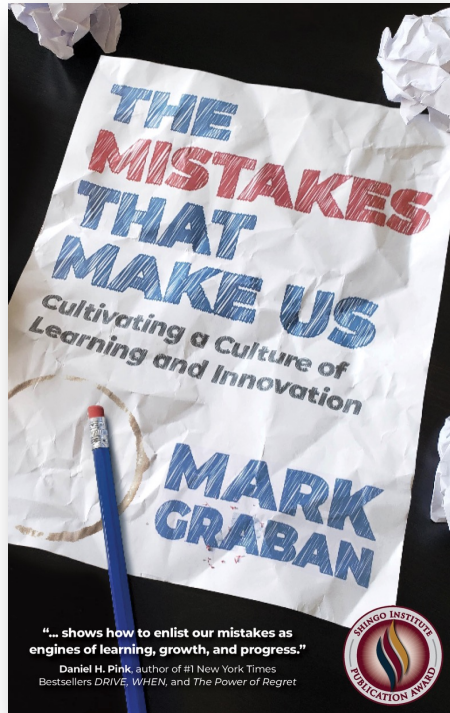


PSYCHOLOGICAL SAFETY

The Foundation for Lean Management



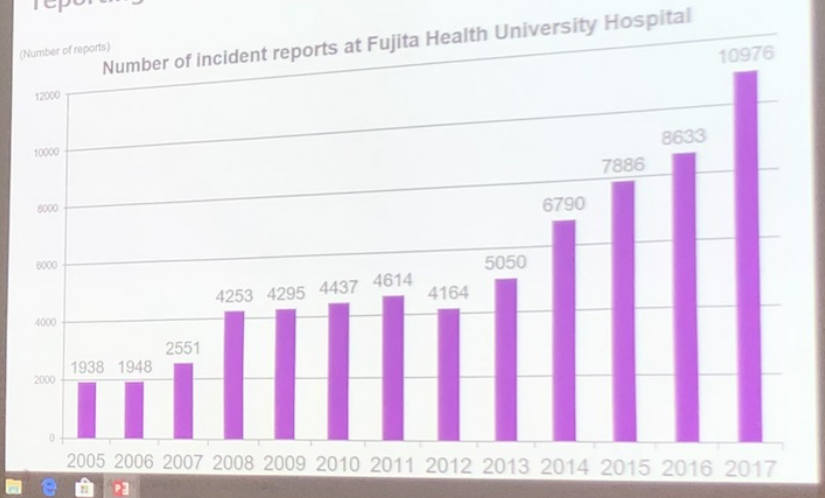
Slides, Links, Poll Results & More:
MarkGraban.com/LSS2025

Scan for Polling:





From information to action;
reporting and learning for patient safety



“Number of
Incident Reports”

“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







DON'T
MAKE US
LOOK BAD!





A worker in a blue uniform and cap is pulling a yellow and black striped andon cord in a factory setting. The worker is standing next to a car body, and the background shows industrial equipment and other workers. A red banner with the text "ANDON CORD" is overlaid on the right side of the image.

ANDON CORD







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

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.



Toyota workers talk about their experience on the assembly line



“TWICE A WEEK”

DRAMATIZATION



“TWICE A WEEK”

(OVERDRAMATIZATION)

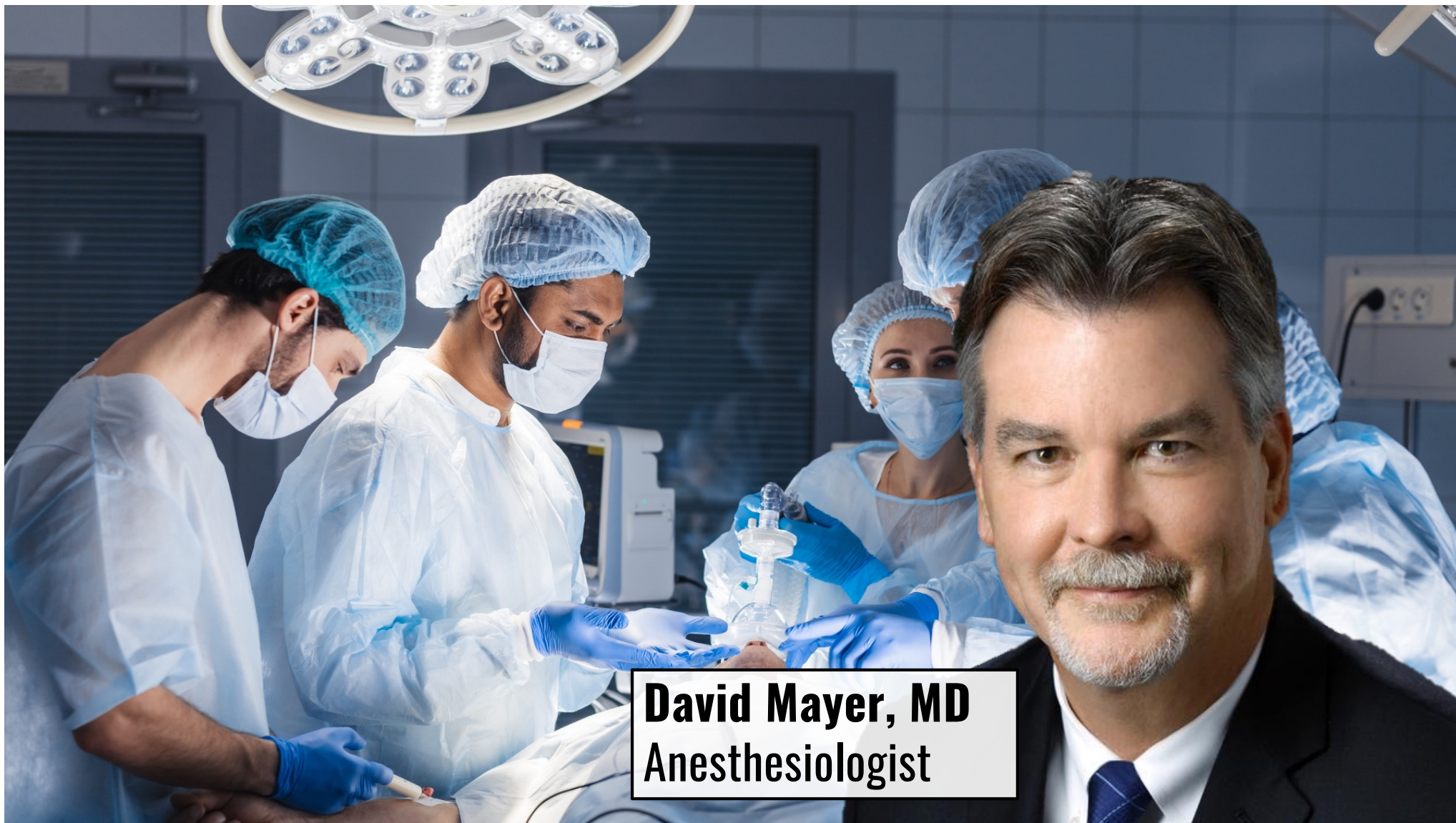


Speaking up isn't a matter
of *character* or *courage*...

