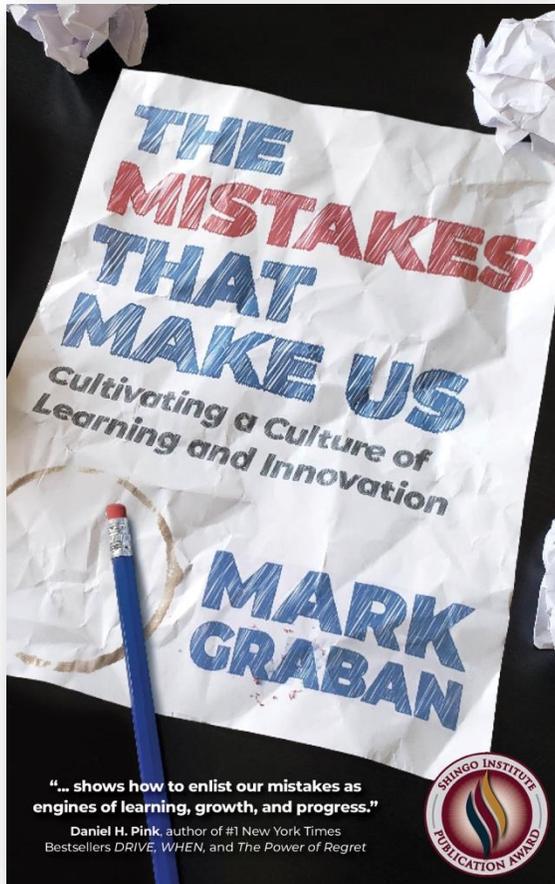


WHY PEOPLE AREN'T SPEAKING UP

What Every Leader Needs to Know About Psychological Safety

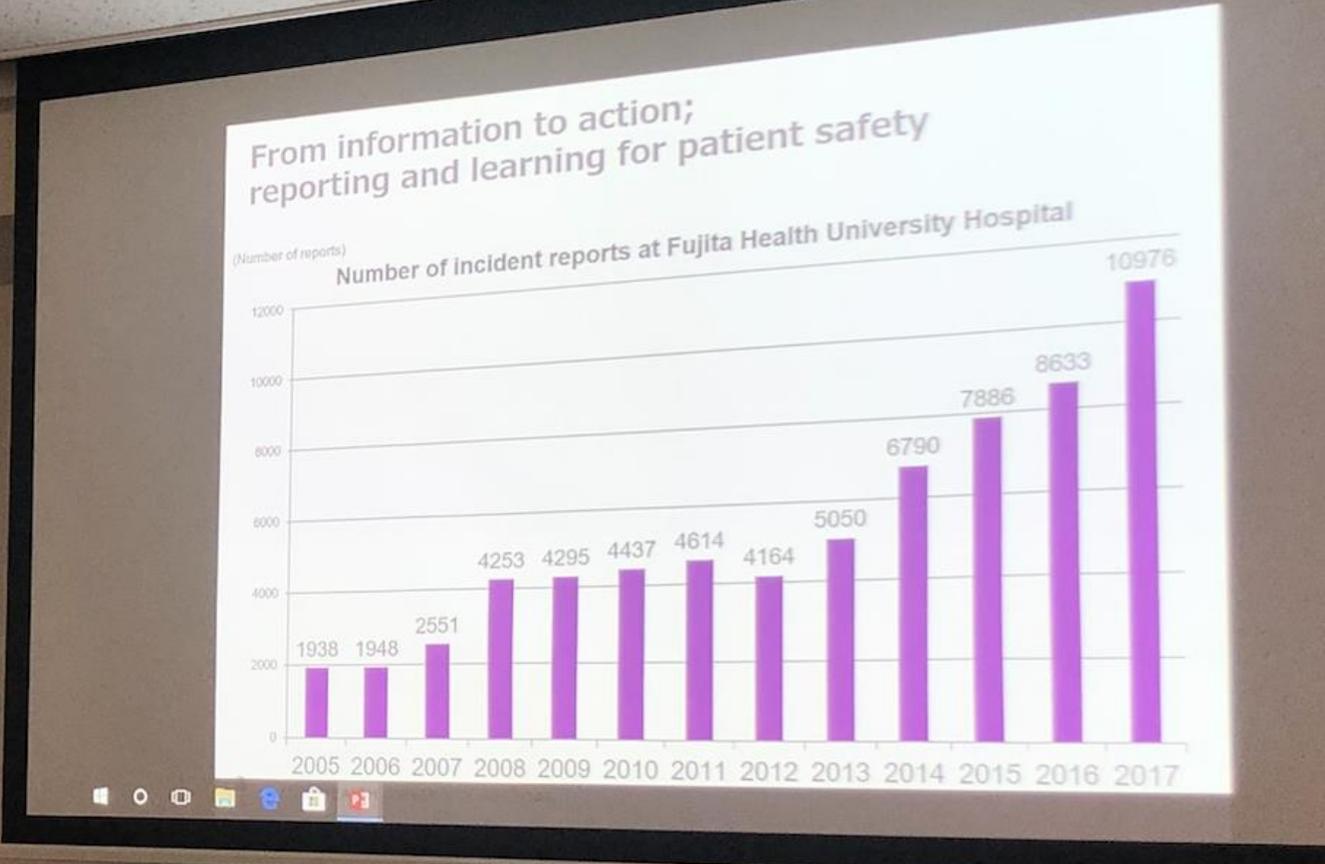


Slides, Links, Poll Results & More:

MarkGraban.com/ASQ2025



Scan for Polling:



“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



SOUTH ENTRANCE

NO POSSESSION OF
Hazardous Waste OR
ALCOHOLIC BEVERAGES
OR DRUGS
OR FIREARM PRECISES





DON'T
MAKE US
LOOK BAD!





A worker in a blue uniform and cap is pulling a yellow andon cord on a car assembly line. The worker is positioned in front of a silver car body with its door open. The background shows a complex industrial environment with various mechanical parts and structures.

