LEARNING FROM MISTAKES
As Individuals and Teams
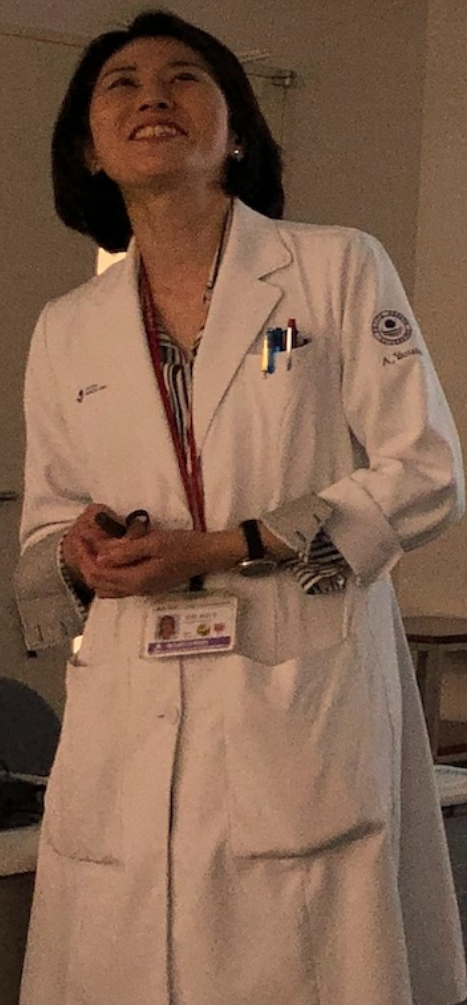

THE MISTAKES THAT MAKE US

Cultivating a Culture of Learning and Innovation

MARK GRABAN

"... 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*
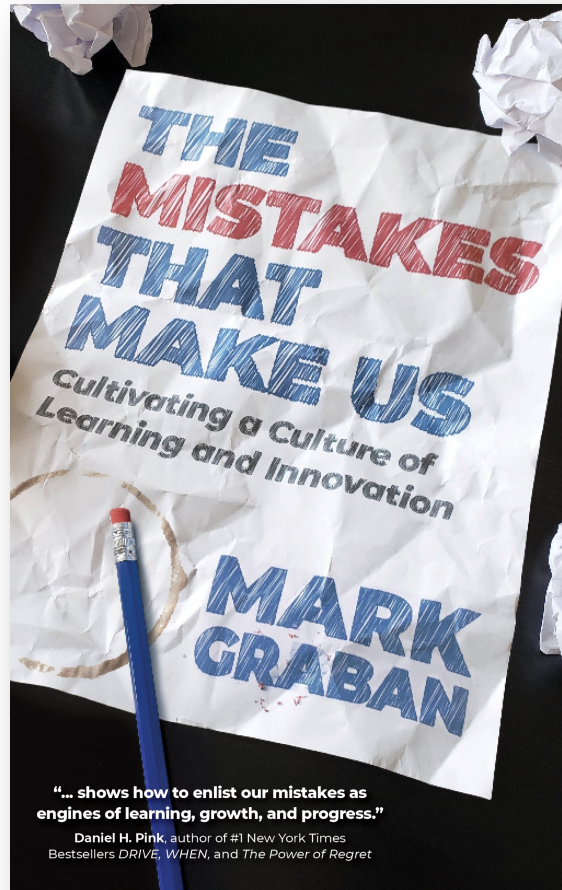
Slides & More: MarkGraban.com/STE2024

