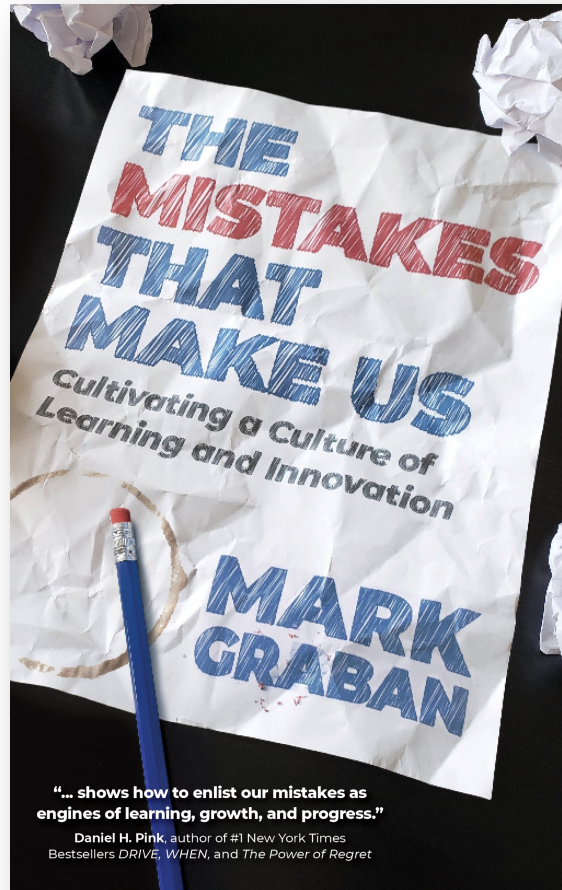


PSYCHOLOGICAL SAFETY

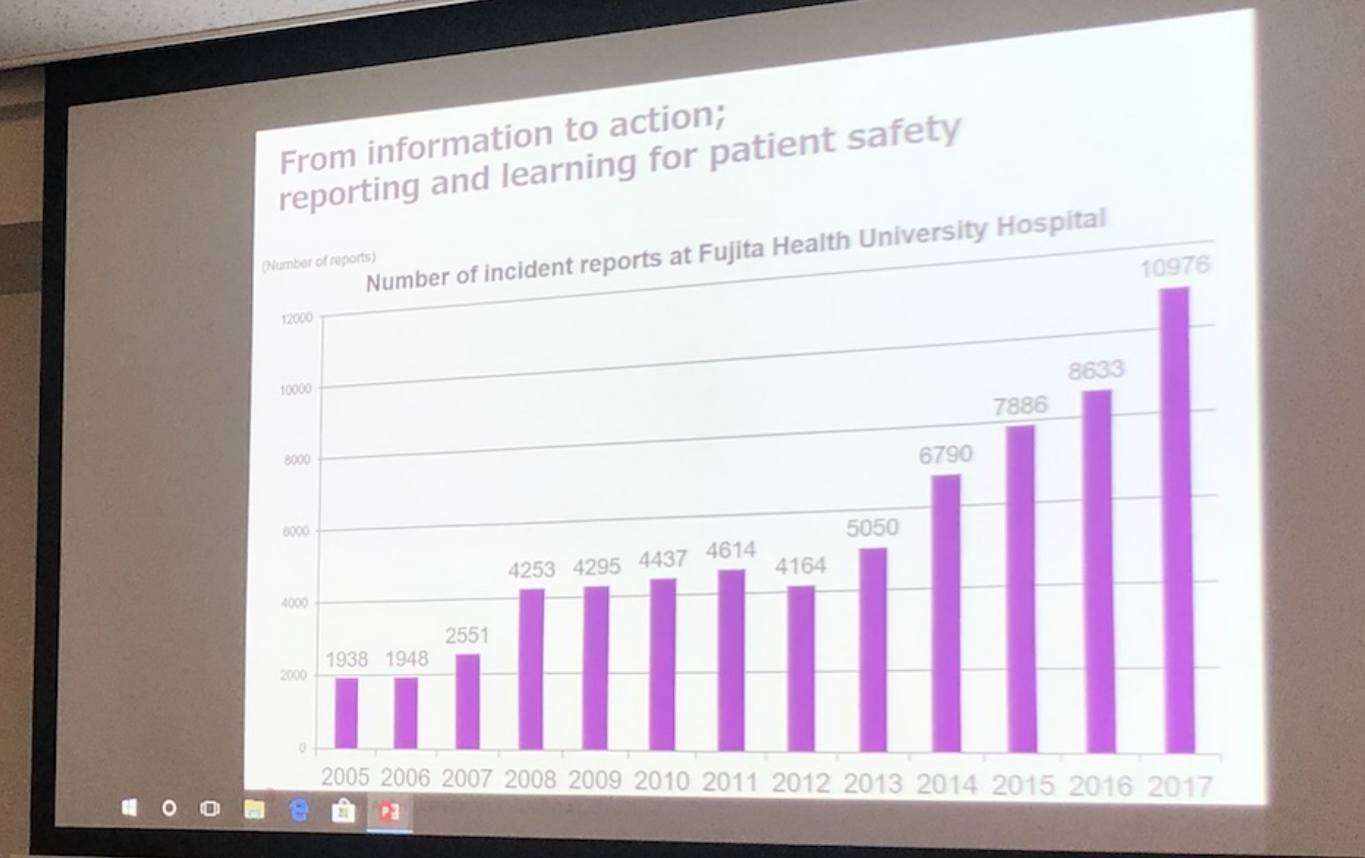
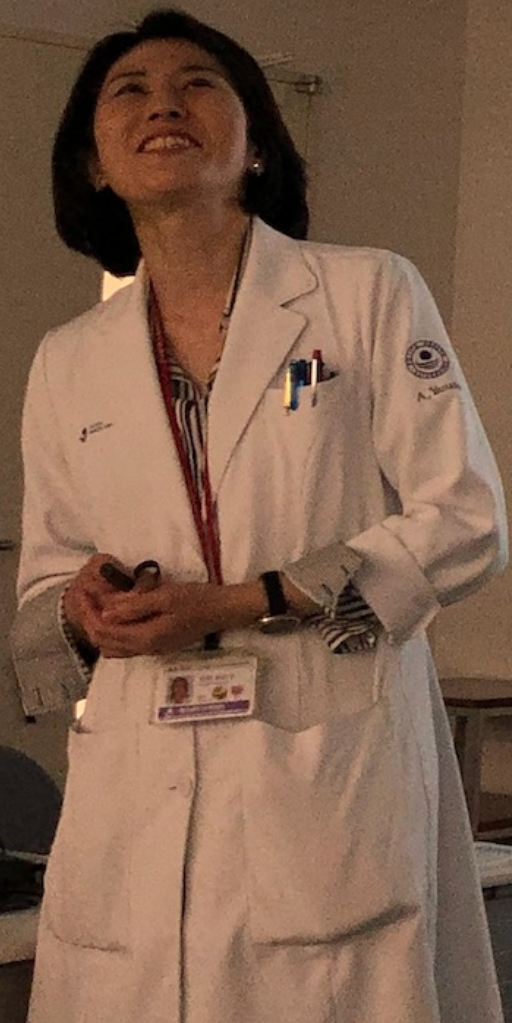
An Essential Link to Continuous Improvement



