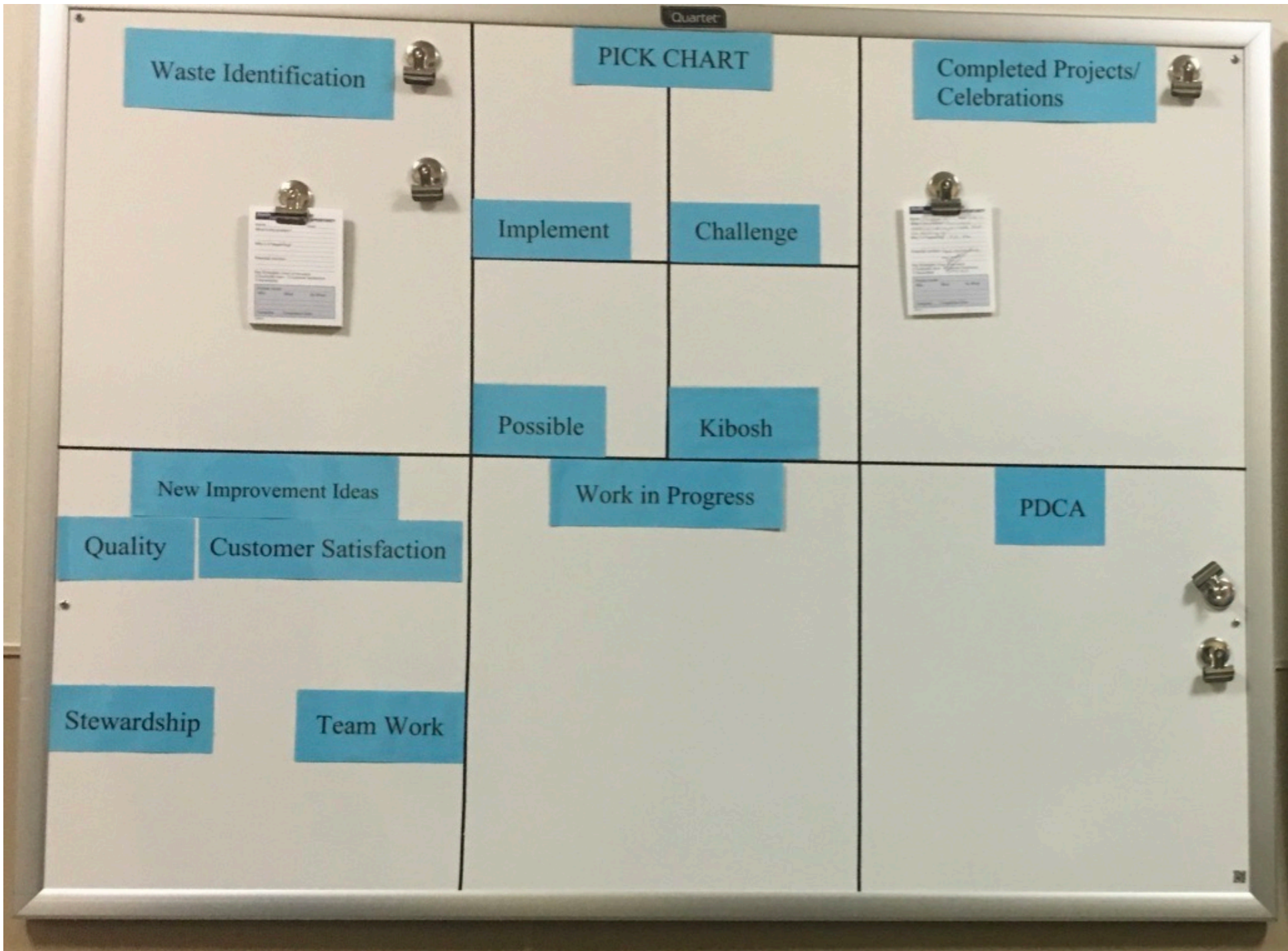
Mark@MarkGraban.com

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*...

it's a function of

CULTURE



What's Required for Andon Pulls?

