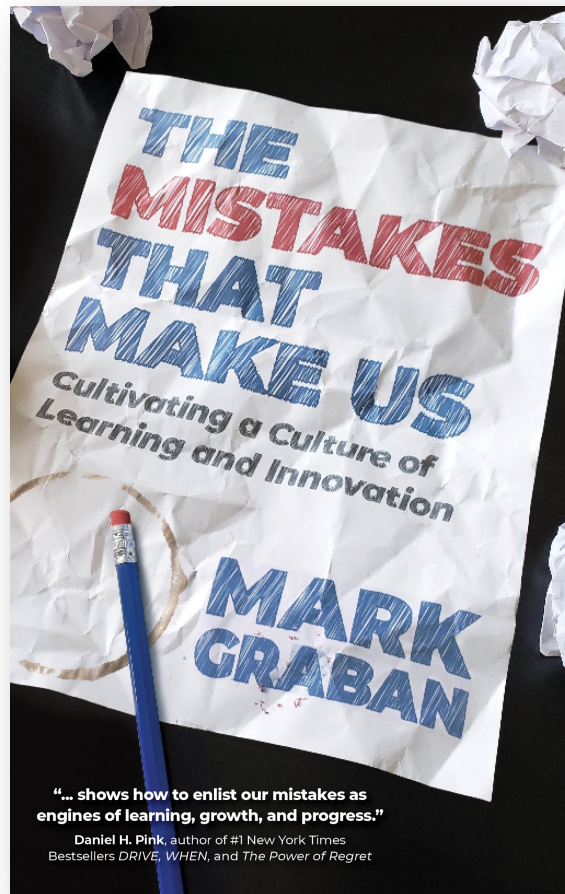


# PSYCHOLOGICAL SAFETY

## *A Pre-Condition for Continuous Improvement*



Slides & More: [MarkGraban.com/EE2024](https://MarkGraban.com/EE2024)

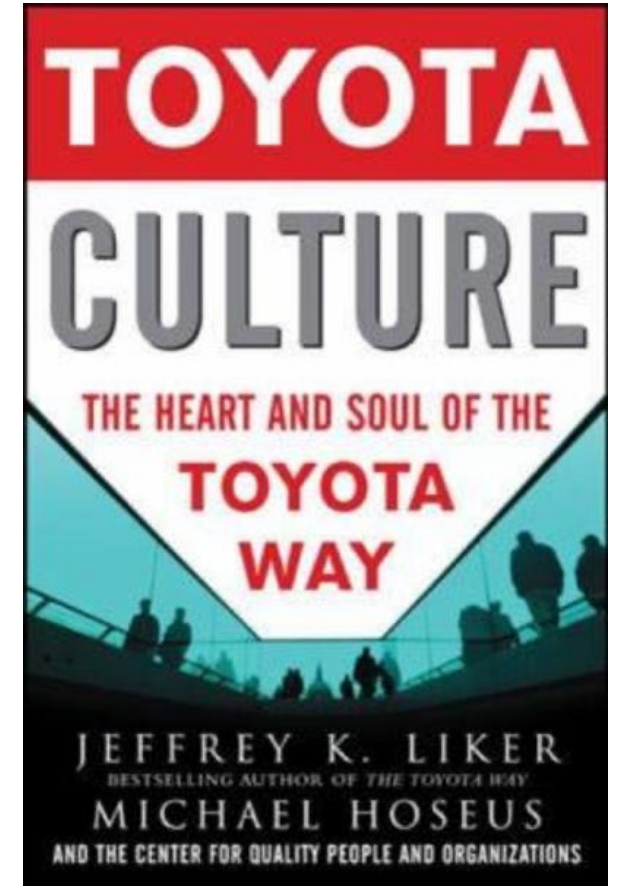
For Anonymous Interactive Polling:

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# 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*