ANDON CORD





1ST TOYOTA FORKLIFT
SOLD IN THE USA

TOYOTA
MATERIAL HANDLING





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



DRAMATIZATION



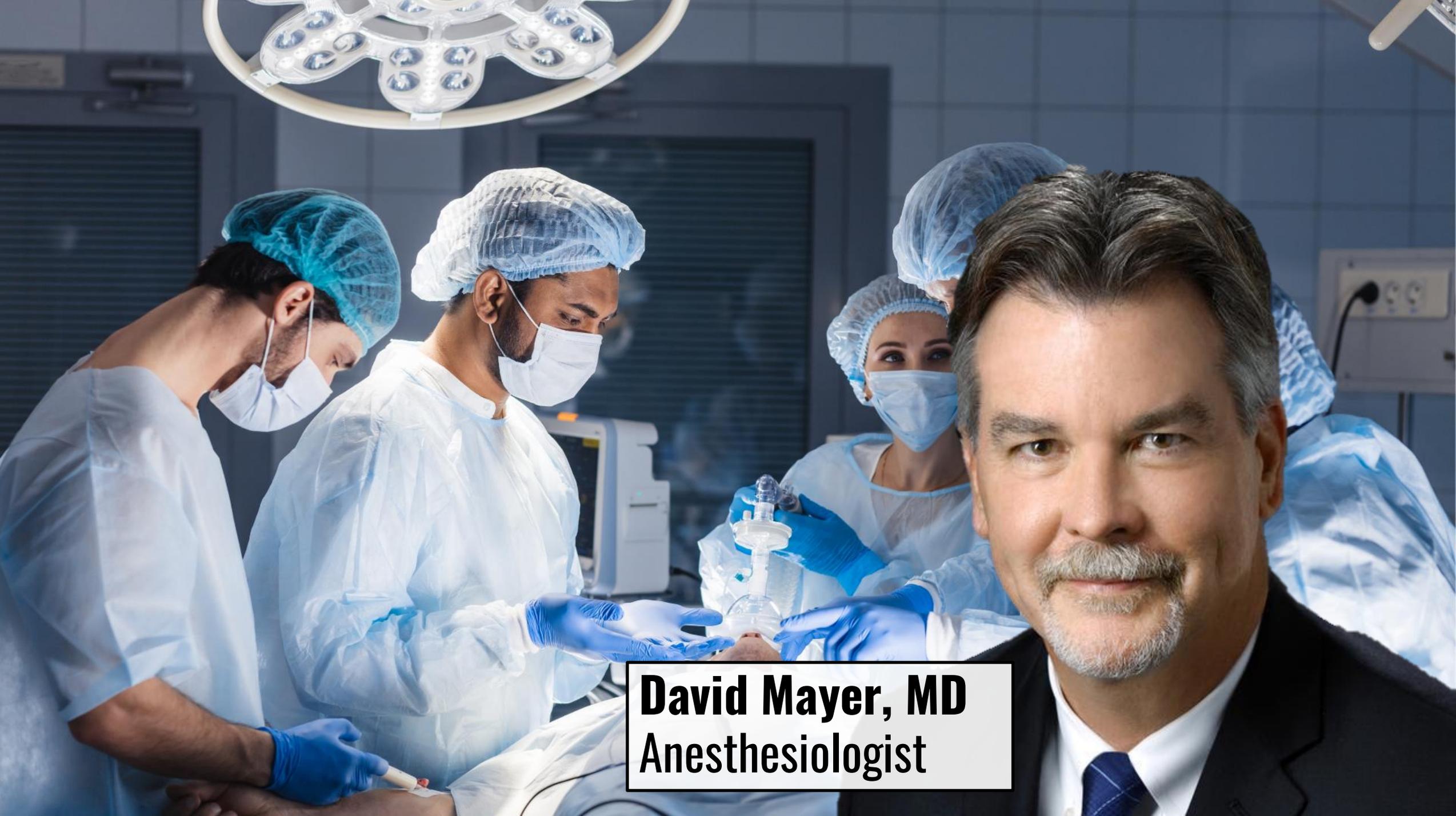
“TWICE A WEEK”

(OVERDRAMATIZATION)



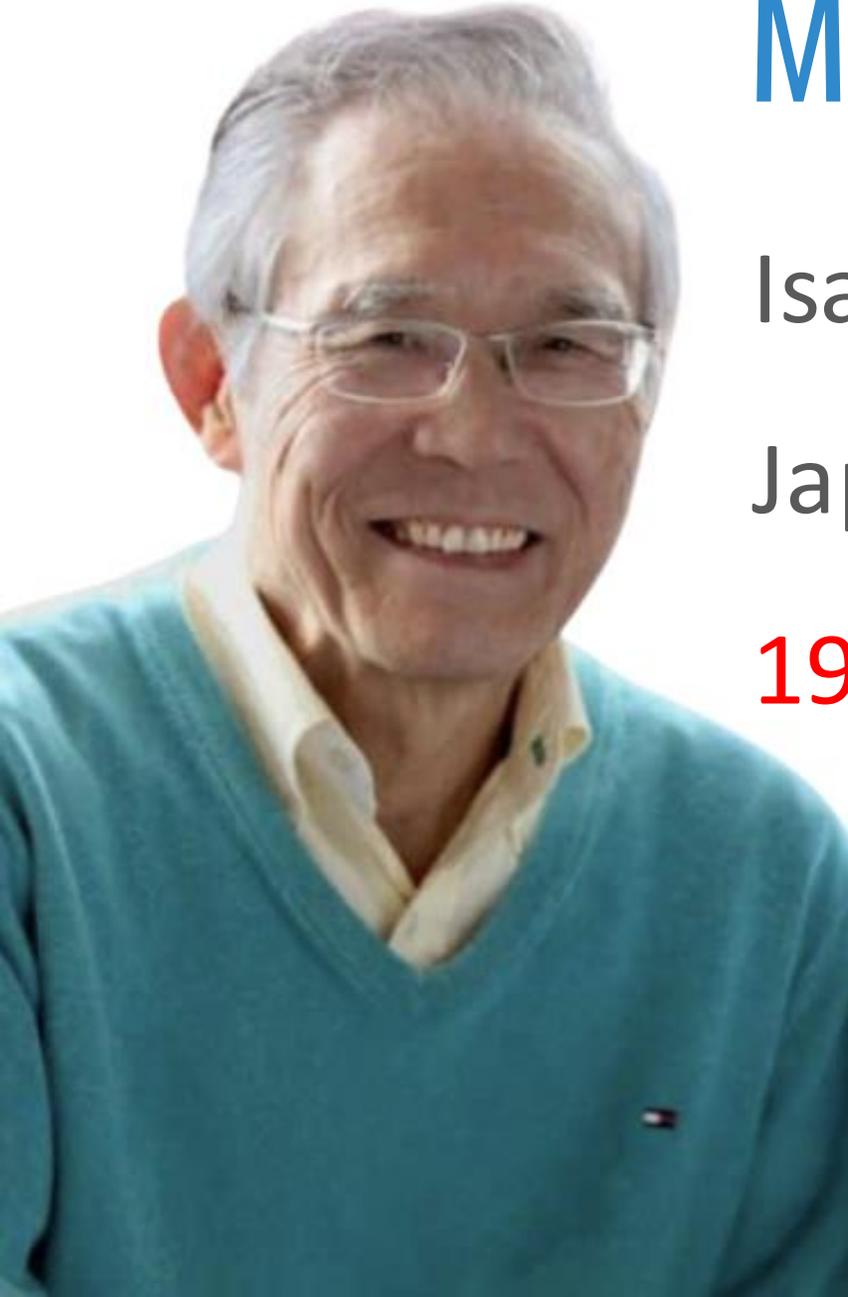
Speaking up isn't a matter
of *character* or
courage...

