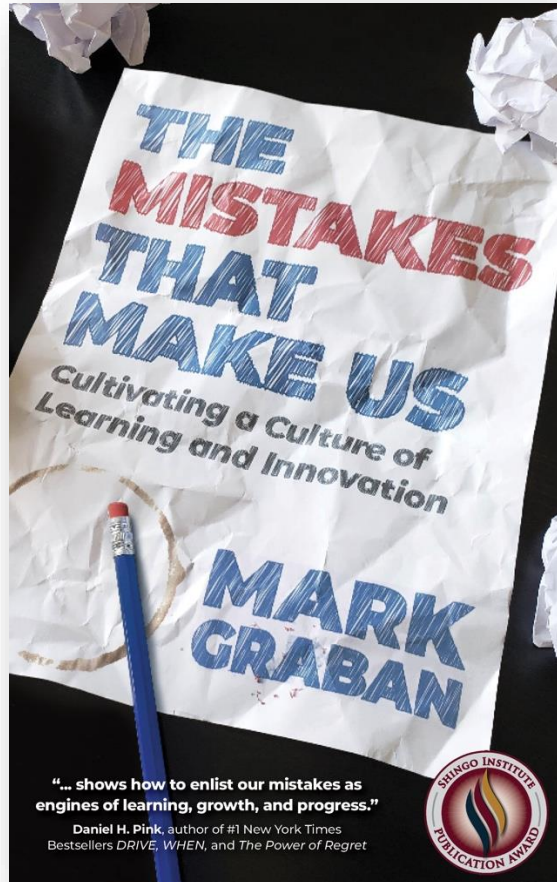


# PSYCHOLOGICAL SAFETY

## As the Foundation for Lean Management



Slides & More: <https://www.markgraban.com/shingo2025/>

**For Anonymous Polling:**

**Or go to Menti.com**  
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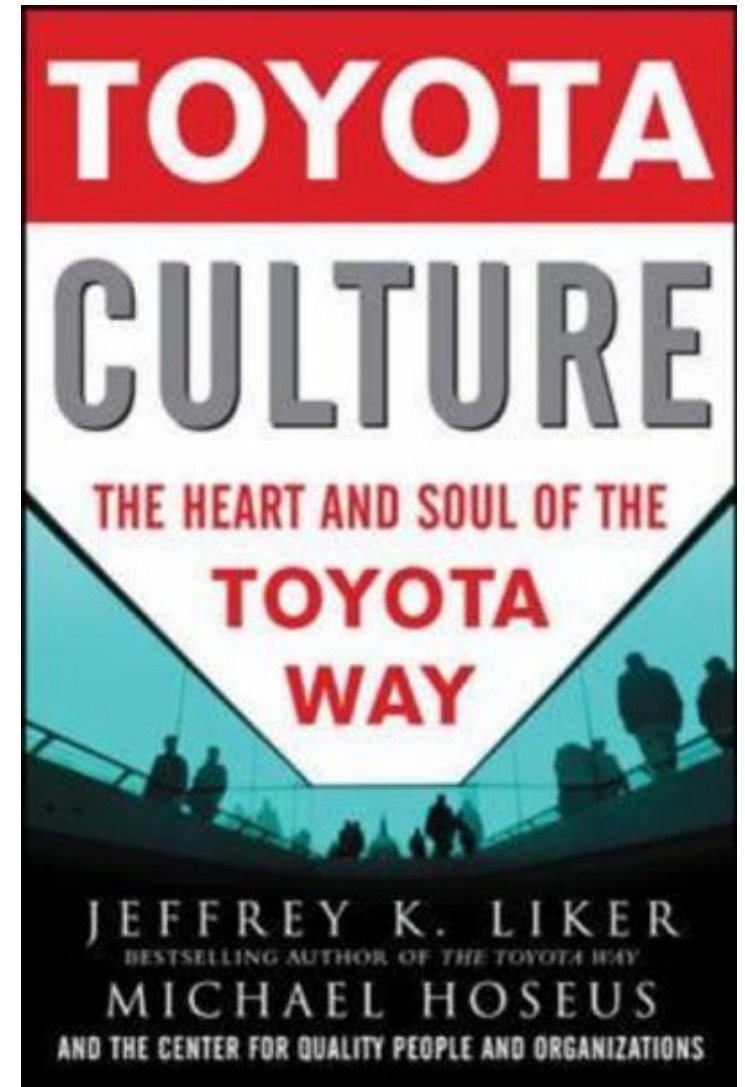
# What is Psychological Safety?

- “Psychological safety is a **belief** that one will not be punished or humiliated
- for speaking up with
  - ideas
  - questions
  - concerns or
  - mistakes.”