Slides & More: MarkGraban.com/INTEGRIS24
For Anonymous Interactive Polling:

or Menti.com
Code 8704 8827





“Number of
Incident Reports”



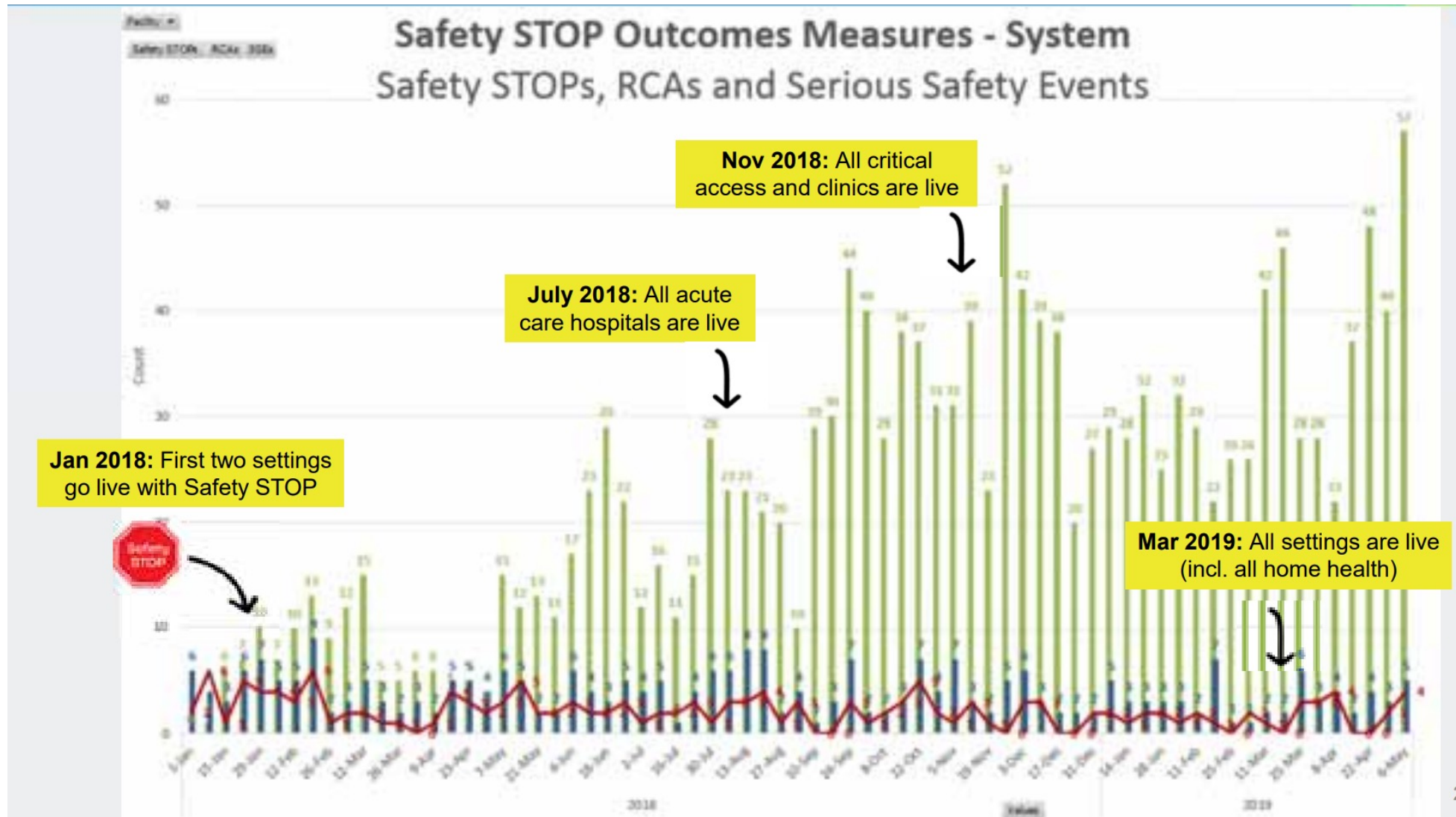
What's Required to Speak Up?