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

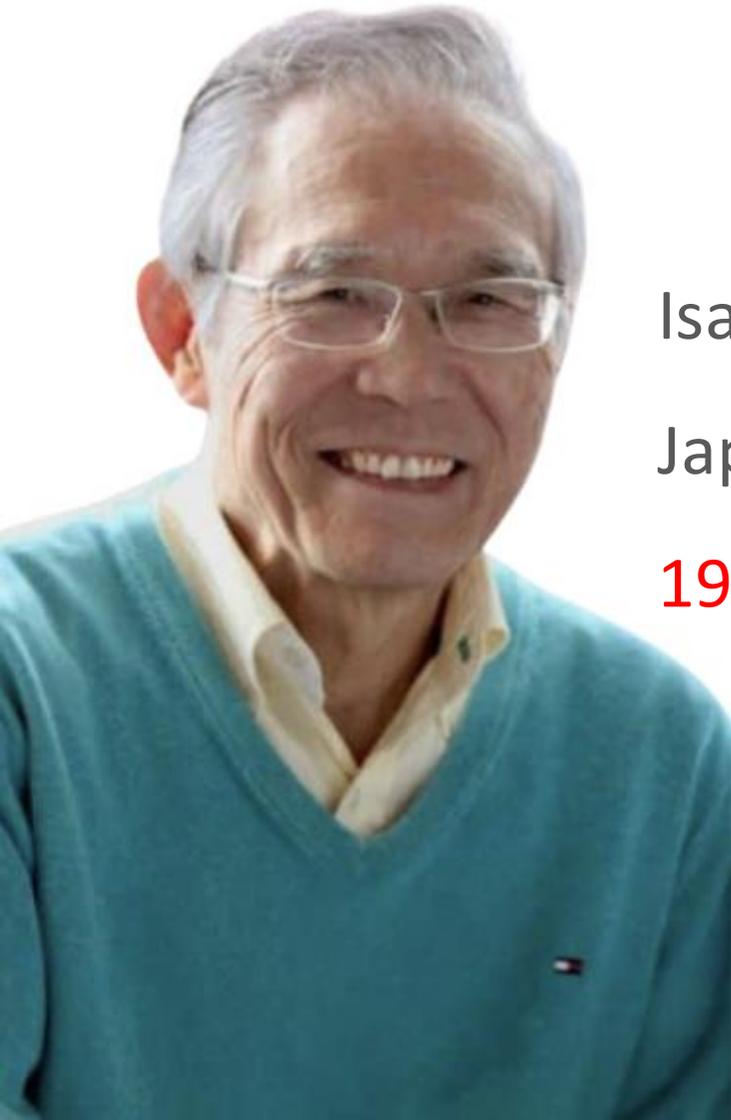
David Meier

Kentucky

1980s



Mistakes at Toyota



Isao Yoshino

Japan

1960s

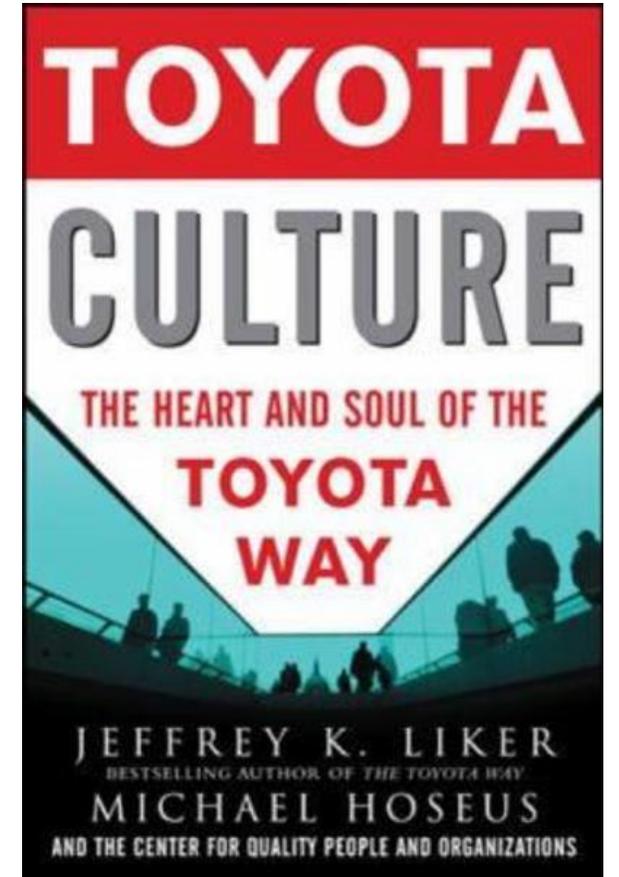
David Meier

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**

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

Futility **factor**

Fear **factor**

Join at menti.com | use code 24014844



MG

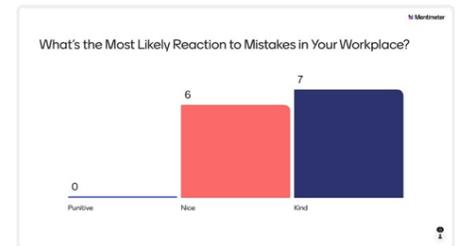
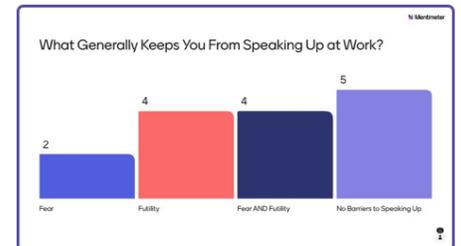
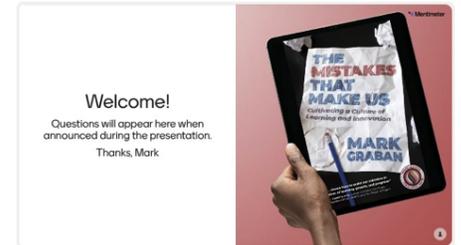


Menti

Lean Solutions Summit ...



Choose a slide to present



How much do you agree, at work?

2

Fear

4