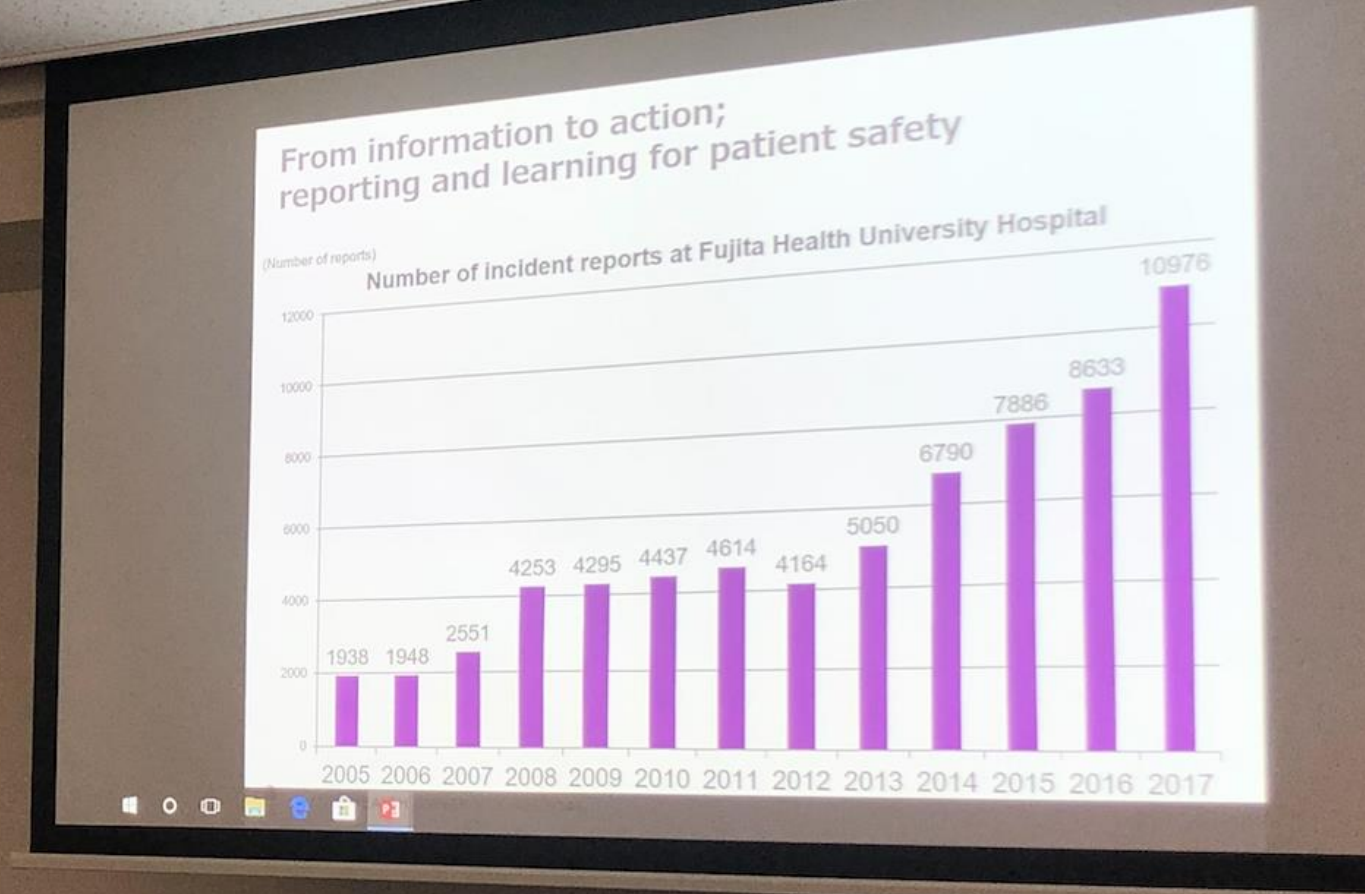
Amy Edmondson  
Harvard Business School  
*The Fearless Organization*



“Without trust in their employers, employees are reluctant to admit to the existence of problems and learn that it is safest to hide them.”







“Number of Incident  
Reports”







# Andon Cord







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Last Updated: Tuesday, 27 February 2007, 00:00 GMT

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## The triumph of lean production

By Steve Schifferes

Globalisation reporter, BBC News, Georgetown, Kentucky

**On the assembly line at  
Toyota's giant plant, Laura  
Wilshire is not happy.**

There is something wrong with  
a seatbelt fitting on the Camry  
she is working on.

Laura pulls a cord, stopping the  
production line - and  
prompting her five fellow  
workers on trim line three to  
crowd round.

They soon see why it is not



Toyota workers talk about their  
experience on the assembly line

[🖼️ Open](#) [In pictures](#)

### GLOBALISATION

**How it affects the car industry**

#### GENEVA MOTOR SHOW 2008

- ▶ Small cars will be the stars
- ▶ Green sports car set for launch
- ▶ Fiat launches new Lancia

