Today
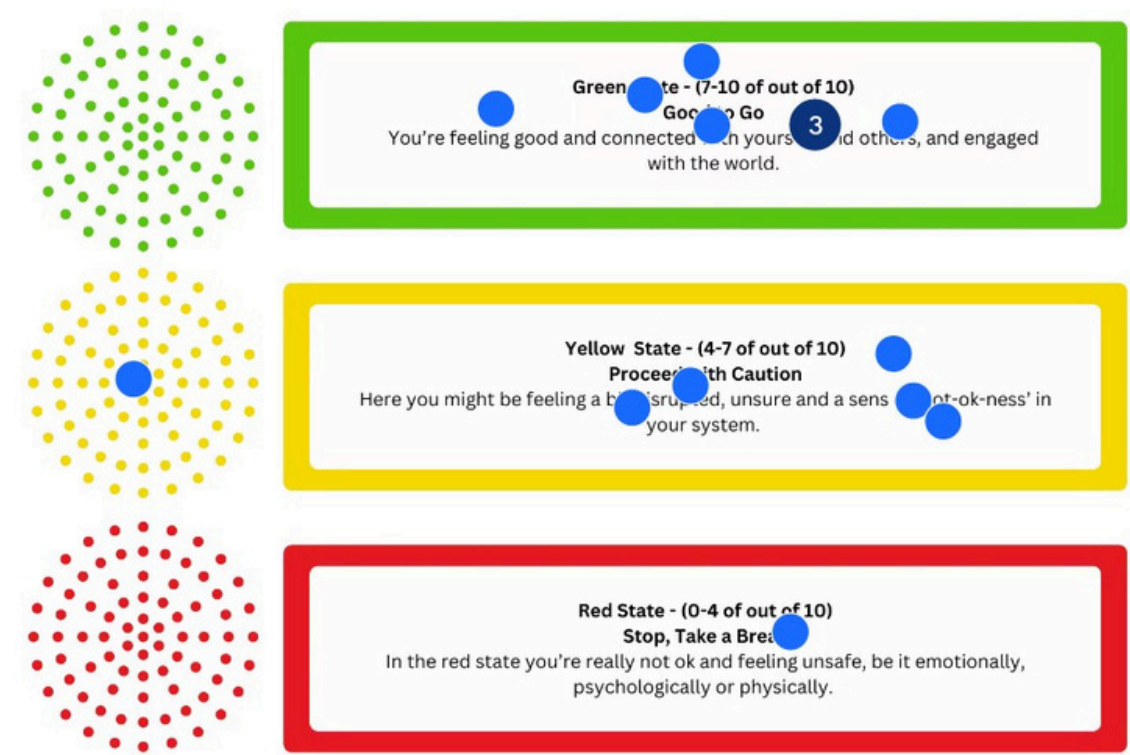
What is Psychological Safety
Why is everyone talking about it?
Overview of the 4 Stages of Psychological Safety.

Challenger Safety

Contributor Safety

Learner Safety

Inclusion Safety

Ideas to help you build your Psychological Safety muscle.

POLL Response

Emotional State - How are you feeling today?

Green State - (7-10 of out of 10) Good to Go
You're feeling good and connected with yourself and others, and engaged with the world.

Yellow State - (4-7 of out of 10) Proceed with Caution
Here you might be feeling a bit disrupted, unsure and a sens of 'not-ok-ness' in your system.

Red State - (0-4 of out of 10) Stop, Take a Break
In the red state you're really not ok and feeling unsafe, be it emotionally, psychologically or physically.

Who are we?

Building Resilient Safety Cultures for High-Hazard Industry
Make Safety part of your DNA

Physical. Emotional. Psychological.

Karin

Nuala

Connect with us on Linkedin

Safety Culture & Leadership by Design
Safety Collaborations is a safety culture change consultancy.

Why Does it Matter?

- ☑ Heart of organisational and safety culture

- ☑ Governs how people behave and interact

- ☑ Key to cultural transformation

- ☒ If you don't have it, the rest of what you do becomes more difficult.