# What's Required for Andon Pulls?

**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**

**World Class Performance**

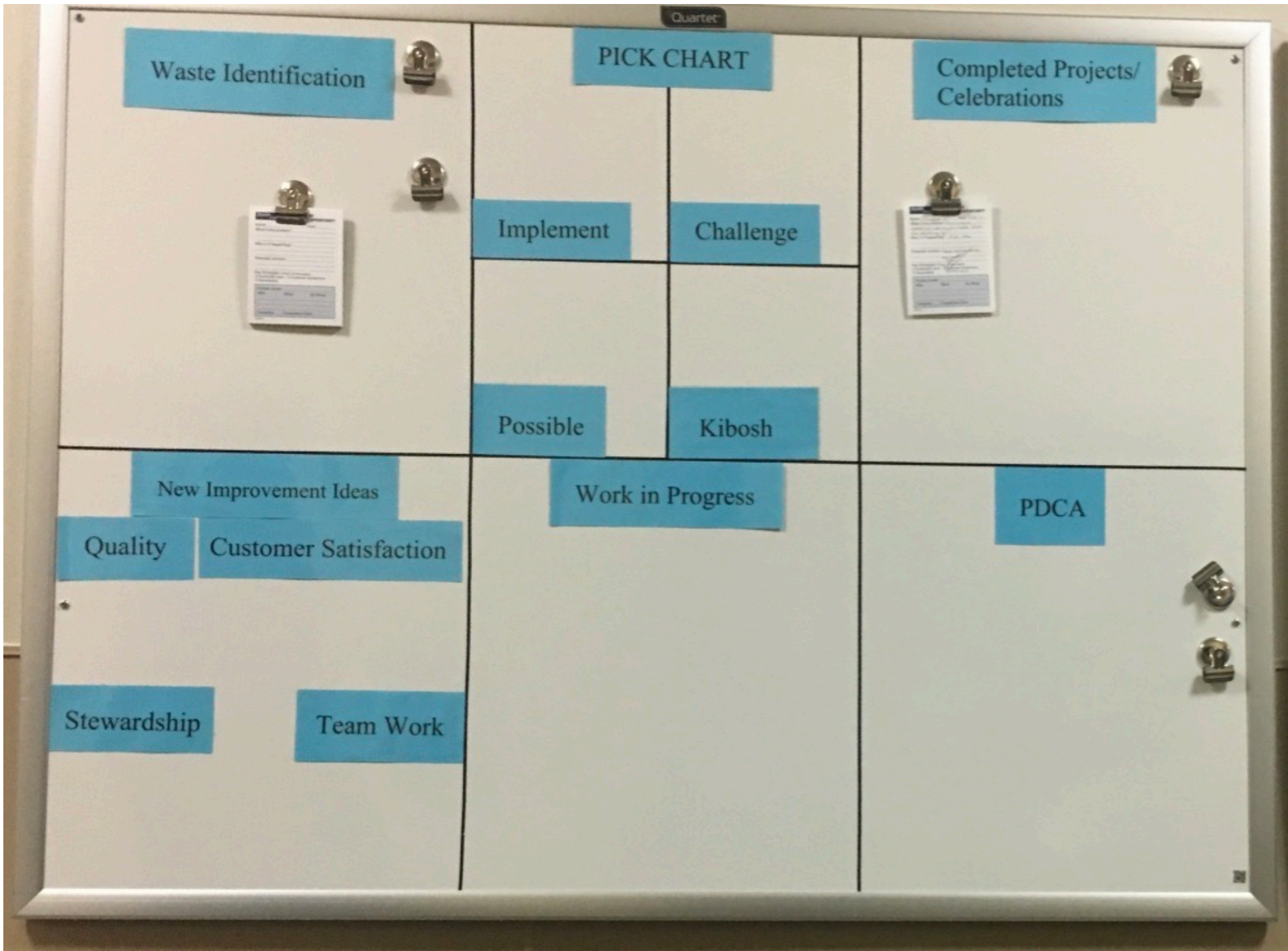
**Culture of Improvement**

**Culture of Learning from Mistakes**

**Culture of Psychological Safety**









WHY?

**Fear** factor

**Futility** factor

**“YOU SHOULD  
SPEAK UP”**





**“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



# 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!
- Is this less vulnerable?

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Waiting for responses ...



Help &  
Feedback



# Do I Feel Psychologically Safe?



# Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

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# Cultivating Psychological Safety?