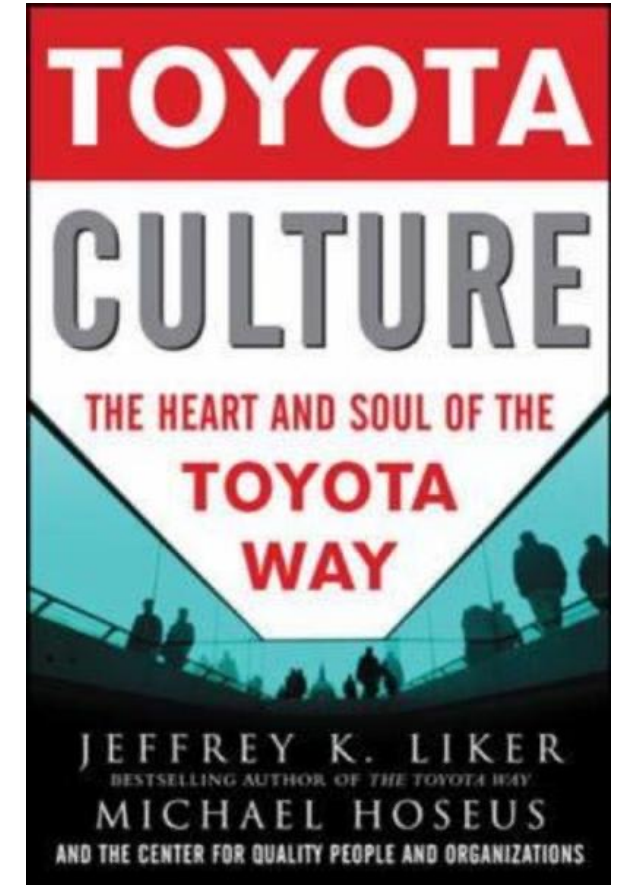
PSYCHOLOGICAL SAFETY



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

SAY SOMETHING



KEEP QUIET



Examples of Vulnerable Acts?

- Speaking up to answer that question is one!
- Please use the chat...

Do I Feel Psychologically Safe?



Does a Team Have Psychological Safety?


EACH.

PERSON.

DECIDES.

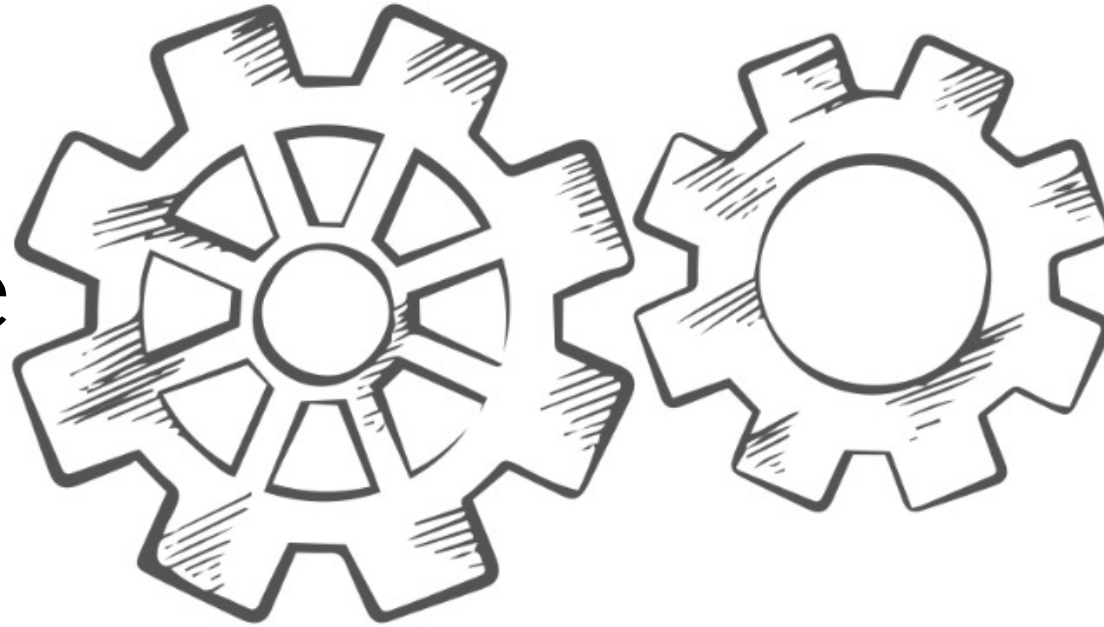
Cultivating Psychological Safety?

**THIS IS A
SAFE SPACE**



You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

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



[Stephanie Hill, MPH, MBB](#) (She/Her) • 1st

1d ...

Sr. Lean Strategist at KaiNexus -/- Owner of Light Bulb Mom...