"Brian Chesky, AirBnB CEO - what behaviours are at the heart of being one together"

Psychological Safety is NOT.

- Is not a synonym for Mental Health
- A shield from accountability or responsibility
- Avoidance of consequences
- Being nice, hugging or Kumbaya
- Consensus decision making
- Unearned autonomy
- Political correctness
- Being positive or worse, toxic positivity
- All about Trust*
- And more...

- *Trust is key

Trust and Psychological Safety
What's the Difference?

TRUST (Individual) ...
focuses on the confidence between individuals within the team.

PSYCHOLOGICAL SAFETY (team) ...
is about the team as a whole creating an environment that supports openness and vulnerability.

"I know Bob won't freak out even if I disagree with him."

"My team expects me to speak up. It's how we do things around here."

1965 **Edgar Schein & Warren Bennis**
Coin the term psychological safety

1990 **William Kahn**
Links psychological safety to attitudes and behaviours

1999 **Amy Edmondson**
Links psychological safety to team learning

2014 **Google Aristotle**
Google conducts a 3-year study called Project Aristotle and identifies psychological safety as the top factor for high-performing teams

2020 **Timothy R Clark**
Lays out the progression of 4 stages of psychological safety

1 **Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.

2 **Dependability**
Team members get things done on time and meet Google's high bar for excellence.

3 **Structure & Clarity**
Team members have clear roles, plans, and goals.

4 **Meaning**
Work is personally important to team members.

5 **Impact**
Team members think their work matters and creates change.

re:Work

Our Focus

An Environment of Rewarded Vulnerability

Vulnerability is simply exposure to the risk of harm or loss.

Common Acts of Vulnerability

(shortlist)

- Just showing up is an act of vulnerability
- Introducing yourself
- Sharing something about your personal life
- Clarifying expectations
- Sharing a personal problem or challenge.
- How about identifying your team's weakness or failure?
- Give your boss some feedback, make a comment, suggest, and share an alternative point of view.
- Disagreeing, asking a question, asking for help or advice.
- Admitting you don't know, making a mistake, sharing a past mistake, pointing out a mistake.
- How about challenging the status quo?
- These are all acts of vulnerability.

Acts of Vulnerability

Quick POLL

Have you experienced one or more of these acts of vulnerability In recent times?

- Have you ever felt excluded in a social setting?
- Have you ever been afraid to ask a question?
- Have you ever remained silent when you know the answer to a problem?
- Have you ever had someone steal credit for something you did?
- Have you ever been ignored in a discussion?
- Have you ever been rudely interrupted in a meeting?
- Have you ever felt that you were the target of a negative stereotype?
- Have you ever faced retaliation for challenging the status quo?
- Have you ever had a boss who asked for feedback but didn't really want it?
- Have you ever been publicly shamed or made fun of?
- Have you ever been punished for making an honest mistake?
- Have you ever been made to feel inferior?

