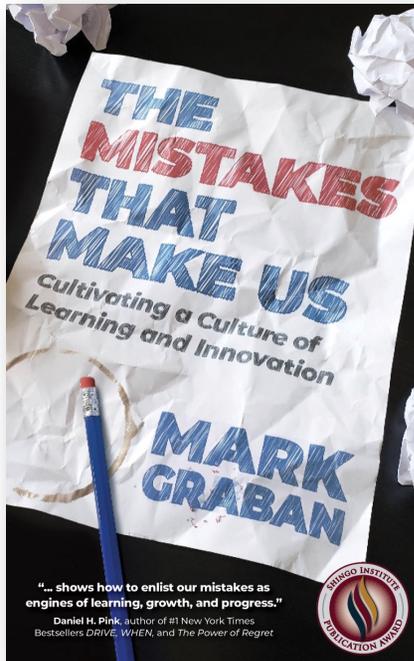




THE MISTAKES THAT MAKE US

Building Psychological Safety as the Foundation for Lean Success



Mark Graban

Mark@MarkGraban.com

Scan for Live Polling:
(Anonymous)





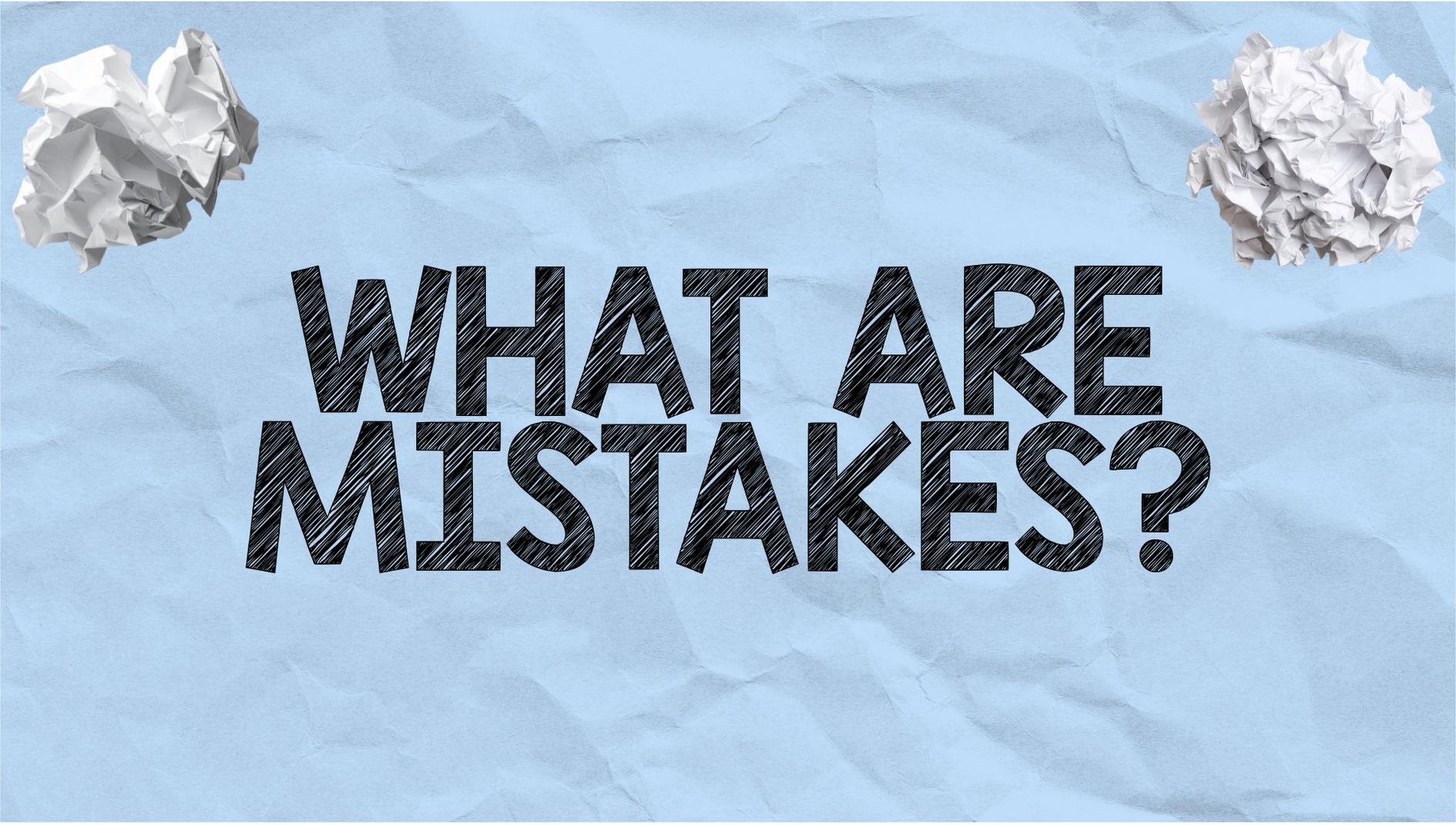
“Number of Incident Reports”

“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





**WHAT ARE
MISTAKES?**

EXPECTED OUTCOME

GAP



Mistakes are actions or judgments that turn out to be misguided or wrong.

ACTUAL OUTCOME



**UNINTENDED
MISTAKES**



HONEST
MISTAKES

Two Types of Mistakes

INNOVATION MISTAKES

PROCESS MISTAKES

Mitigating or Preventing?

INNOVATION MISTAKES

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

PROCESS MISTAKES

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



INNOVATION MISTAKES



“Dan has always been willing to give me the time to learn from my mistakes.”

