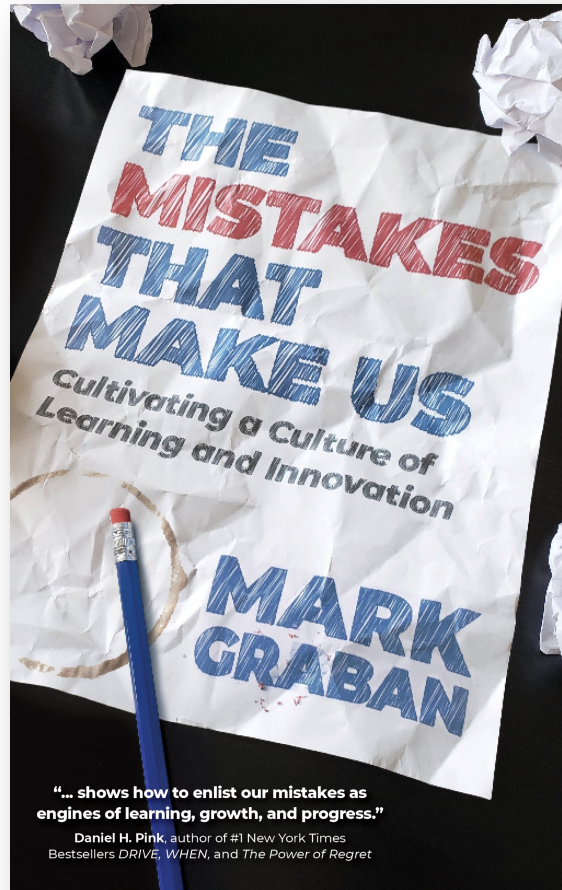


# PSYCHOLOGICAL SAFETY

## *Problem-Solving and Learning from Mistakes*



Slides & More: [MarkGraban.com/SHS2024](http://MarkGraban.com/SHS2024)

For Anonymous Interactive Polling:  
(QR Code Provided During Session)

HEALTHCARE SYSTEMS  
PROCESS IMPROVEMENT  
CONFERENCE 2024

# 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*



# Two Types of Mistakes

**PROCESS MISTAKES**

**INNOVATION MISTAKES**

# Reflecting on a Mistake

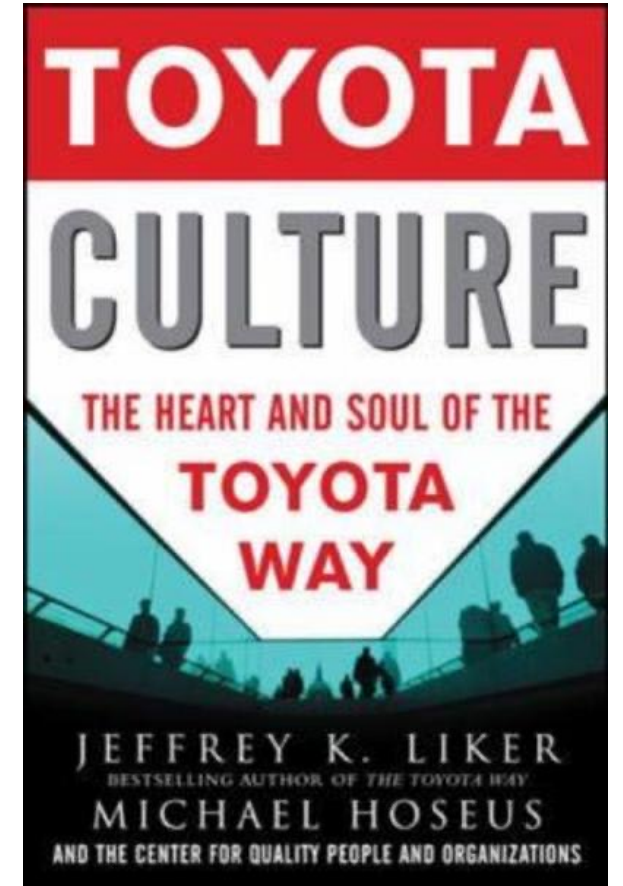
- What decision did I make?
- What did I expect to happen?
- What actually happened?
- What do I learn from the gap?
- What would I do differently?
- What would I expect to happen?