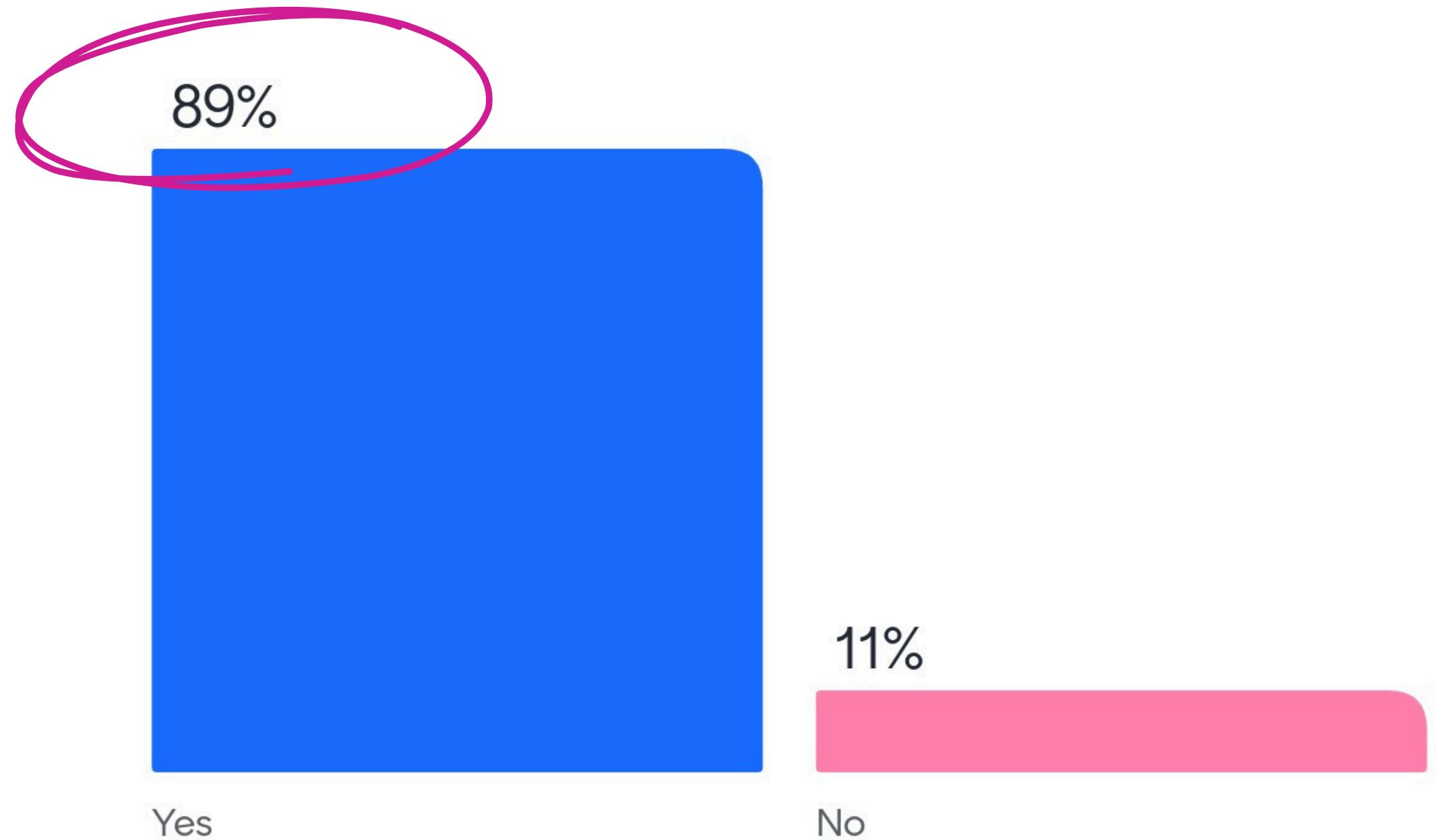# Acts of Vulnerability

POLL Response

These results are common.

Do these only happen at work?
Do these results surprise you?

These are breaches of psychological safety.
Sadly... they are more common than rare.

We have work to do!

89%

11%

Yes

No

Punished Vulnerability

If you answered yes to just one, the following happens...

1. Activates the pain centres of the brain
2. Triggers our self-censoring instinct
3. We shift to a defensive mode of performance

Acts of Vulnerability

Why is Rewarded Vulnerability so Important?

You and your team can't be successful unless you reward each other's vulnerability.

Please think of what you need to do to perform as a team.
- You need to be able to be yourself.
- You need to be able to learn.
- You need to be able to contribute and challenge the status quo to improve things.

What happens to your team if you don't allow and reward each other for those acts of vulnerability?

You stall, you break down. You don't go anywhere.

Discuss

What are the cost(s) / losses of punished vulnerability?

The Cost(s) of Punished Vulnerability

48%   Intentionally decrease their work effort.

47%   Intentionally decreased time spent at work.

38%   Intentionally decreased the quality of their work.

80%   Lost work time worrying about incident.

63%   Lost time avoiding the offender.

66%   Said that their performance declined.

78%   Said that their commitment to the organization declined.

12%   Said that they left their job because of the uncivil treatment.