#### DETROIT MOTOR SHOW 2008

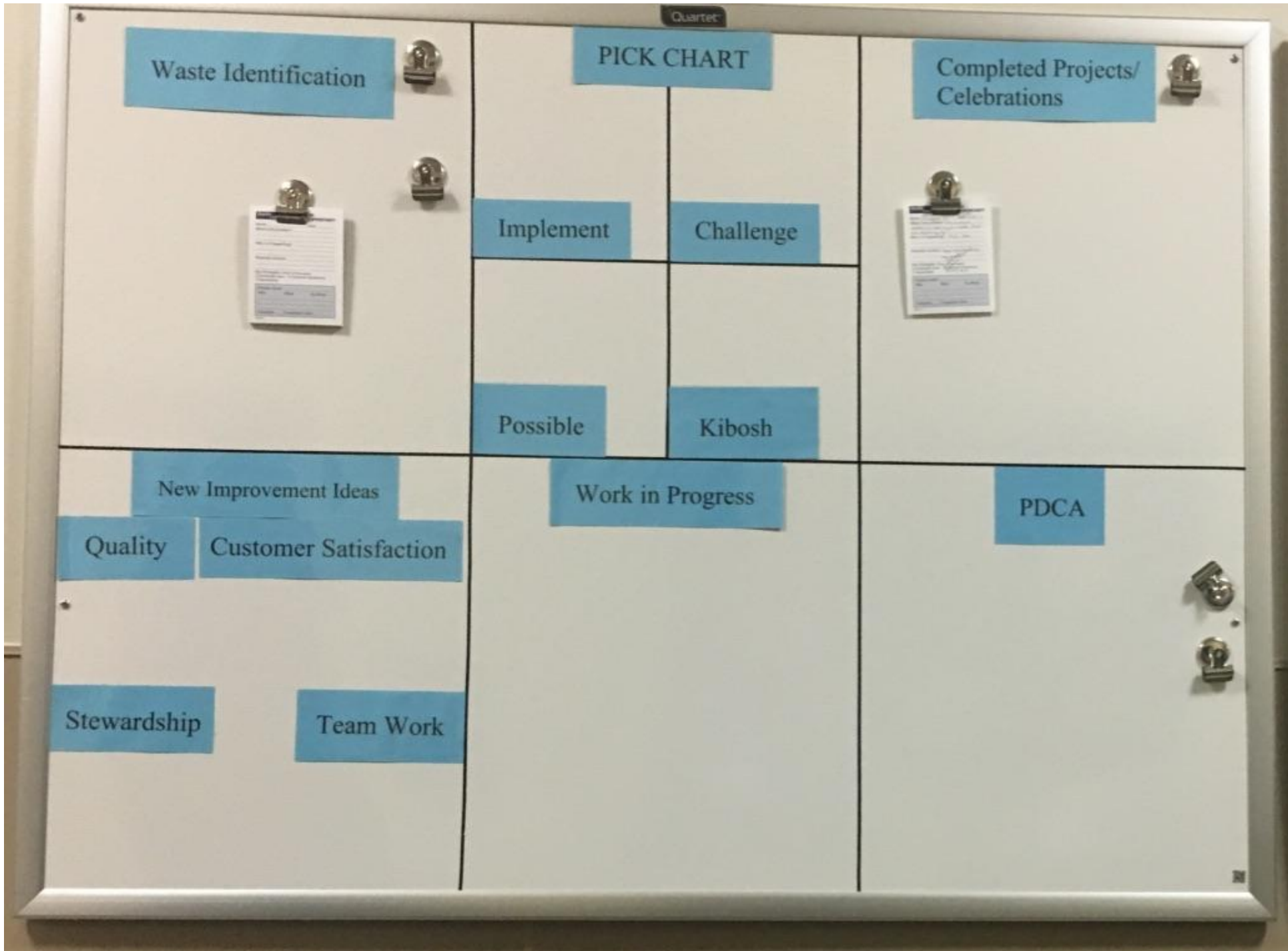
- ▶ Detroit's desperate struggle
- ▶ China eye US car market
- ▶ Chrysler's stampede into Motown
- ▶ Hyundai targets luxury market
- ▶ Green future, distant dream?

#### KEY ANALYSIS

- ▶ Autos hints at economic woes
- ▶ Globalising the car industry
- ▶ Triumph of lean production
- ▶ The demise of Detroit

Speaking up isn't a matter  
of *character* or  
*courage*... it's a function  
of CULTURE





WHY  
CHOOSE TO KEEP  
QUIET?



**Fear** factor

**Futility** factor



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# What Generally Keeps You From Speaking Up at Work?

0

Fear

0

Futility

0

Fear AND Futility

0

No Barriers to Speaking Up

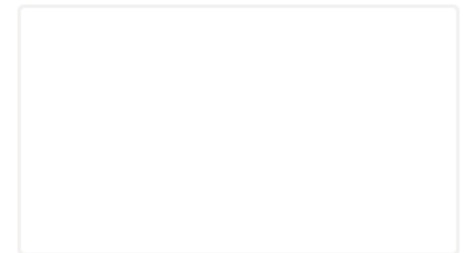
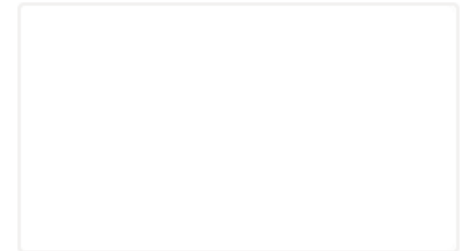


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Psych Safety Shingo ...



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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](#)