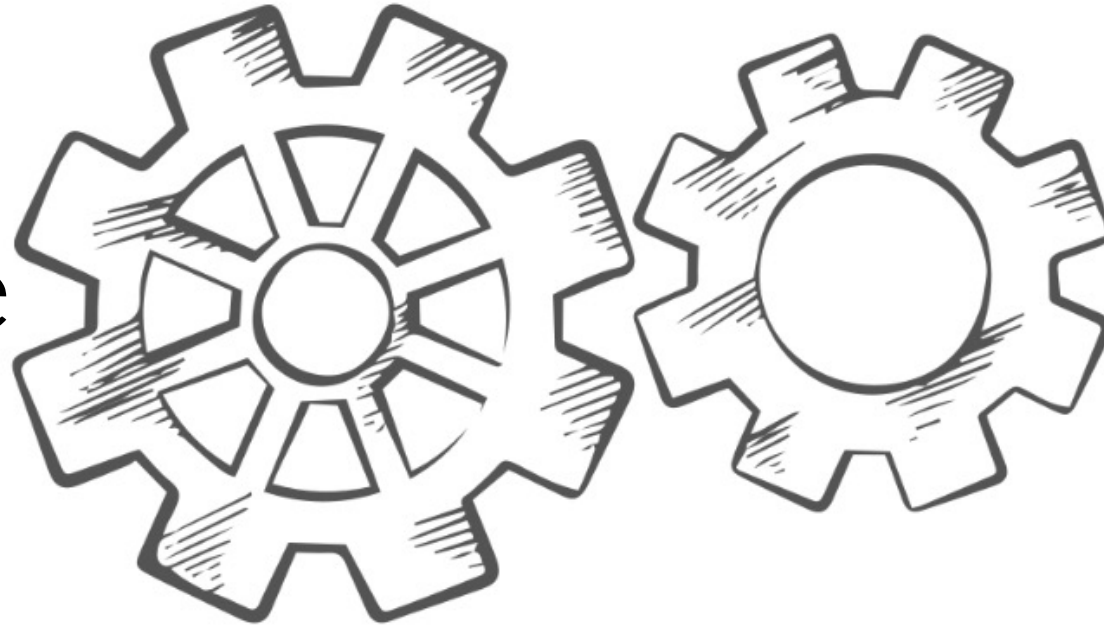
**THIS IS A  
SAFE SPACE**





# You Can Improve Psychological Safety

**Modeling**  
**Vulnerable**  
**Acts**

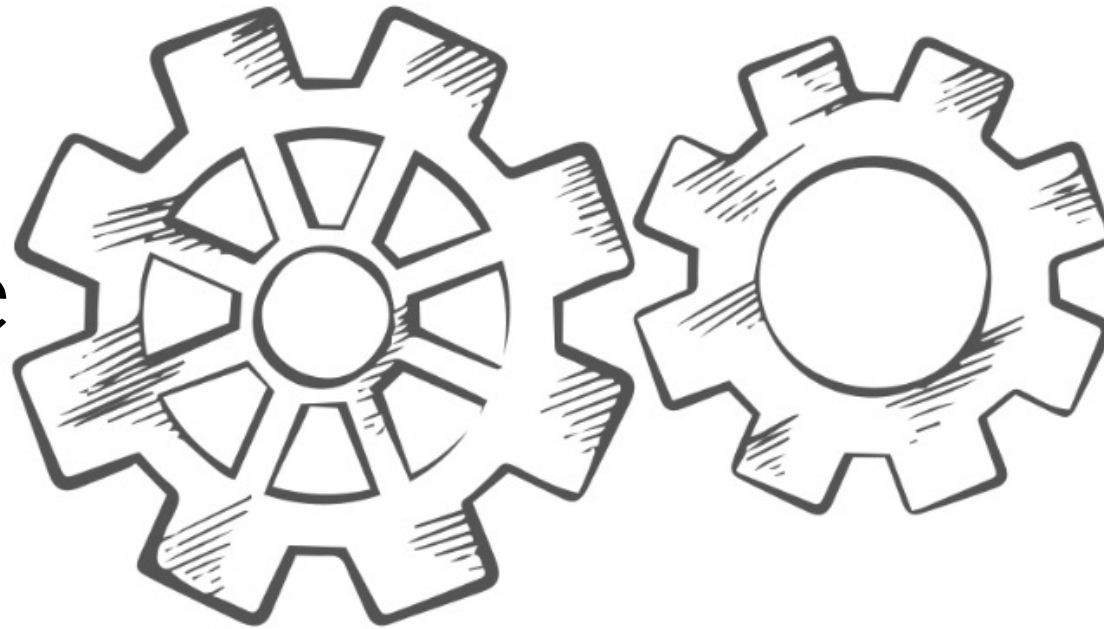


**Rewarding**  
**Vulnerable**  
**Acts**

**MAKE THESE HABITS HAPPEN**

# 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

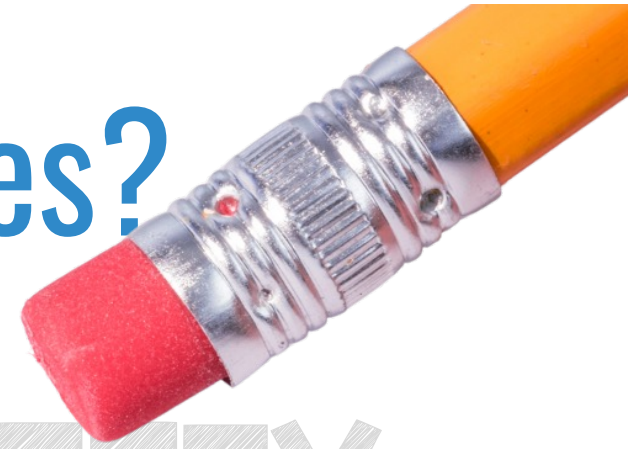