25%   Admitted to taking their frustration out on customers.

Without a culture of safety, humans literally can't think.
Operational IQ drops by 50 points!

IQ

And with it, so does employee engagement, customer satisfaction, and revenue.

Rewarded or Punished Vulnerabity

Organisational Safety and Team Culture

Norms, Behaviours, Structure and Processes
Observable Behaviours

How We React

Visible

Semi-visible

Personal Values, Beliefs and Attitudes
Less visible, but can be talked about

Invisible

Attitudes, Traits, Deeply
held Values and Motivations

Gut Feel
Emotions
Psychological Safety

Cultural Values and Assumptions
Usually not visible at all, often held
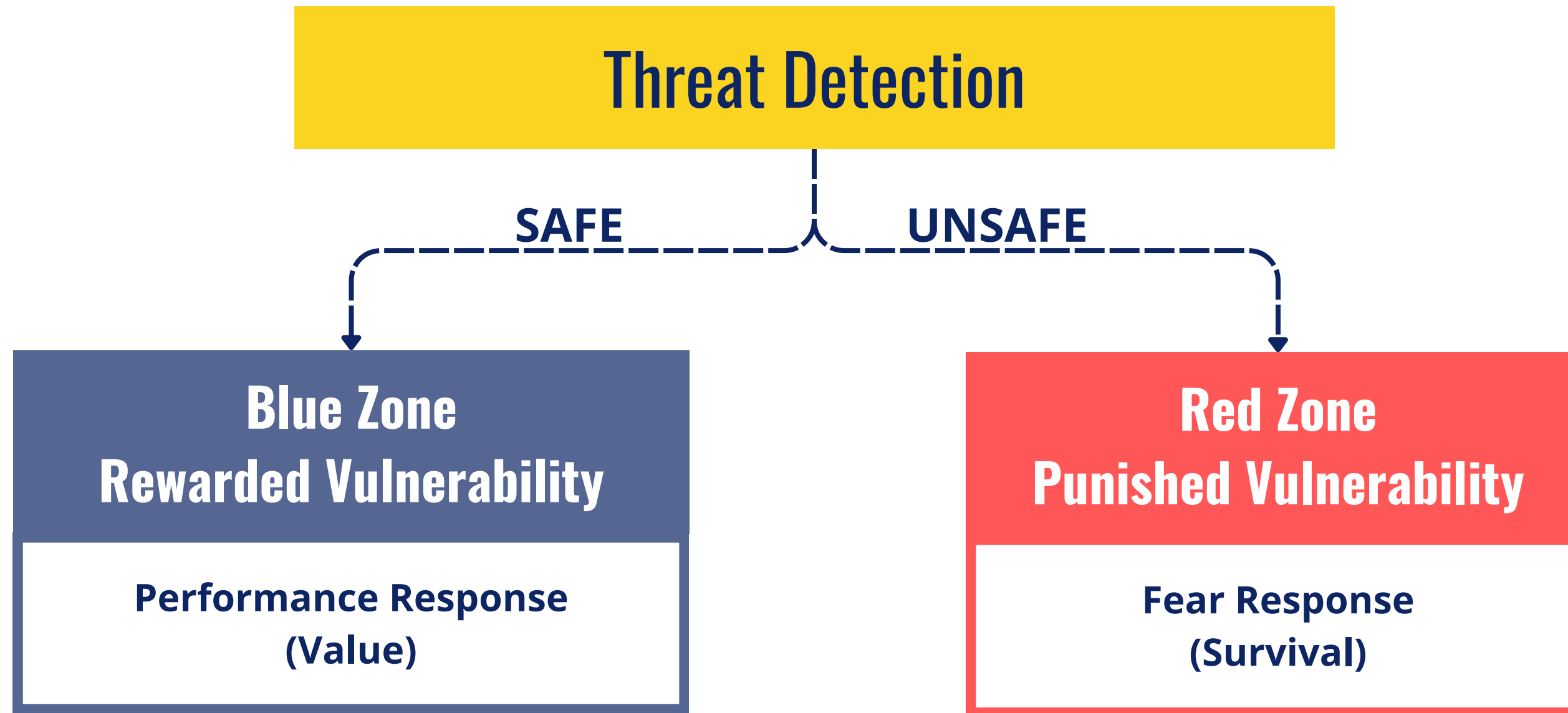subconsciously, rarely questioned in everyday life.