# 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's Required for Andon Pulls?

**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**

**World Class Performance**

**Culture of Improvement**

**Culture of Learning from Mistakes**

**Culture of Psychological Safety**

# 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



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

it's a function of

CULTURE

# 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

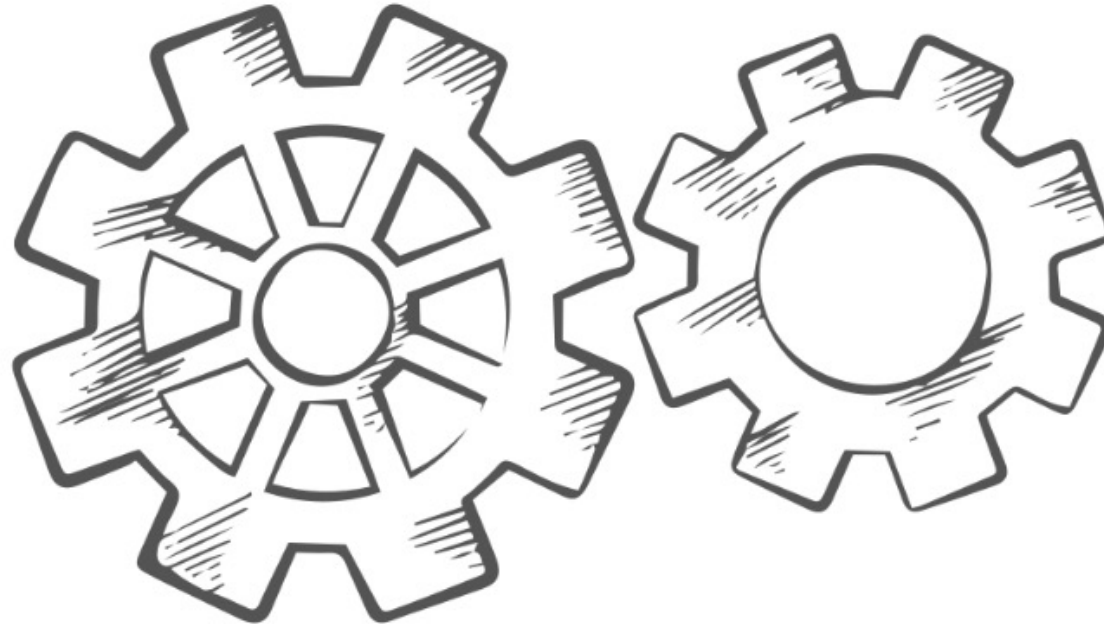
# You Can Improve Psychological Safety

Encouraging

**Candor**

Modeling

**Candor**



Rewarding

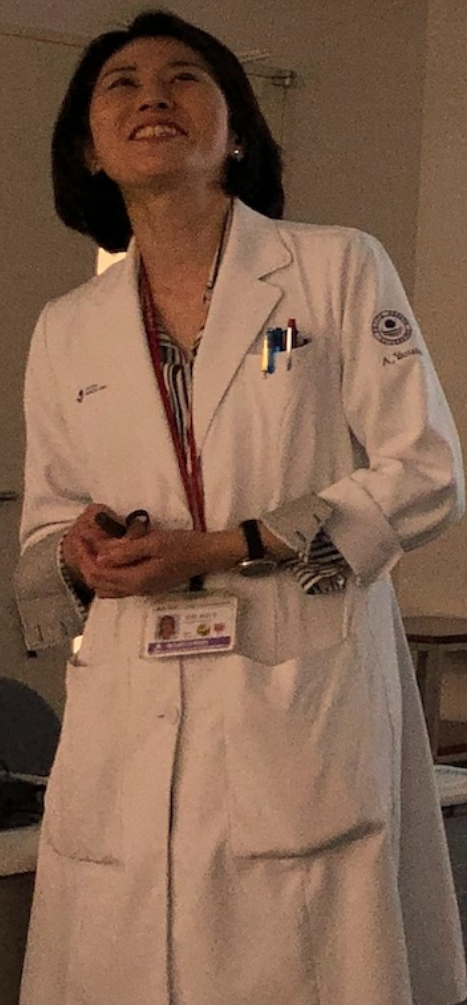
**Candor**



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

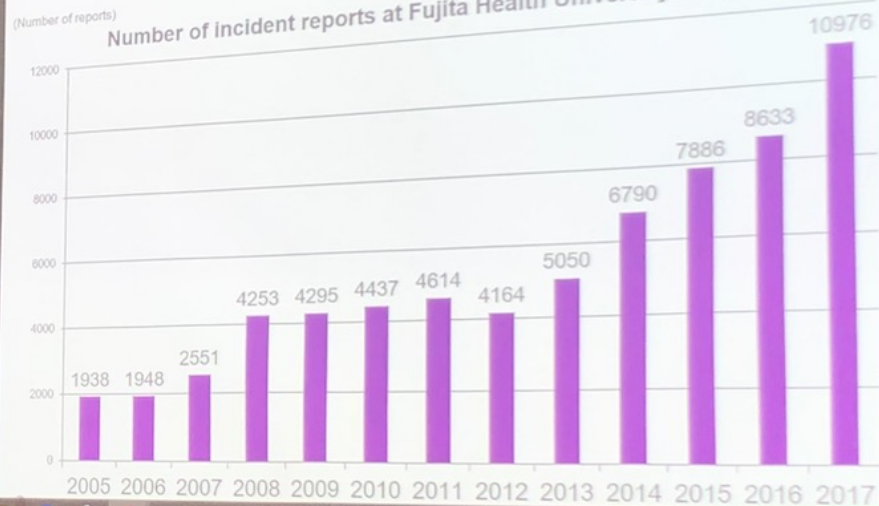
Greg Jacobson  
CEO and co-founder, KaiNexus





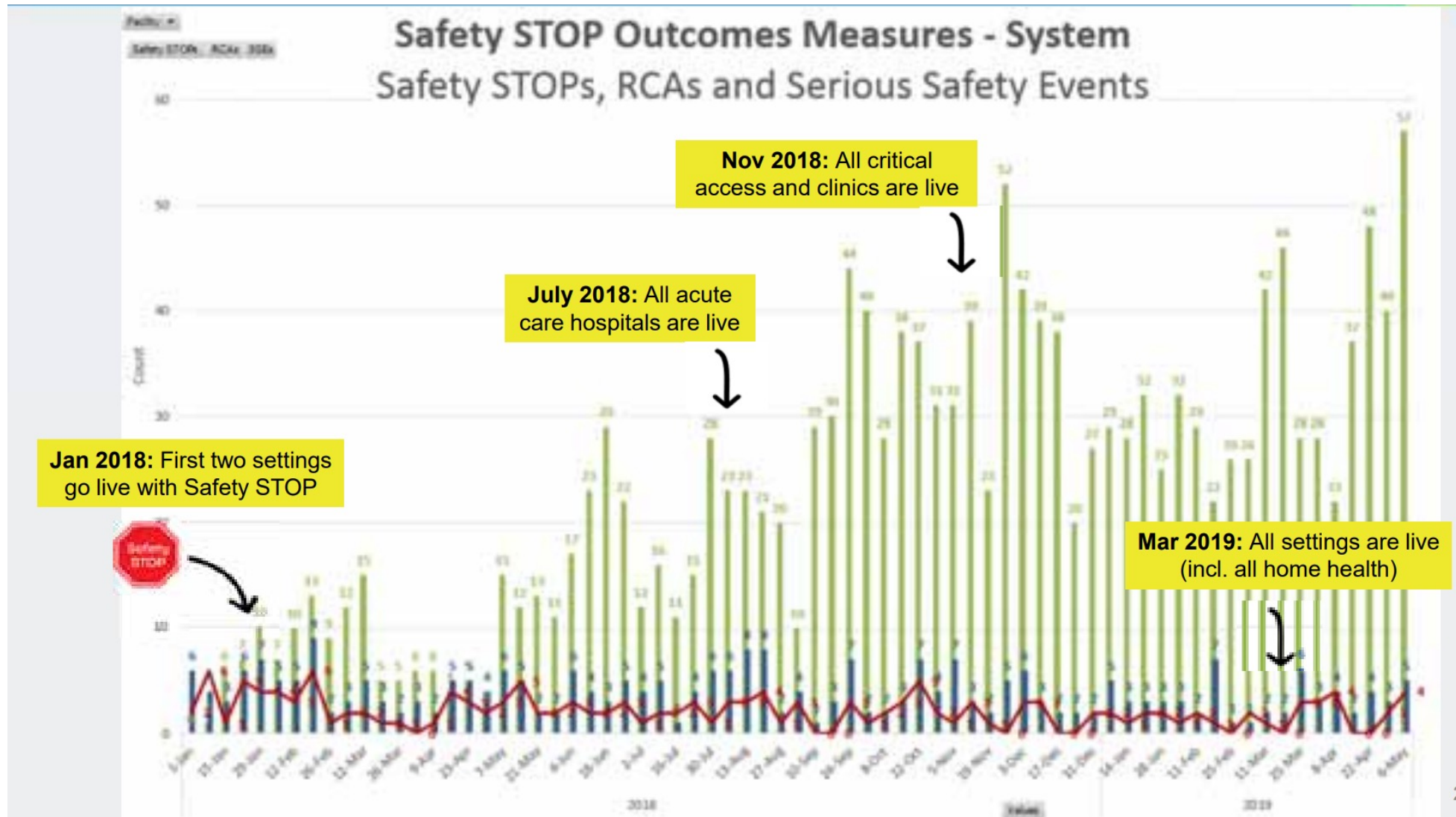
## From information to action; reporting and learning for patient safety