Celebrate

•



4

|

Reply



[Stephanie Hill, MPH, MBB](#) (She/Her) • 1st

1d ...

Sr. Lean Strategist at KaiNexus -/- Owner of Light Bulb Mom...

I THOUGHT I had a pretty significant "failure" yesterday at work. And I told everyone who might want to know. Instead of pointing fingers at me, my leader, a VP, and an executive all rallied around me to help "right the ship." At no time did they imply I had done wrong. All they said was, "WE learned." In fact, all complimented me about how I handled the situation. It encouraged me to continue trusting them with my mistakes.

Celebrate

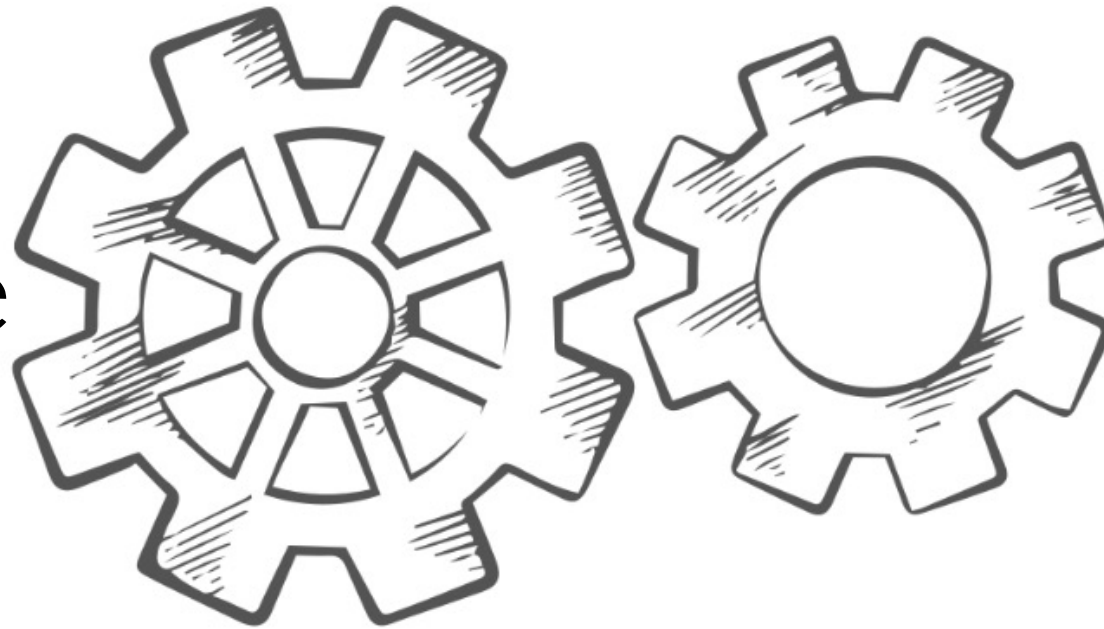


4

Reply

You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

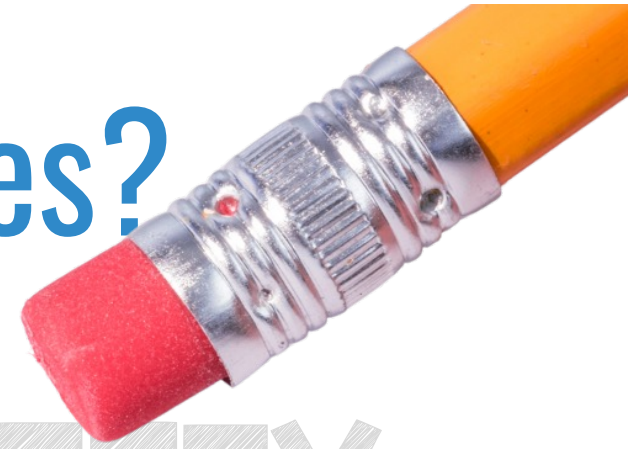
“I want to hear the bad news. I want to hear it fast.”

Larry Culp, CEO of General Electric

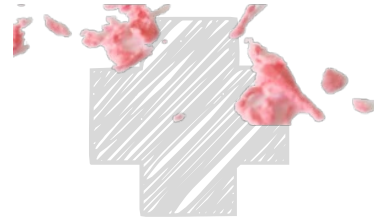
“The moment of truth:
Do you shoot the
messenger, or do you
listen even if you are
unhappy?”