Threat Detection Happens Here

Culture

Psychological
Safety

Choices We Make

Rewarded or Punished Vulnerabity

Organisational Safety and Team Culture

Threat Detection

SAFE   **UNSAFE**
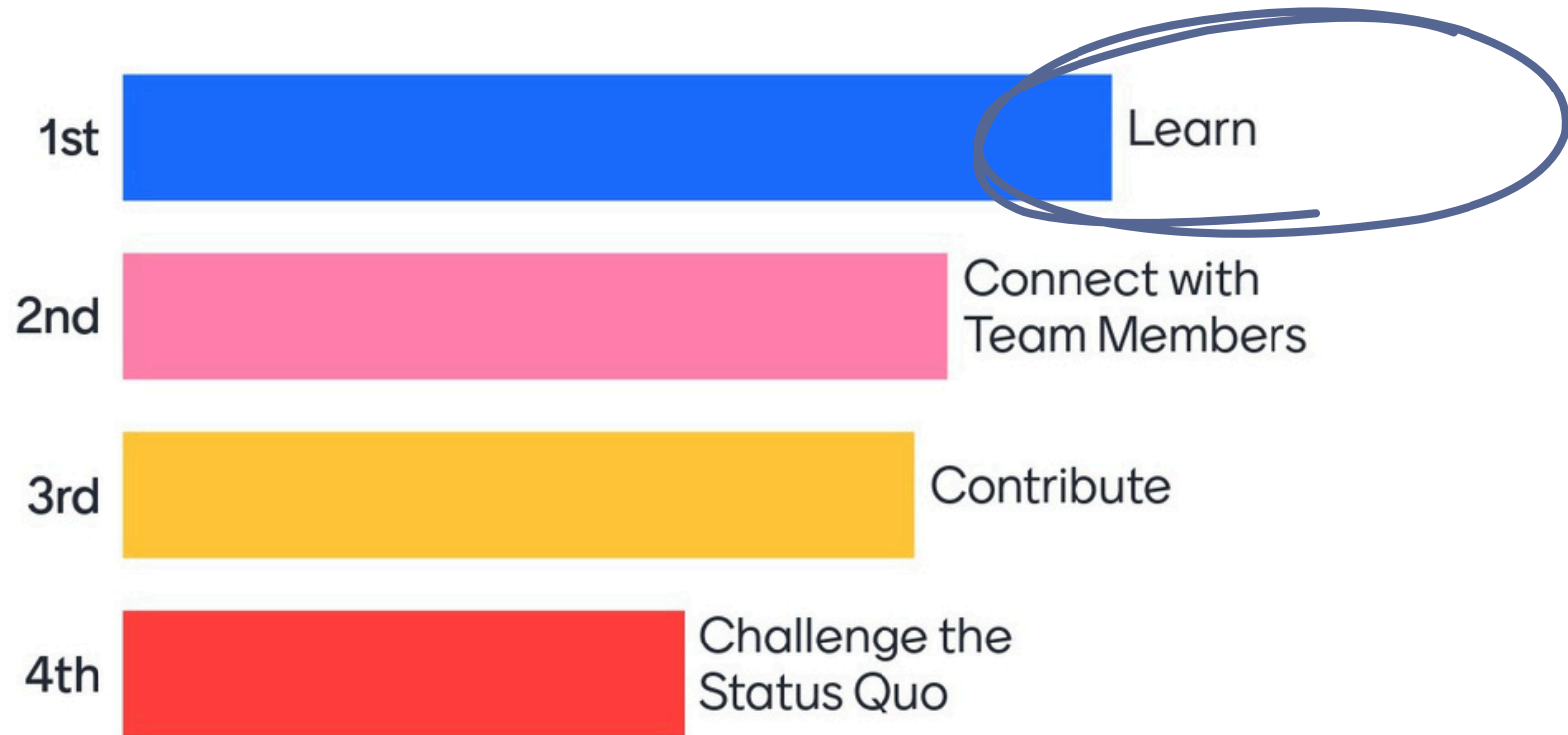
**Blue Zone
Rewarded Vulnerability**

**Performance Response
(Value)**

- Activates the pleasure/reward centres of the brain
- Deactivates the self-censoring instinct.
- Releases discretionary effort.