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

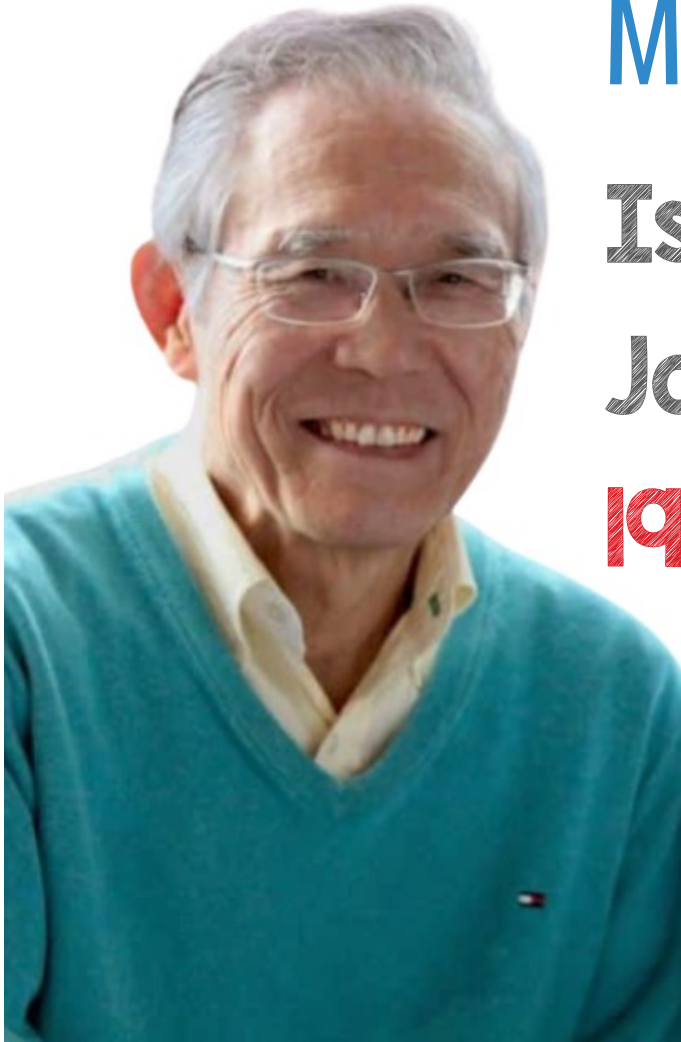
it's a function of

CULTURE



David Mayer, MD
Anesthesiologist

Mistakes at Toyota



Isao Yoshino

Japan

1960s

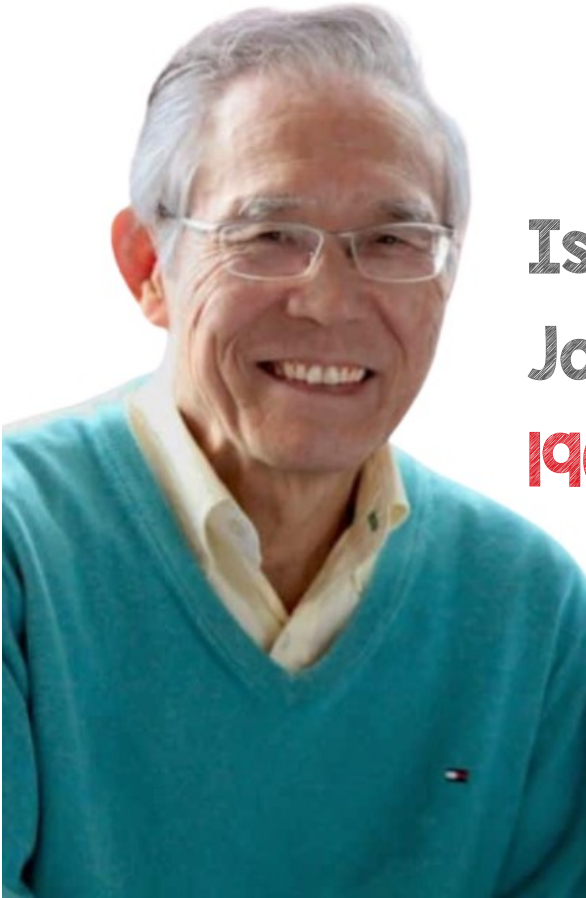
David Meier

Kentucky

1980s



Mistakes at Toyota

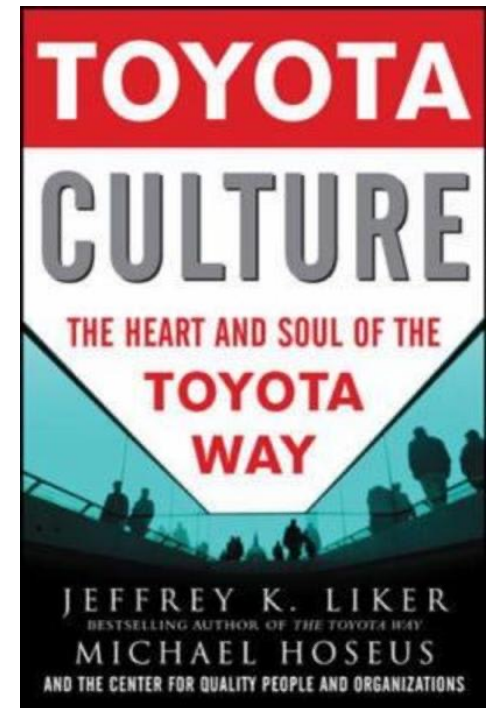


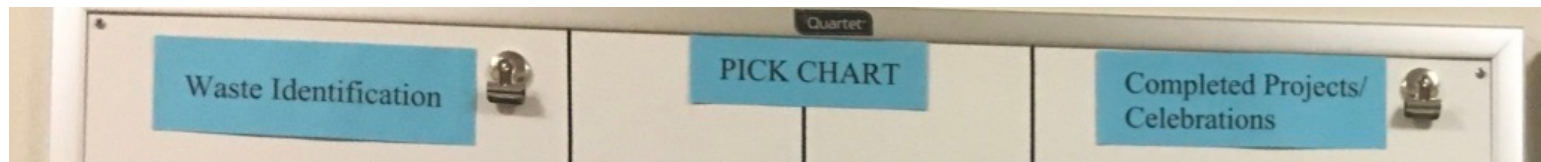
Isao Yoshino
Japan
1960s

David Meier
Kentucky
1980s

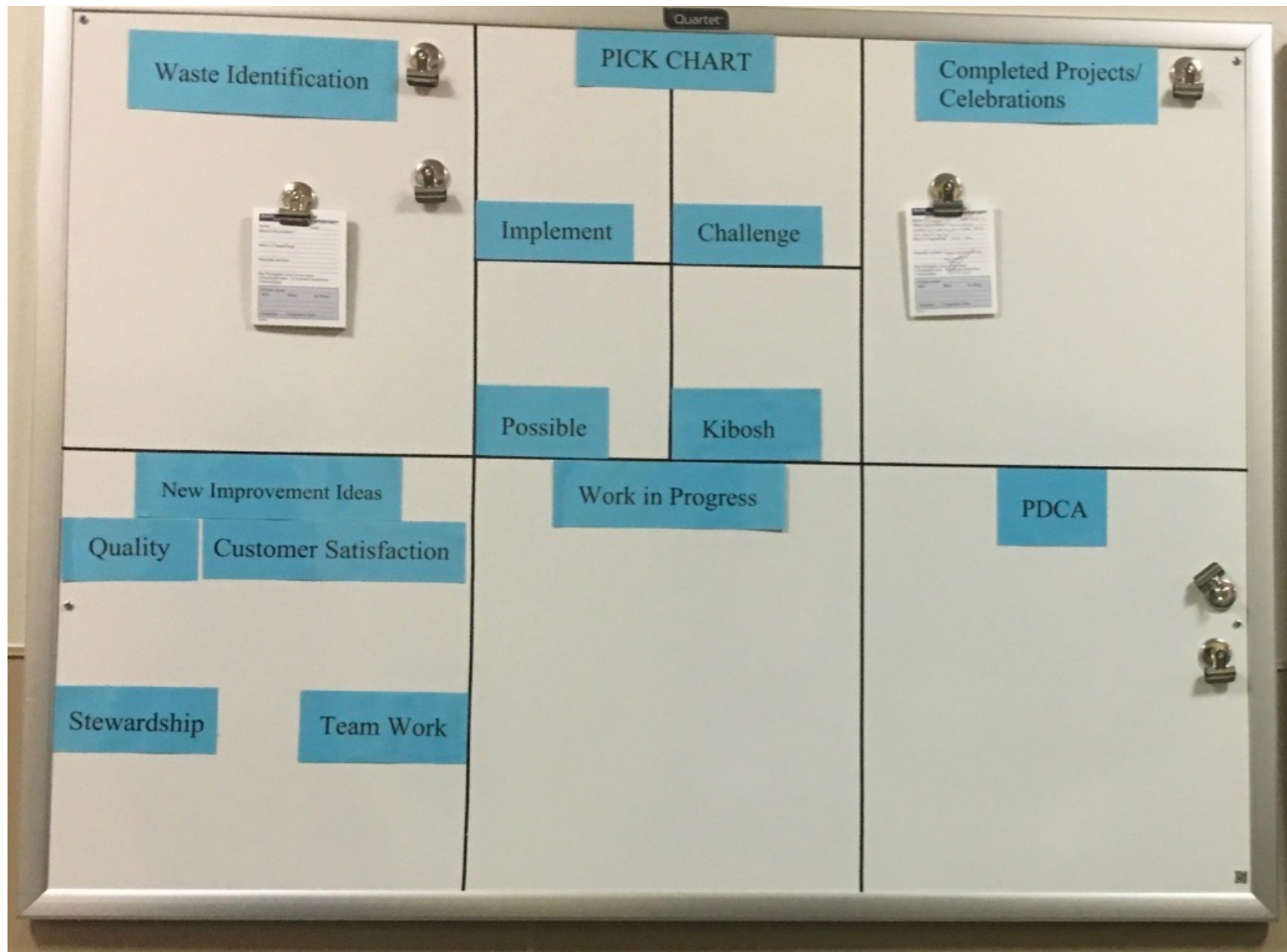


“[Toyota believes] people must ... feel **psychologically** and physically safe ... they must believe that any concerns they have will be taken **very seriously**”





MISTAKE:
**ASSUMING PEOPLE WILL
USE A HUDDLE BOARD**



WHY?

Fear factor

Futility factor

Futility **factor**

Fear **factor**

PSYCHOLOGICAL SAFETY

+

PROBLEM SOLVING

Factor

“A problem-solving culture is far more effective operationally than a finger-pointing culture.”

Larry Culp
CEO of GE Aerospace



HOW DO WE HELP
PEOPLE FEEL
SAFE?