# What's Required for Andon Pulls?

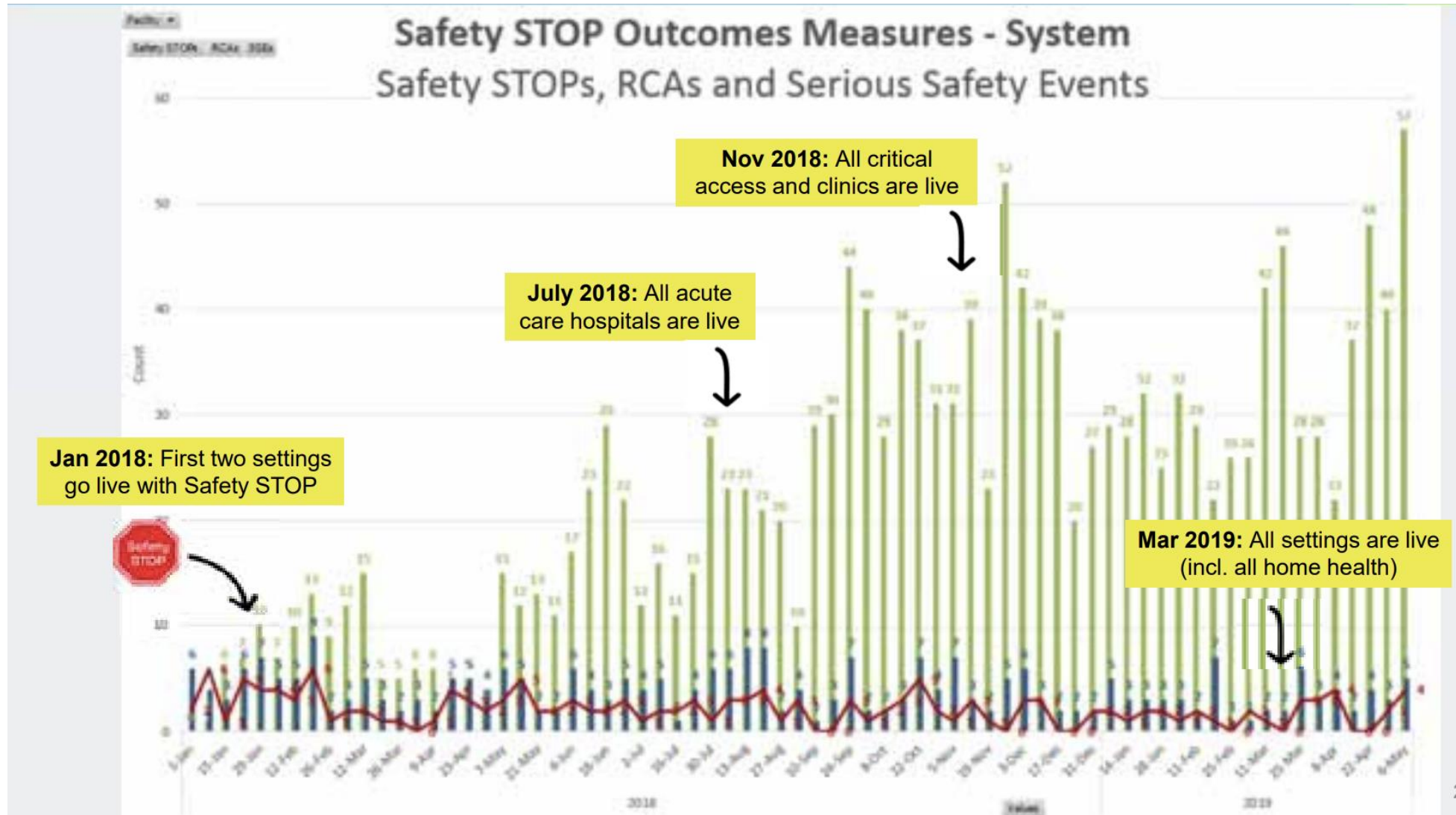
PSYCHOLOGICAL SAFETY



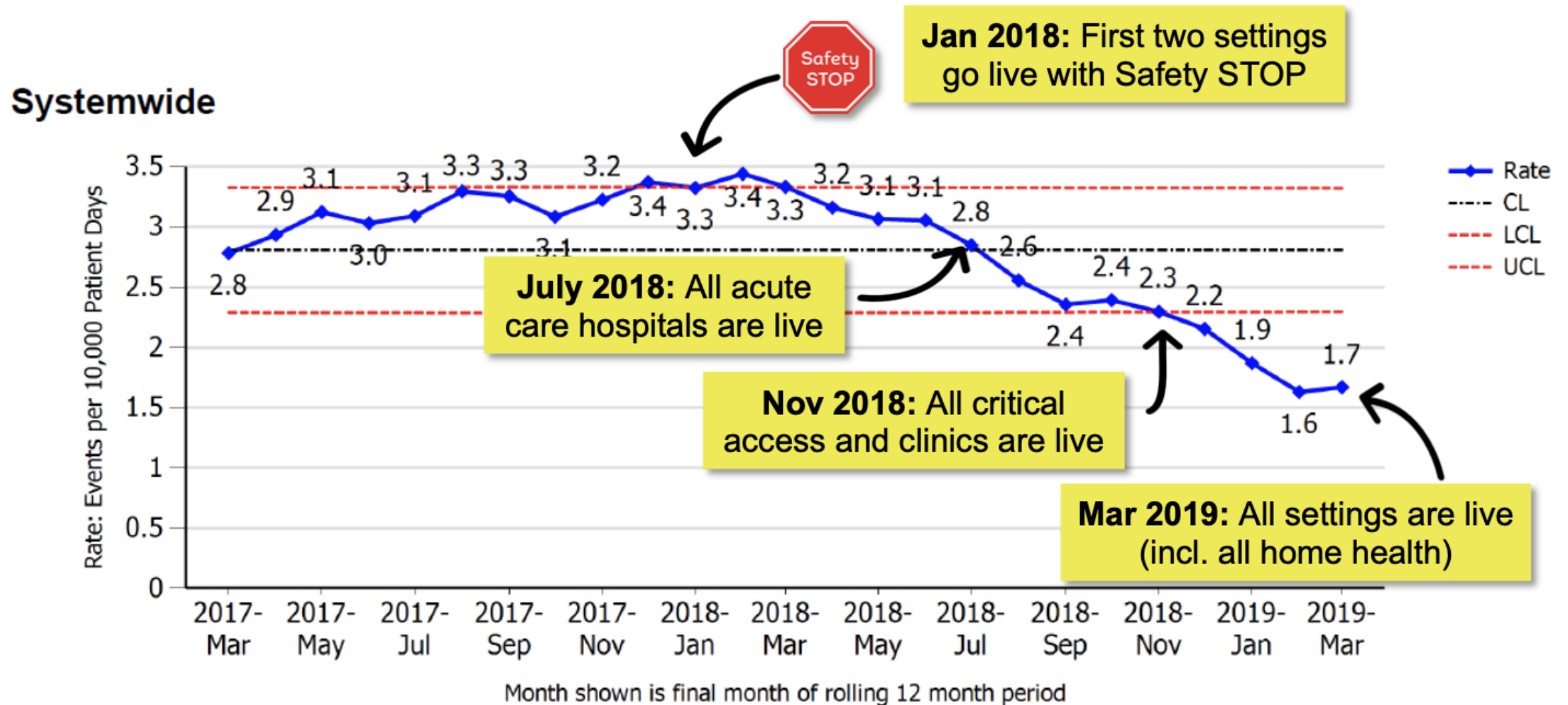
PROBLEM SOLVING



# Safety Reports (U.S. Hospital)

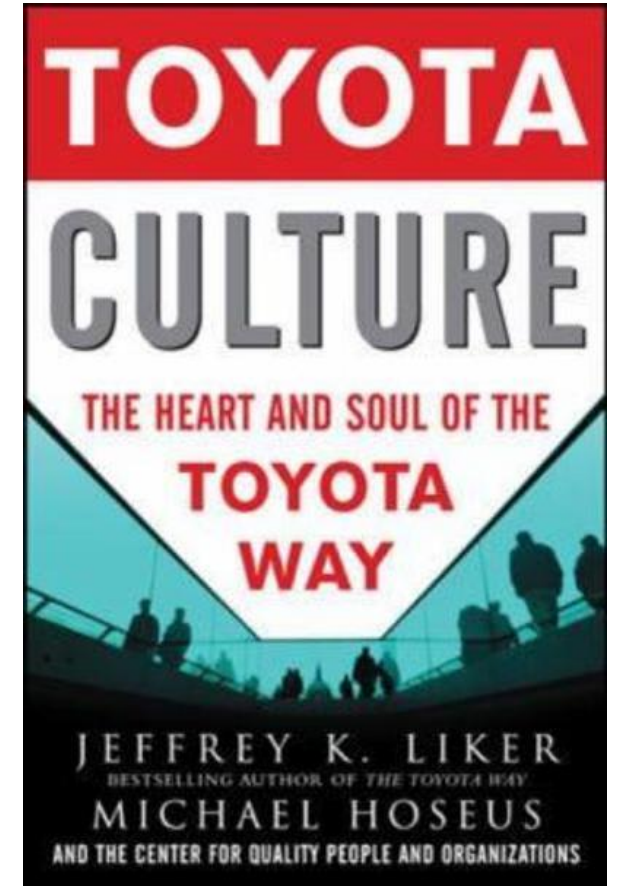


# Serious Safety Events (Same Hospital)

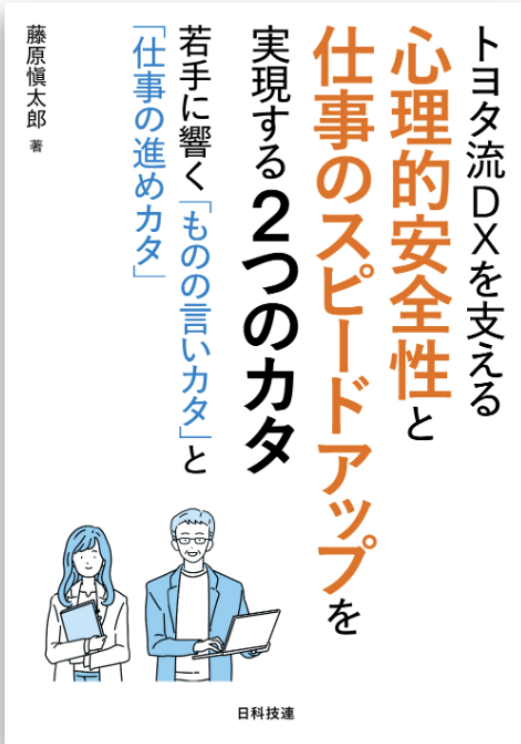




“[Toyota believes] people must ... feel psychologically and physically safe ... they must believe that any concerns they have will be taken very seriously”



## Two ways to achieve psychological safety and speed up work that support Toyota-style DX: "How to speak" and "How to proceed with work" that resonate with young people



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Shintaro Fujiwara [Author]  
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Price: 1,980 yen (tax included)  
ISBN978-4-8171-9789-4  
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### [Major Contents]

★[Read sample \(click here\)](#)

"ZENTech Morning Online" featured "Psychological safety that supports Toyota-style DX and two ways to speed up work."

The archive is available on the ZENTech YouTube channel.

<https://www.youtube.com/watch?v=8sOnVu1sJul>

## Recommended by Ryosuke Ishii, author of "How to Create Psychological Safety"!

It is extremely popular within the Toyota Group as well as in the telecommunications and power sectors!

World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Leader Behaviors

Mindsets



Respect Every Individual

Lead with Humility

Seek Perfection

Embrace Scientific Thinking

Focus on Process

HOW CAN WE CULTIVATE  
A SENSE OF  
PSYCHOLOGICAL SAFETY?