“The moment of truth:  
Do you shoot the  
messenger, or do you  
listen even if you are  
unhappy?”

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**

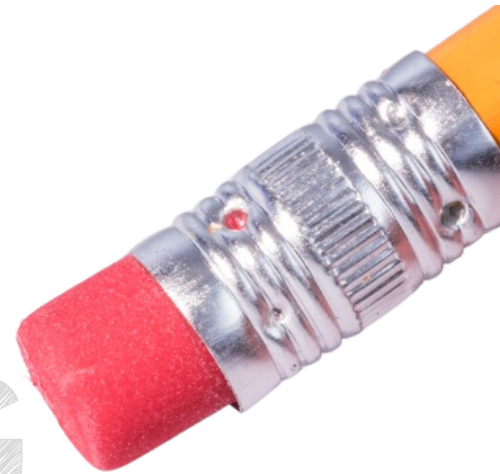


When We Only Have One...

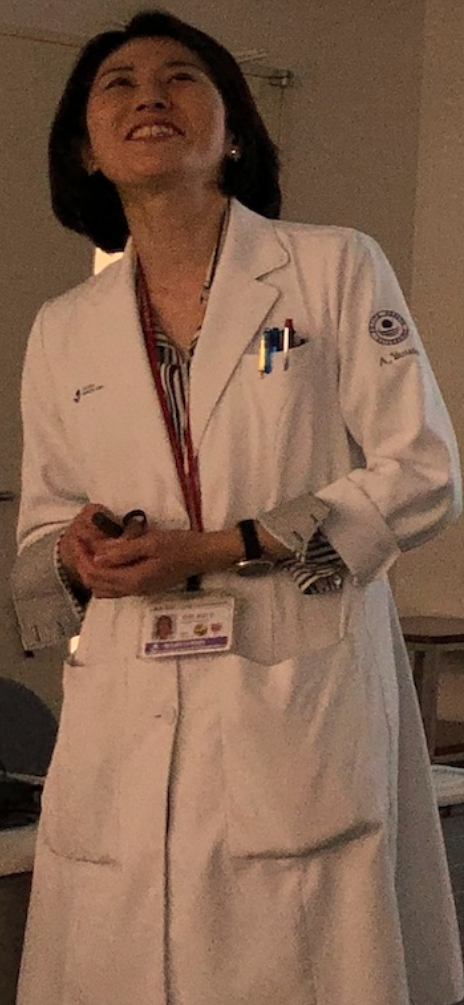
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING





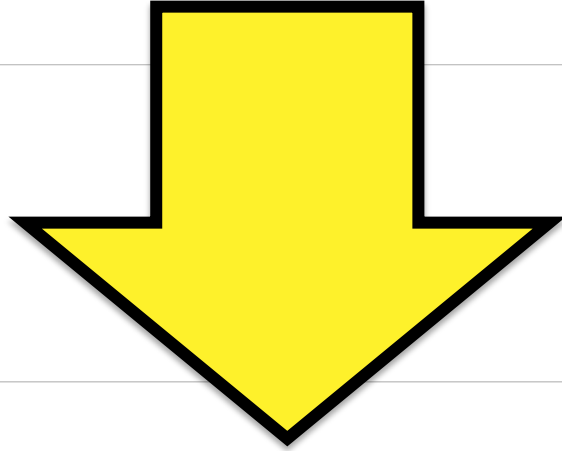


## From information to action; reporting and learning for patient safety

(Number of reports)  
Number of incident reports at Fujita Health University Hospital



***Fear*** ***factor***



***Futility*** ***factor***



# A Powerful Combination

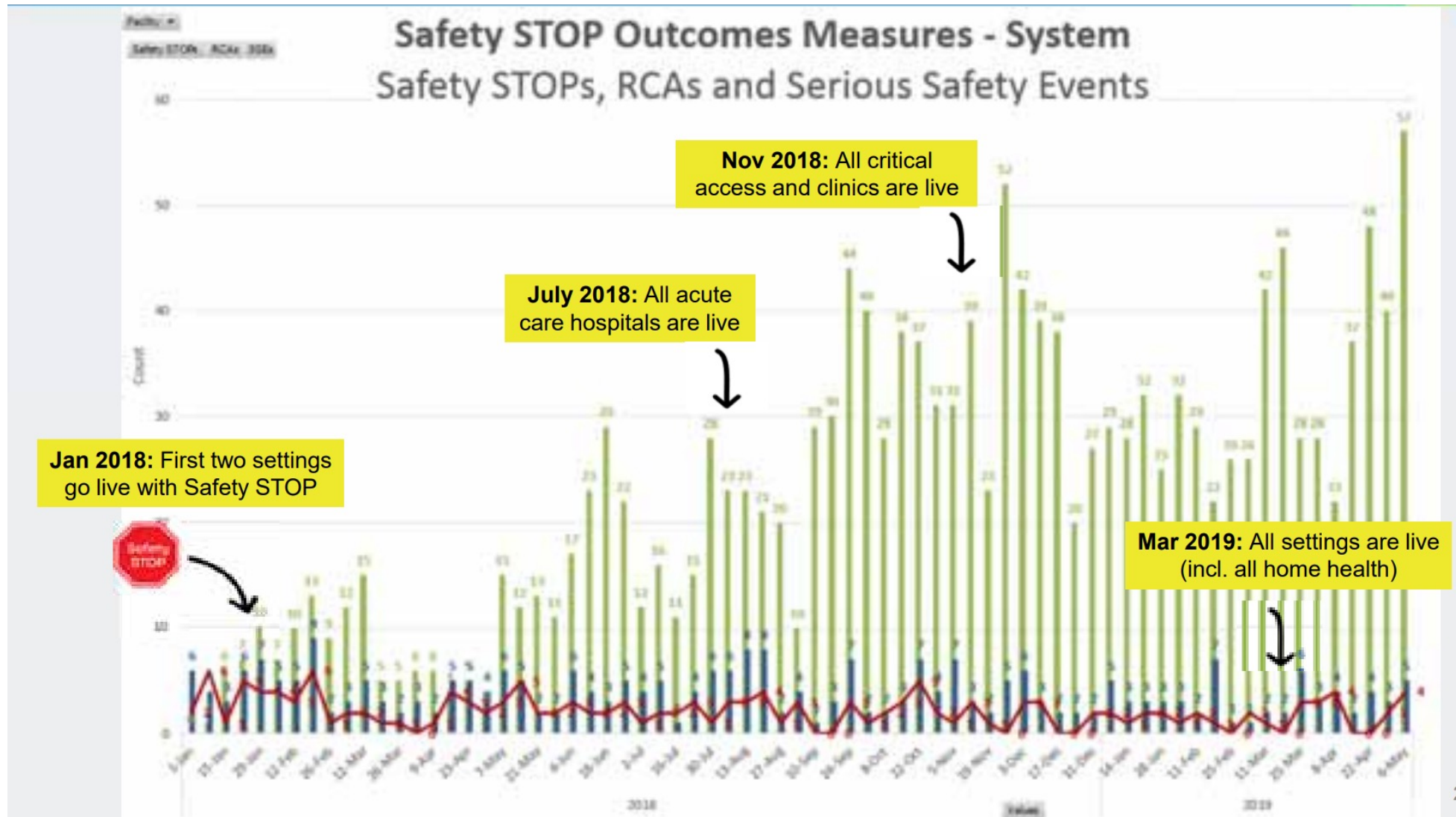