For Anonymous Interactive Polling:
Menti.com code 4909 7826

JOURNEY to eXCELLENCE
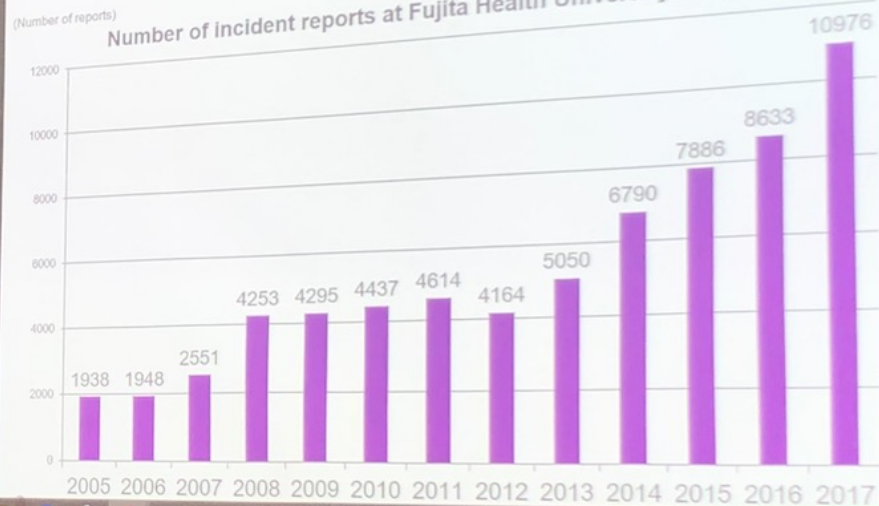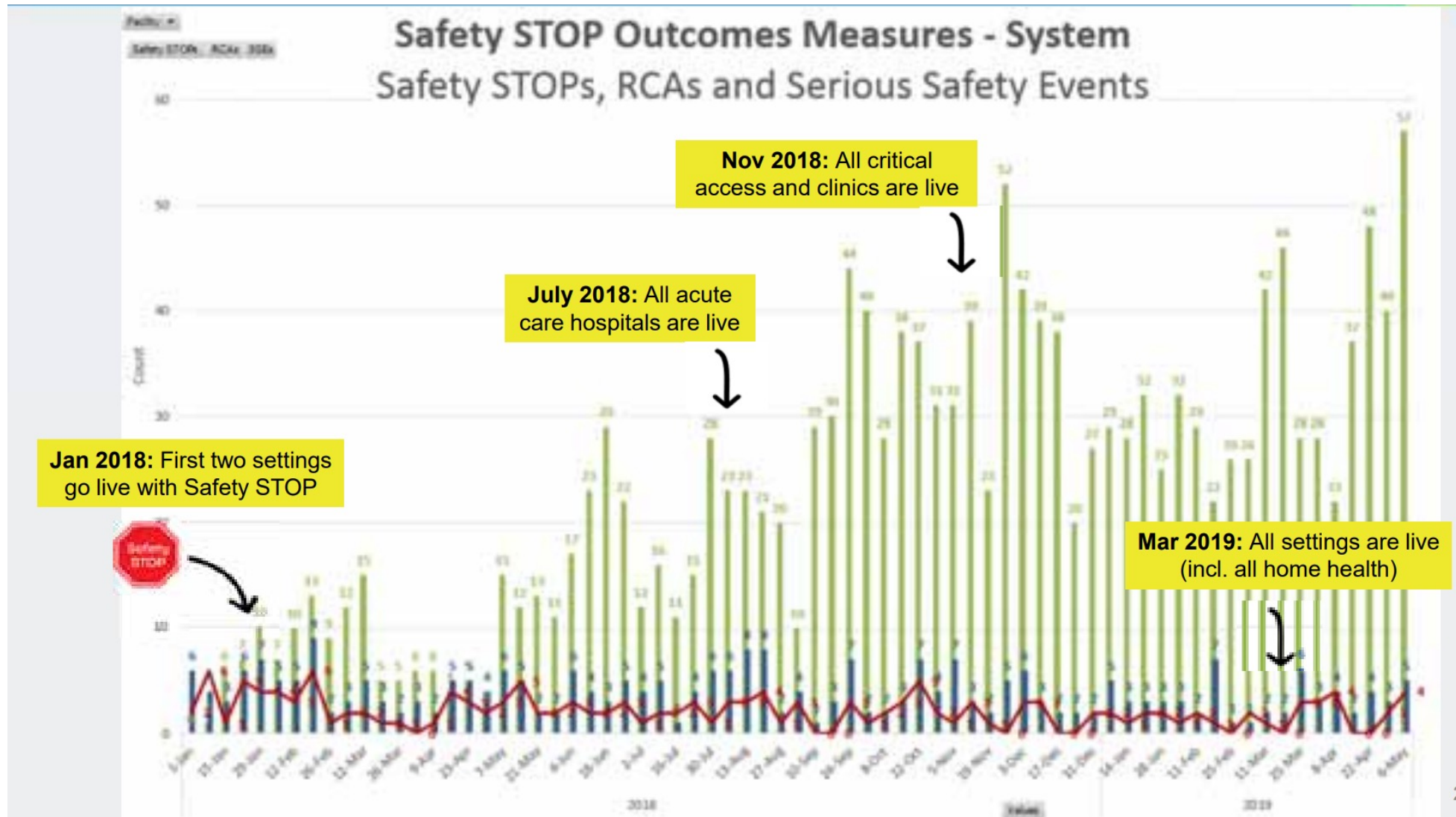RIGHT PROCESS. RIGHT OUTCOME. RIGHT HERE.