Donnis Todd

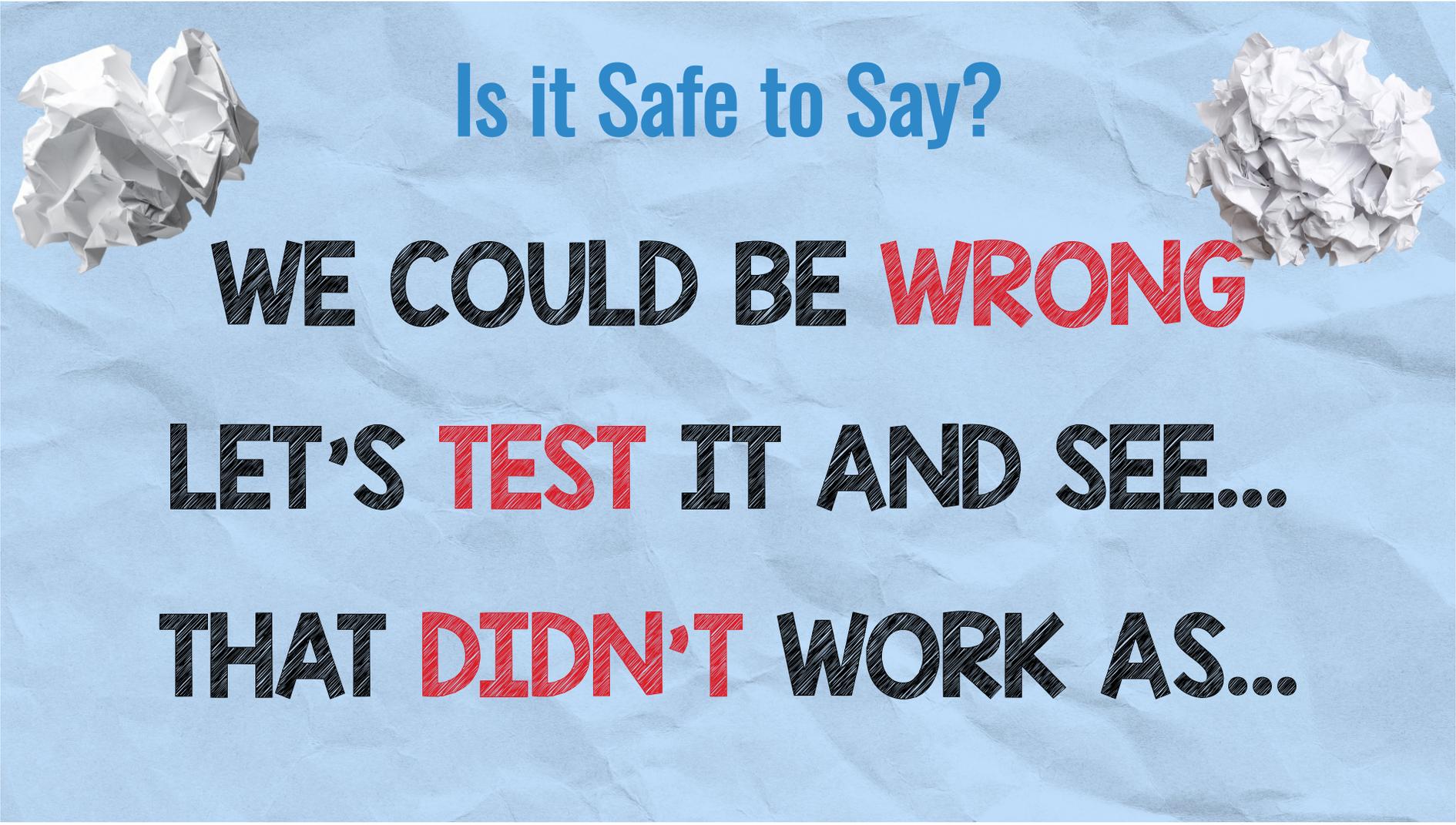
Master Distiller, Garrison Brothers

Dan Garrison

Founder / CEO, Garrison Brothers

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...



**PROCESS
MISTAKES**



Darril Wilburn



“It's the responsibility of leaders to provide a system in which people can be successful.”



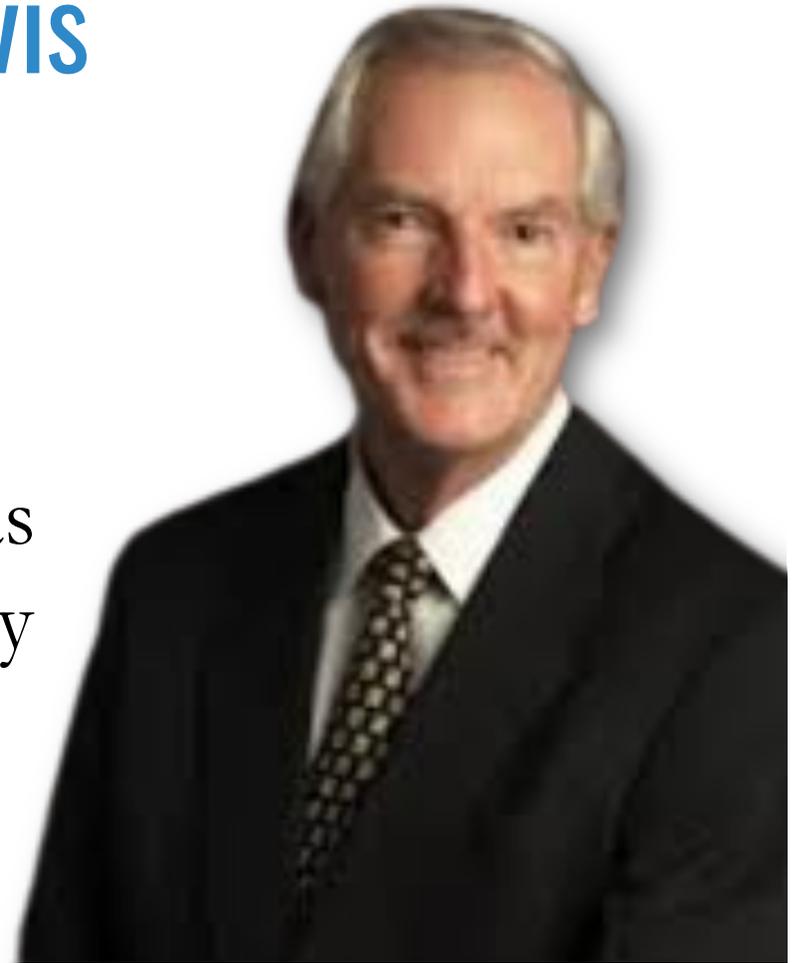
**RESPECT
FOR PEOPLE**



**RESPECT
FOR
HUMANITY**

Gary Convis

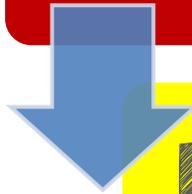
“You respect people, you listen to them, you work together. You don’t blame them. Maybe the process was not set up well, so it was easy to make a mistake.”





REACTING TO MISTAKES

PUNITITIVE



NICE

Emotions, Feelings



KIND

Add Constructive Action,
Learning, and Prevention



**PREVENT,
BUT LEARN**

Shigeo Shingo

“Defects will never be reduced if the workers involved do not modify operating methods when defects occur.”



Terminology Matters

Baka-Yoke

- Idiot-Proofing
- Fool-Proofing
- Dummy-Proofing

Poka-Yoke

- Mistake-Proofing
- Error-Proofing



WARNING

**SIGNS DON'T
WORK**



WARNING

Risk of injury.
Do not reach
inside until motion stops.



CAUTION

DO NOT OPERATE
MACHINE WITHOUT
GUARDS IN PLACE

WARNING

THIS MACHINE
STARTS
AUTOMATICALLY

CAUTION

Before turning the Machine On
and starting the Motor make
certain that all the guards are
in place and

CAUTION

Before turning the Machine On
and starting the Motor make
certain that all the guards are
in place and

CAUTION

Before inserting the Return Rack
and starting the Robot make
certain there are no people *inside*
the Robot cell.

SETON NAME PLATE CO. 800-243-6834



LESSON

**MISTAKE-
PROOFING IS
MORE EFFECTIVE**

LOCK OUT / TAG OUT



CAUTION

**DON'T FORGET TO
RETURN NOZZLE
TO PUMP**







**PREVENT,
BUT LEARN**



**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



Workers at the Toyota plant in Georgetown, Kentucky, pull the cord 2,000 times a week - and their care is what makes Toyota one of the most reliable, and most desired, brands in the US.

GLOBALISATION SERIES



In contrast, workers at Ford's brand-new truck plant in Dearborn, Michigan, pull the cord only twice a week - the legacy of generations of mistrust between shop-floor workers and managers.





