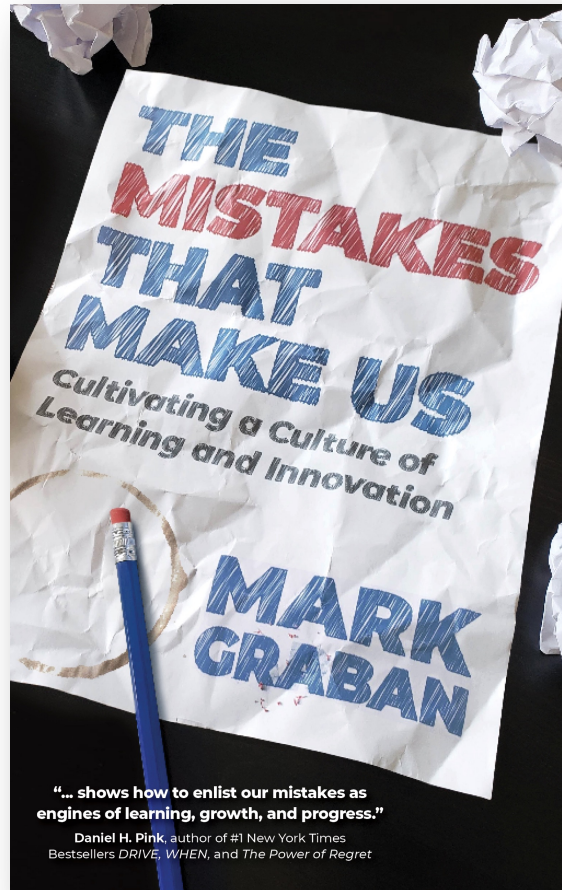


# PSYCHOLOGICAL SAFETY

## *As a Pre-Condition for Continuous Improvement*



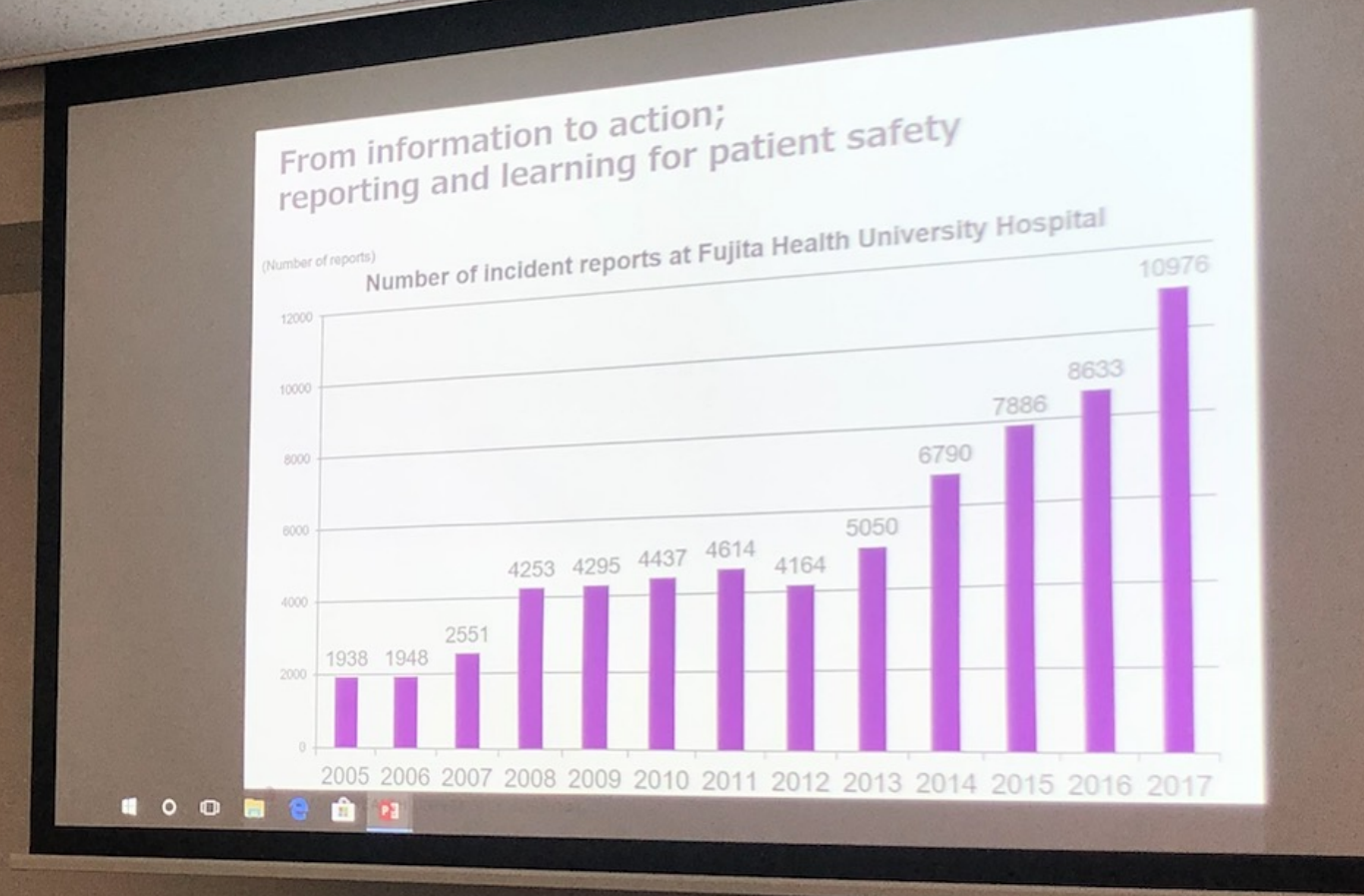
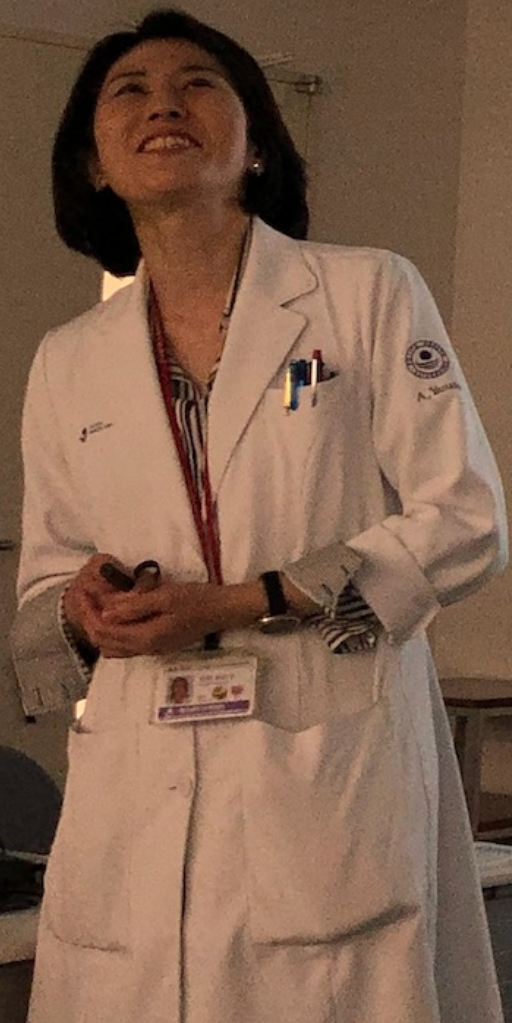
Slides & More: [MarkGraban.com/Quebec2024](https://MarkGraban.com/Quebec2024)

For Anonymous Interactive Polling:

Menti.com code  
4292 7005







“Number of Incident Reports”