From information to action; reporting and learning for patient safety

(Number of reports)

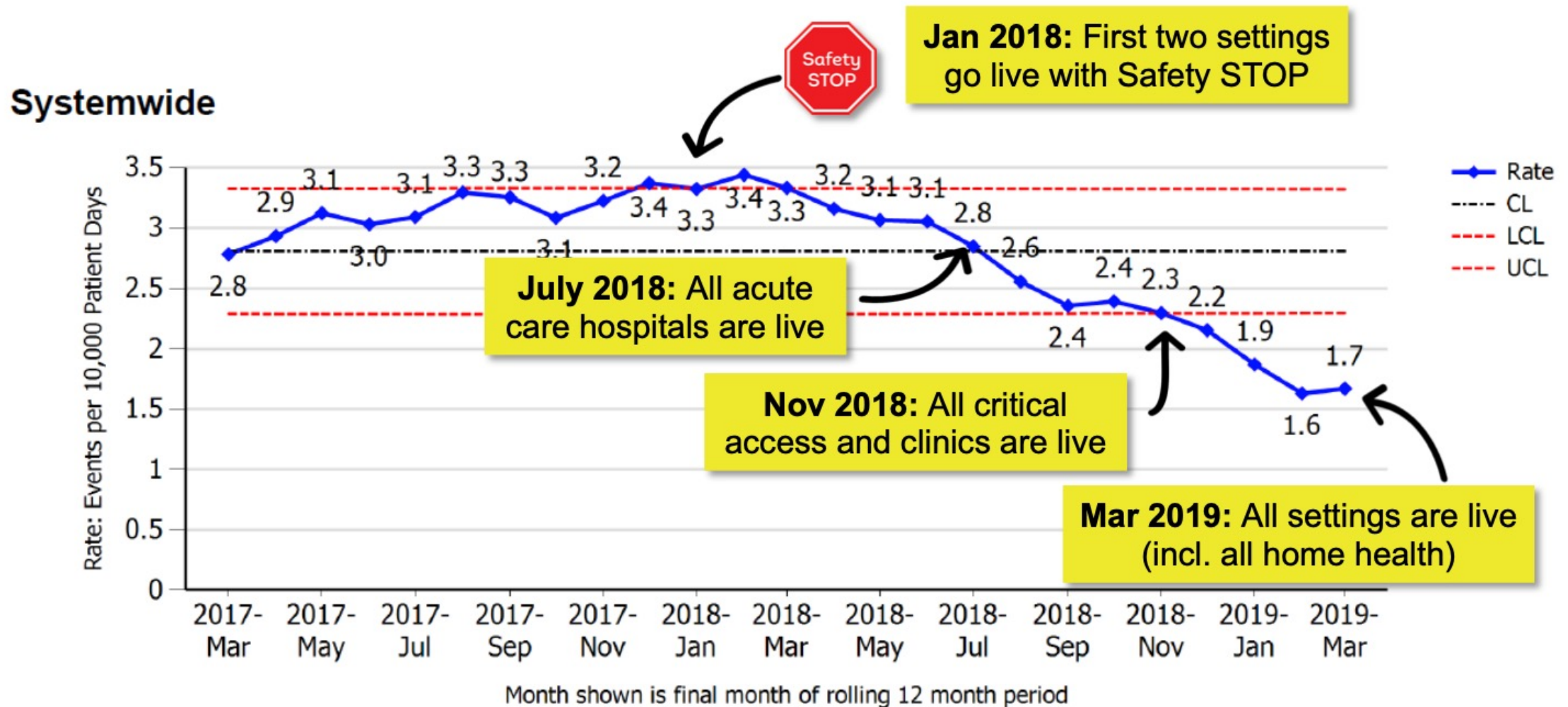**Number of incident reports at Fujita Health University Hospital**

Year	Reports
2005	1938
2006	1948
2007	2551
2008	4253
2009	4295
2010	4437
2011	4614
2012	4164
2013	5050
2014	6790
2015	7886
2016	8633
2017	10976

Safety Reports (U.S. Hospital)

Safety STOP Outcomes Measures - System
Safety STOPs, RCAs and Serious Safety Events

Jan 2018: First two settings go live with Safety STOP

July 2018: All acute care hospitals are live

Nov 2018: All critical access and clinics are live

Mar 2019: All settings are live (incl. all home health)

Serious Safety Events (Same Hospital)

Systemwide

Jan 2018: First two settings go live with Safety STOP

Safety STOP

July 2018: All acute care hospitals are live

Nov 2018: All critical access and clinics are live

Mar 2019: All settings are live (incl. all home health)

Rate: Events per 10,000 Patient Days

2.8, 2.9, 3.1, 3.0, 3.1, 3.1, 3.3, 3.3, 3.1, 3.2, 3.4, 3.3, 3.4, 3.3, 3.2, 3.1, 3.1, 2.8, 2.6, 2.4, 2.4, 2.3, 2.2, 1.9, 1.6, 1.7

Rate · CL · LCL · UCL

2017-Mar, 2017-May, 2017-Jul, 2017-Sep, 2017-Nov, 2018-Jan, 2018-Mar, 2018-May, 2018-Jul, 2018-Sep, 2018-Nov, 2019-Jan, 2019-Mar

Month shown is final month of rolling 12 month period

Future State Vision
Of Just Culture at St. Elizabeth

JOURNEY to eXCELLENCE
RIGHT PROCESS. RIGHT OUTCOME. RIGHT HERE.