You CAN Improve Psychological Safety

Encouraging

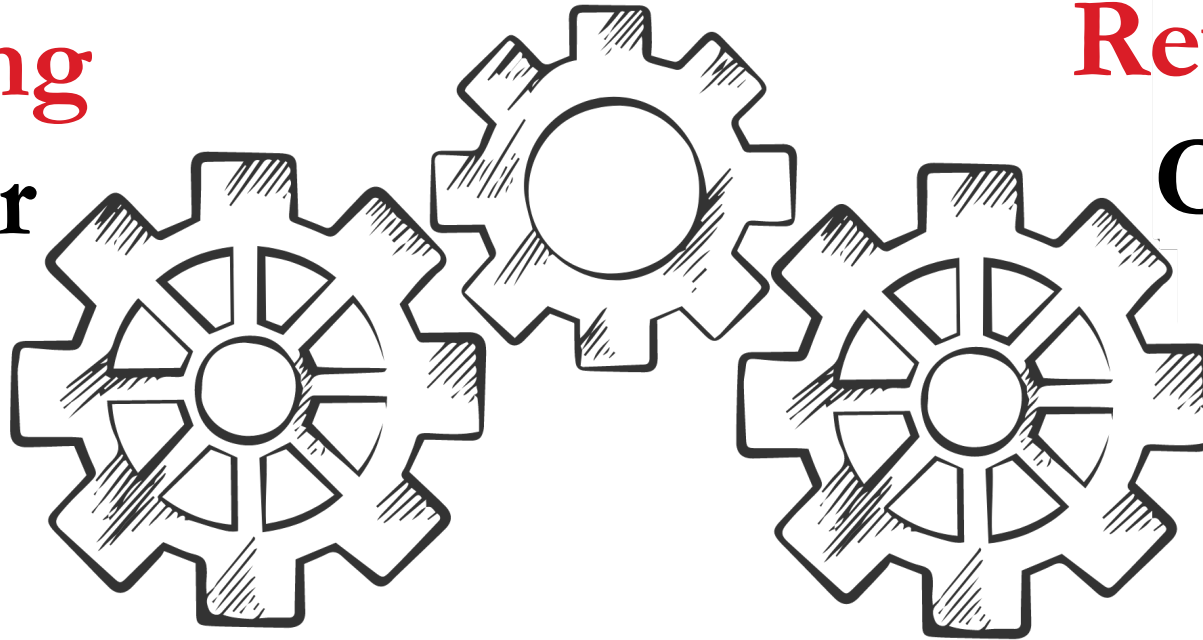
Candor

Modeling

Candor

Rewarding

Candor



A photograph of a man with brown hair and a light blue button-down shirt, looking intently at a woman whose back is to the camera. The woman has dark hair styled in braids and is wearing a teal top. The man's hands are clasped in front of him, and he has a slightly open mouth as if speaking. A white rectangular box with red, hand-drawn style text is overlaid on the image.

**I MADE A
MISTAKE**



**I MIGHT
BE WRONG**



**LET'S RUN A
SMALL TEST**





**WHAT CONCERNS
DO YOU HAVE?**

A photograph of Larry Culp, CEO of GE Aerospace, speaking at a podium during the AME Dallas 2022 International Conference. He is a middle-aged man with grey hair, wearing a dark suit jacket over a light-colored shirt. He is gesturing with his right hand while speaking. The podium features the AME Dallas 2022 logo, which includes a blue star and the text "AME DALLAS INTERNATIONAL CONFERENCE 2022". The background is a large screen displaying a blue and white geometric pattern of overlapping circles. A semi-transparent white box with a quote is overlaid on the right side of the image.

“I want to hear the bad news. I want to hear it fast.”

Larry Culp, CEO of GE Aerospace

A photograph of Larry Culp, CEO of GE Aerospace, speaking at a podium during the AME Dallas 2022 International Conference. He is a middle-aged man with grey hair, wearing a dark suit jacket over a light-colored shirt. He is gesturing with his right hand while speaking. The podium features the AME Dallas 2022 logo, which includes a blue star and the text "AME DALLAS INTERNATIONAL CONFERENCE 2022". The background is a large screen displaying a blue and white geometric pattern of overlapping circles. A semi-transparent text box is overlaid on the right side of the image, containing a quote.

“The moment of truth:
Do you shoot the
messenger, or do you
listen even if you are
unhappy?”

Larry Culp, CEO of GE Aerospace

You CAN Improve Psychological Safety

Encouraging

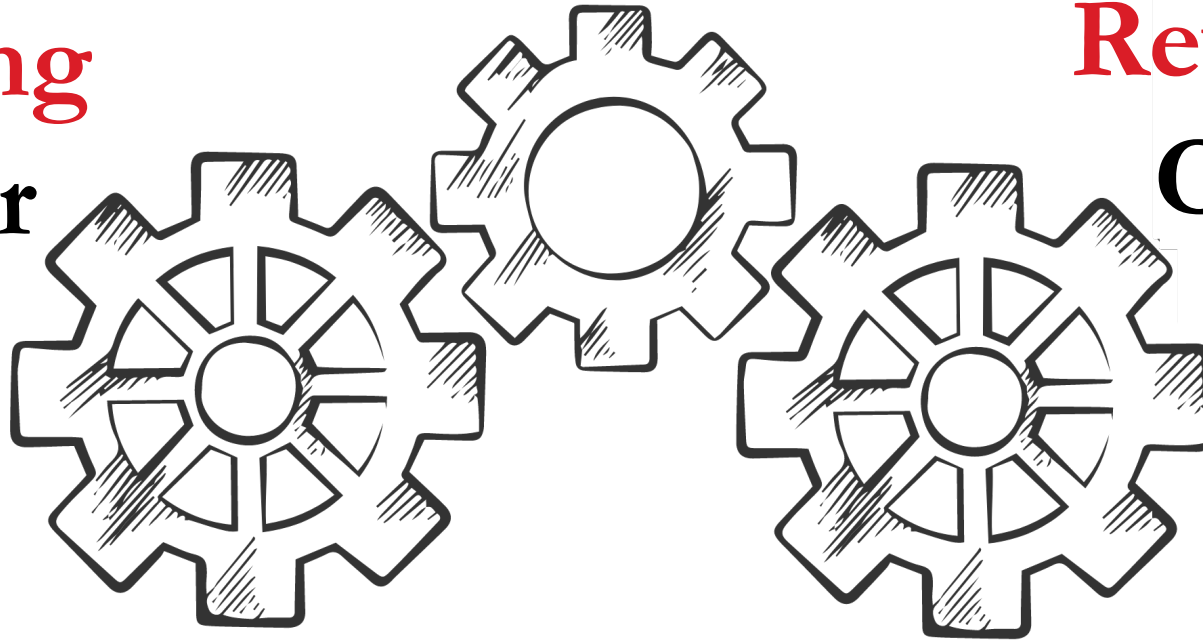
Candor

Modeling

Candor

Rewarding

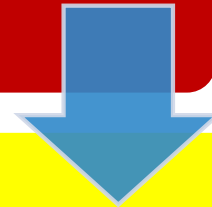
Candor





**I MADE A
MISTAKE**

PUNITIVE



NICE



KIND

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...