**PSYCHOLOGICAL SAFETY**



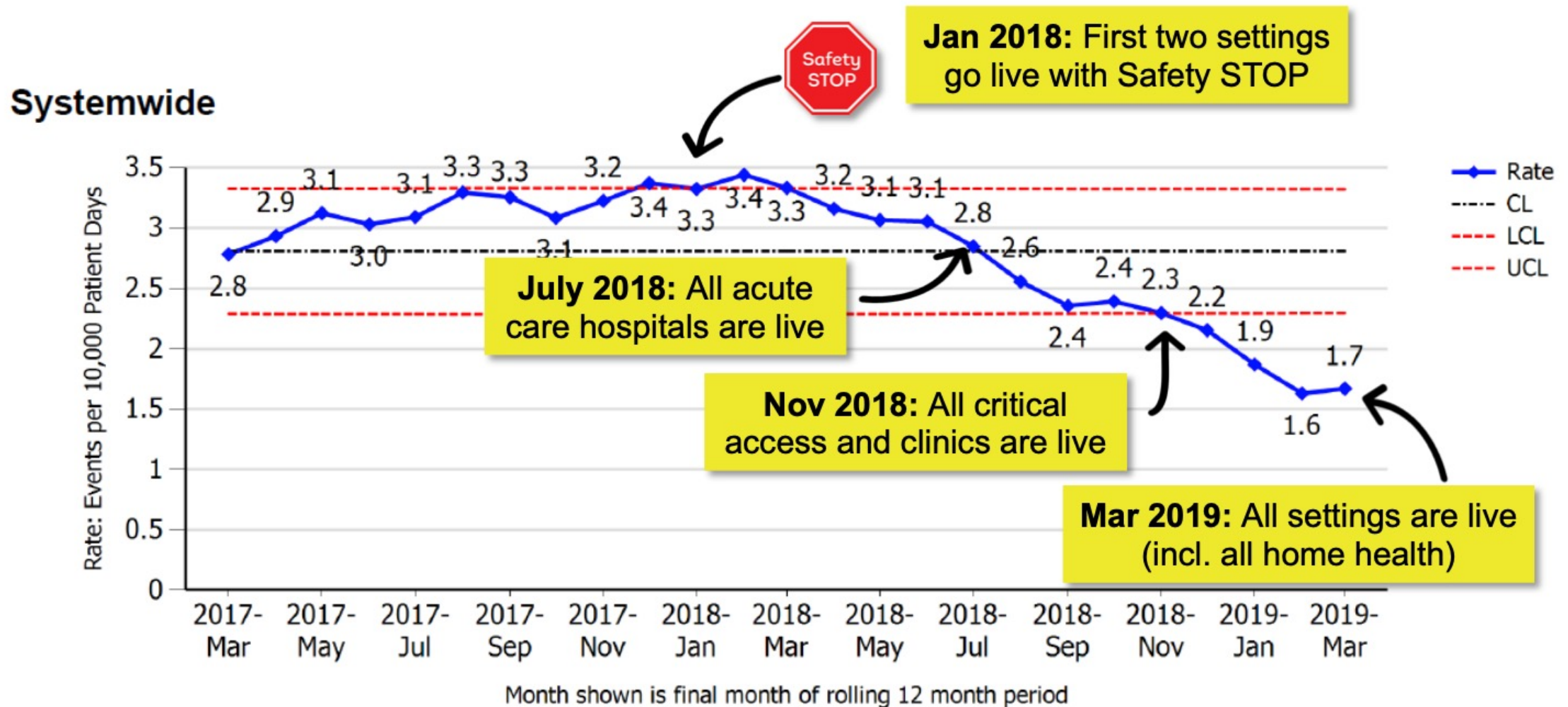
**PROBLEM SOLVING**



# 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?

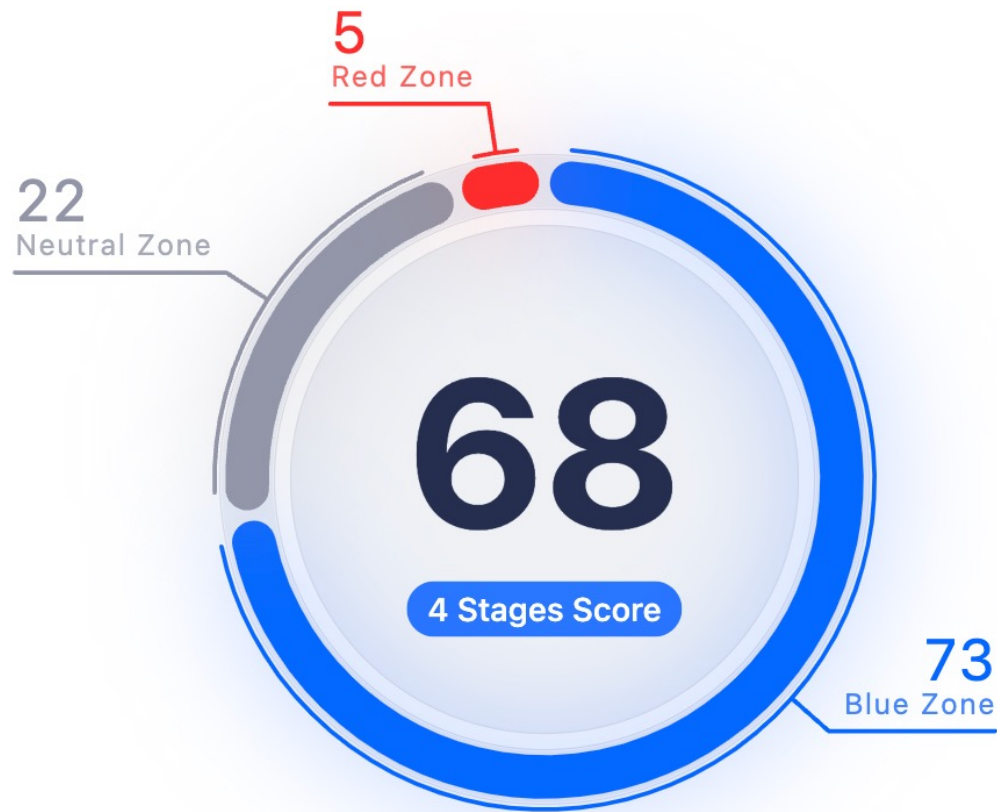
WE COULD BE **WRONG**

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

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

# You Can Measure Psychological Safety

Possible scoring range is -100 to +100



**80<sup>th</sup> 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: **74<sup>th</sup>**

**81<sup>st</sup>**

**76<sup>th</sup>**

**77<sup>th</sup>**



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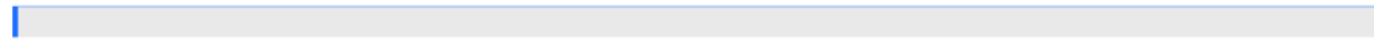
Settings