Futility

4

Fear AND Futility

5

No Barriers to Speaking Up



15 / 15





Factor

PSYCHOLOGICAL SAFETY



Factor

PROBLEM SOLVING

“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?

HOW DO WE HELP

PEOPLE FEEL

SAFE?

HOW DO WE HELP

PEOPLE FEEL

SAFE?

You CAN Improve Psychological Safety

Encouraging

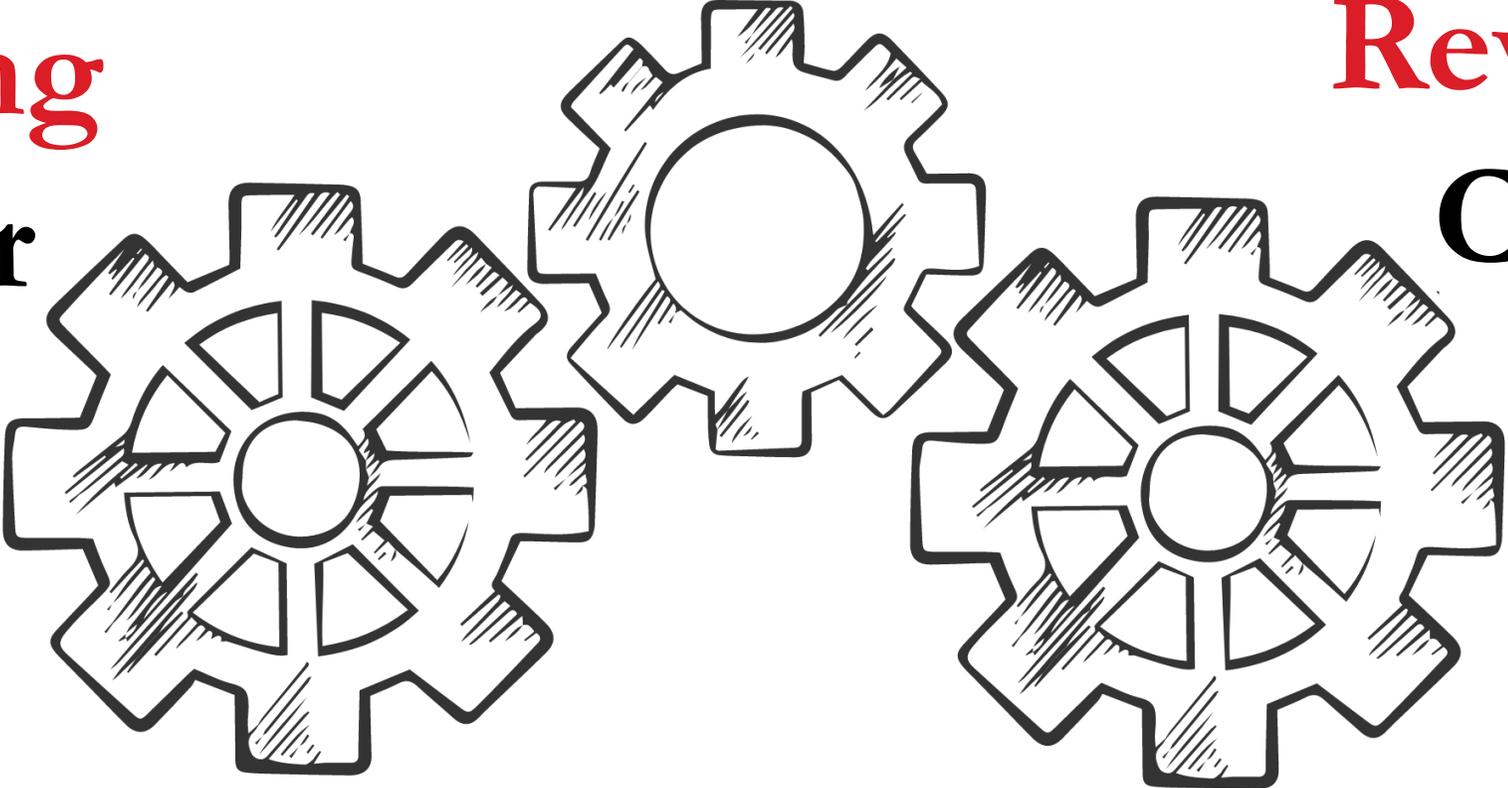
Candor

Modeling

Rewarding

Candor

Candor



A man with brown hair and a light blue button-down shirt is looking towards a woman with dark hair in a teal top. He has his hands pressed against his chest, suggesting a moment of sincerity or confession. The background is a blurred indoor setting with a bookshelf.