World Class Performance

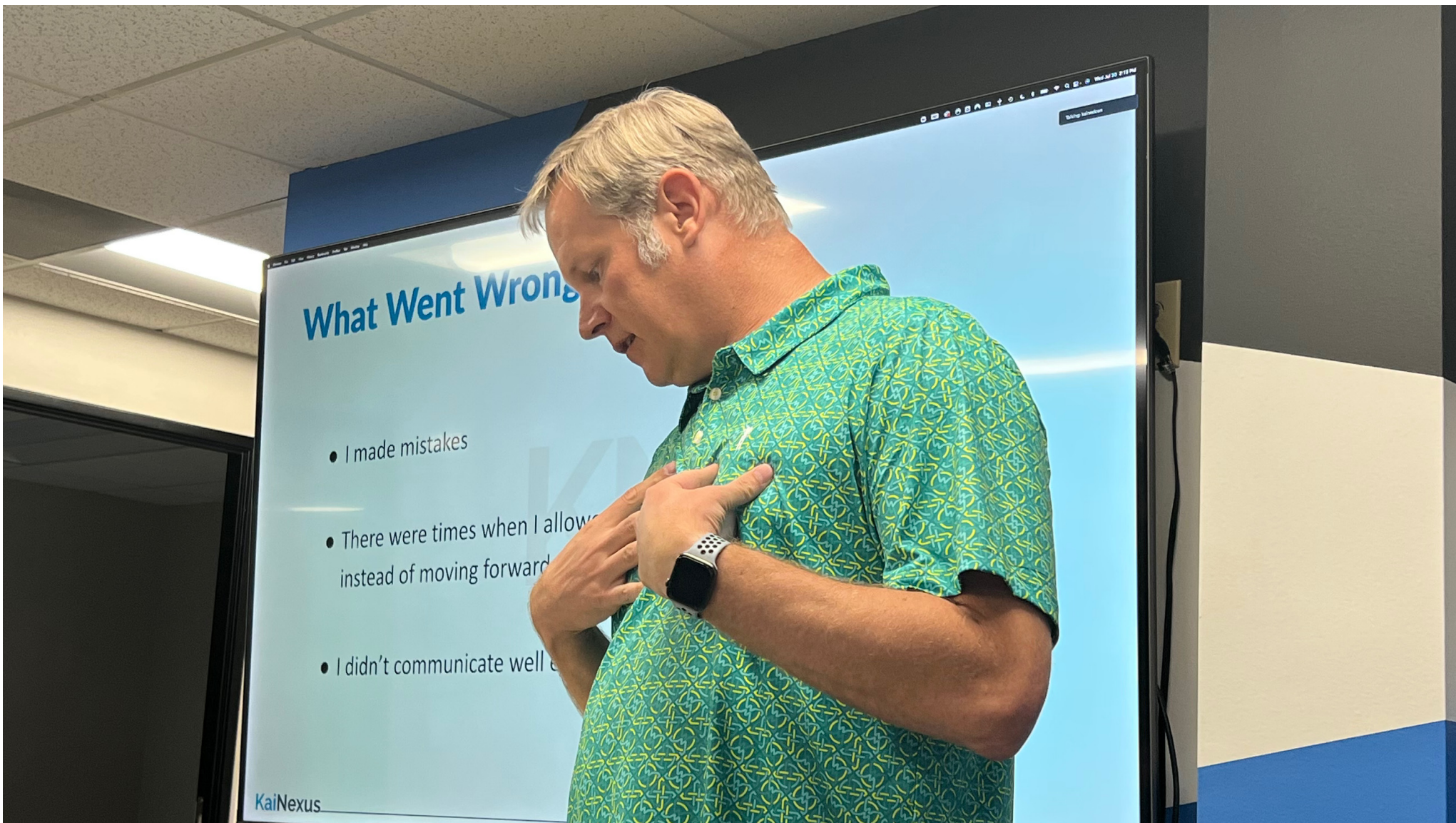
Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Leader Behaviors

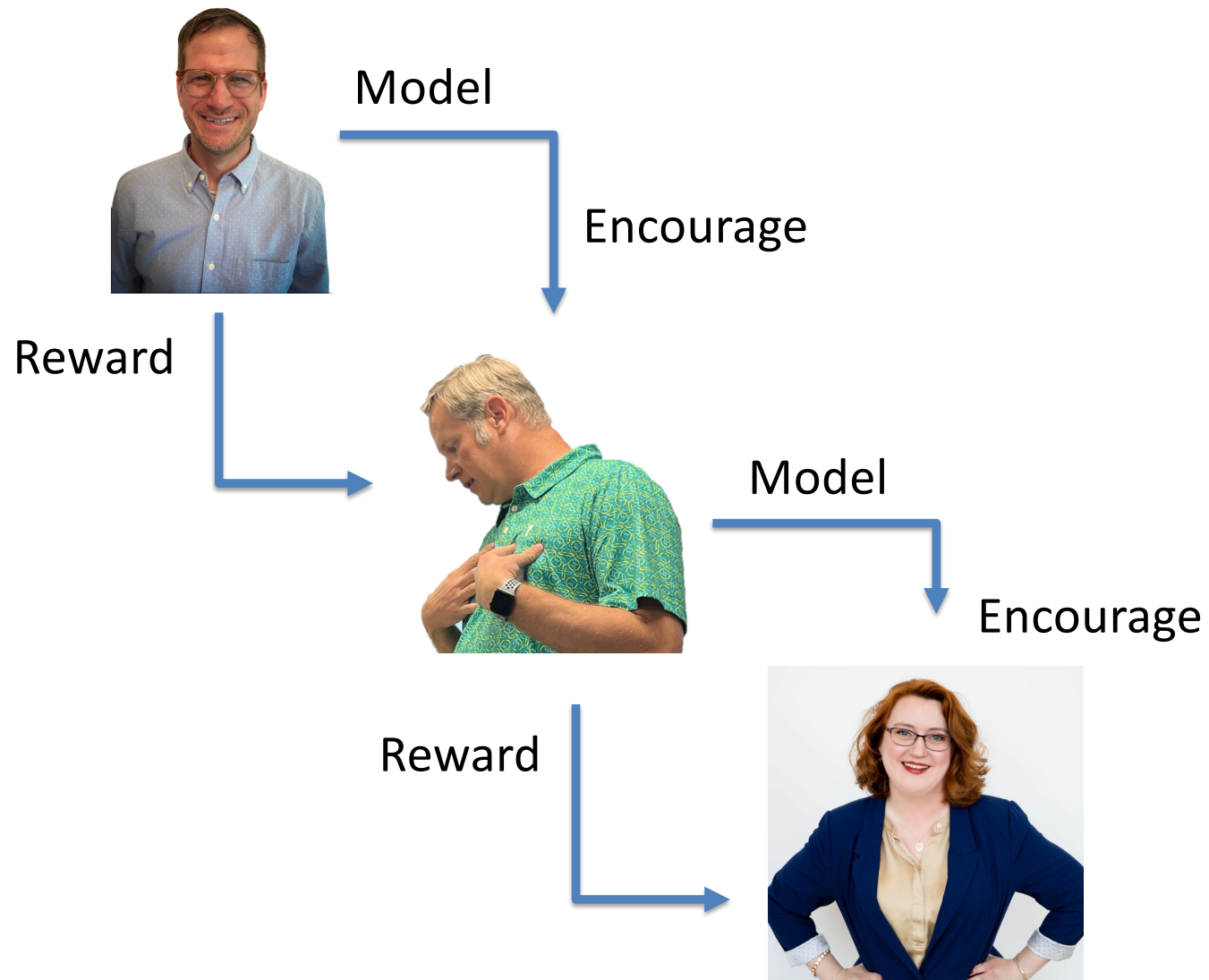
Mindsets





“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

TIMOTHY R. CLARK

THE 4 STAGES OF
PSYCHOLOGICAL
SAFETY

Defining the Path
to Inclusion and Innovation

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?