- All leaders understand the importance that a Just Culture has on **establishing psychological safety** with associates.

- Just Culture tools and practices are broadly adopted and regularly used by leaders across the system.

- **All Associates feel safe** in bringing forward safety issues and errors to leaders to be addressed without blame.

- Demonstrate success by level of good catches and survey ratings above national benchmarks on safety culture questions.

INTRO TO JUST CULTURE

Why we need it

Reliability Experts say an organization can not achieve optimum outcomes unless employees trust they can speak up without reprisal.

- **47%** of staff feel that management is interested in patient safety only after an adverse event happens

- **54%** of staff feel that when an event is reported it feels like the person is being written up, not the problem

JOURNEY to EXCELLENCE
RIGHT PROCESS. RIGHT OUTCOME. RIGHT HERE.

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

Table Discussion!

PLEASE SHARE A MISTAKE YOU MADE RECENTLY AND WHAT YOU LEARNED

Table Discussion Report Out!

WHO IS WILLING TO SHARE YOUR MISTAKE WITH ALL OF US?

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"

TOYOTA CULTURE
THE HEART AND SOUL OF THE TOYOTA WAY

JEFFREY K. LIKER
BESTSELLING AUTHOR OF *THE TOYOTA WAY*
MICHAEL HOSEUS
AND THE CENTER FOR QUALITY PEOPLE AND ORGANIZATIONS
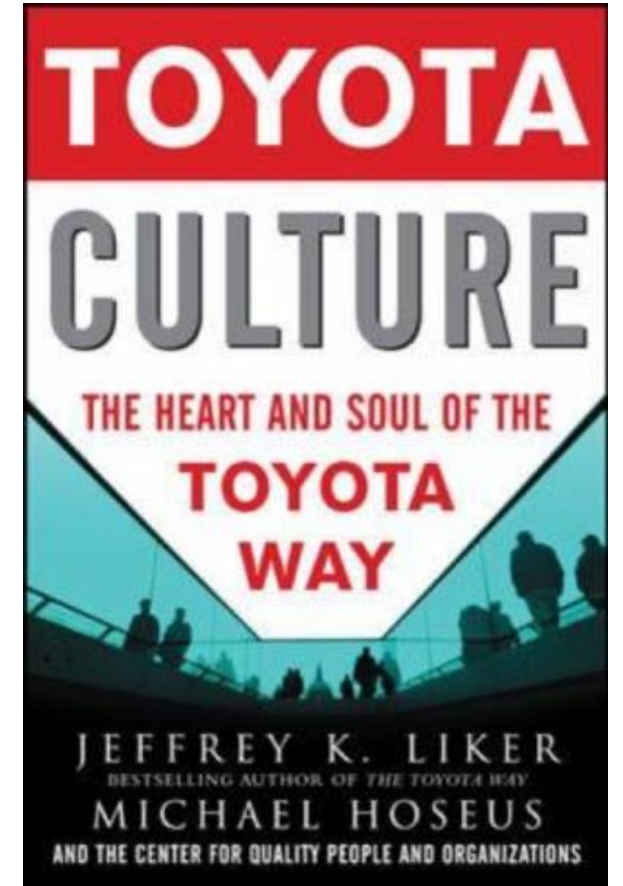
Psychological safety is paramount to creating a safety culture. We create psychological safety with a just culture.

Safety Culture

Psychological Safety

Just Culture

JOURNEY to eXCELLENCE

RIGHT PROCESS. RIGHT OUTCOME. RIGHT HERE.

What's Required for Andon Pulls?

PSYCHOLOGICAL SAFETY

✚

PROBLEM SOLVING

Google's Project Aristotle

- What makes teams there most successful?