I MADE A MISTAKE



**I MIGHT
BE WRONG**



**LET'S RUN A
SMALL TEST**



A woman with curly hair, wearing a grey blazer over a white shirt, stands in the center of a meeting room. She is holding a pen in her right hand and gesturing with her left. In front of her, several healthcare professionals in blue scrubs are seated at a table, listening attentively. Some are holding pens, suggesting they are taking notes. The room has large windows in the background, showing a cityscape. A white rectangular box is overlaid on the bottom center of the image, containing red text.

**WHAT CONCERNS DO
YOU HAVE?**

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

Larry Culp, CEO of GE Aerospace



“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

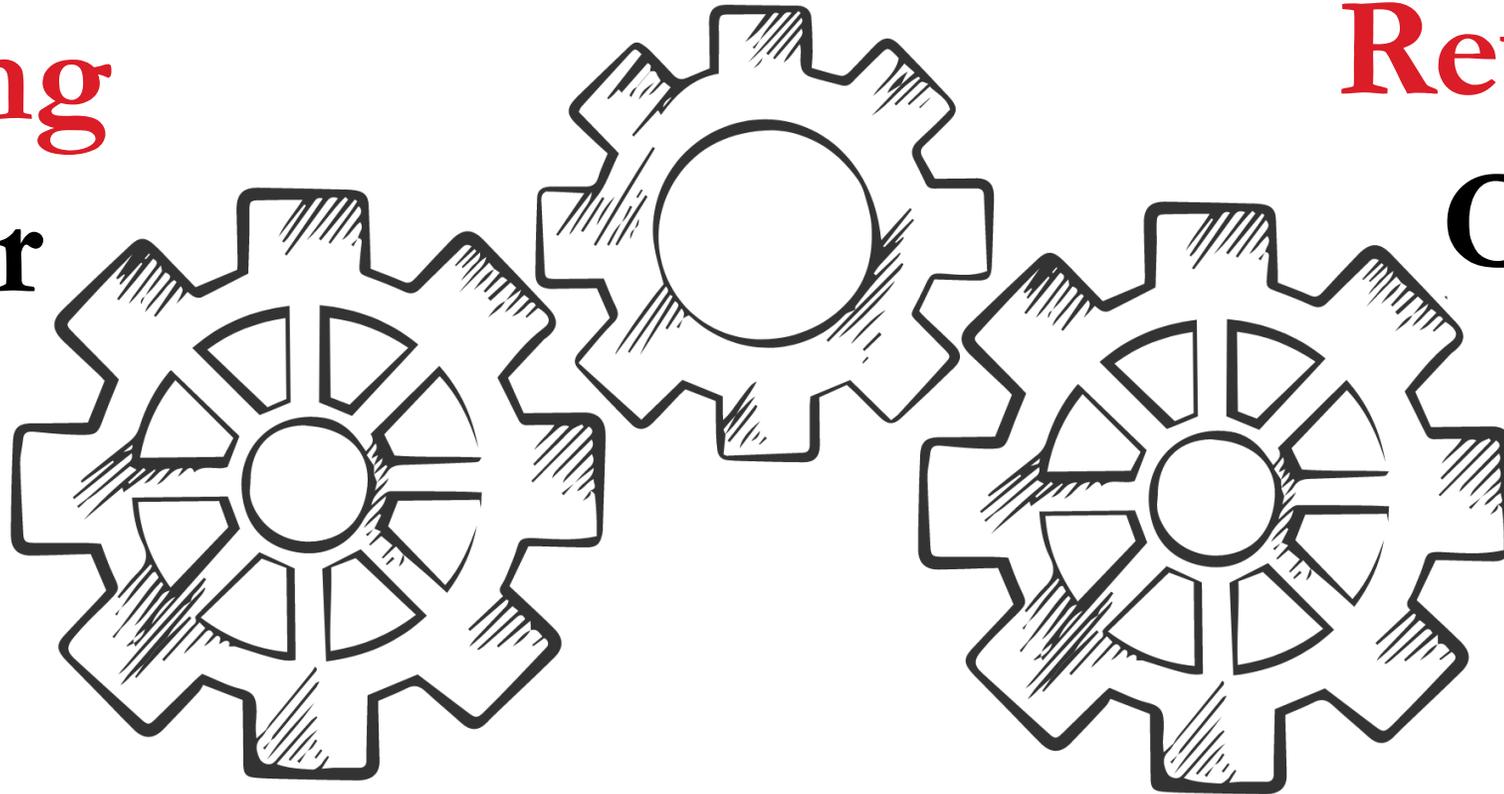
Candor

Modeling

Rewarding

Candor

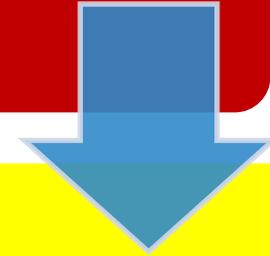
Candor



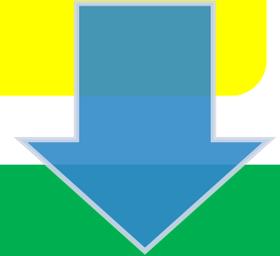


**I MADE A
MISTAKE**

PUNITIVE



NICE



KIND

Join at menti.com | use code 24014844



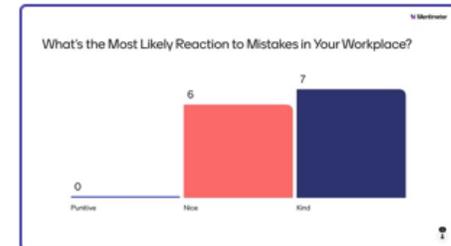
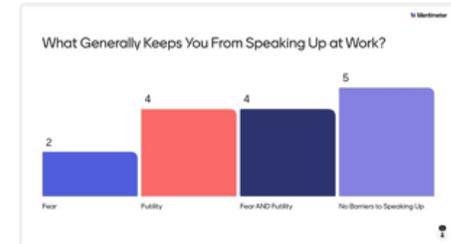
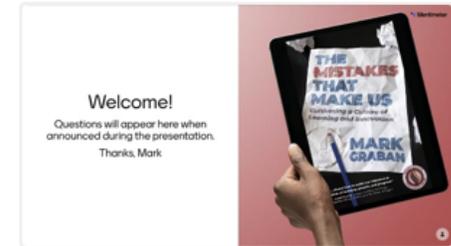
MG

Menti

Lean Solutions Summit ...