PSYCHOLOGICAL SAFETY

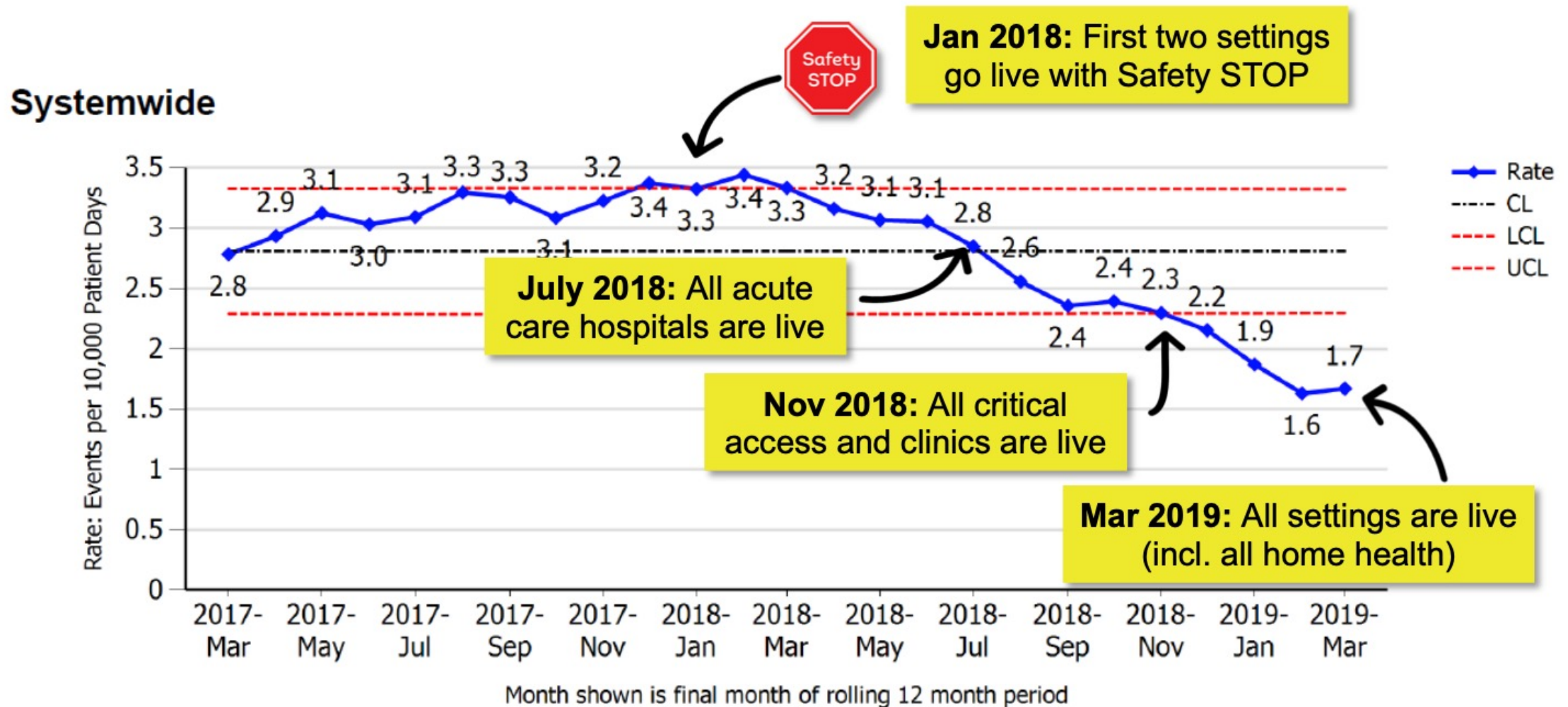


PROBLEM SOLVING

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





What's Required for Tiered Huddles?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

What's Required for Catch Ball?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

What's Required for Daily Improvement??