**“YOU SHOULD  
SPEAK UP”**



THIS IS A SAFE  
SPACE

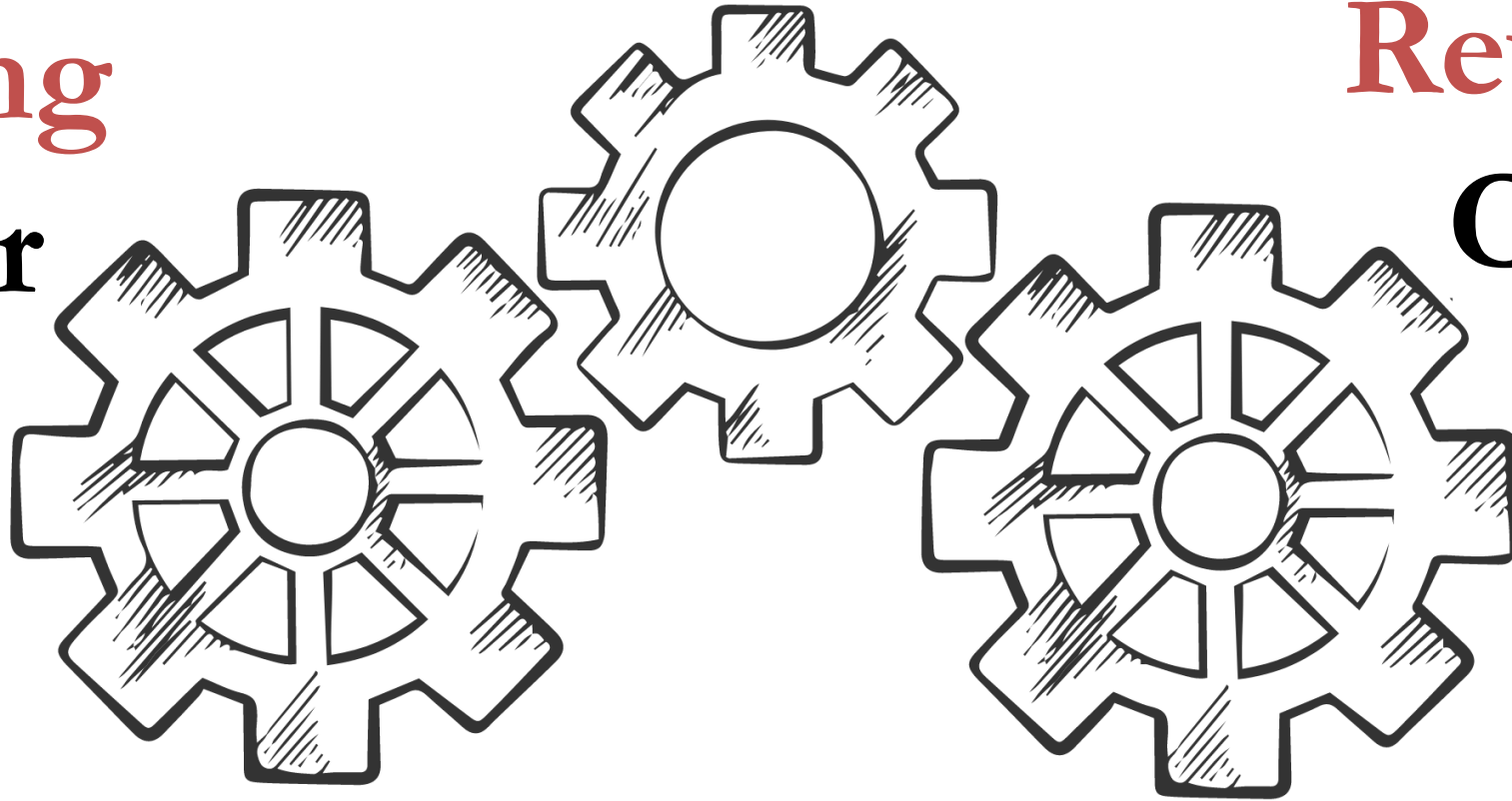


HERE'S WHAT ACTUALLY  
WORKS

**Encouraging  
Candor**

**Modeling  
Candor**

**Rewarding  
Candor**



“I don’t have a problem talking about my mistakes.”



**Greg Jacobson, MD**  
CEO, KaiNexus & Emergency Physician



## 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





[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

# Learning From Mistakes at Toyota

**Isao Yoshino**  
Japan  
1960s



**David Meier**  
Kentucky  
1980s

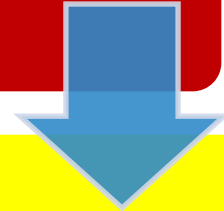
“Hiding mistakes  
is the death of  
continuous  
improvement.”

Jeff Liker  
*The Toyota Way*



# Our Response to Mistakes...

PUNITIVE



NICE



KIND





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Your connection seems to be unstable. Some features may not work as expected.

# What's the Most Likely Reaction to Mistakes in Your Workplace?

0

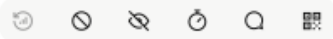
Punitive

0

Nice

0

Kind

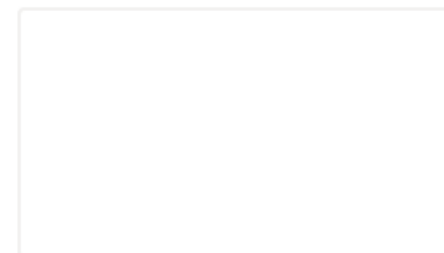
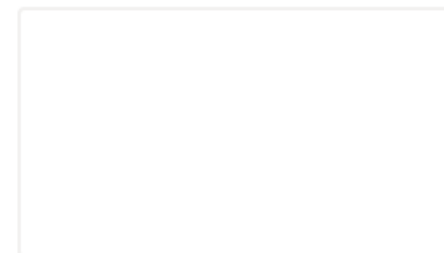