DRAMATIZATION



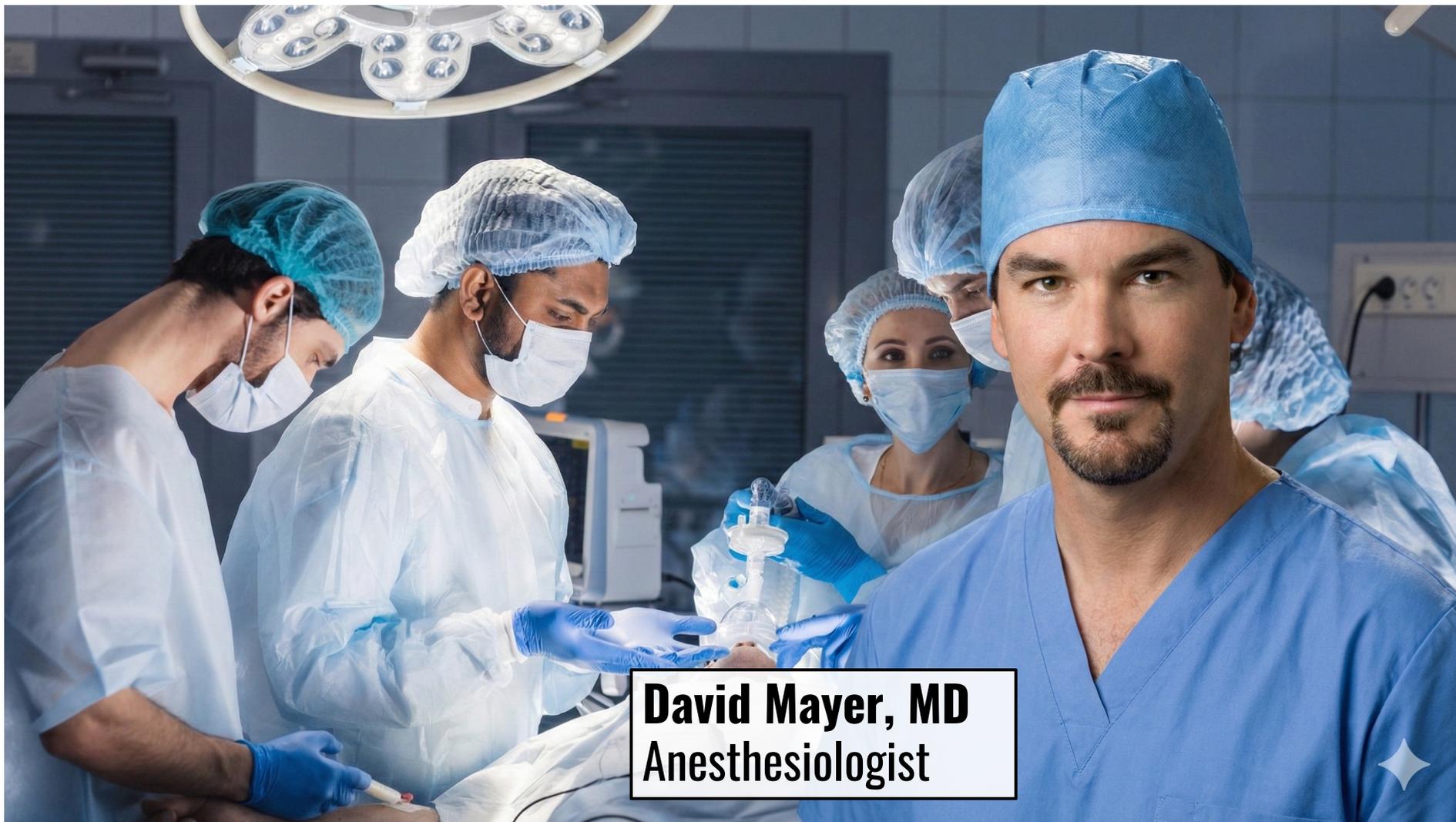
(OVERDRAMATIZATION)