PSYCHOLOGICAL SAFETY



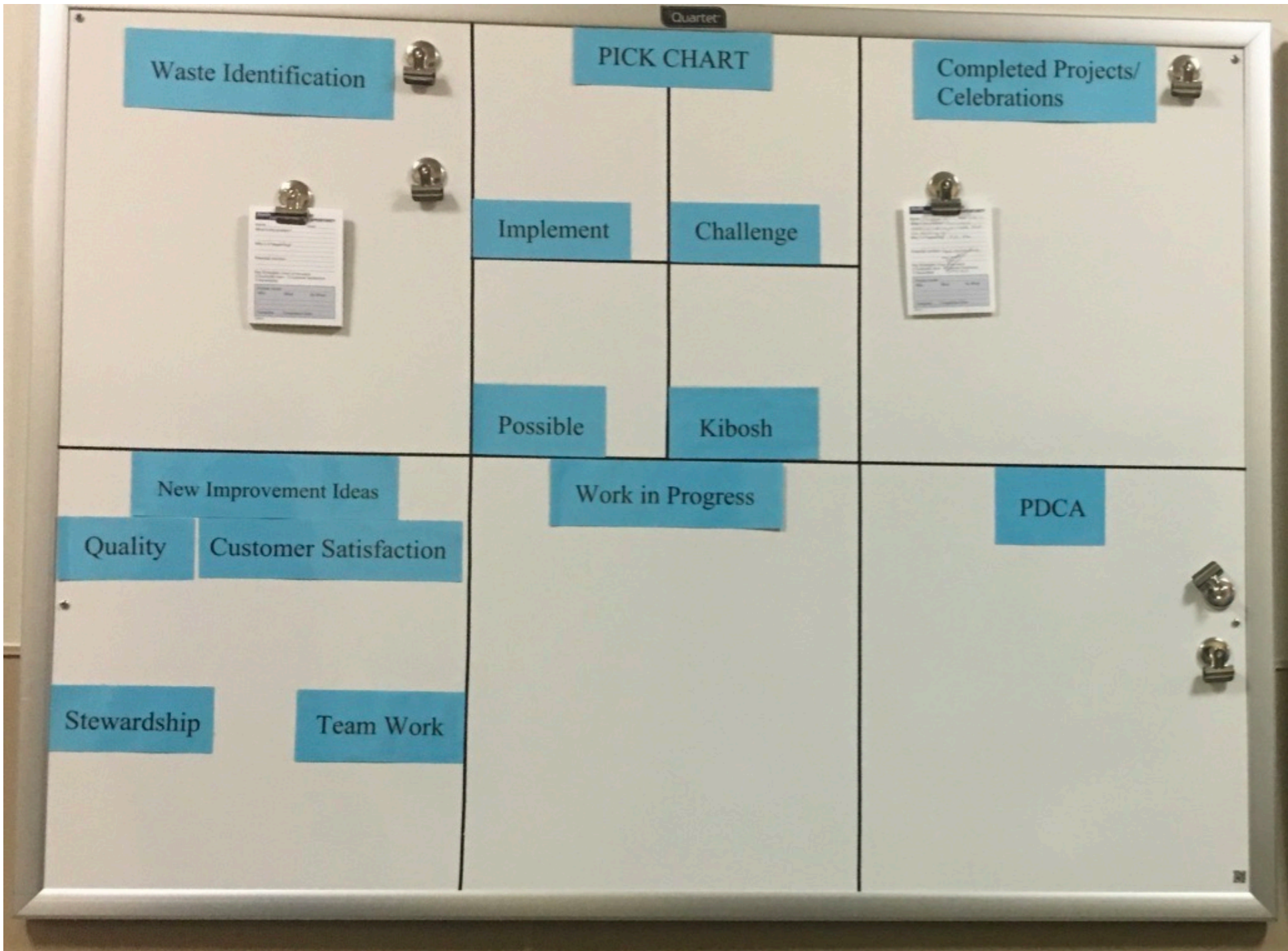
PROBLEM SOLVING

IMPROVEMENT

OVER

WORKAROUNDS





WHY?

Fear factor

Futility factor

Oops, I made a mistake! The question should ask about "speaking up" not "speak up."

What keeps you from speak up at work?

You can see how people vote. [Learn more](#)