**Red Zone
Punished Vulnerability**

**Fear Response
(Survival)**

- Activates the pain centres of the brain.
- Triggers the self-censoring instinct.
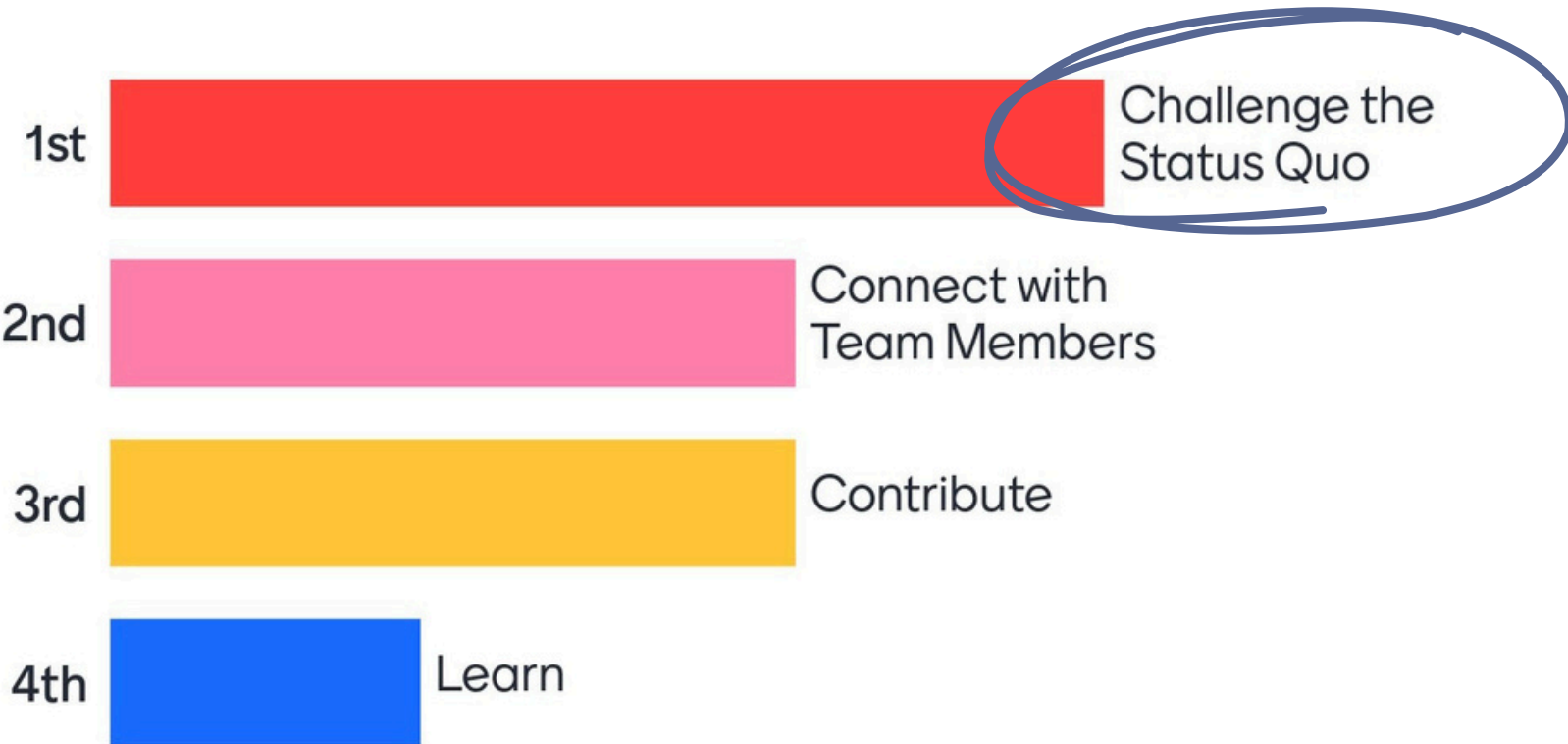- Freezes discretionary effort.