TIMOTHY R. CLARK

THE 4 STAGES OF
PSYCHOLOGICAL
SAFETY

Defining the Path
to Inclusion and Innovation

4. CHALLENGER SAFETY

Invite people to poke holes in a plan

3. CONTRIBUTOR SAFETY

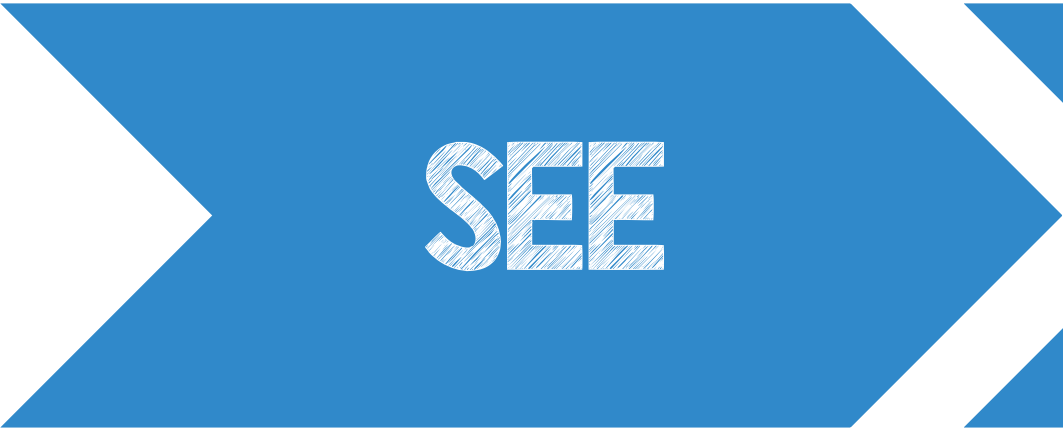
Define guardrails; remove needless approvals

2. LEARNER SAFETY

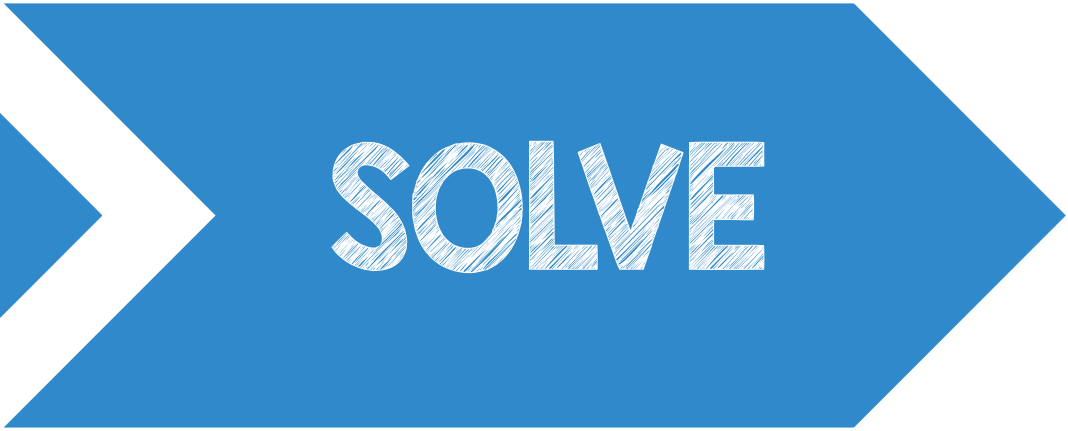
Praise effort and progress (not just outcomes)