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

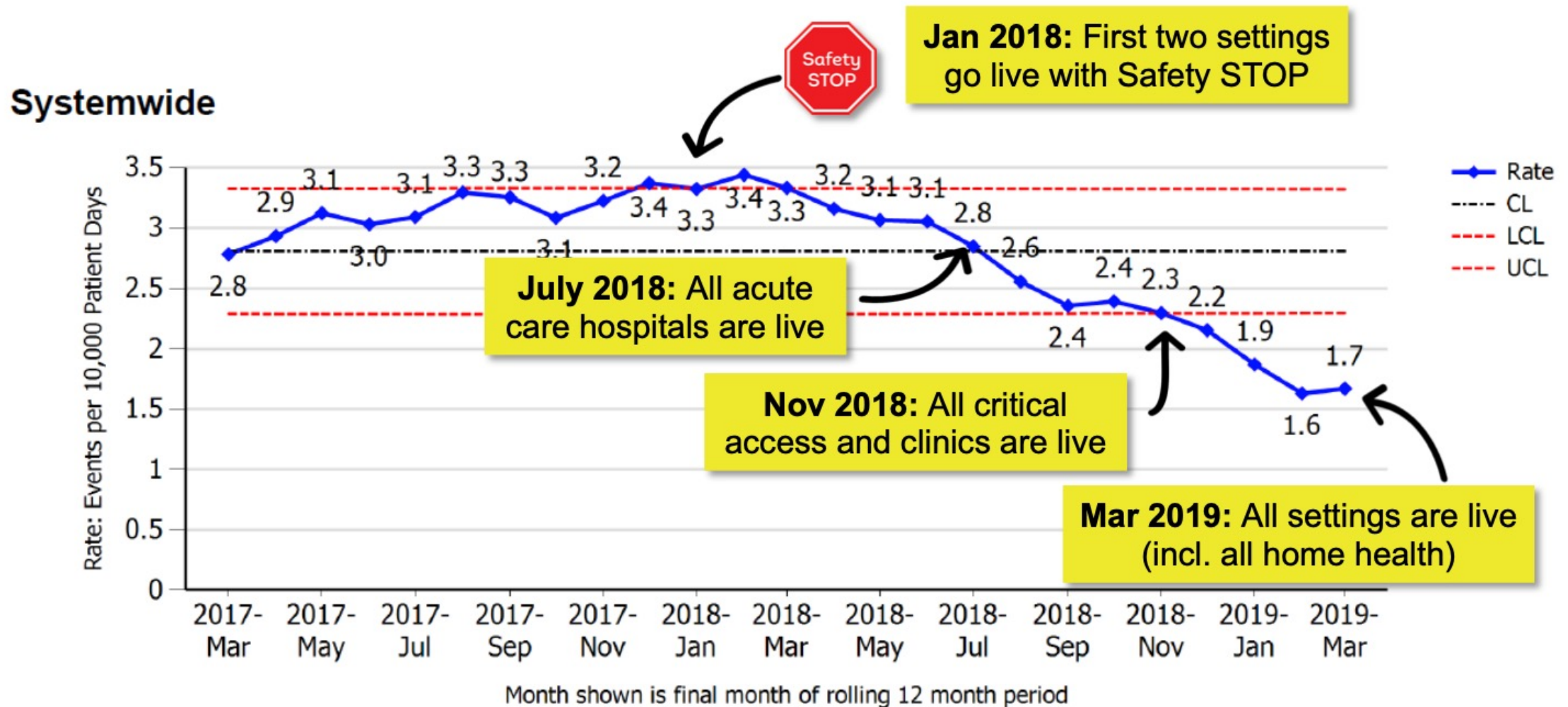




# Safety Reports (U.S. Hospital)



# Serious Safety Events (Same Hospital)



# 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.**

# Q&A Time

- **Slides & More:**

<http://www.markgraban.com/SHS2024>

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

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