# What's Required for Andon Pulls?

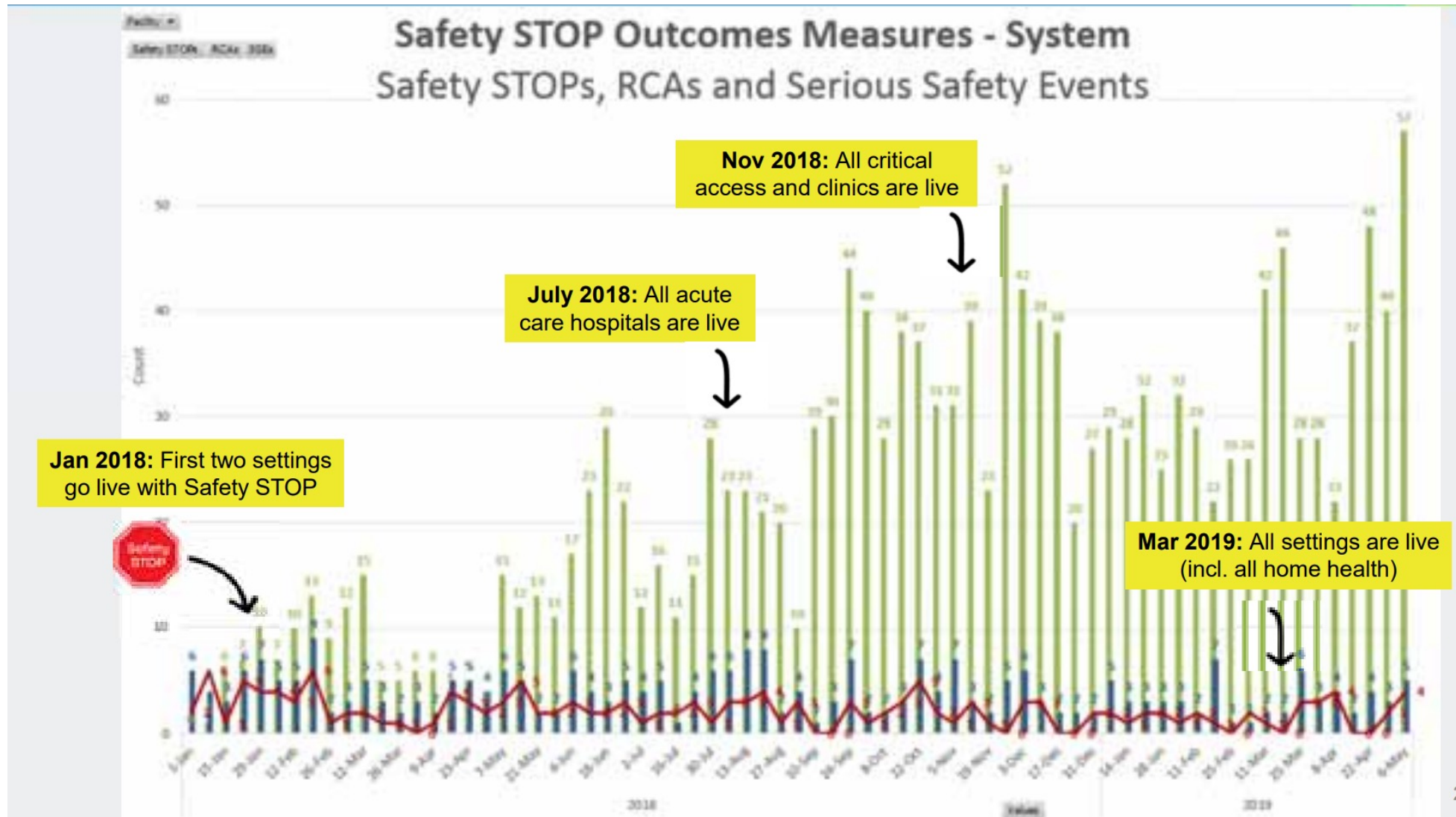
**PSYCHOLOGICAL SAFETY**



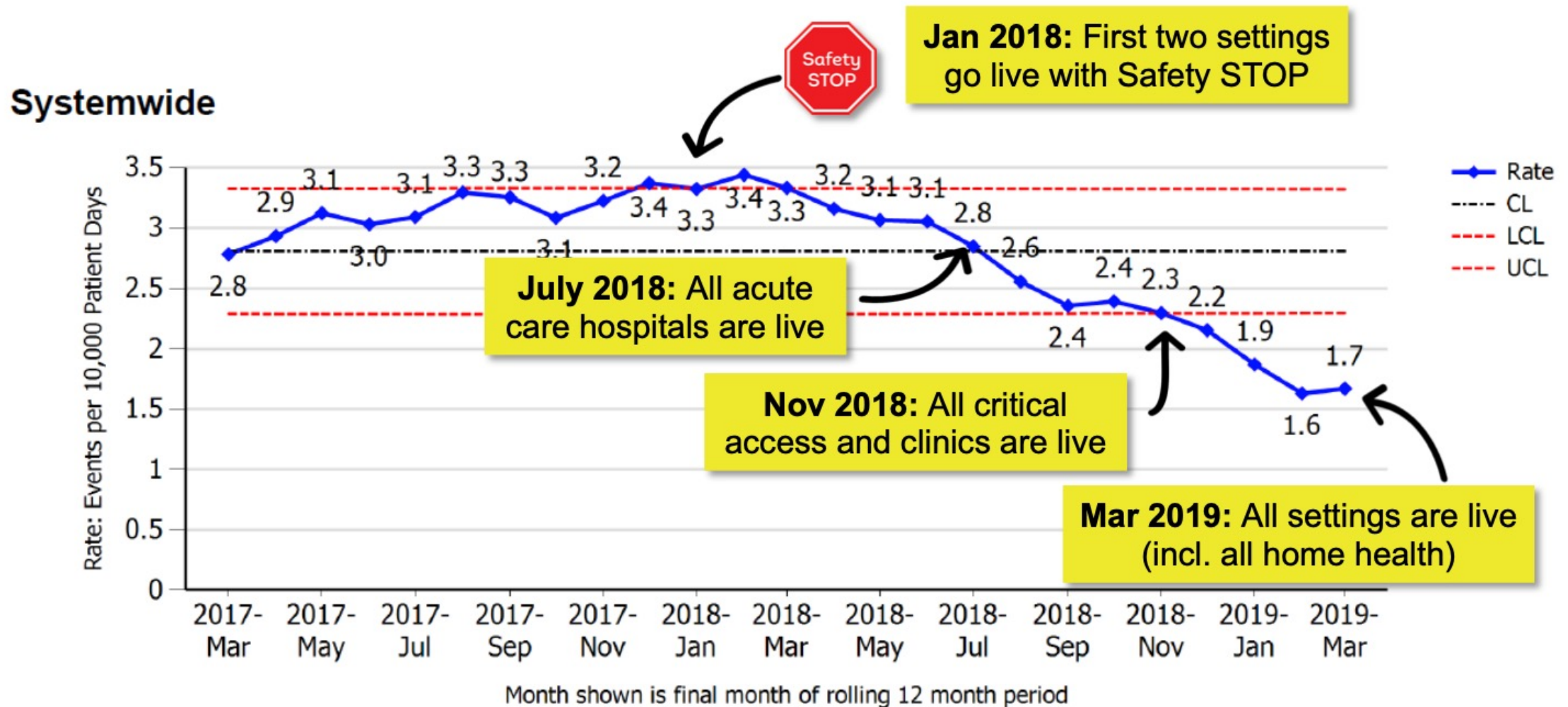
**PROBLEM SOLVING**



# Safety Reports (U.S. Hospital)



# Serious Safety Events (Same Hospital)





# 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

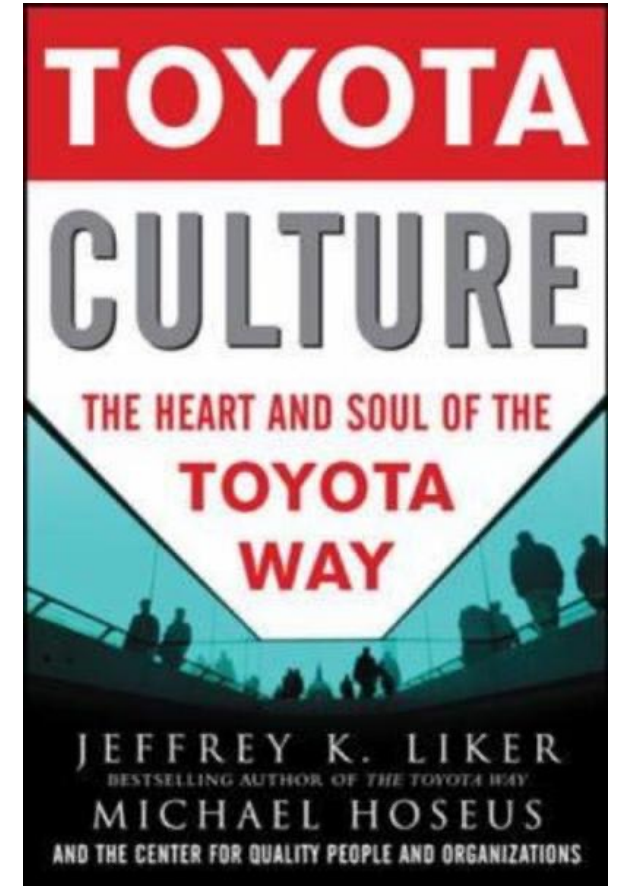
- What makes teams there most successful?