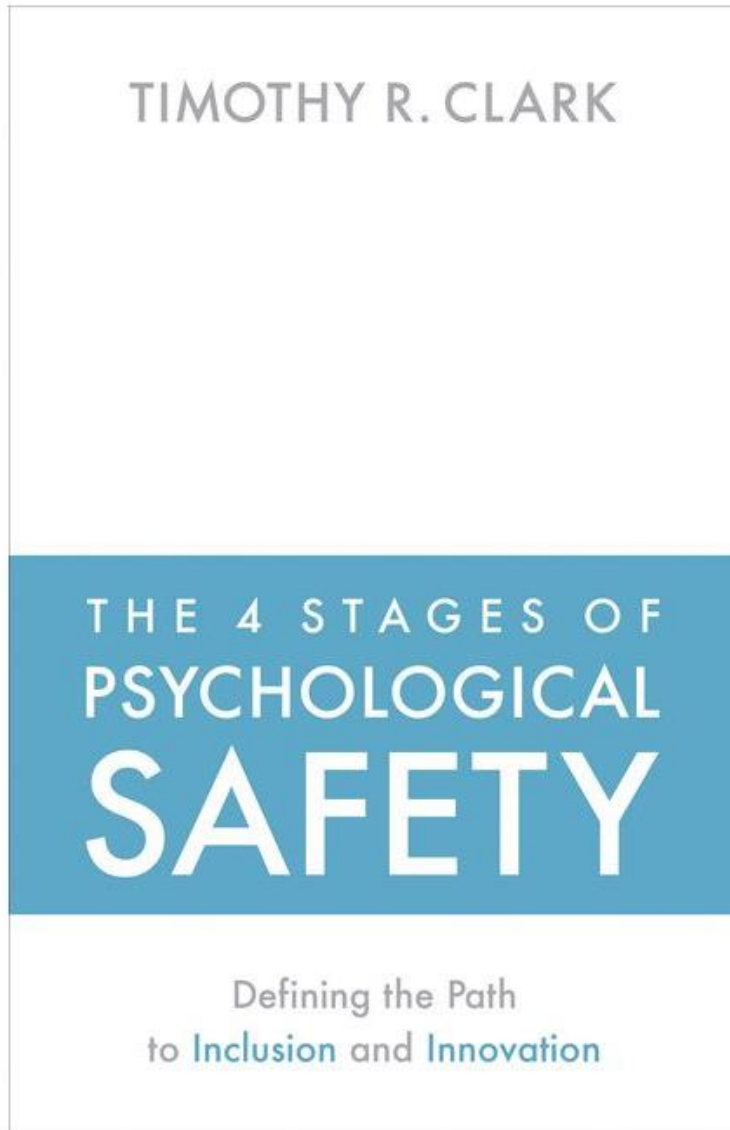
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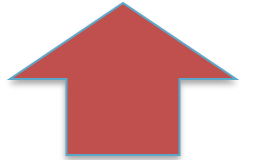
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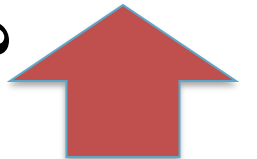
## 4. CHALLENGER SAFETY

**Can I be candid about change?**



## 3. CONTRIBUTOR SAFETY

**Can I contribute and create value?**



## 2. LEARNER SAFETY

**Can I learn and grow?**



## 1. INCLUSION SAFETY

**Can I be my authentic self?**



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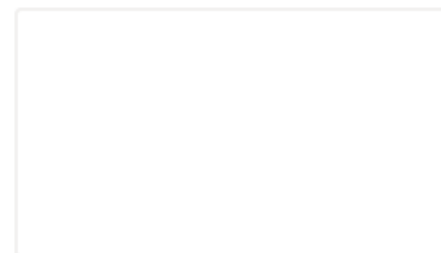
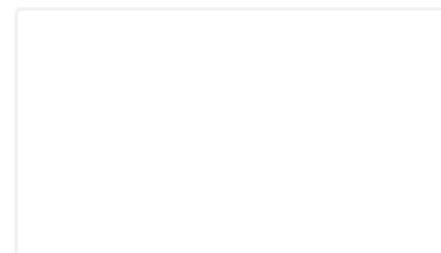
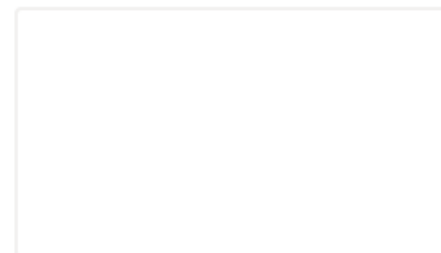
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Psych Safety Shingo ...



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# How much do you agree, at work?