PSYCHOLOGICAL SAFETY

World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Waste Identification

PICK CHART

Completed Projects/
Celebrations

Waste Identification

PICK CHART

Completed Projects/Celebrations

Implement

Challenge

Possible

Kibosh

New Improvement Ideas

Work in Progress

PDCA

Quality

Customer Satisfaction

Stewardship

Team Work
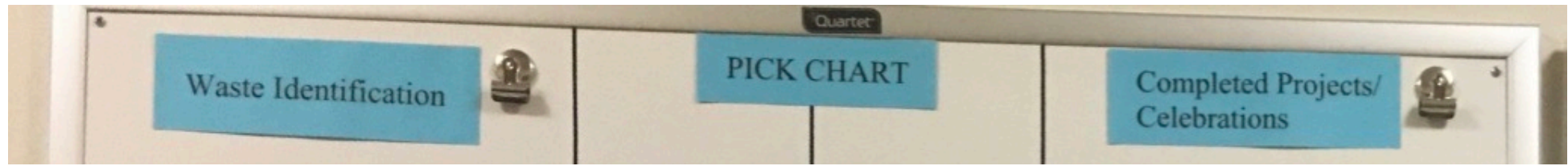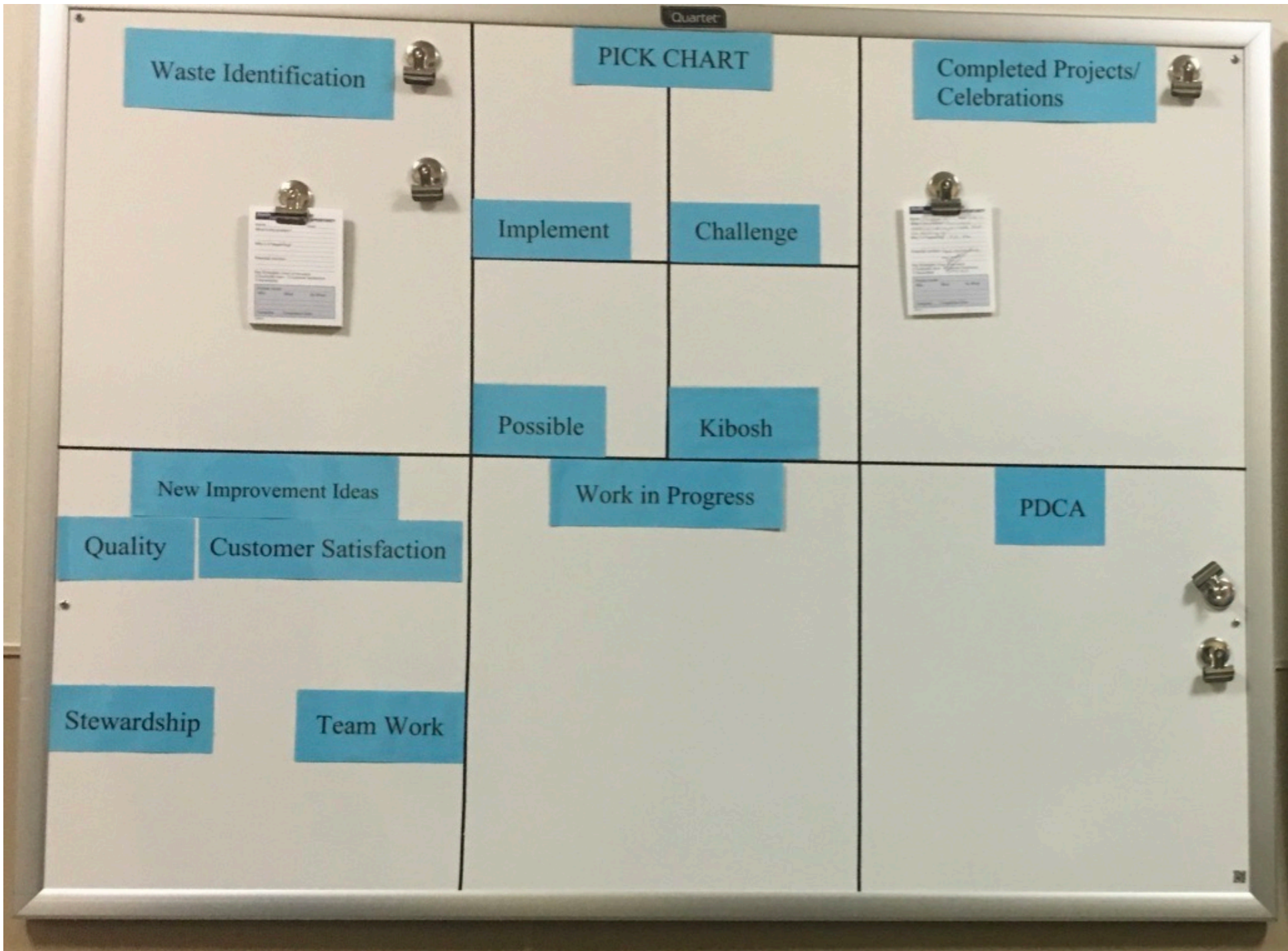
WHY?