Choose a slide to present



How much do you agree, at work?



13 / 13



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

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.”

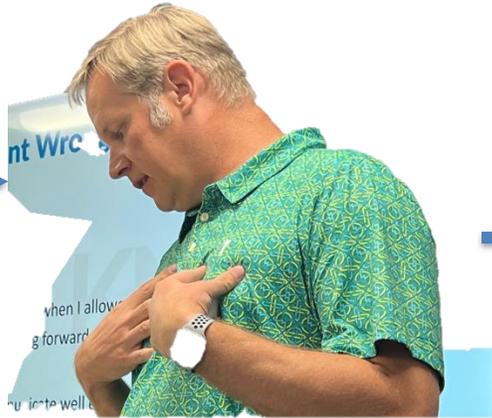
Greg Jacobson
CEO and co-founder, KaiNexus



Model

Encourage

Reward



Model

Encourage

Reward





[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

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

3 Reminders for Daily Engagement

Name It

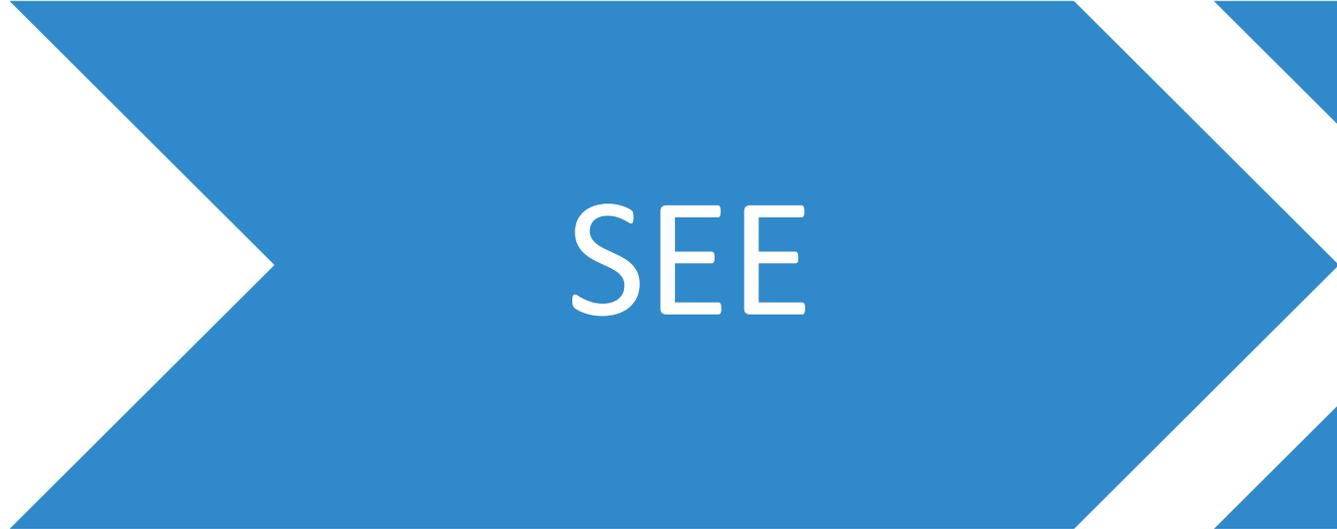
State the problem without blame or assumptions

Frame It

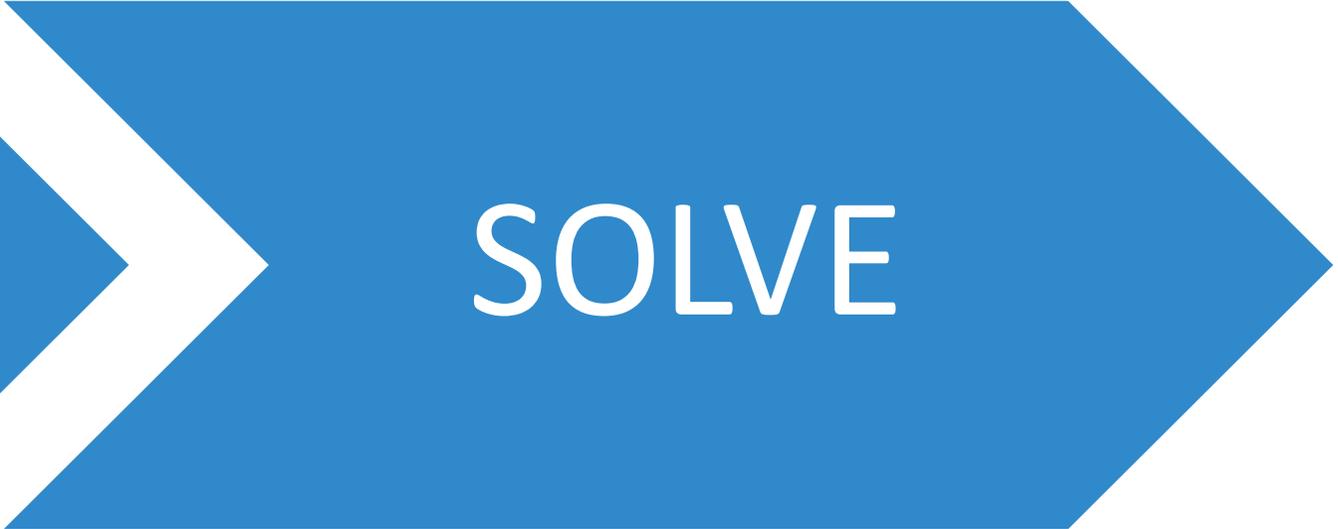
Frame a mistake as an opportunity to learn