Team Polls Results

1 In a team setting, which of the following activities do most team members want to do first?

1st — Learn *(circled)*
2nd — Connect with Team Members
3rd — Contribute
4th — Challenge the Status Quo

2 Which of the following activities is the highest risk in a team setting?

1st — Challenge the Status Quo *(circled)*
2nd — Connect with Team Members
3rd — Contribute
4th — Learn

Challenger Safety

Contributor Safety

Learner Safety

Inclusion Safety

Increasing levels of permission and respect

Psychological Safety

Based on the work of Dr Timothy Clark

4 Stages of Psychological Safety

Understanding Self and Others

Challenger Safety
Can I be open and candid about change

Contributor Safety
Can I add and create value?

Learner Safety
Can I grow and make mistakes?

Inclusion Safety
Can I be my authenitic self?

Exclusion

Innovation Threshold

Inclusion Threshold

Respect

Permission

Based on the work of Dr Timothy Clark
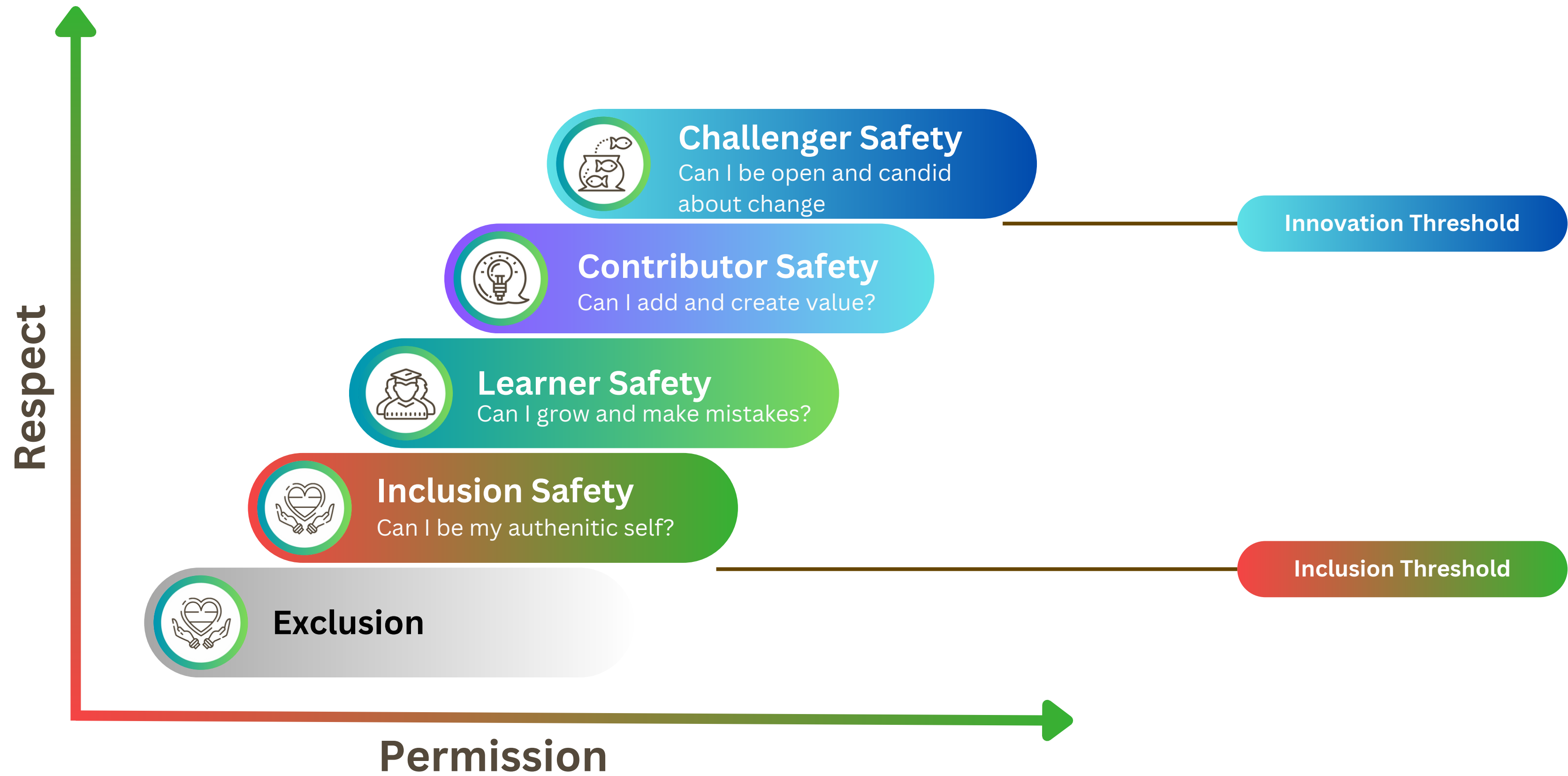
Stage 1
Inclusion Safety