Fear factor

Futility factor
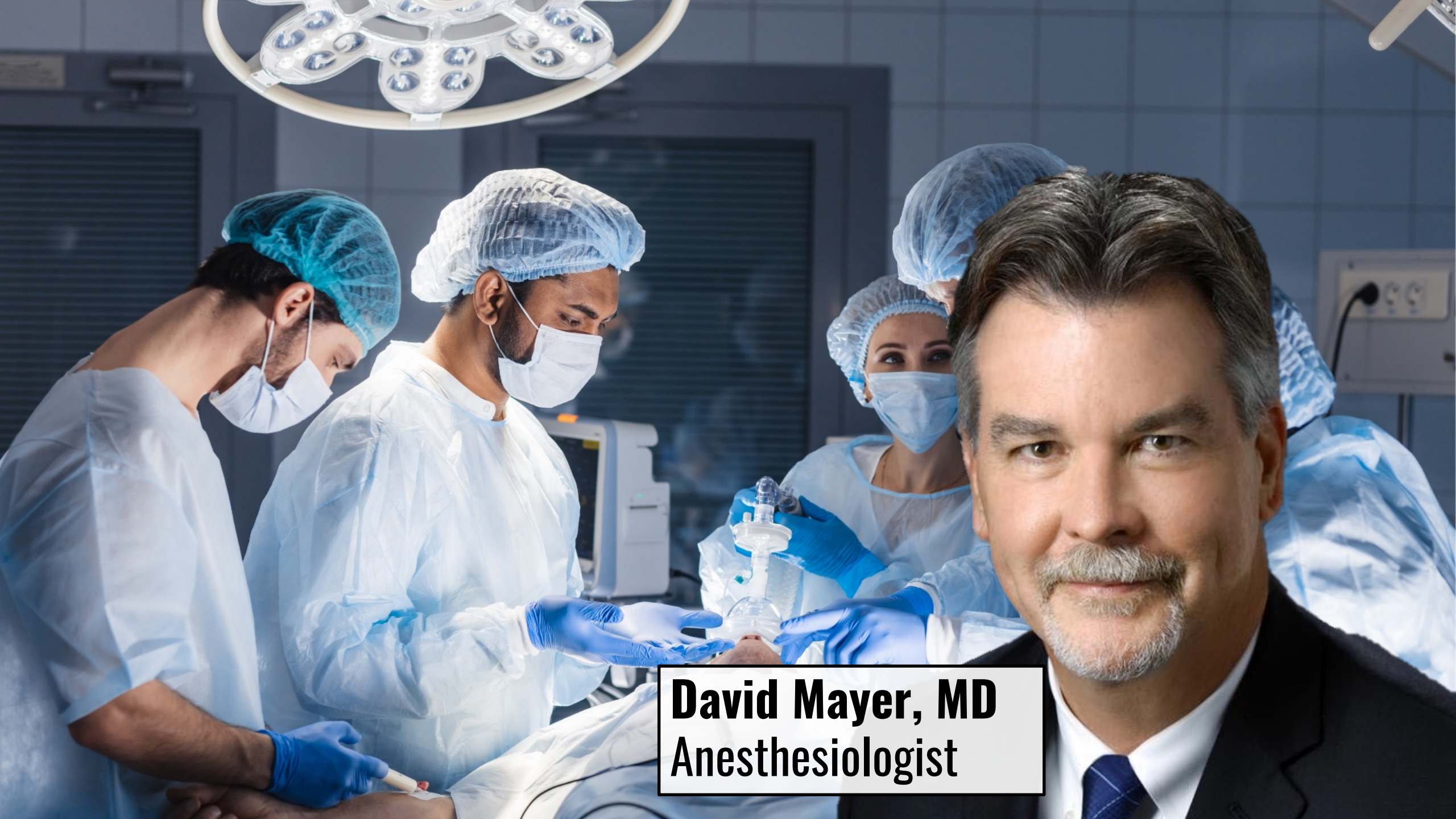
David Mayer, MD
Anesthesiologist

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?

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 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

FROM
FEARLESS
TO
FEAR LESS

What is Candor?

BEING FRANK, OPEN, AND SINCERE IN SPEECH

What is Psychological Safety?

"A culture of rewarded **candor**"

SAY SOMETHING

KEEP QUIET

Examples of Candor That Might Be Punished?

- Speaking up to answer that question is one!

- Is this less vulnerable?

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Menti.com code 4909 7826

in Some Workplaces?

Do I Feel Psychologically Safe?

Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

Ment

Table Discussion!

WHY MIGHT DIFFERENT PEOPLE CHOOSE A DIFFERENT "TOP 3" FOR WHAT'S RISKY TO THEM?

Cultivating Psychological Safety?