Tame It

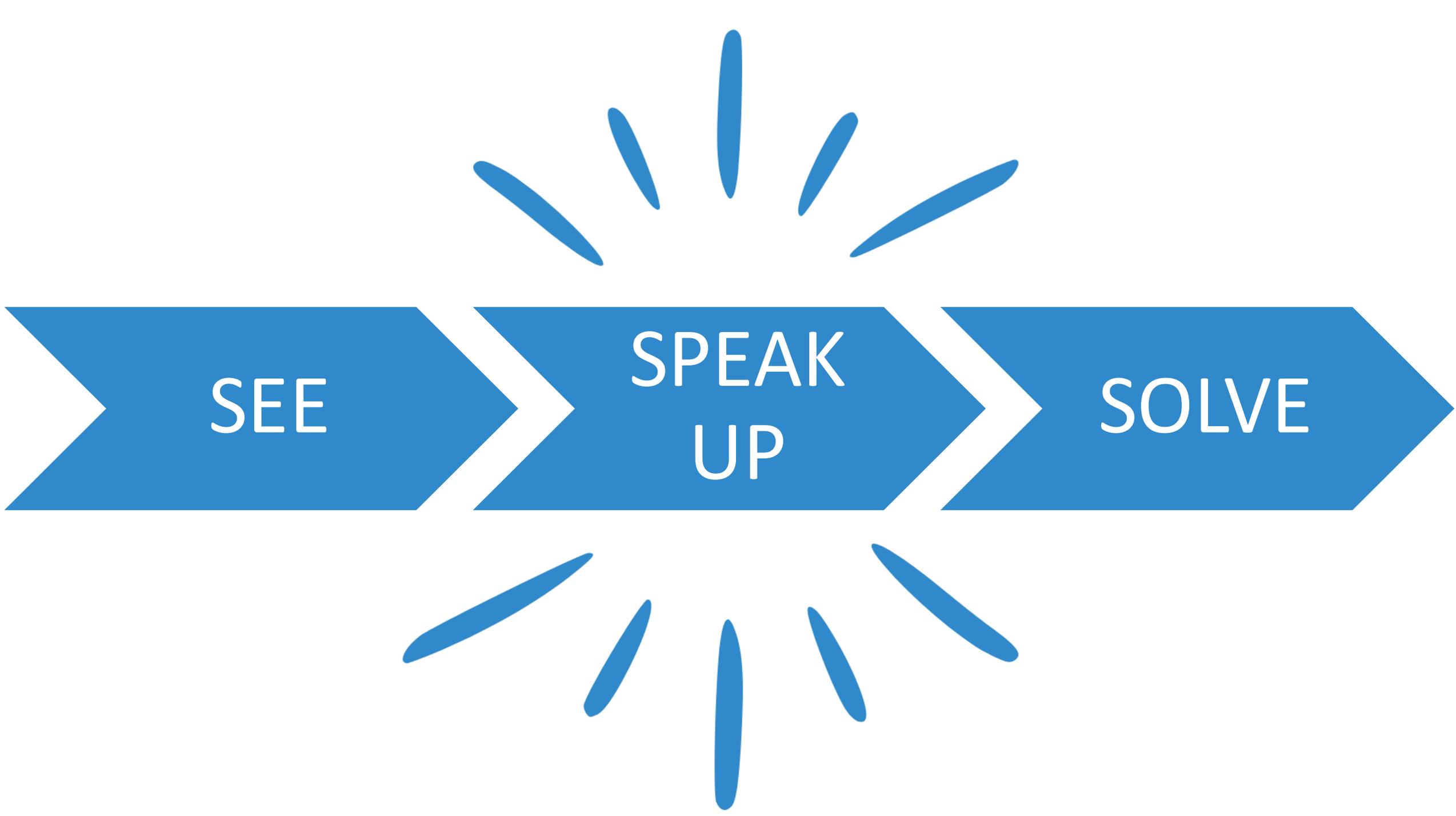
Fix the system so it doesn't happen again