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

it's a function of

CULTURE



David Mayer, MD
Anesthesiologist



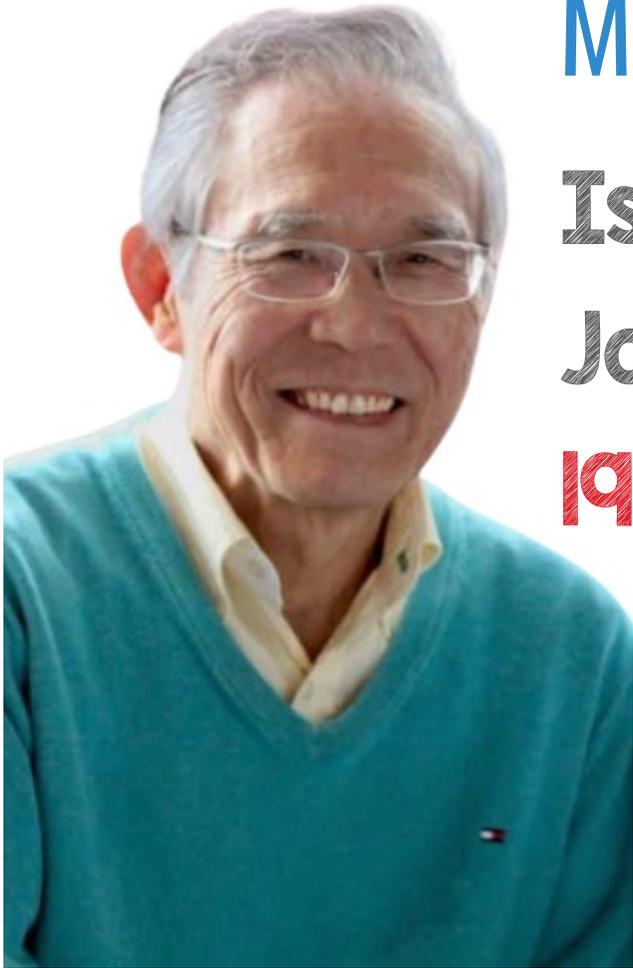


Mistakes at Toyota

Isao Yoshino

Japan

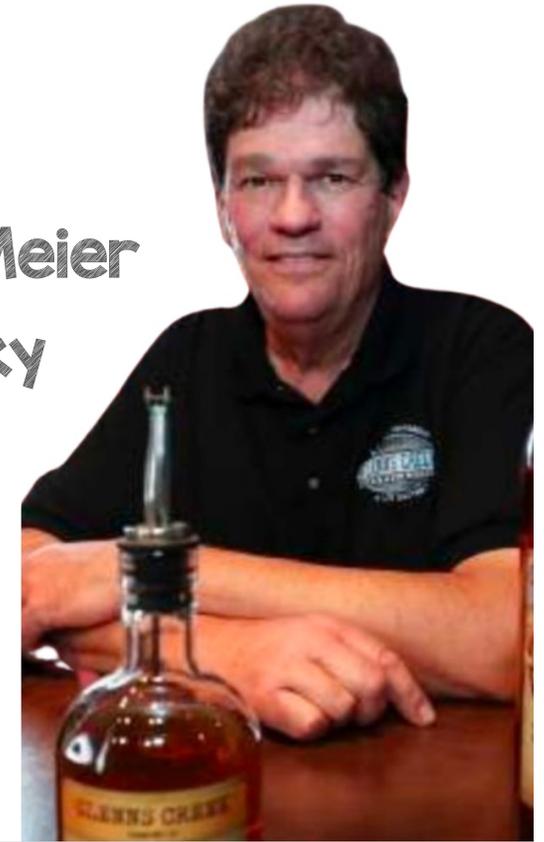
1960s



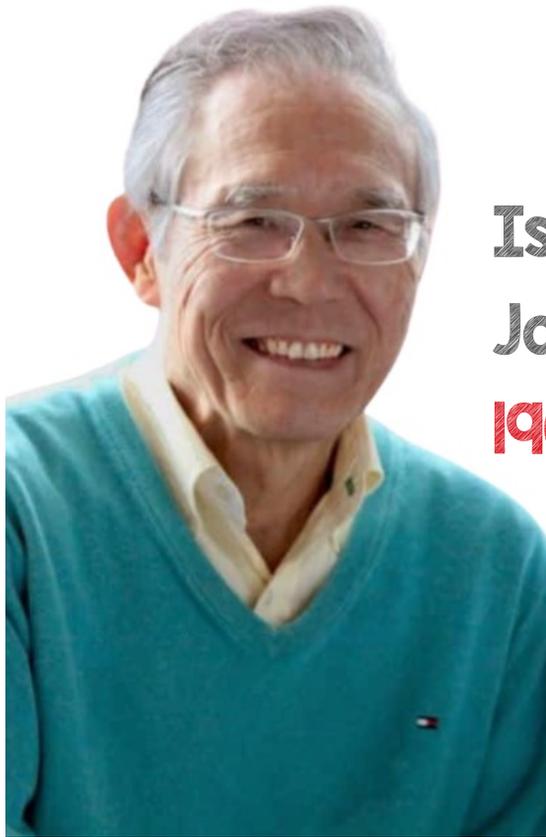
David Meier

Kentucky

1980s



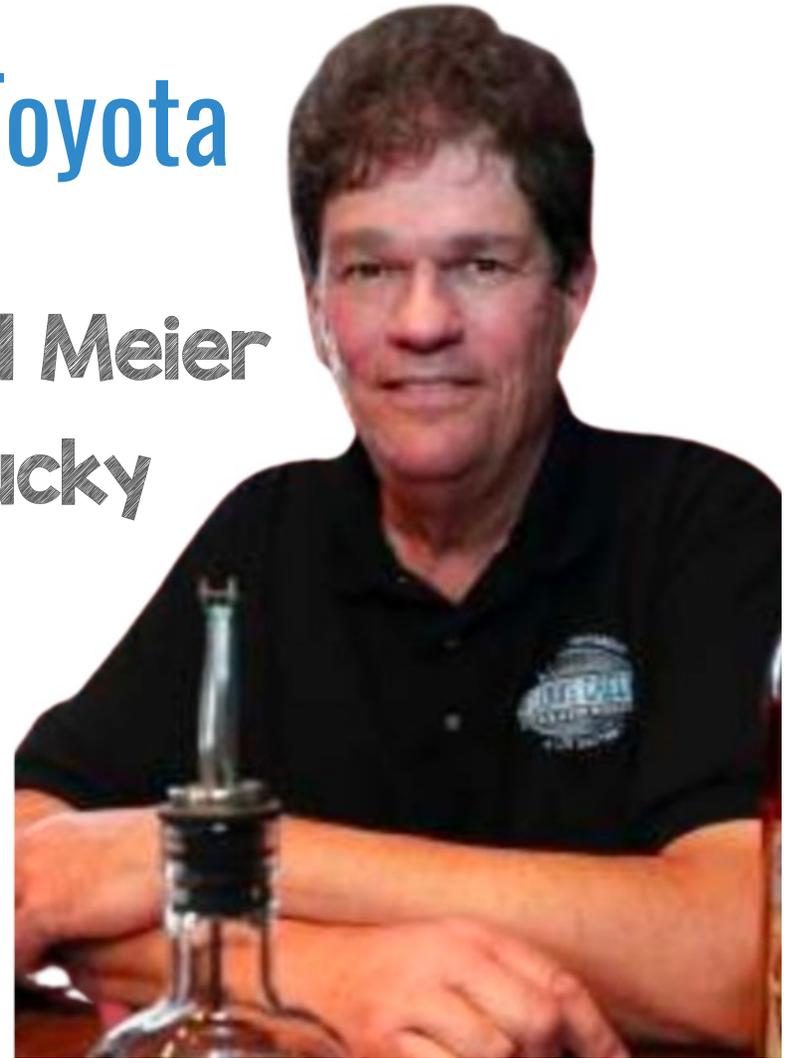
Mistakes at Toyota



Isao Yoshino
Japan
1960s

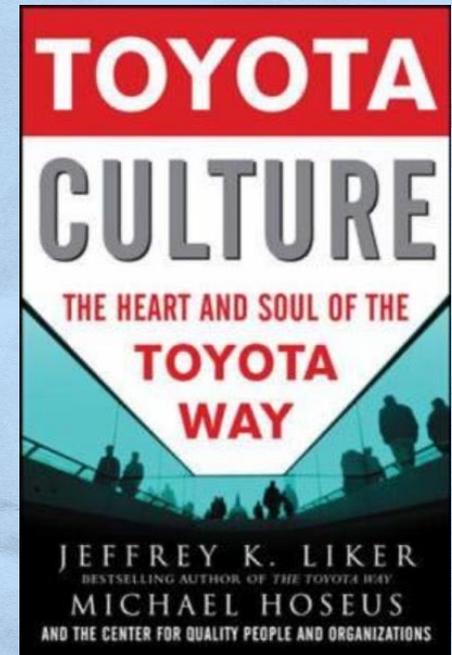
David Meier

Kentucky
1980s



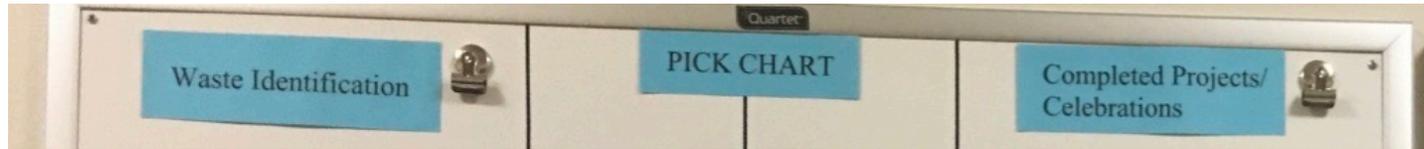


“[Toyota believes] people must ... feel **psychologically** and physically safe ... they must believe that any concerns they have will be taken **very seriously**”