Larry Culp, CEO of General Electric

Root Cause of C.I. Struggles?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

ALWAYS
START
WITH 5S

ALWAYS
START
WITH 5S?

ALWAYS START

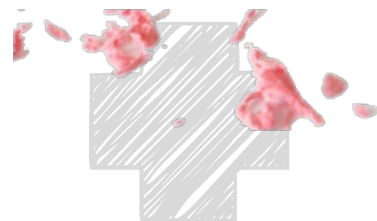
WITH

PSYCHOLOGICAL

SAFETY

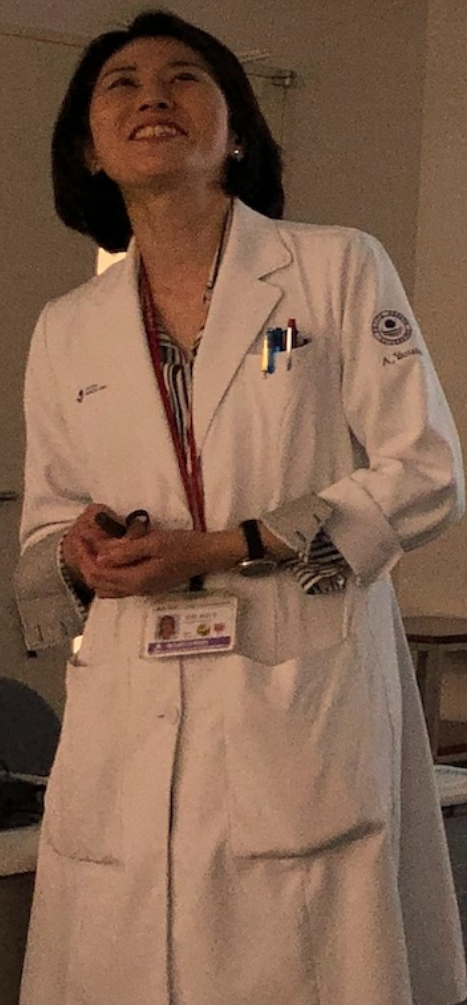
When We Only Have One...