SEE



SOLVE

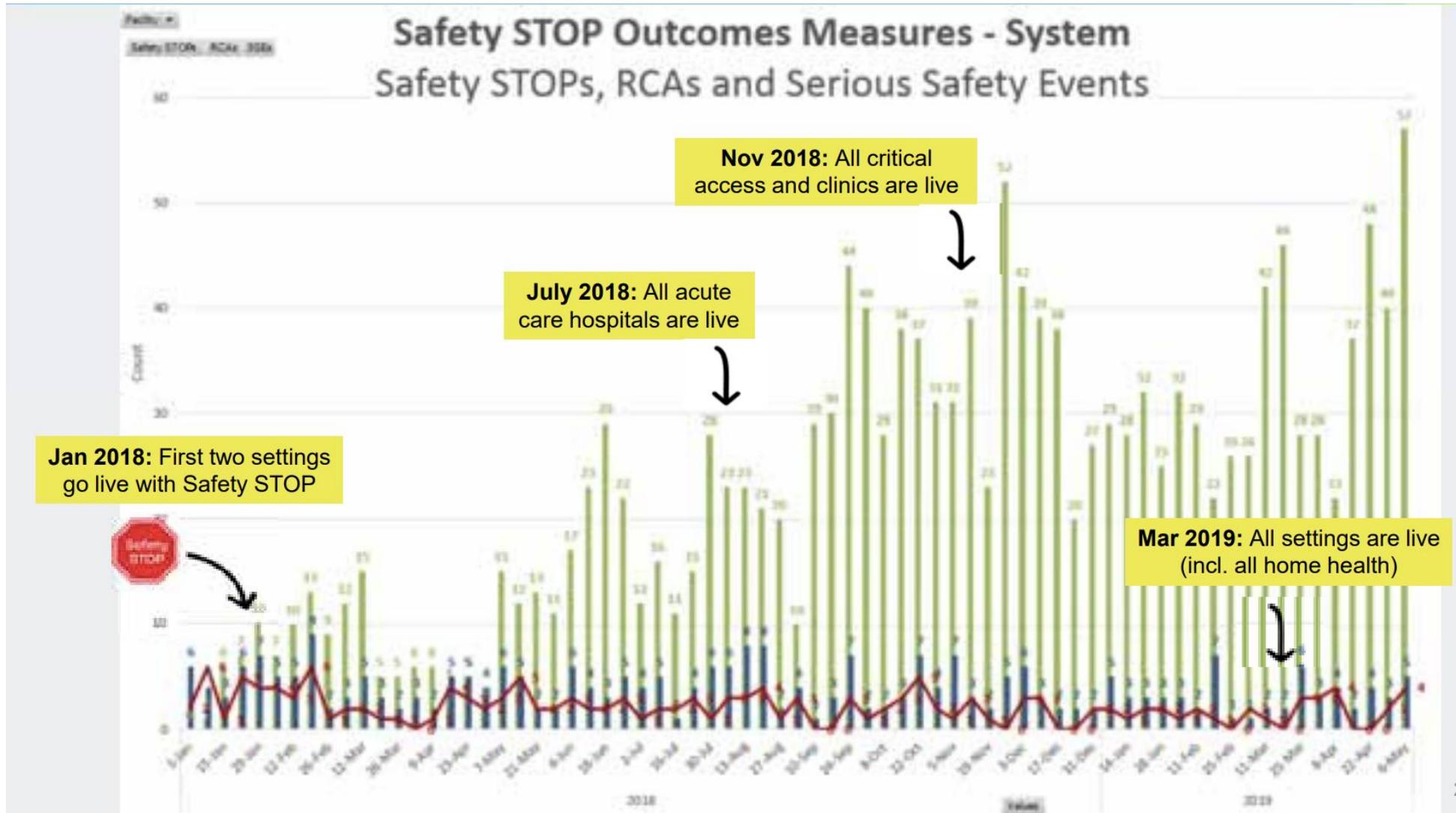


SEE

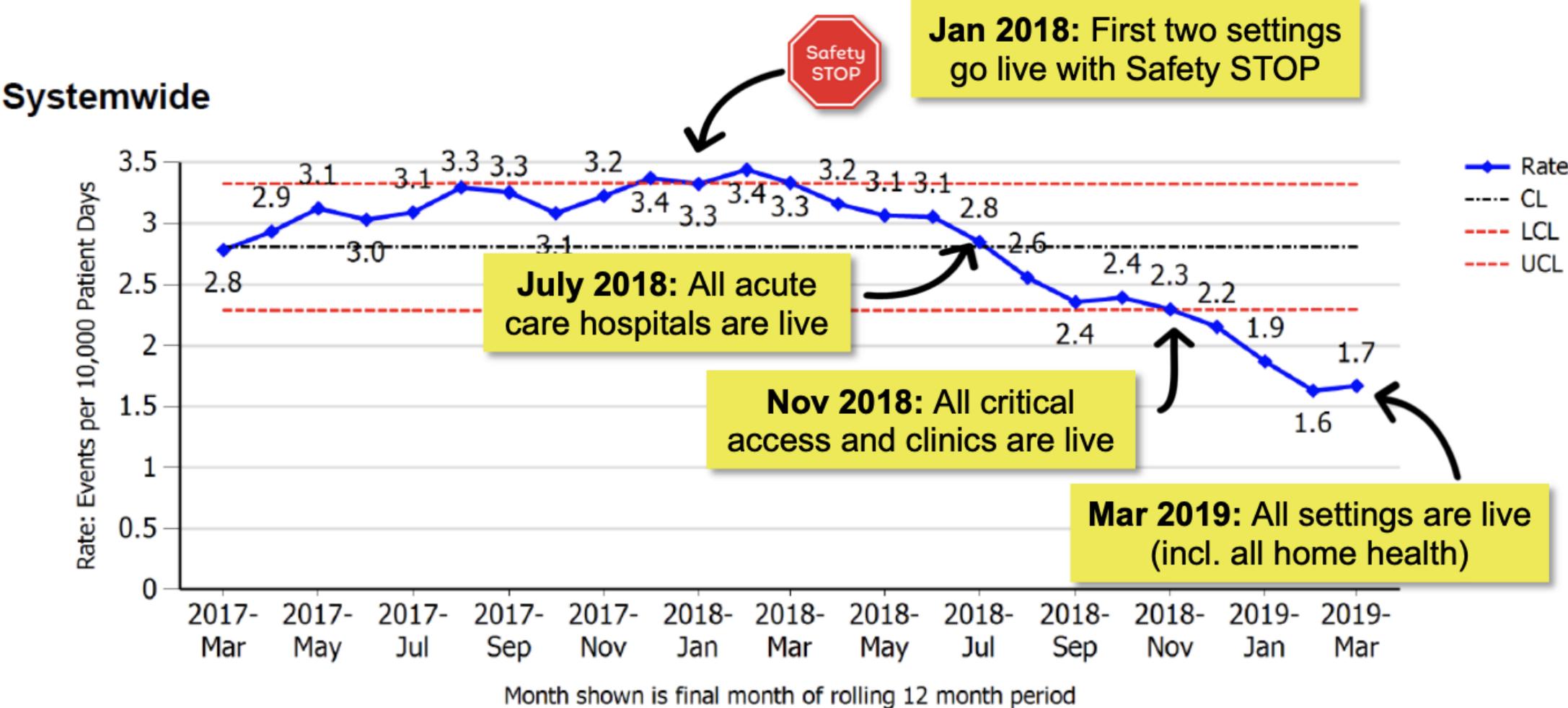
SPEAK
UP

SOLVE

Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)







PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

WRITE DOWN PRACTICED OR OBSERVED BEHAVIORS



Q&A TIME

Slides, Links, Poll Results & More:

MarkGraban.com/GLS2025