**PSYCHOLOGICAL  
SAFETY**



# 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”



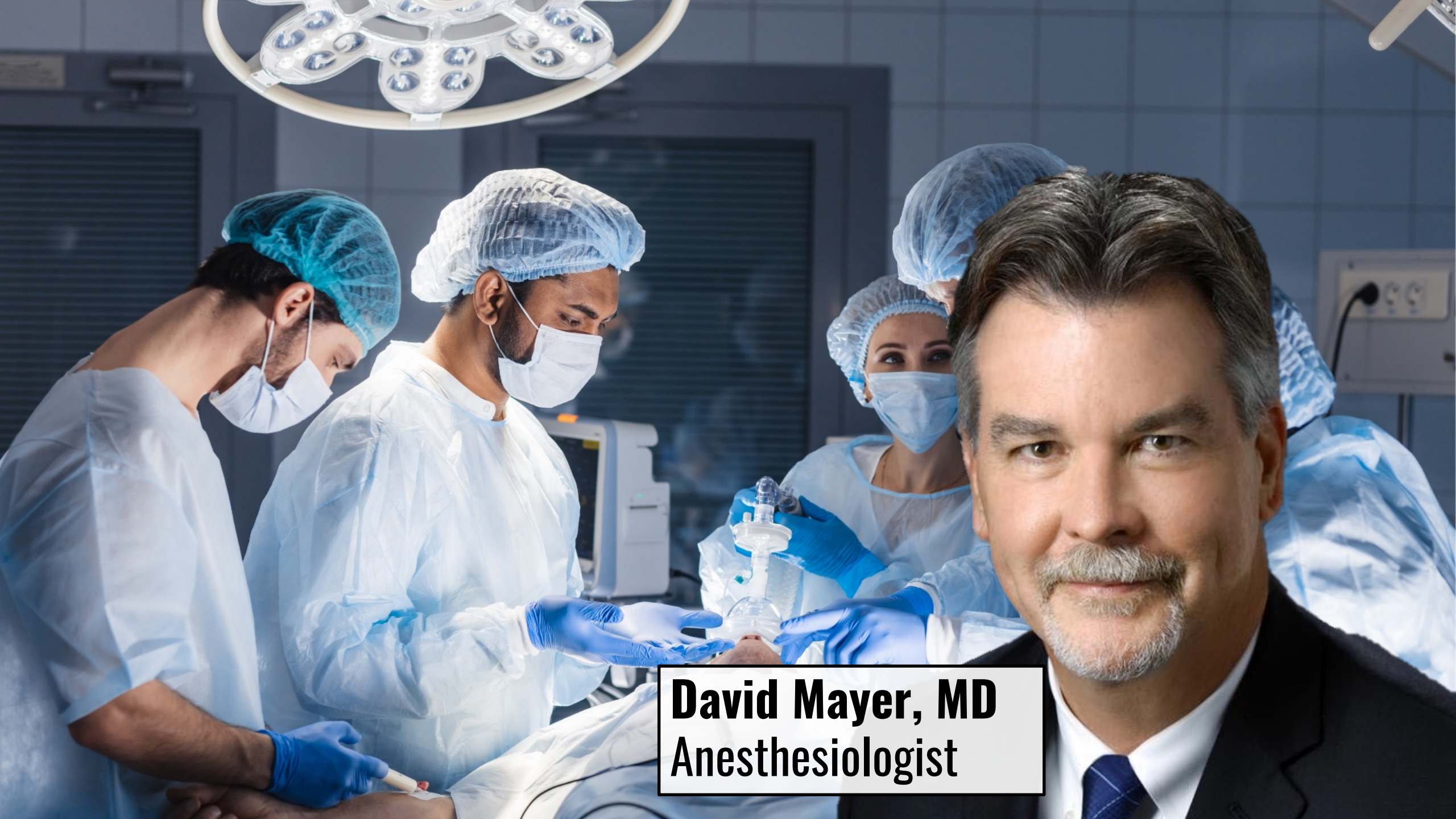
**World Class Performance**

**Culture of Improvement**

**Culture of Learning from Mistakes**

**Culture of Psychological Safety**

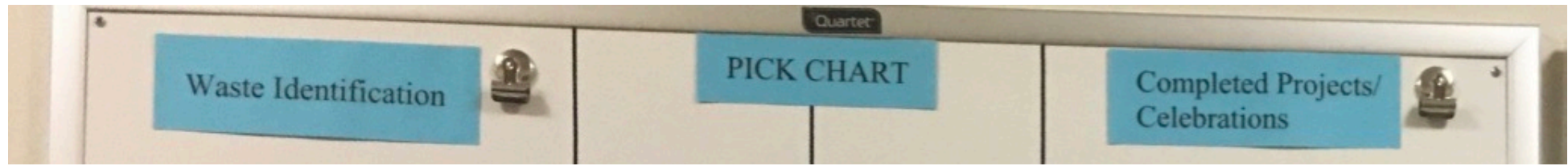


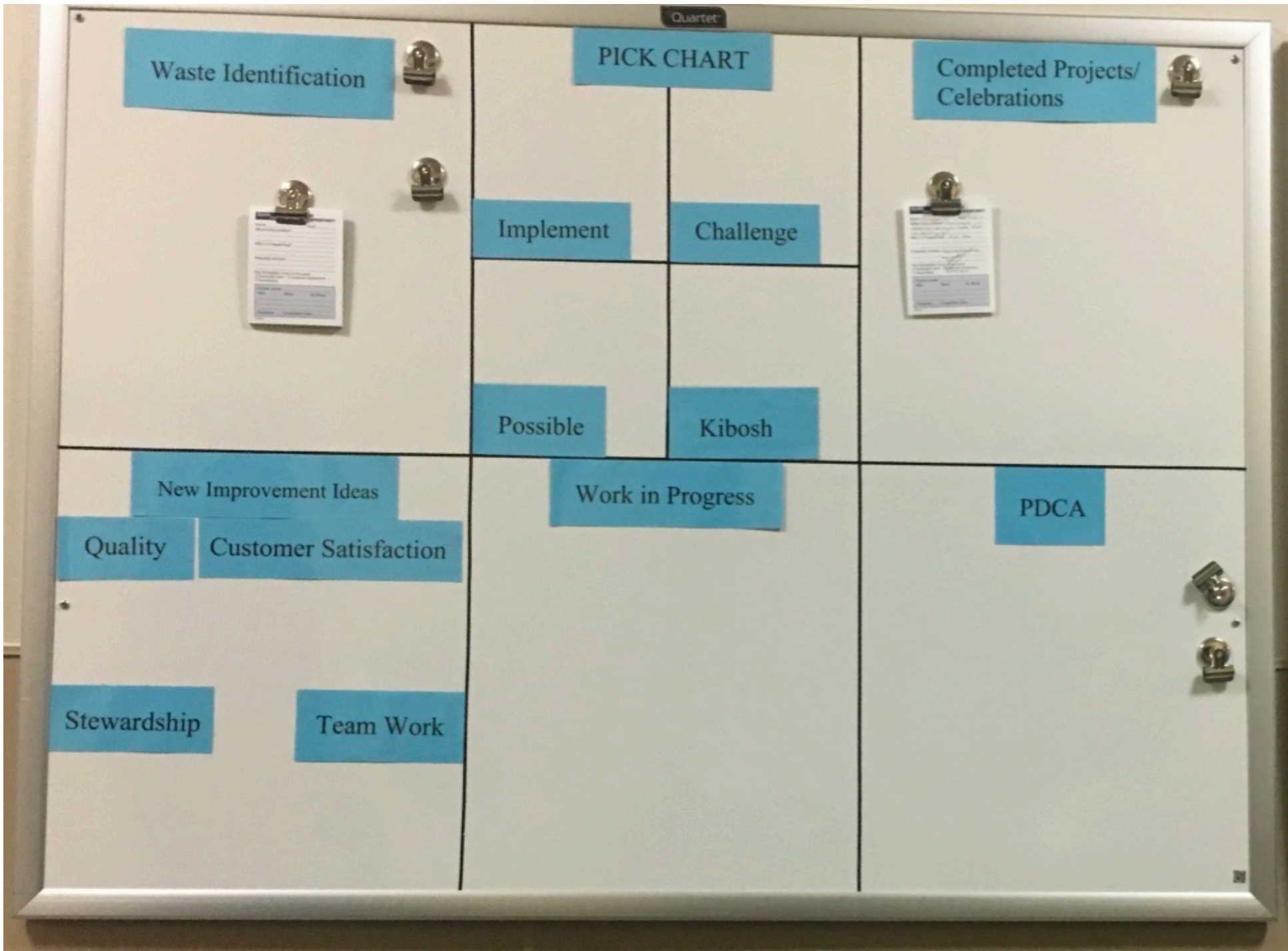


**David Mayer, MD**  
**Anesthesiologist**

**Fear factor**









WHY?

**Fear** factor

**Futility** factor

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# How Do You Generally Feel at Work?



Strongly disagree

Strongly agree



# 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?

**“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



# 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  
FEARING 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?

**For Anonymous Interactive Polling:**  
**Menti.com code**  
**4292 7005**





# Do I Feel Psychologically Safe?





# Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

# Choose Your Top 3 Risky / Scary Acts at Work

- 1st | Expressing your emotions
- 2nd | Challenging the way things are done
- 3rd | Admitting a mistake
- 4th | Asking for help
- 5th | Doing something new
- 6th | Admitting you don't know
- 7th | Disagreeing with your manager
- 8th | Giving an incorrect answer
- 9th | Being your authentic self
- 10th | Clarifying expectations

## Content



### Your question ?

Choose Your Top 3 Risky / S

[Add longer description](#)