THIS IS A SAFE SPACE

You Can Improve Psychological Safety

Encouraging
Candor

Modeling
Candor
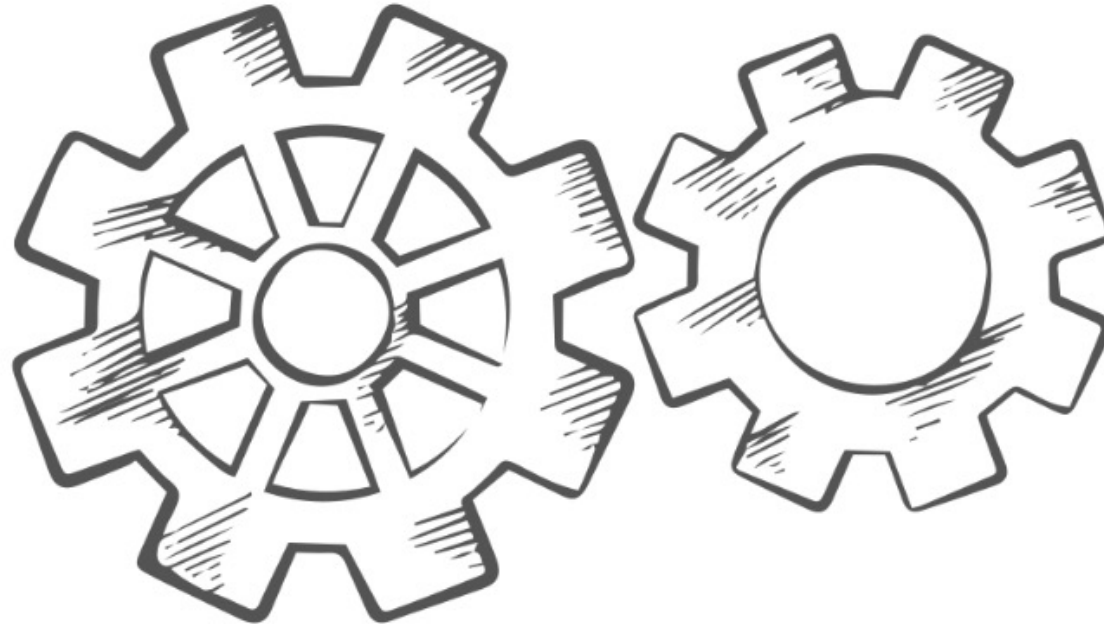
Rewarding
Candor

"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

What Went Wrong

- I made mistakes

- There were times when I allow
  instead of moving forward

- I didn't communicate well

KaiNexus

"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

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.
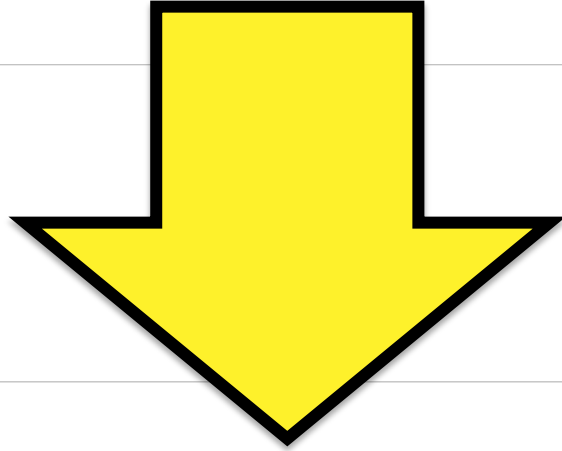
Celebrate · 💗👍👏 4 | Reply

When We Only Have One...

PSYCHOLOGICAL SAFETY
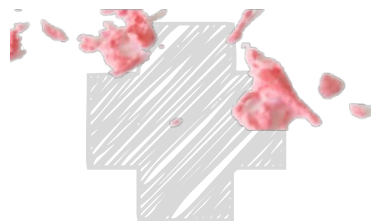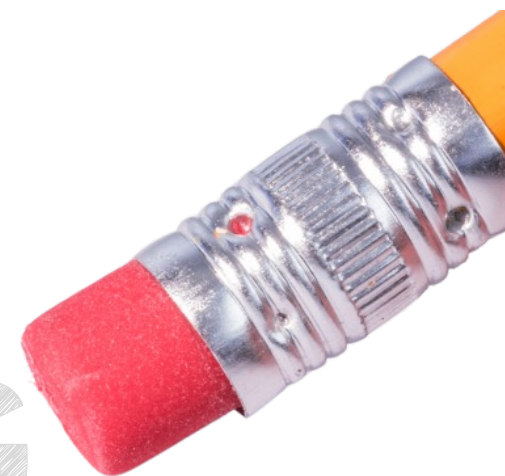
PROBLEM SOLVING

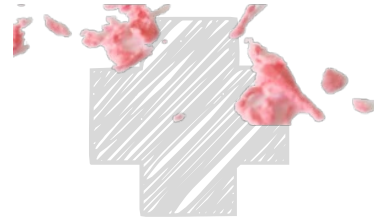# A Powerful Combination

PSYCHOLOGICAL SAFETY

+

PROBLEM SOLVING

What's Required for C.I.?