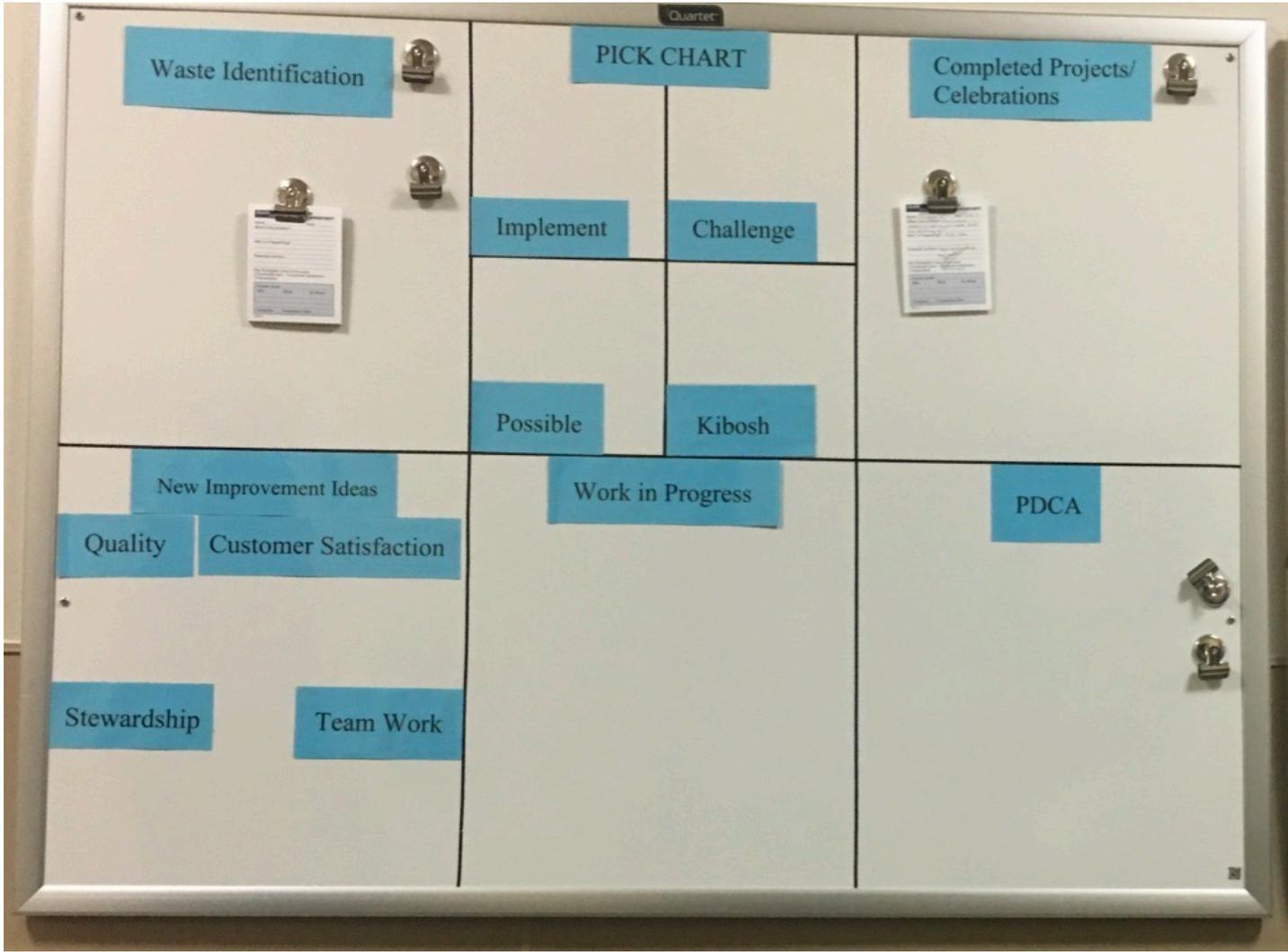


MANAGEMENT MISTAKES



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**

PSYCHOLOGICAL SAFETY



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?