Fear



12%

Futility



29%

Fear AND Futility



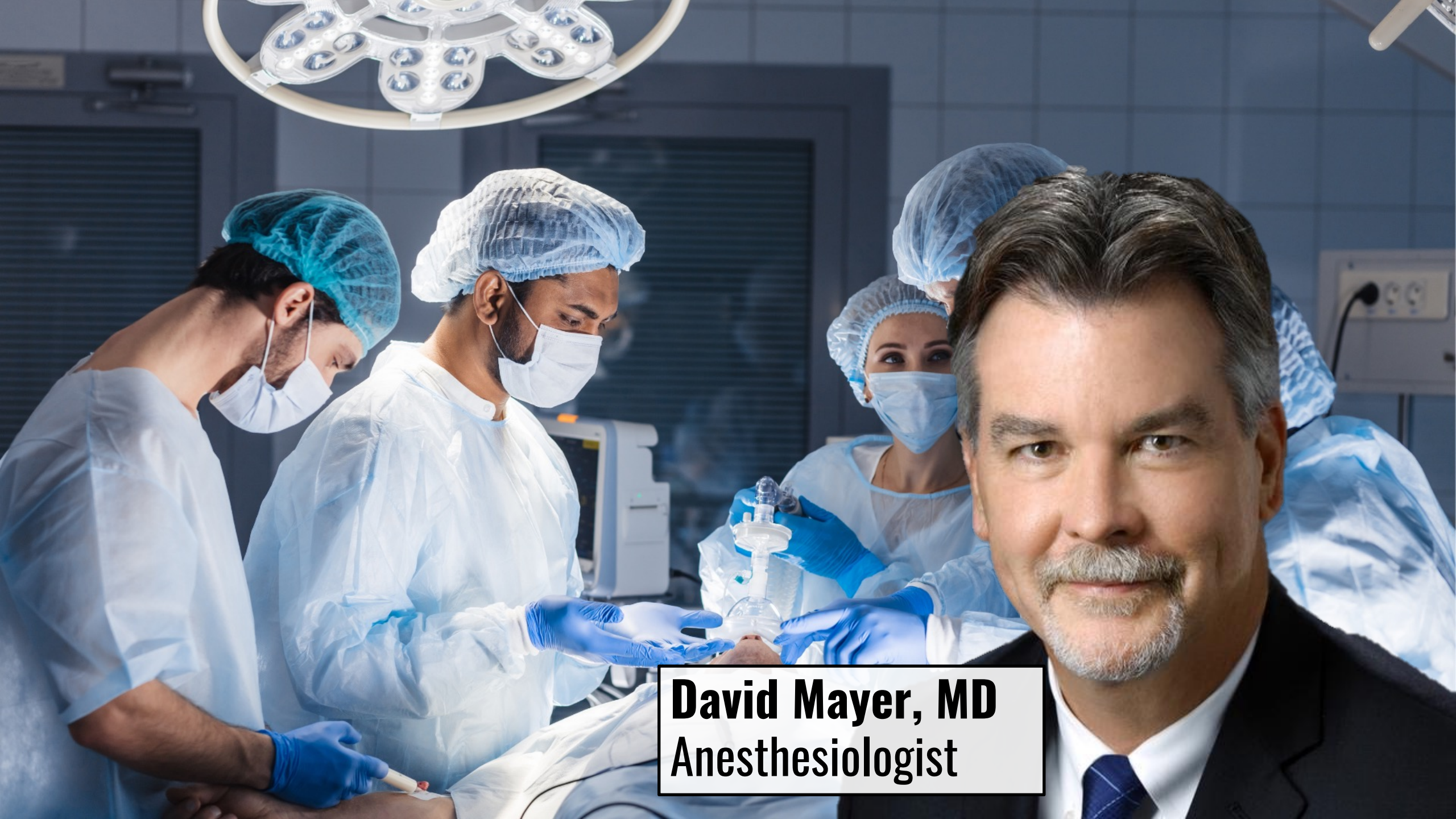
30%

No barriers to speaking up



29%

[247 votes](#) • 4d left • [Hide results](#)



David Mayer, MD
Anesthesiologist

Table Discussion!

**PLEASE SHARE A
RECENT MISTAKE 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

Preventing or Mitigating?

PROCESS MISTAKES

- **MISTAKE-PROOFING**
 - **CHECKLISTS**

INNOVATION MISTAKES

- **ITERATION / PDCA**
- **SMALL TESTS OF CHANGE**

Our Response to Mistakes...

PUNITIVE



NICE



KIND

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?



Google's Project Aristotle

- What makes teams there most successful?

**PSYCHOLOGICAL
SAFETY**

Healthcare Studies

“...psychologically safe teams made fewer errors and spoke up about them more often.”

Edmondson, Amy C.. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* . Wiley. Kindle Edition.

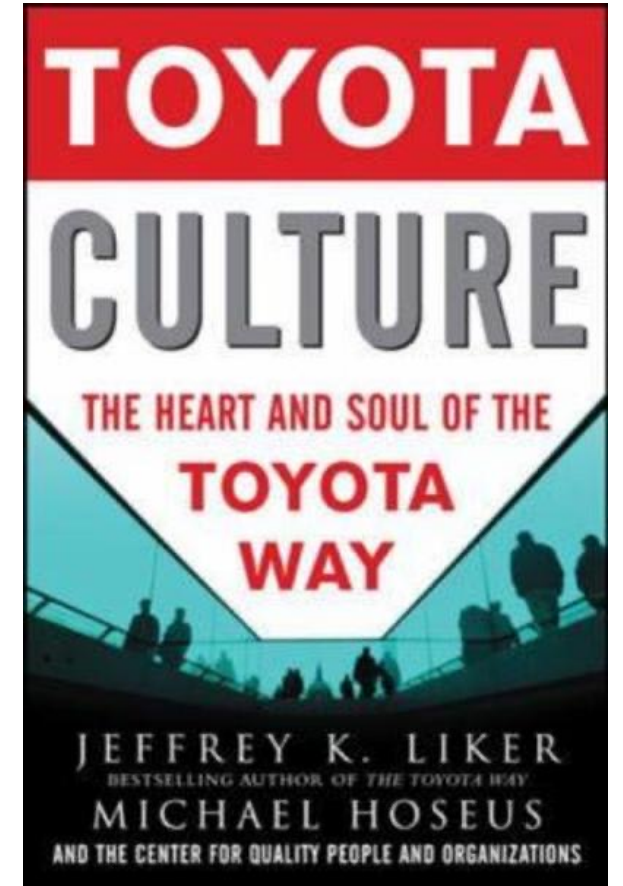
Healthcare Studies

“...cancer teams with low psychological safety relied more on workarounds, while teams with high psychological safety focused more on diagnosing the problem and improving the process that caused it.”

Edmondson, Amy C.. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth . Wiley. Kindle Edition.

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

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
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?

For Anonymous Interactive Polling:
Menti.com code 8704 8827



Do I Feel Psychologically Safe?



Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

Table Discussion!

WHY MIGHT DIFFERENT
PEOPLE CHOOSE A
DIFFERENT “TOP 3” FOR
WHAT’S RISKY TO THEM?

Mark's Ladders – 2 Different Settings

Company A

 Accepting more responsibility

 Sharing something personal

 Receiving feedback

 Pointing out a mistake

 Admitting you don't know

 Making a mistake

Company B

 Expressing your emotions

 Offering a different point of view

 Challenging the way things are done

 Clarifying expectations

 Asking for help

 Admitting you don't know

Table Discussion!

**DISCUSS A SITUATION
WHERE YOU FELT
LESS SAFE OR MORE SAFE
TO SPEAK UP COMPARED
TO USUAL**

Cultivating Psychological Safety?