PSYCHOLOGICAL SAFETY

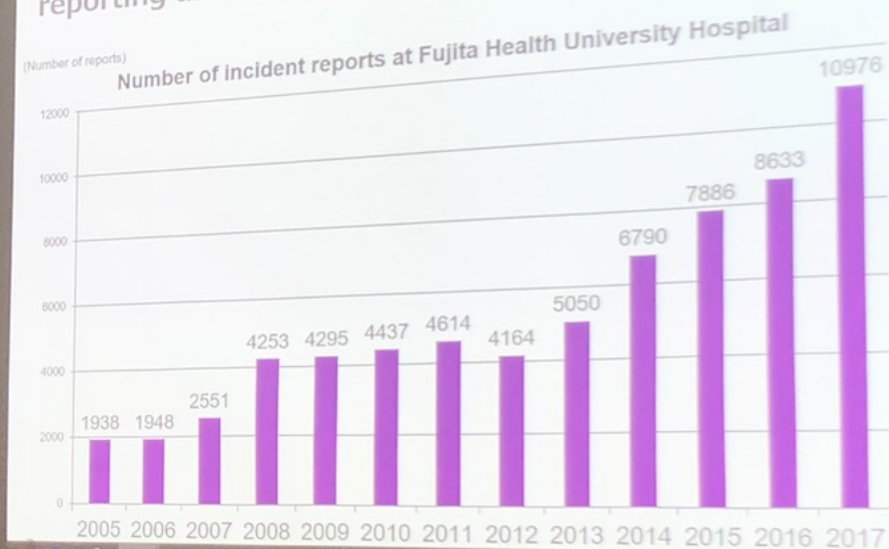


PROBLEM SOLVING

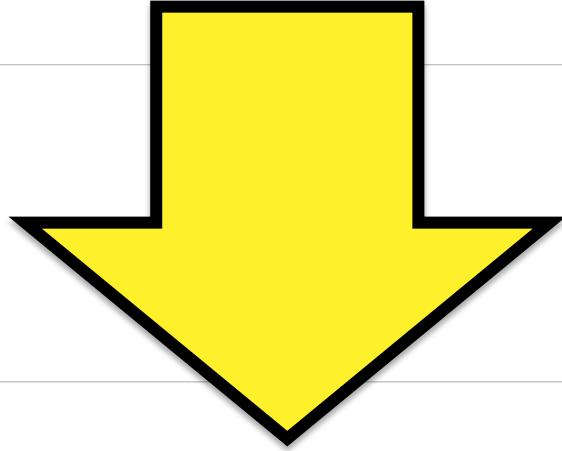




From information to action; reporting and learning for patient safety



Fear **factor**



Futility **factor**

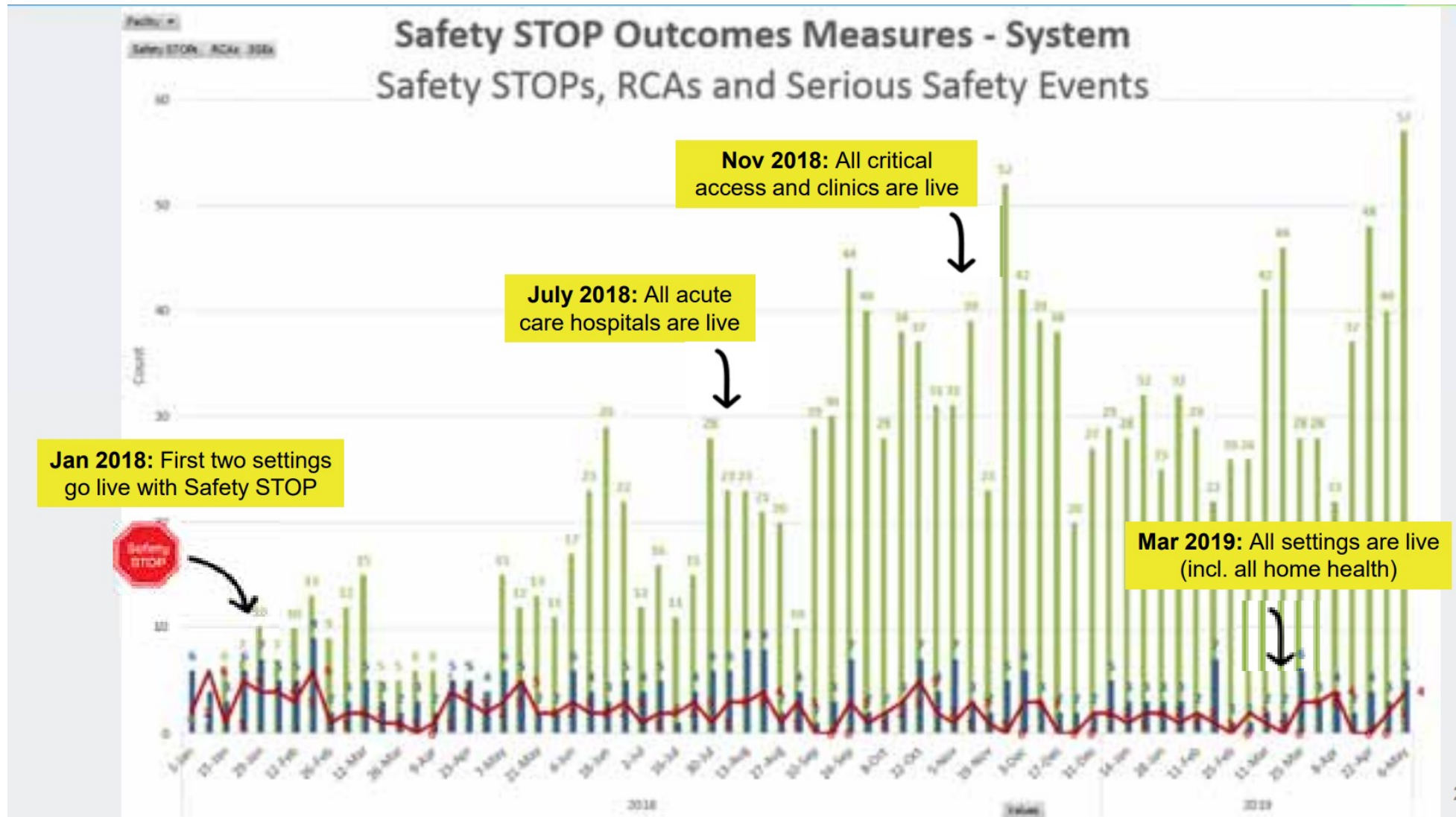