You CAN Improve Psychological Safety

Encouraging

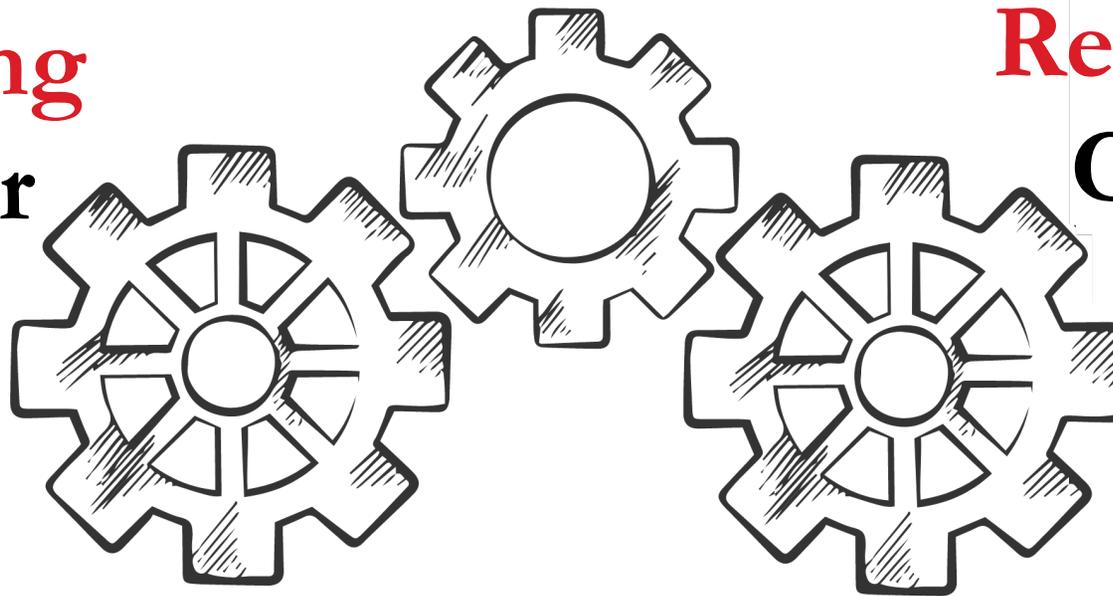
Candor

Modeling

Rewarding

Candor

Candor





**I MADE A
MISTAKE**



**I MIGHT
BE WRONG**



**LET'S RUN A
SMALL TEST**





**WHAT CONCERNS
DO YOU HAVE?**

You CAN Improve Psychological Safety

Encouraging

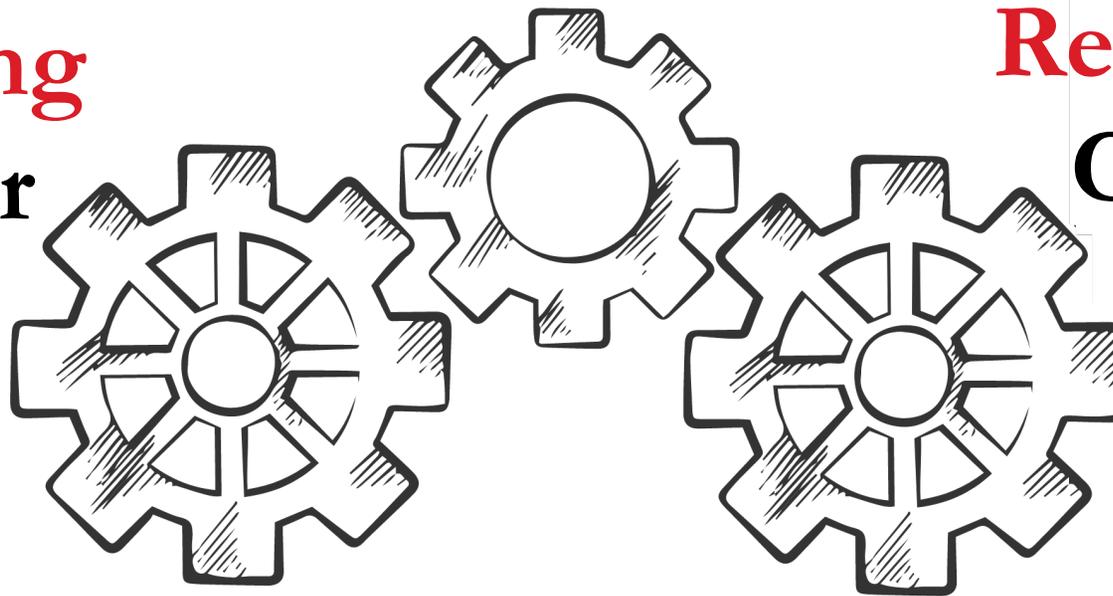
Candor

Modeling

Rewarding

Candor

Candor





“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 wearing a dark suit and a light-colored shirt. The podium features the AME Dallas 2022 logo, which includes a star and the text "AME DALLAS INTERNATIONAL CONFERENCE 2022". The background is a large screen displaying a blue and white pattern of overlapping circles. A white 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