1. INCLUSION SAFETY

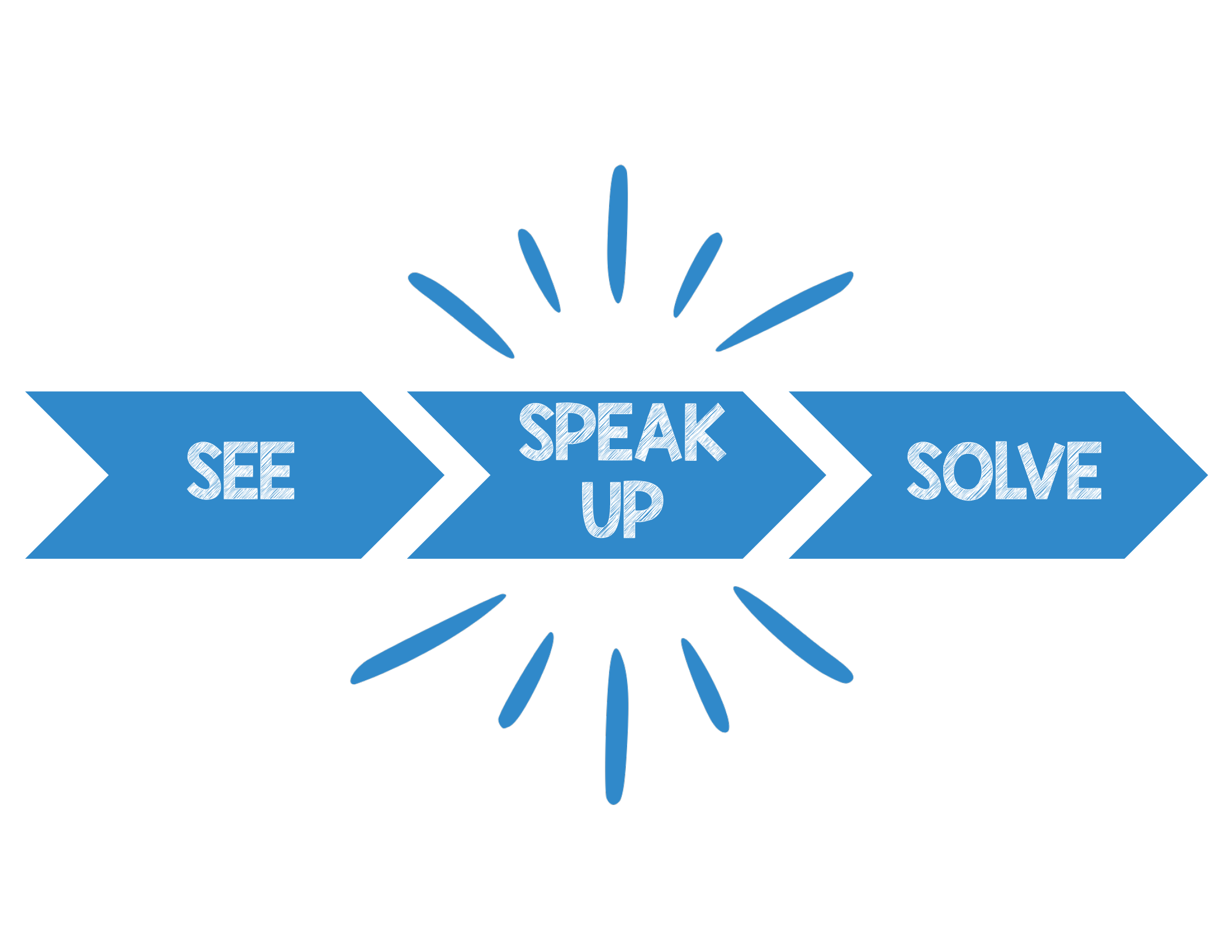
Use names, invite them into discussions



SEE



SOLVE

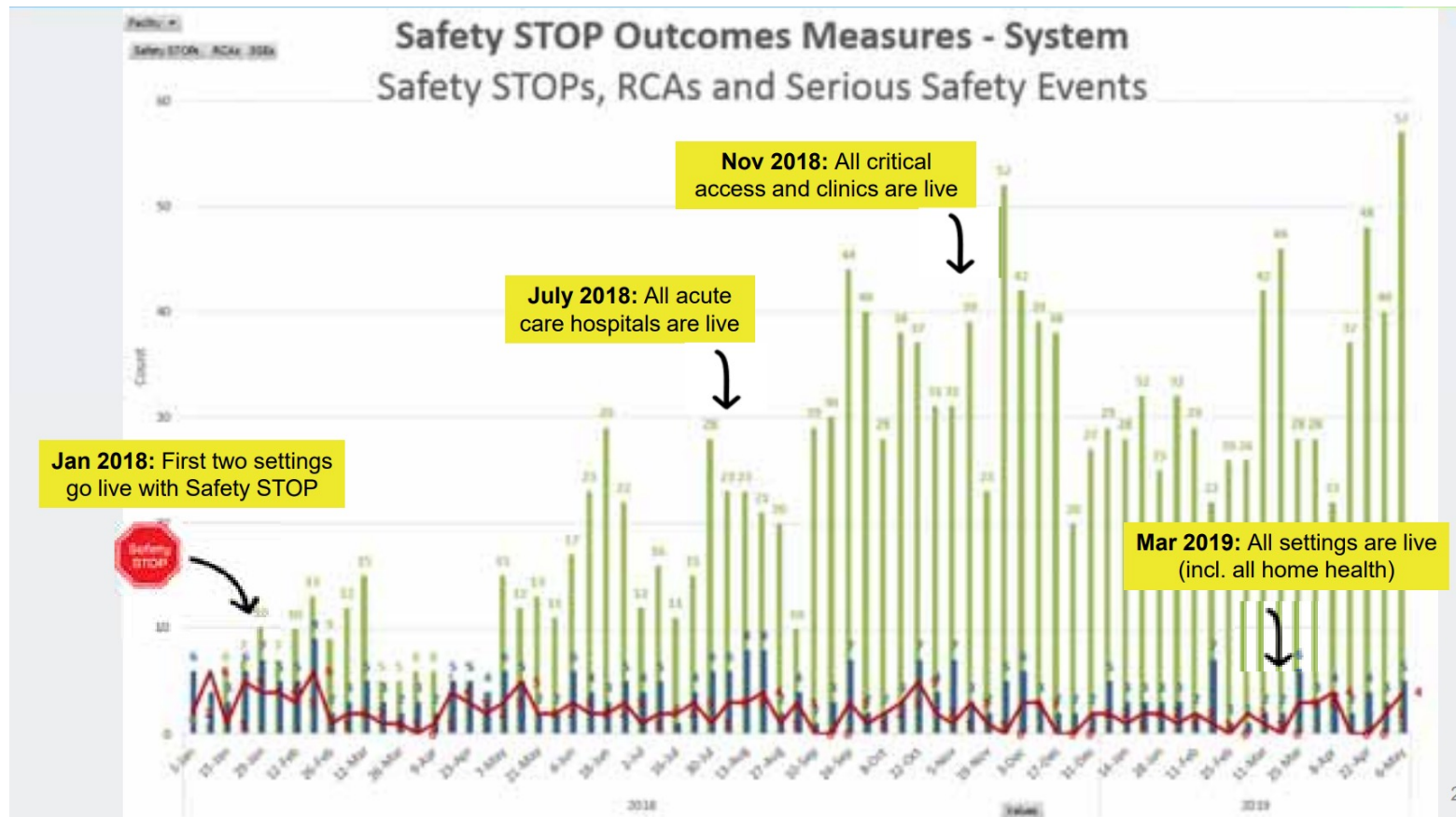


SEE

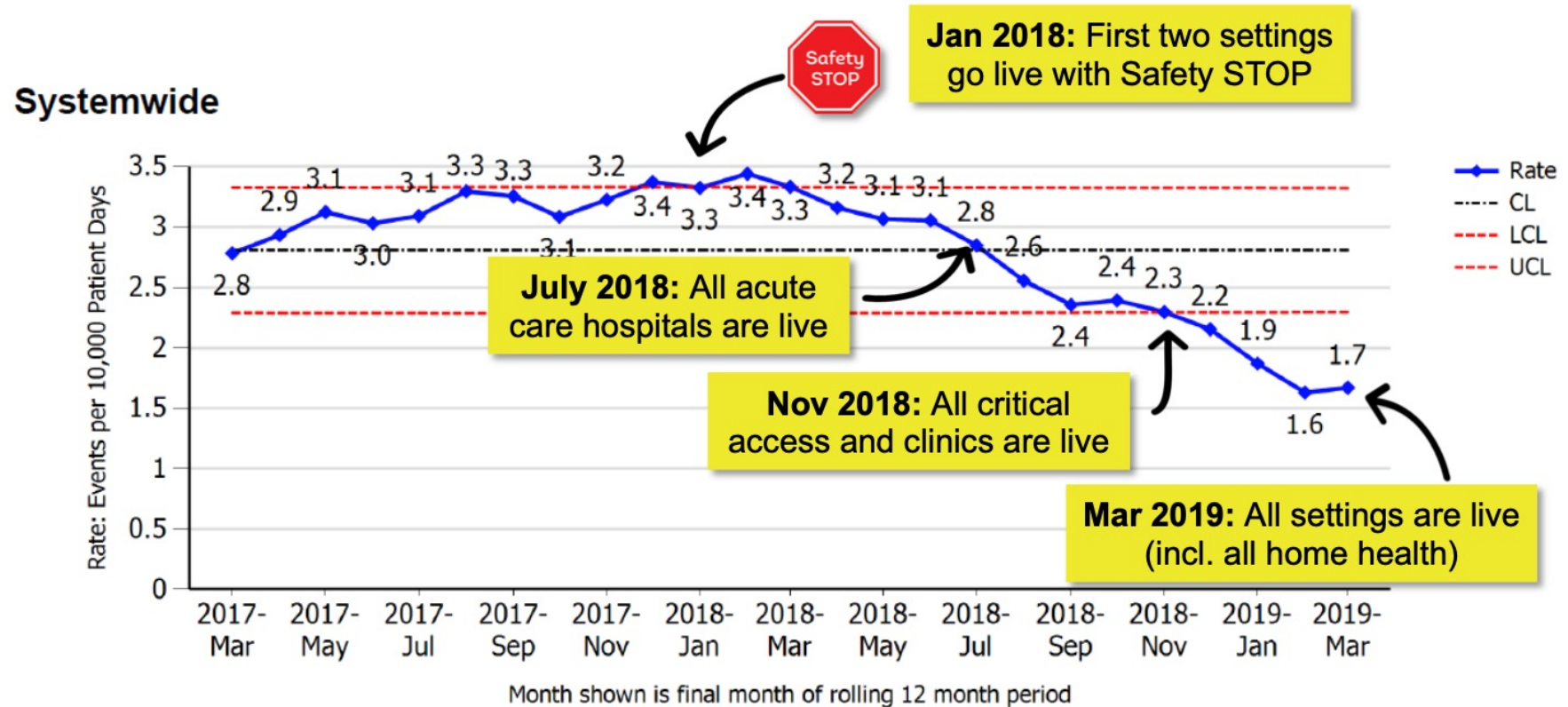
**SPEAK
UP**

SOLVE

Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)