### Options ?

Expressing your emotion



Challenging the way thin



Admitting a mistake



Asking for help



Doing something new



Admitting you don't know



Disagreeing with your mc



Giving an incorrect answ



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ck

# Cultivating Psychological Safety?

**THIS IS A  
SAFE SPACE**





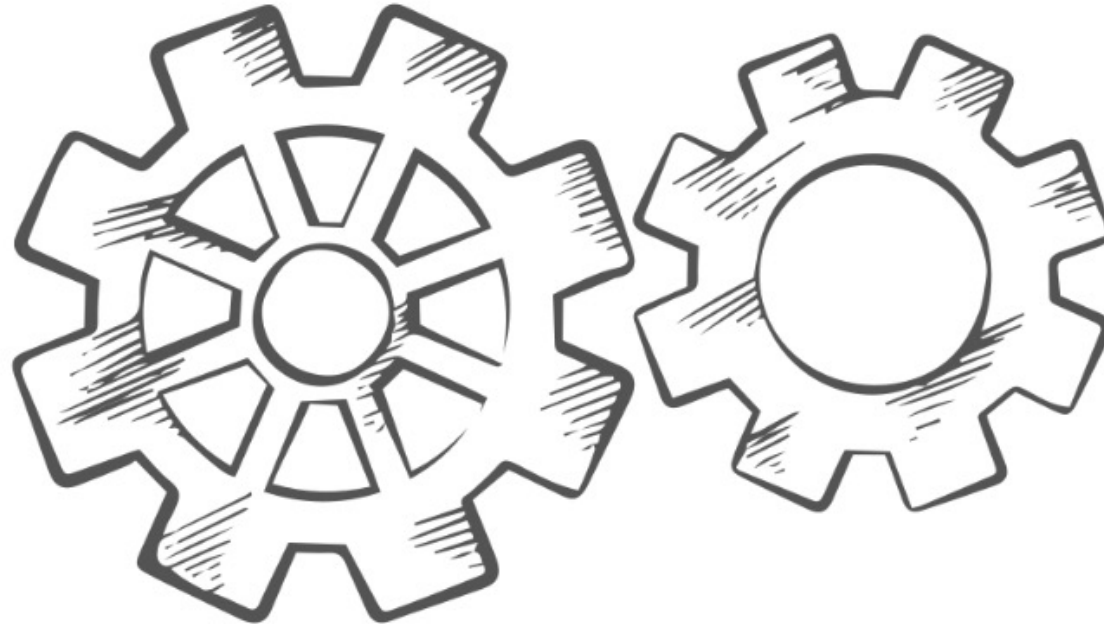
# You Can Improve Psychological Safety

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 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



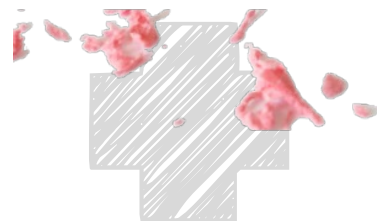
4

Reply

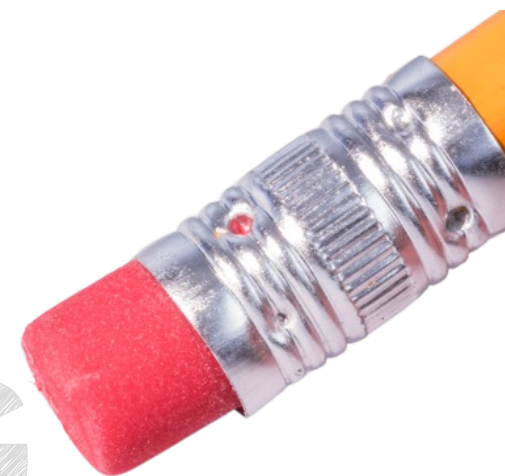


When We Only Have One...

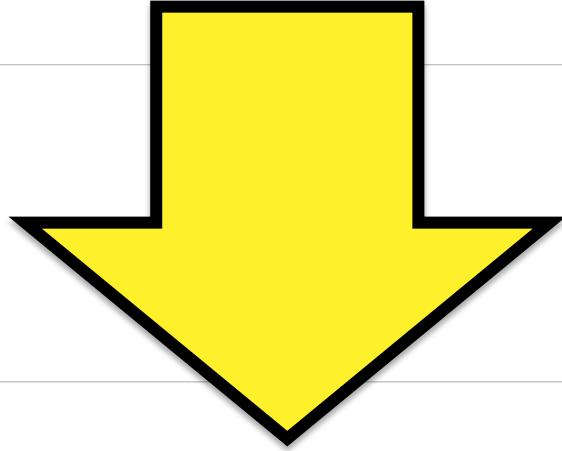
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING



*Fear* **factor**



*Futility* **factor**

# 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?

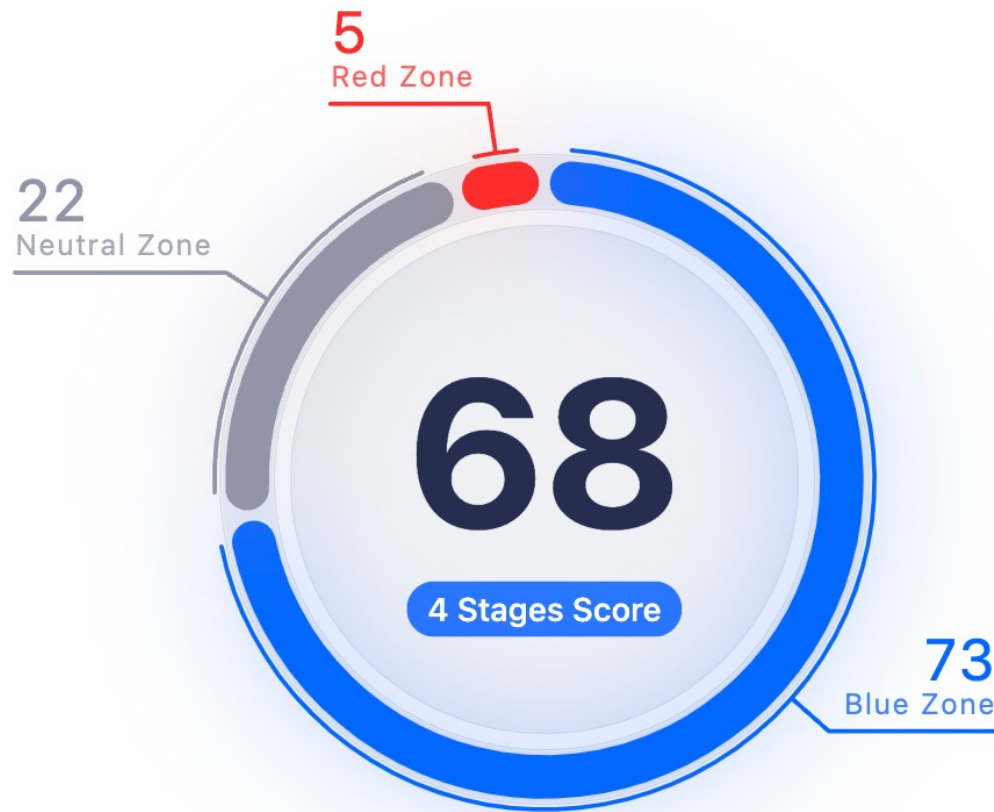
WE COULD BE **WRONG**

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

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

# You Can Measure Psychological Safety

Possible scoring range is -100 to +100



**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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Strongly disagree

Strongly agree

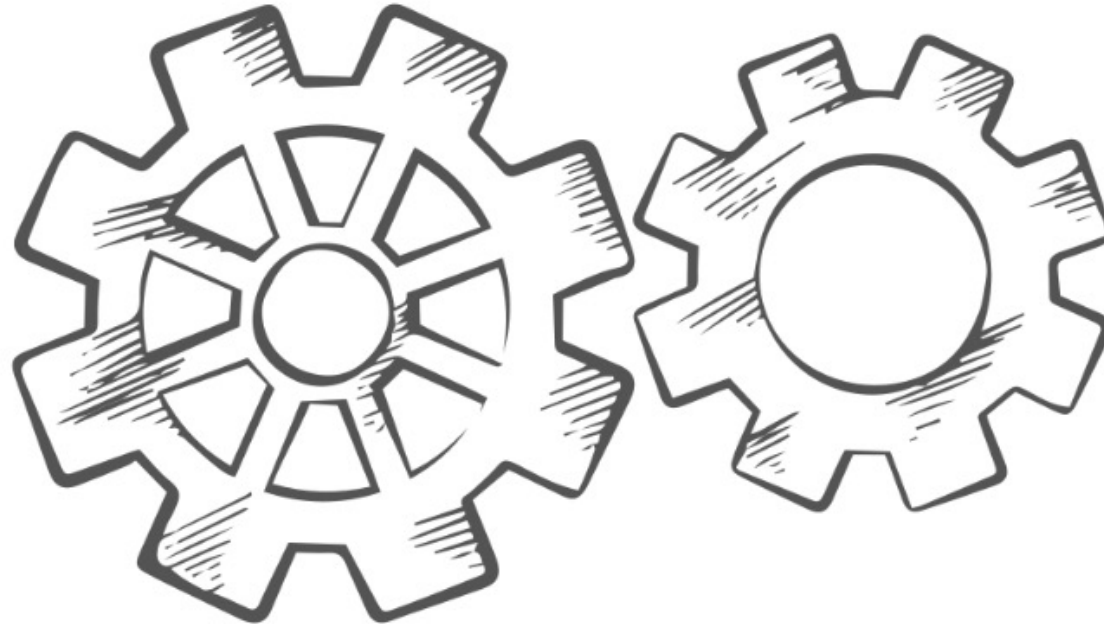
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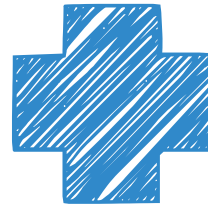
**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**

This Results In

**HIGHLY ENGAGED PEOPLE**



**IMPROVING & INNOVATING**

# Q&A Time

- **Slides & More:**

<http://www.markgraban.com/Quebec2024>

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

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