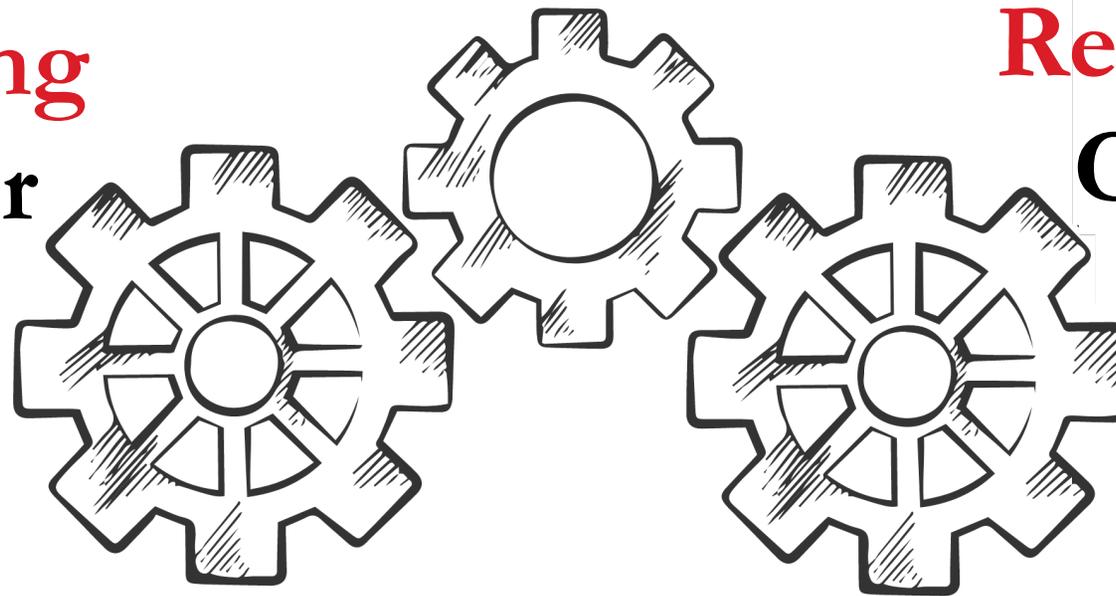
Candor

Modeling

Candor

Rewarding

Candor





**I MADE A
MISTAKE**

You CAN Improve Psychological Safety

Encouraging

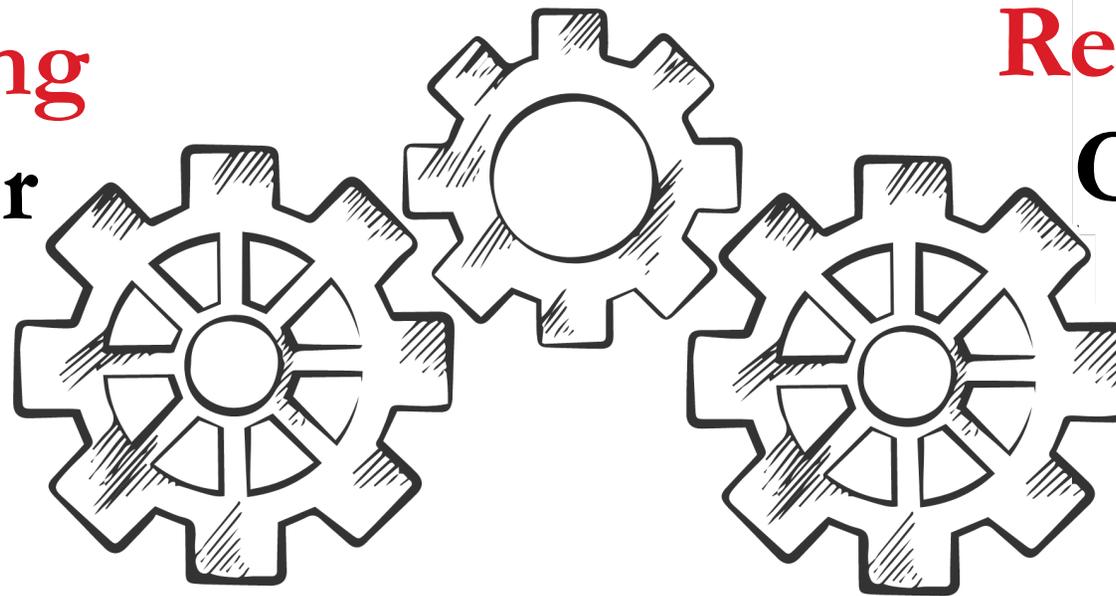
Candor

Modeling

Candor

Rewarding

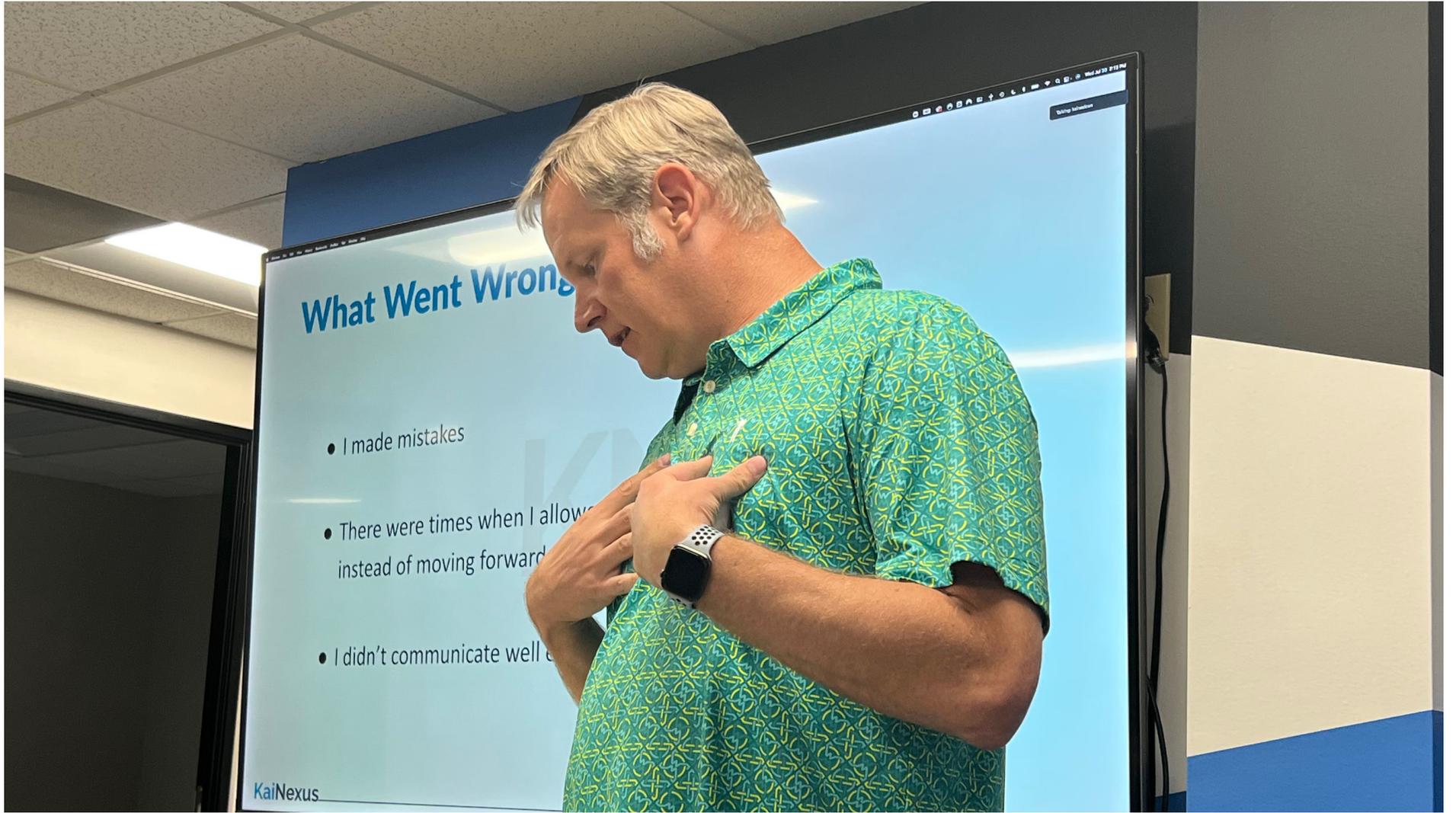
Candor



“I don’t have a problem talking about my mistakes. I’m glad you gave me a month to think about all the different mistakes people could learn from.”

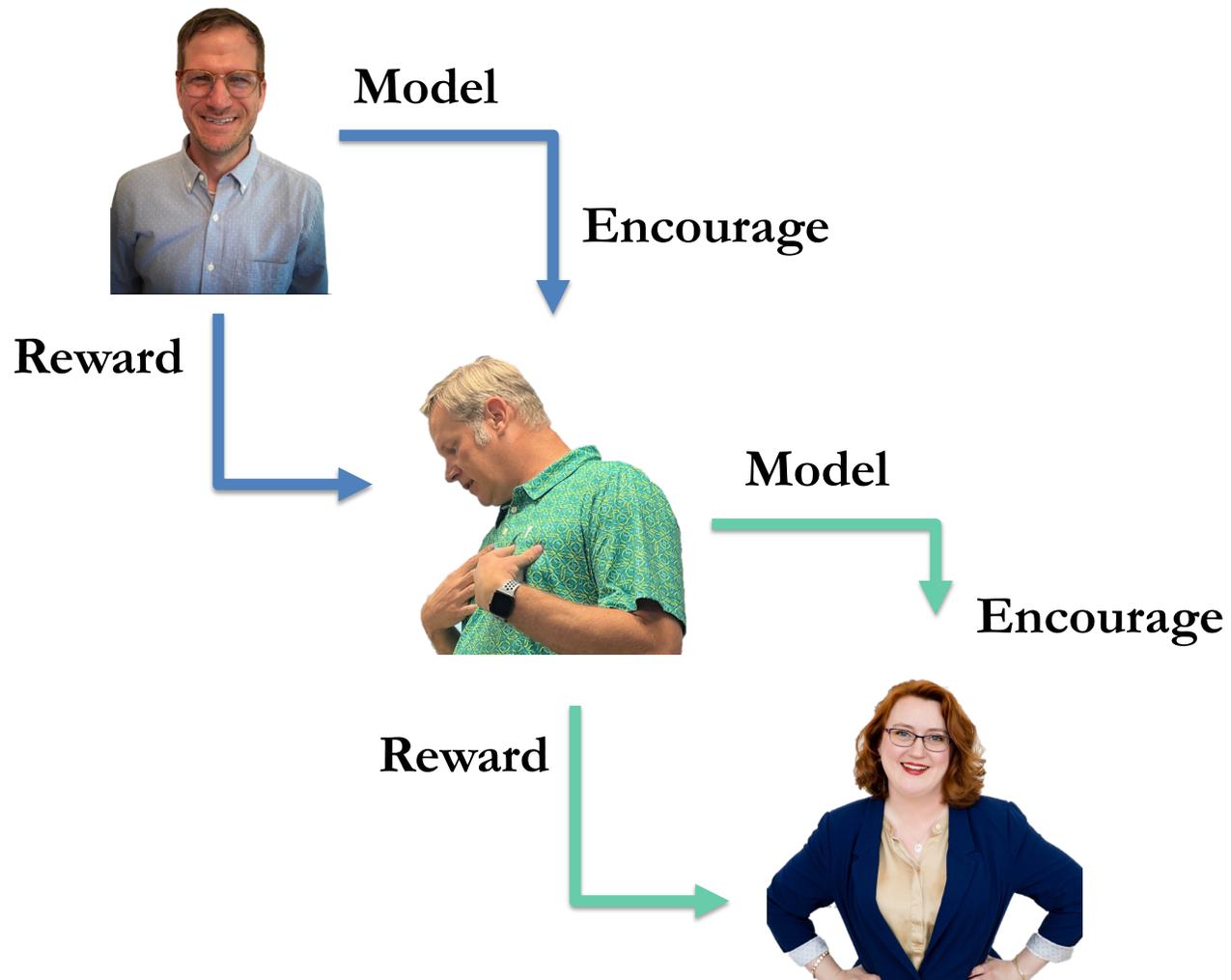


Greg Jacobson, MD
CEO, KaiNexus & Emergency Physician



What Went Wrong

- I made mistakes
- There were times when I allowed... instead of moving forward
- I didn't communicate well





[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



“You can’t have a culture of continuous improvement without learning from mistakes.”