I feel included, accepted, and respected

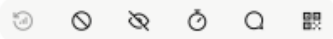
I feel safe to learn by asking questions and admitting mistakes

I feel able to do my job without being micromanaged

I feel safe challenging the status quo and sharing improvement ideas

Strongly disagree

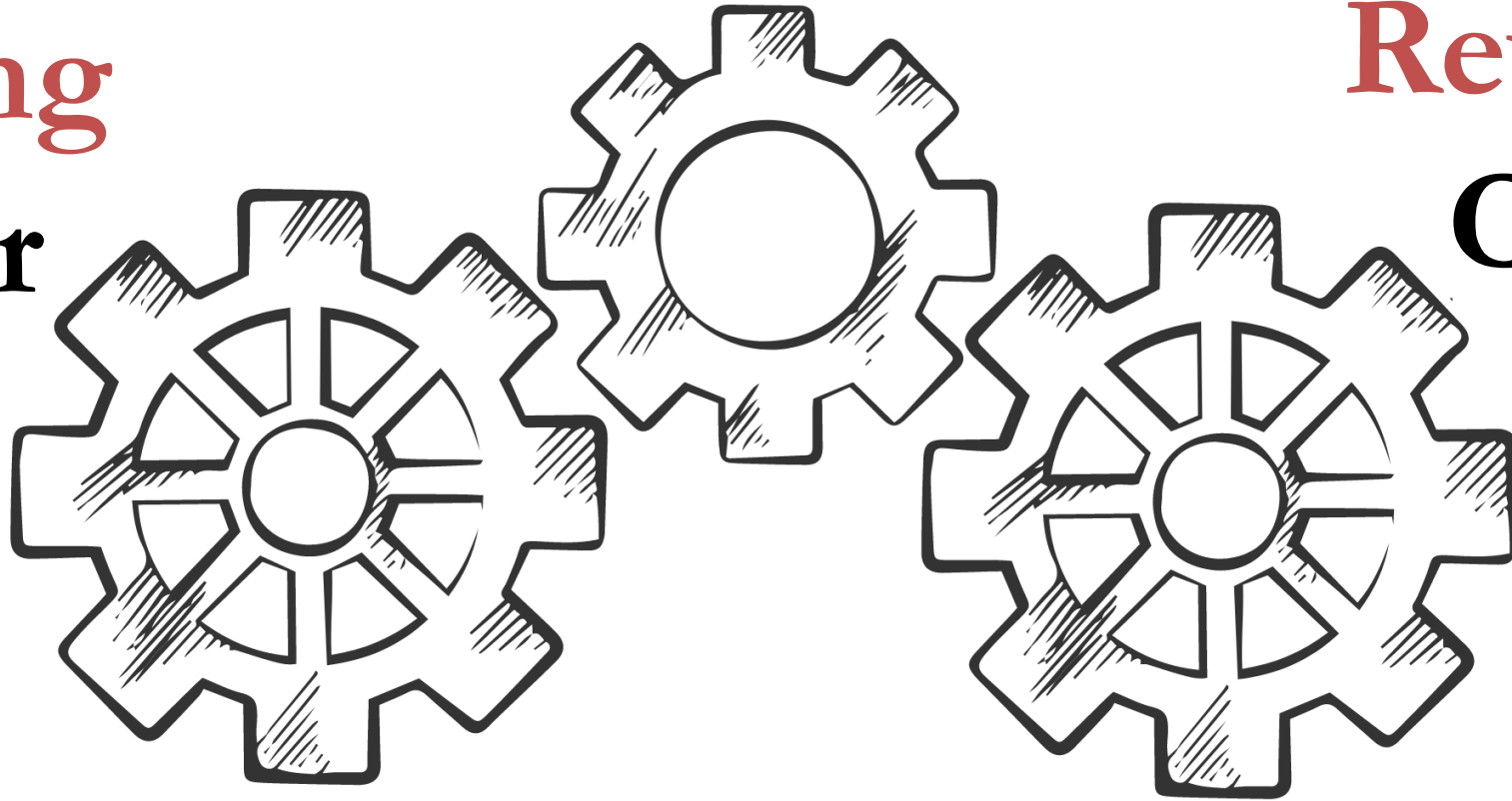
Strongly agree



**Encouraging  
Candor**

**Modeling  
Candor**

**Rewarding  
Candor**



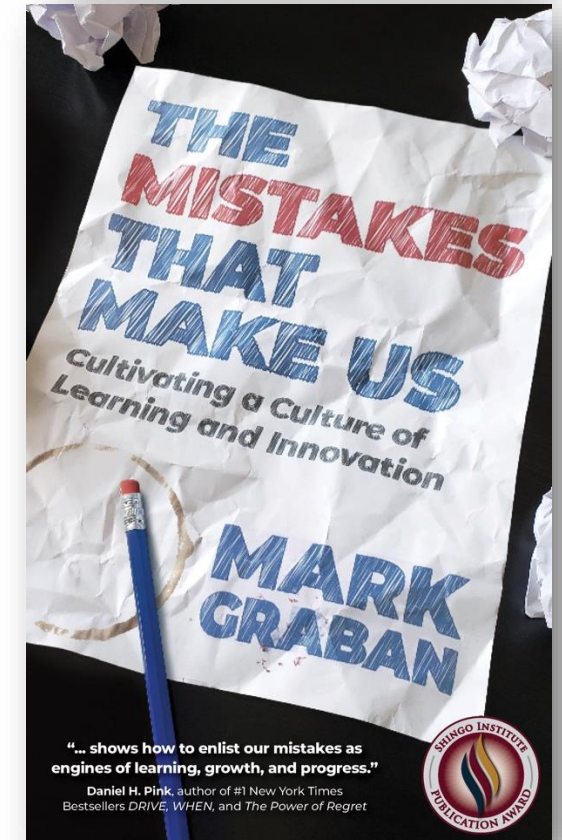


# Q&A Time

**Slides, Poll Results, and More:**

**<https://www.markgraban.com/shingo2025/>**

- **Email:** Mark@MarkGraban.com
- **Podcast:** MistakesPodcast.com
- **Book:** MistakesBook.com





# Is it Safe to Say?

WE COULD BE **WRONG**

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

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