IT'S SAFE TO
SPEAK UP HERE



You Can Improve Psychological Safety

Encouraging

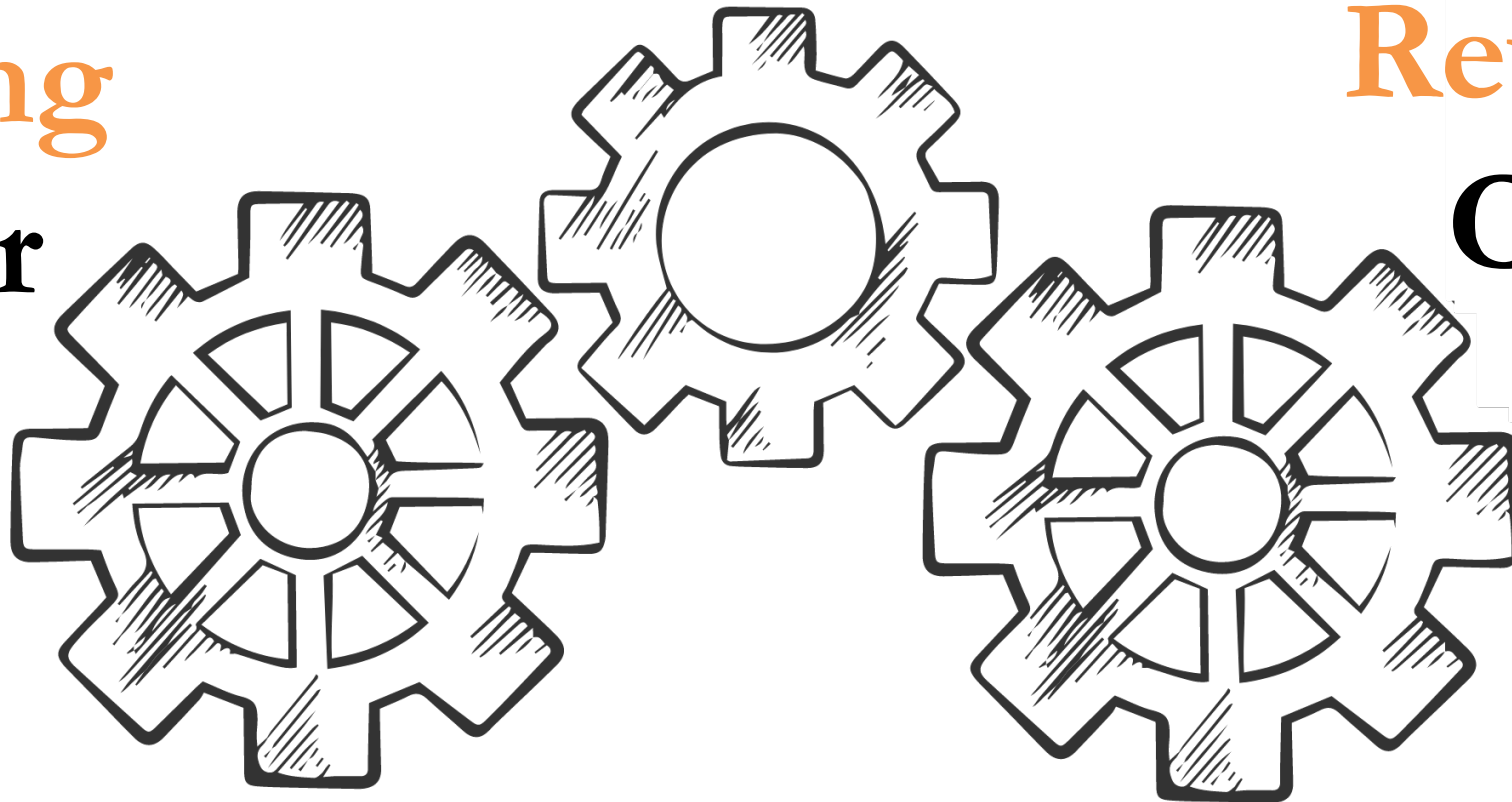
Candor

Modeling

Rewarding

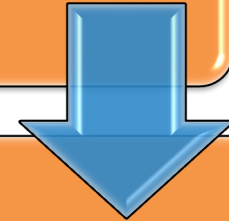
Candor

Candor

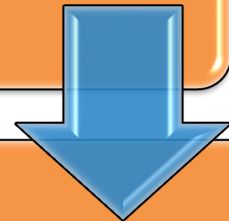


Edmondson: Improving Psychological Safety

1. Set the Stage



2. Invite Participation



3. Respond Productively

“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...

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

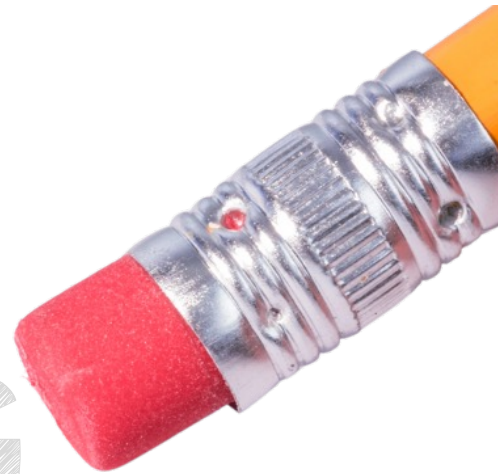
Reply

When We Only Have One...

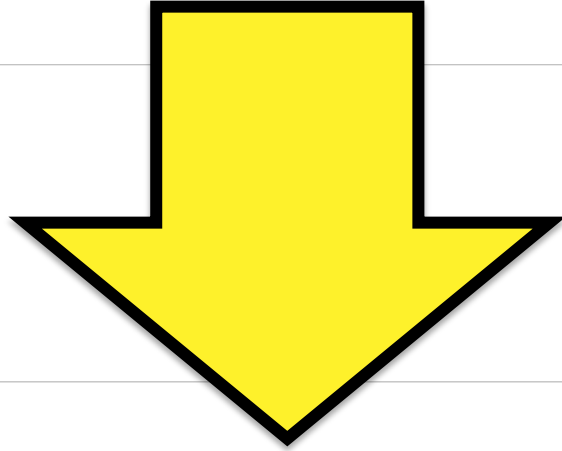
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING



Fear factor



Futility factor

A Powerful Combination

PSYCHOLOGICAL SAFETY

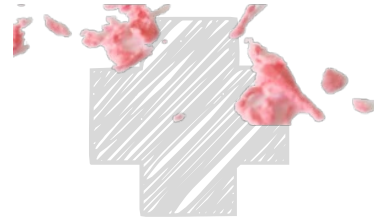


PROBLEM SOLVING

What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Can We Be Candid Experimentalists?