Greg Jacobson
CEO and co-founder, KaiNexus



SEE

SOLVE



SEE

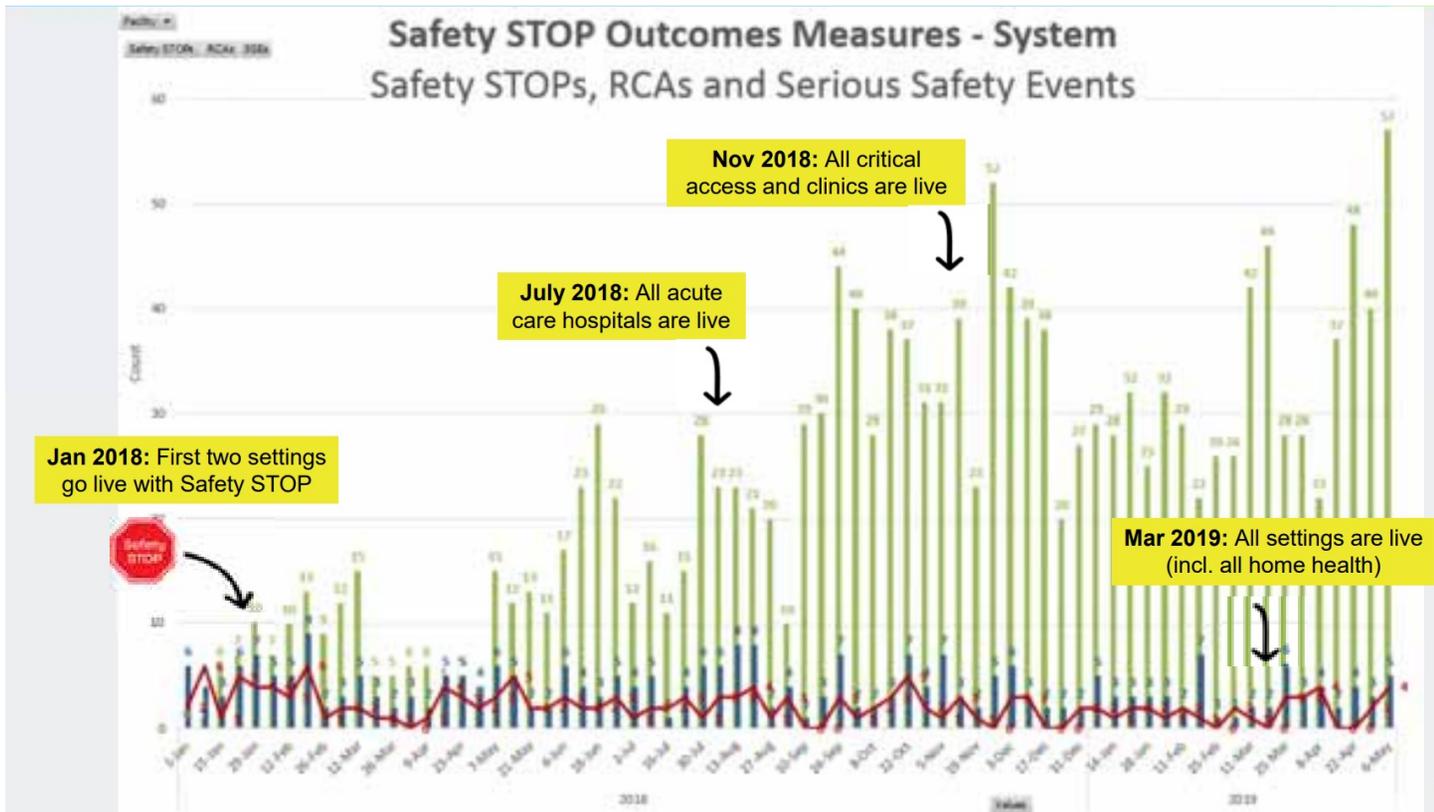
**SPEAK
UP**

SOLVE

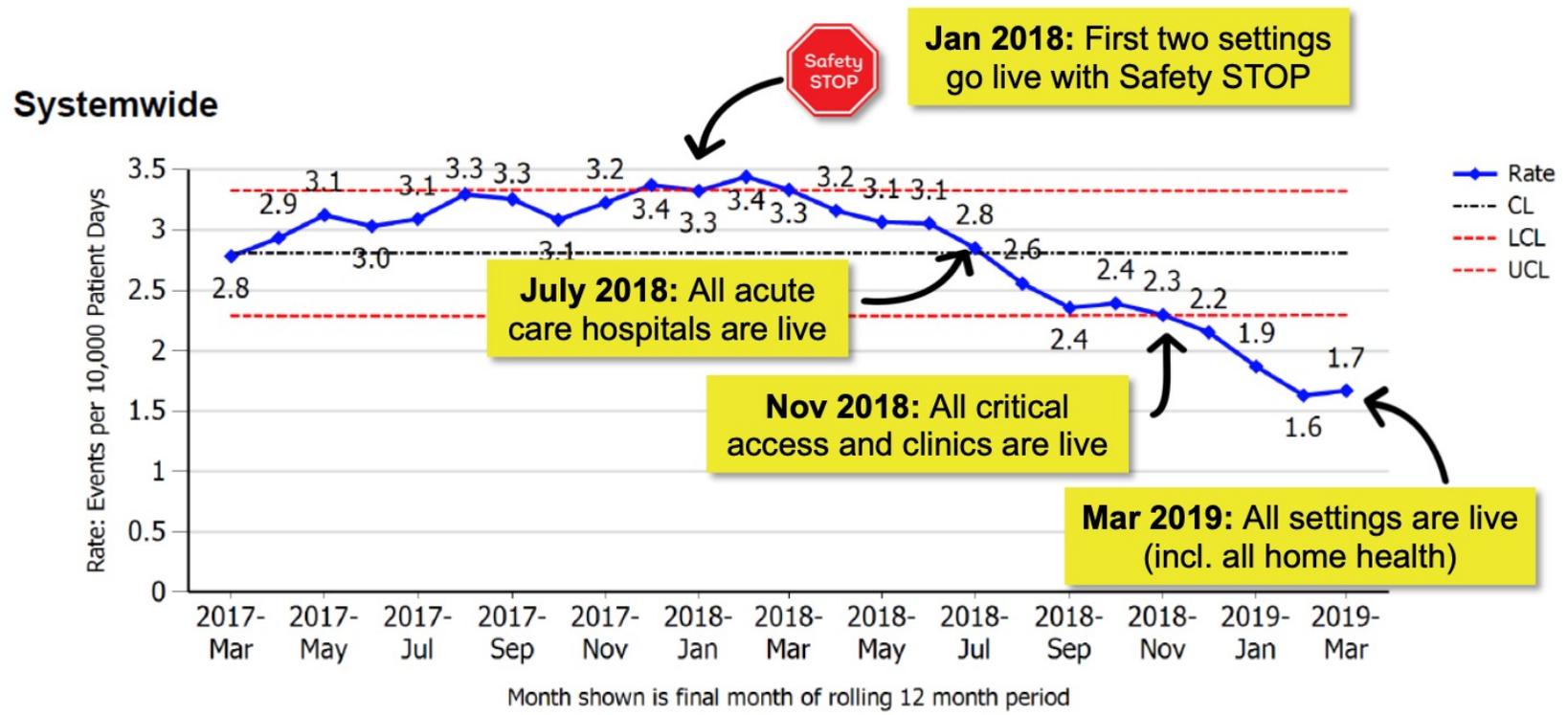




Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Leader Behaviors

Mindsets

Q&A TIME

Slides, Links, Poll Results & More:

MarkGraban.com/FVTC2026