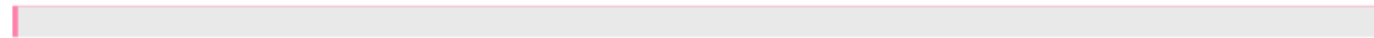
Help &  
Feedback

Strongly disagree

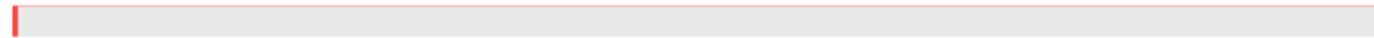
I feel "inclusion safety" - safe to be myself



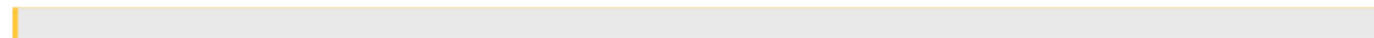
I feel "learner safety" - safe to learn



I feel "contributor safety" - safe to contribute



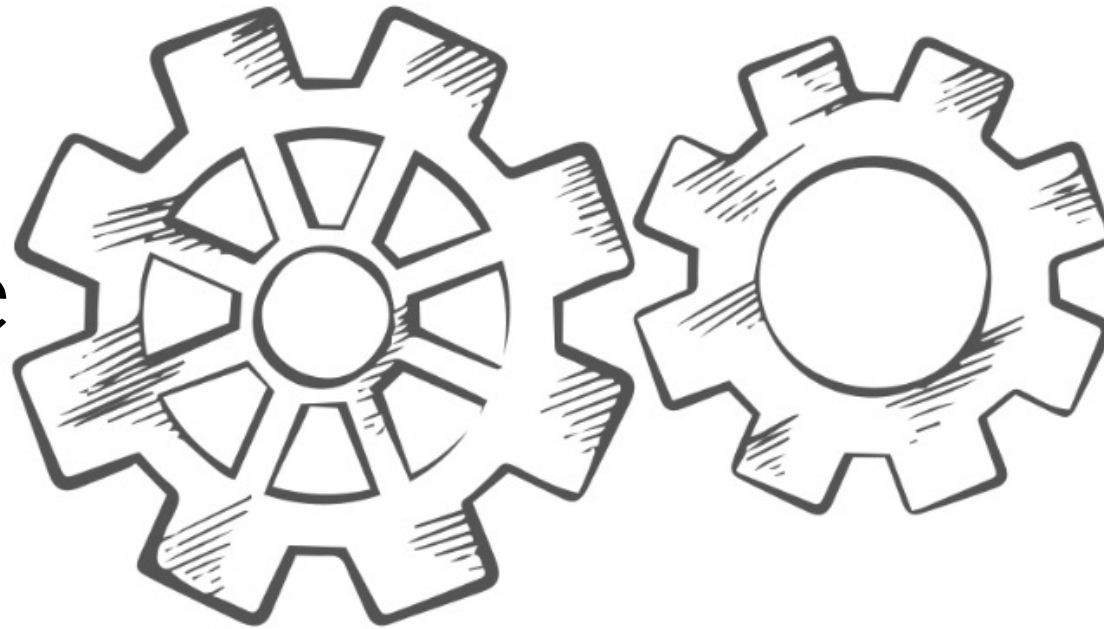
I feel "challenger safety" - safe to challenge status quo



Strongly agree

# You Can Improve Psychological Safety

**Modeling**  
**Vulnerable**  
**Acts**



**Rewarding**  
**Vulnerable**  
**Acts**

# What's Required for C.I.?

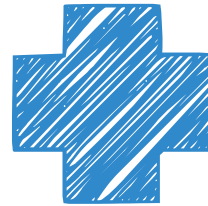
**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**

This Results In

**HIGHLY ENGAGED PEOPLE**



**IMPROVING & INNOVATING**



# Q&A Time

- **Slides & More:**  
<http://www.markgraban.com/EE2024>
- **Email:** [Mark@MarkGraban.com](mailto:Mark@MarkGraban.com)
- **Podcast:** [MistakesPodcast.com](http://MistakesPodcast.com)
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