Is it Safe to Say?

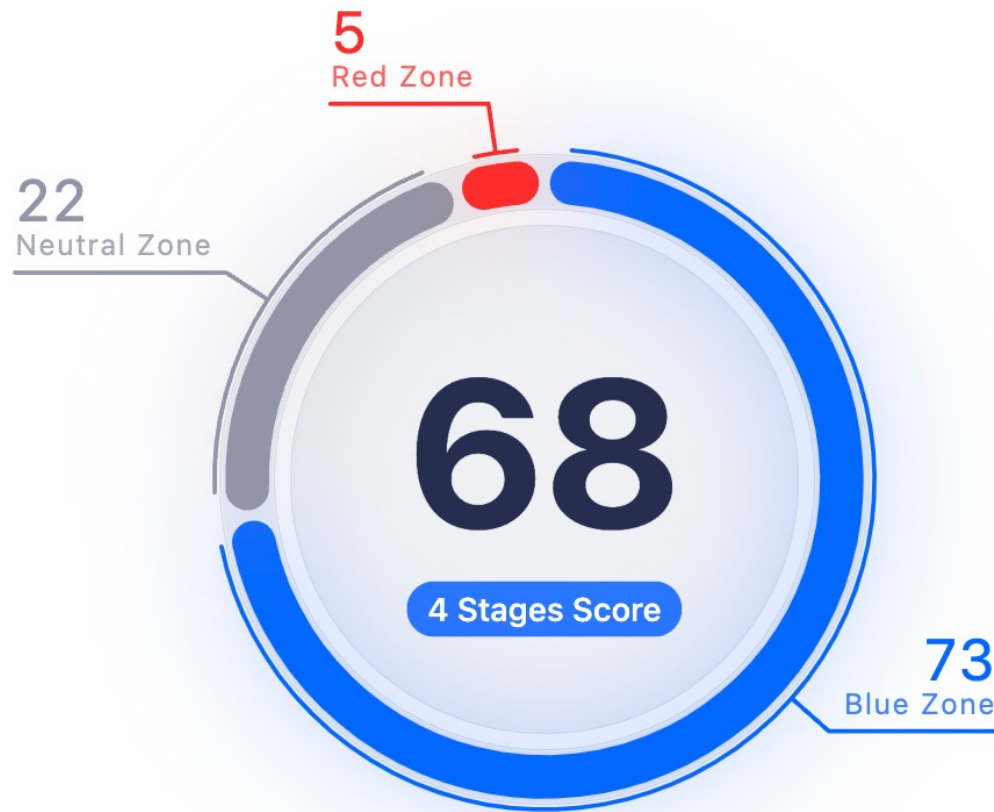
WE COULD BE **WRONG**

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

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

You Can Measure Psychological Safety

Possible scoring range is -100 to +100



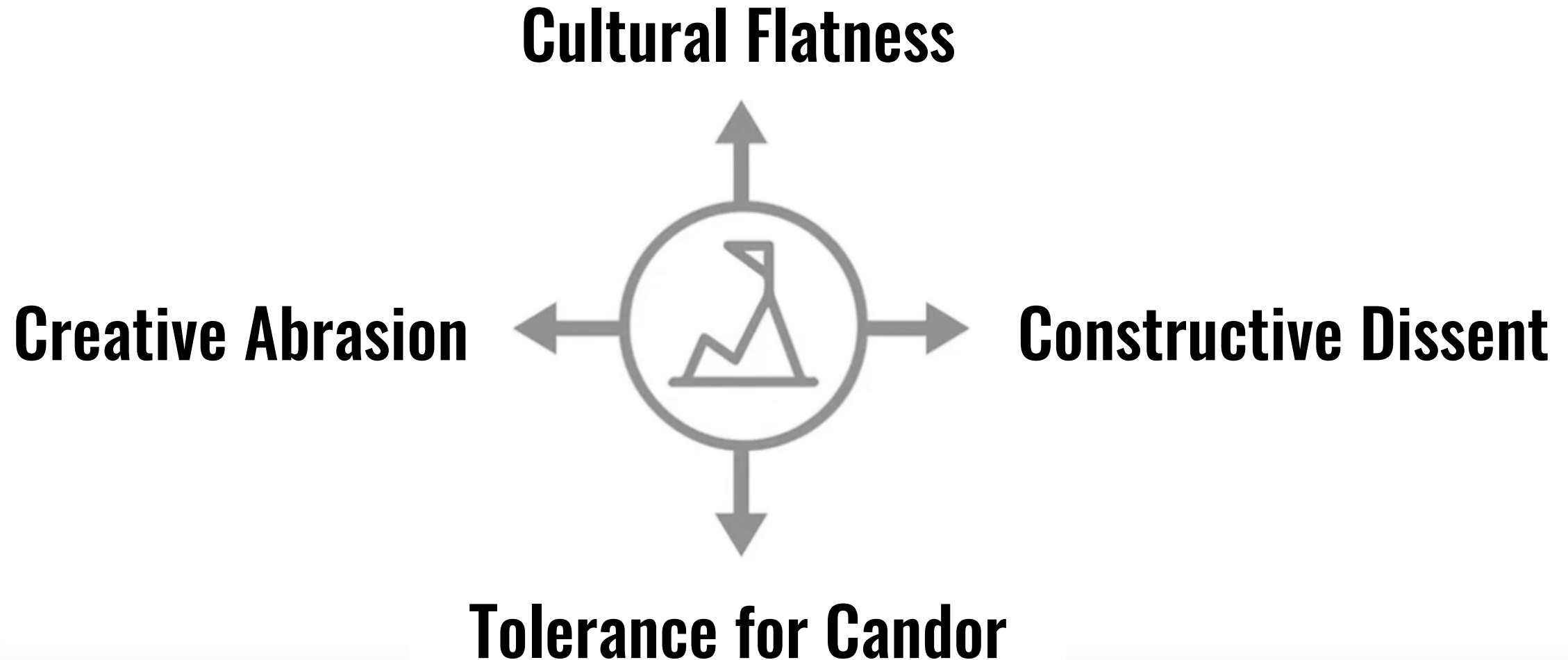
80th percentile

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.

What Stage 4 Challenger Safety Looks Like



You Can Measure the 4 Stages

Possible scoring range is -100 to +100



74
Stage 1