PSYCHOLOGICAL SAFETY

PROBLEM SOLVING
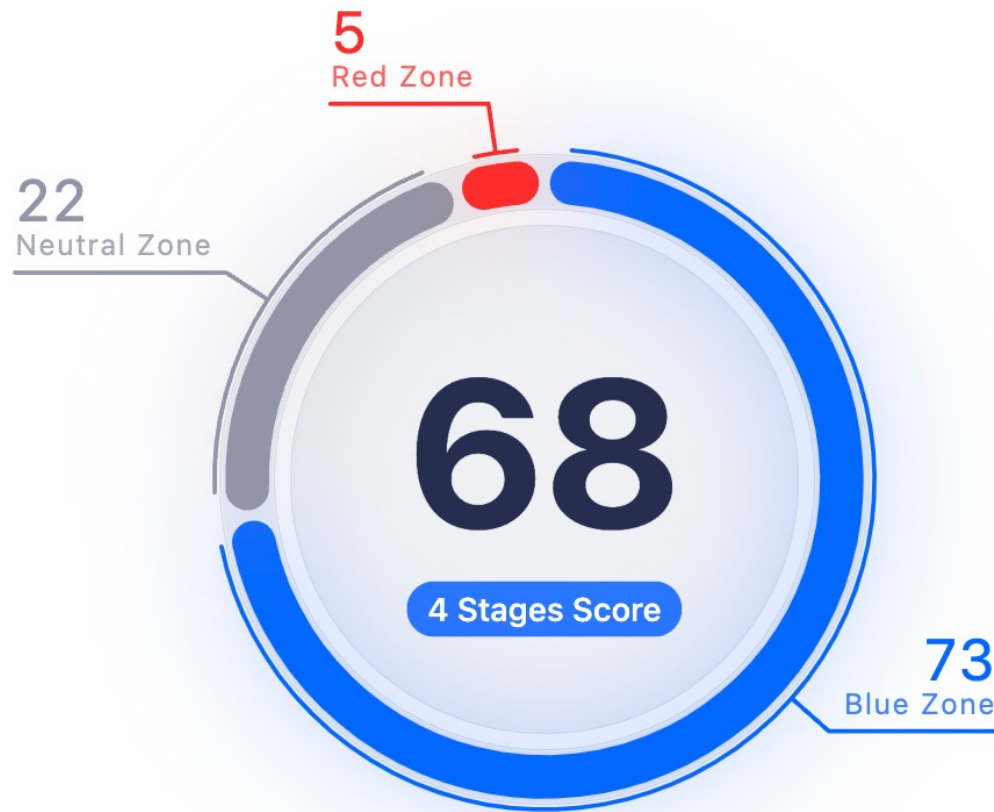
Can We Be Candid Experimentalists?

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

5
Red Zone

22
Neutral Zone

68
4 Stages Score

73
Blue Zone

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: **74**th   **81**st   **76**th   **77**th

Strongly disagree

Strongly agree

20

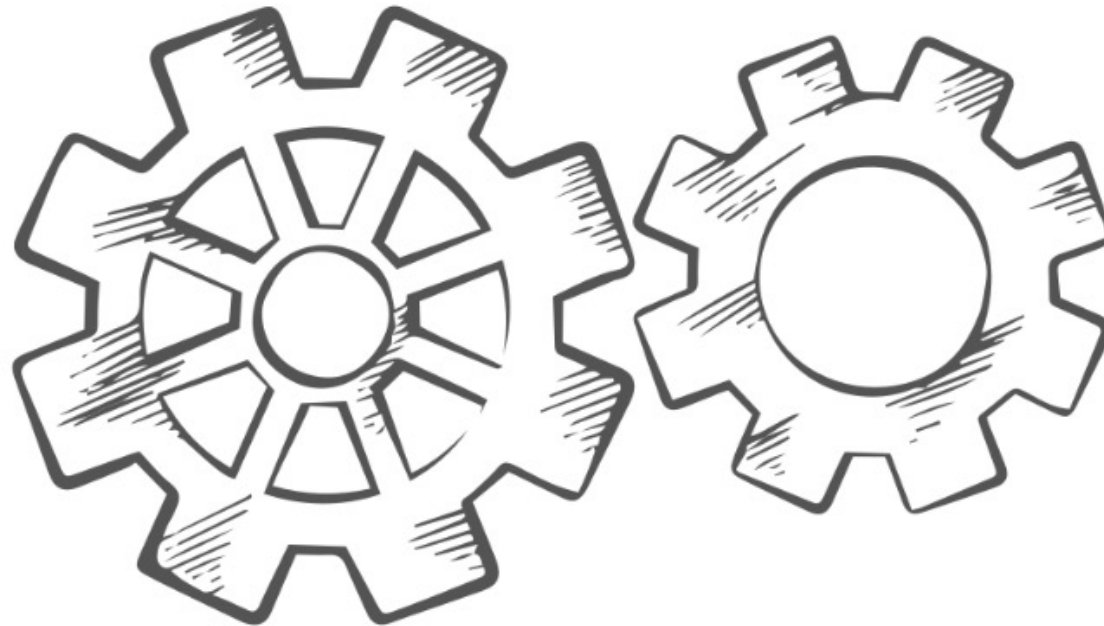# Table Discussion!

YOUR REACTIONS TO THOSE RESULTS?

You Can Improve Psychological Safety

Encouraging
Candor

Modeling
Candor

Rewarding
Candor

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/STE2024

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

- **Podcast:**   MistakesPodcast.com

- **Book:**   MistakesBook.com

NEW AUDIOBOOK!