A Powerful Combination

PSYCHOLOGICAL SAFETY

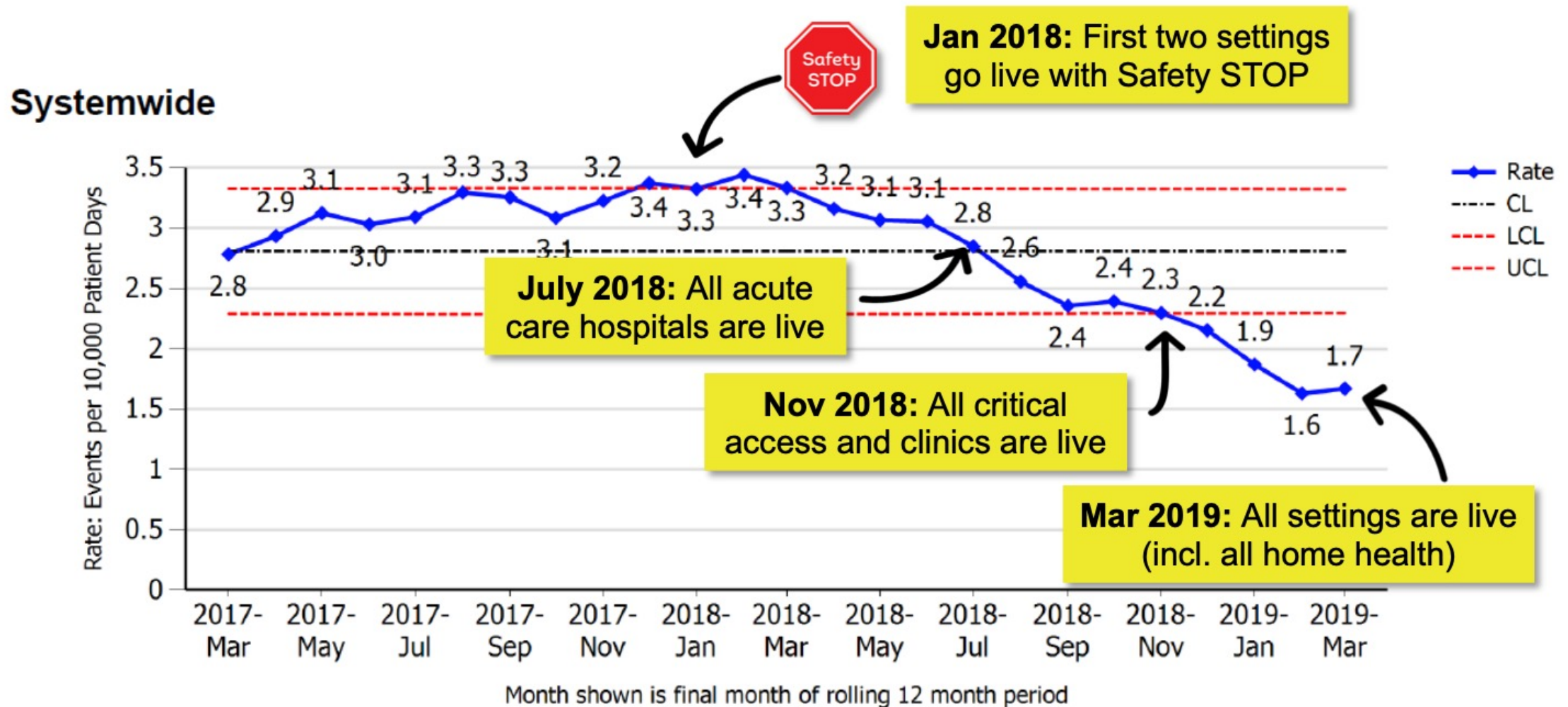


PROBLEM SOLVING

Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)



What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Can We Be Experimentalists?



Is it Safe to Say?