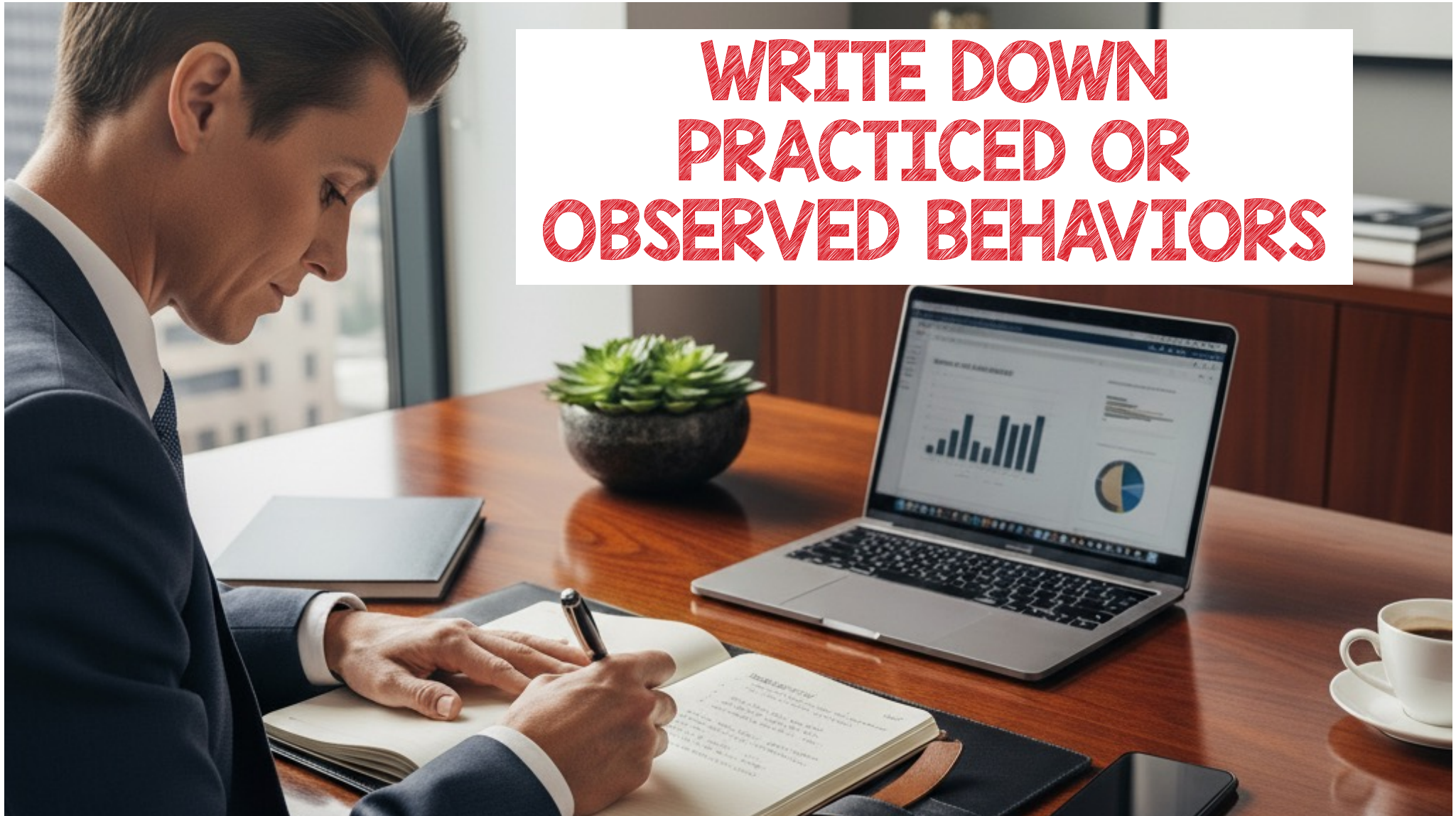
PSYCHOLOGICAL SAFETY

+

PROBLEM SOLVING

Factor

**WRITE DOWN
PRACTICED OR
OBSERVED BEHAVIORS**



Q&A TIME



Mark@MarkGraban.com

Slides, Links, Poll Results & More:

MarkGraban.com/GLS2025