Inclusion Safety

Percentile: **74th**



76
Stage 2
Learner Safety

81st



74
Stage 3
Contributor Safety

76th



52
Stage 4
Challenger Safety

77th

Table Discussion!

**YOUR REACTIONS
TO THOSE RESULTS?**

You Can Improve Psychological Safety

Encouraging

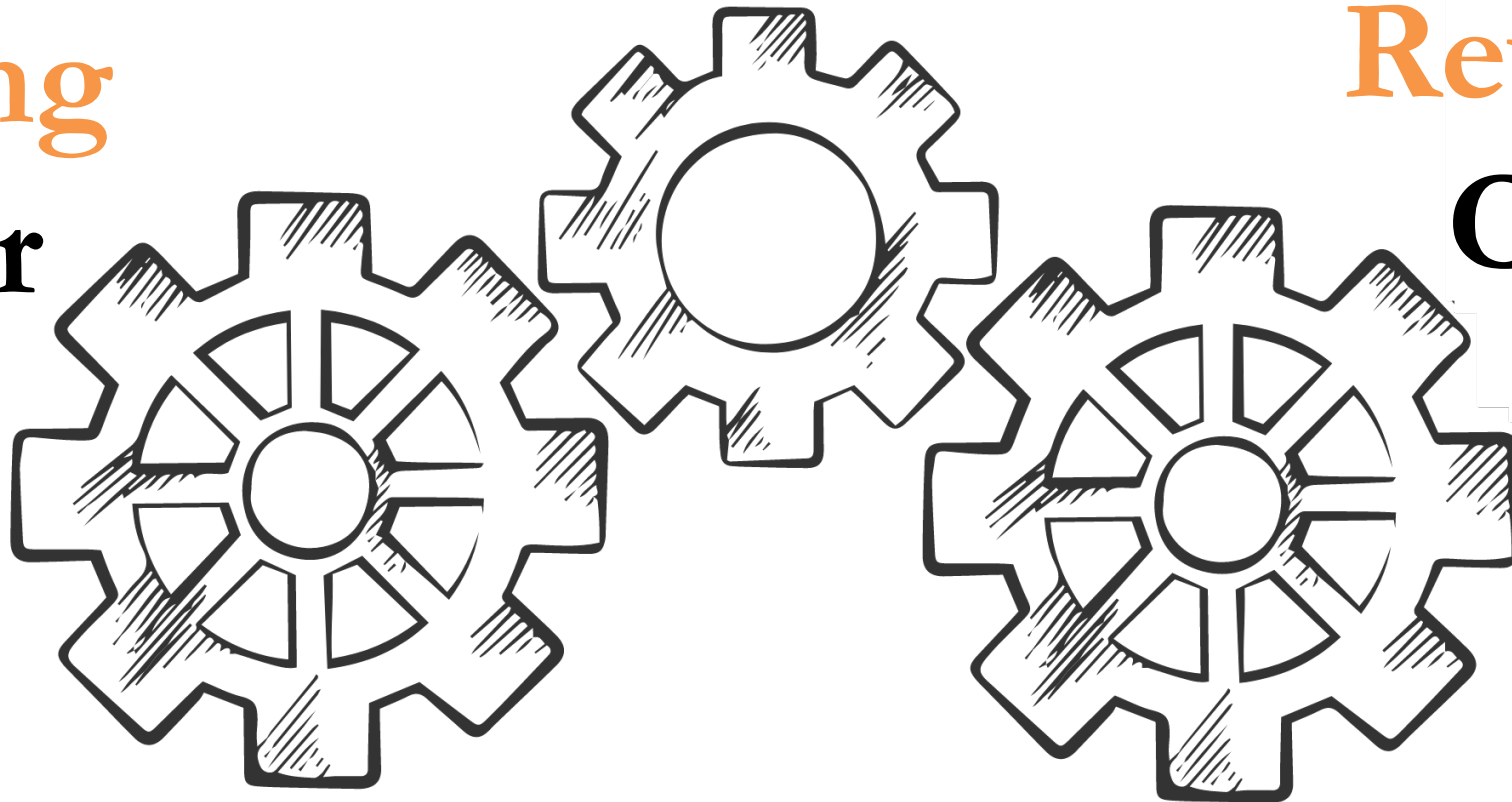
Candor

Modeling

Rewarding

Candor

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/INTEGRIS24>

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

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