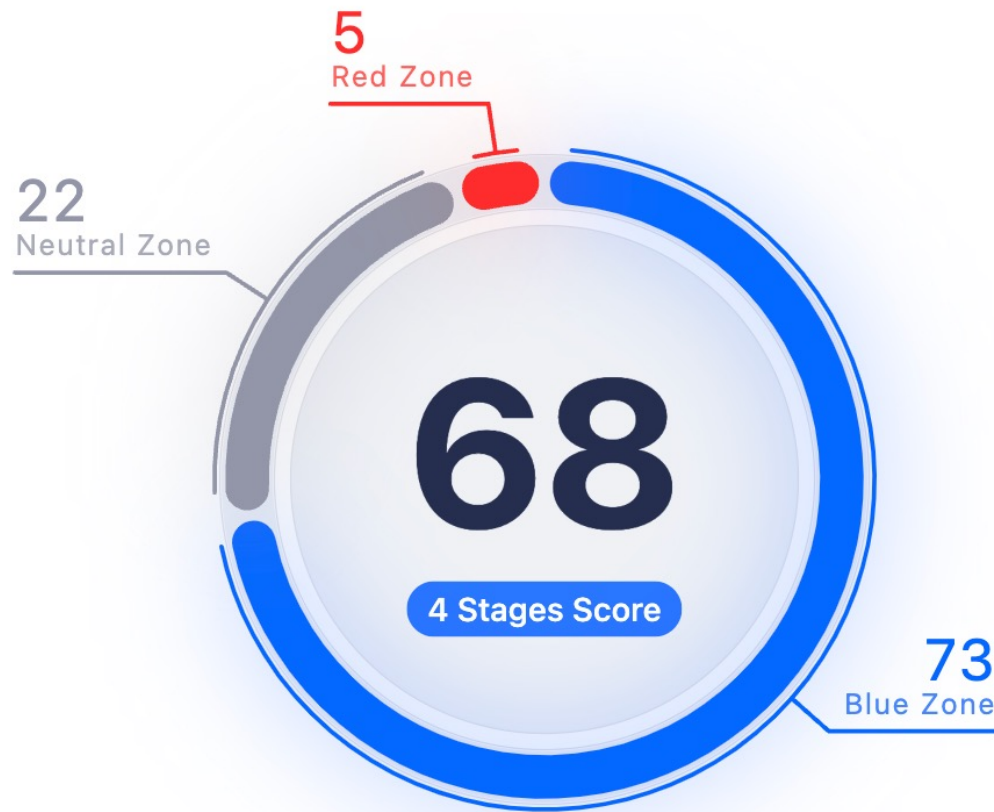
WE COULD BE **WRONG**

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**

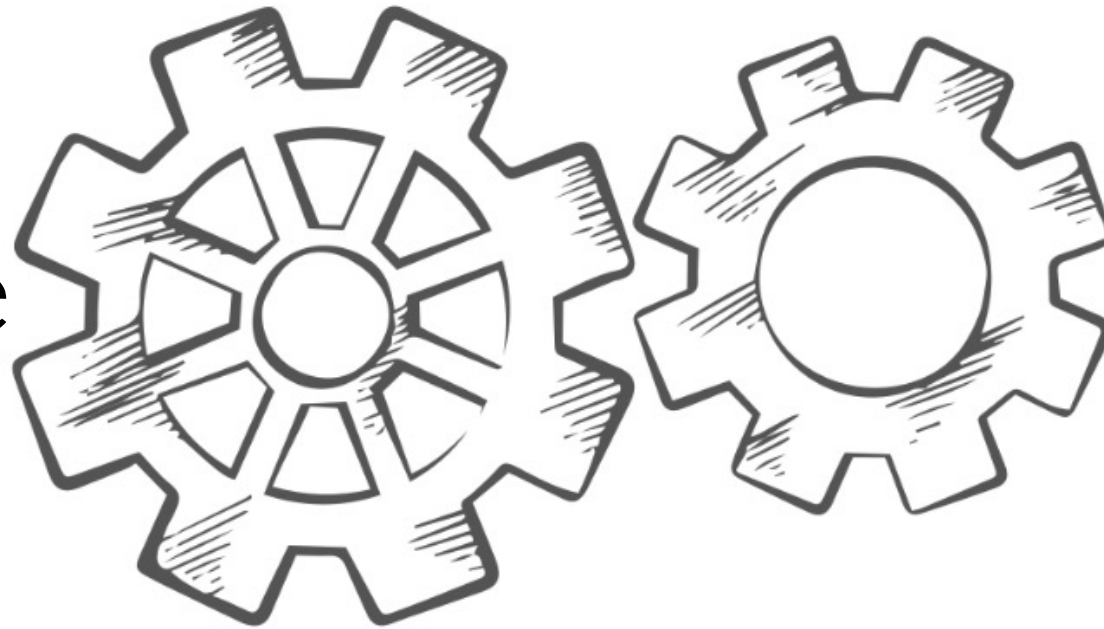
81st

76th

77th

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/Vermont2023>

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

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