Can I be my authentic self?

Inclusion safety seeks to appreciate, acknowledge, and protect our differences.

Inclusion safety is not something that is earned; it is something that is owed to you.

How do you improve Inclusion Safety?

First, understand where you are.

Second, create a plan to focus on concrete behaviours.

Third, practice behaviours that involve asking, listening, inviting, and sharing.

Stage 2
Learner Safety

Can I Grow?

Learning is both intellectual and emotional.

It is important to separate fear from mistakes to help others engage in the learning process.

How do you improve Learner Safety?

First, understand where you are.

Second, create a plan to focus on concrete behaviours.

Third, practice behaviours that model, encourage, and protect learners.

Stage 3
Contributor Safety

Can I Add Value?

The more skill a contributor has, the more autonomy we give them with the guidance we give them.

The goal for every member of the team is independent high performance.

How do you improve Contributor Safety?

First, understand where you are.

Second, create a plan to focus on concrete behaviours.

Third, practice behaviours that help explain the why assign the what or delegate the how.

Stage 4
Challenger Safety

Can I Speak Up?

To keep social friction down, you must demonstrate emotional intelligence and manage your ego.

When you have challenger safety, your team will perform beyond your expectations. This is when innovation happens.
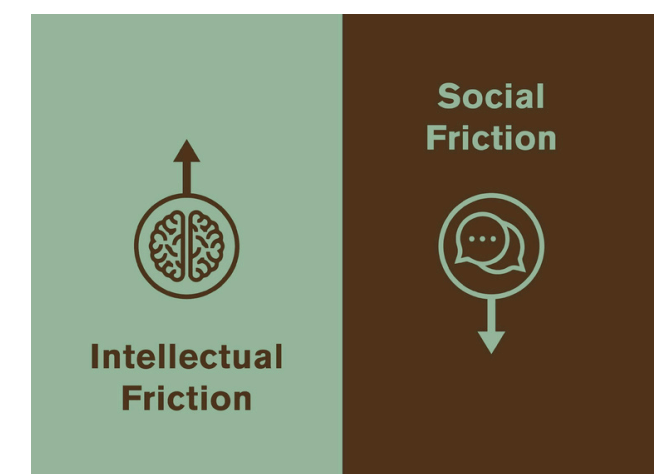
How do you improve Challenger Safety?

First, understand where you are.

Second, create a plan to focus on concrete behaviours.

Third, practice behaviours that increase intellectual friction and decrease social friction.

Social Friction

Intellectual Friction

Increase intellectual friction, Decrease social friction.

Intellectual friction is the raw material you need to solve problems, create solutions, make breakthroughs, and, most importantly, innovate.

Remember, Stage 4 Challenger Safety, is where Innovation happens.
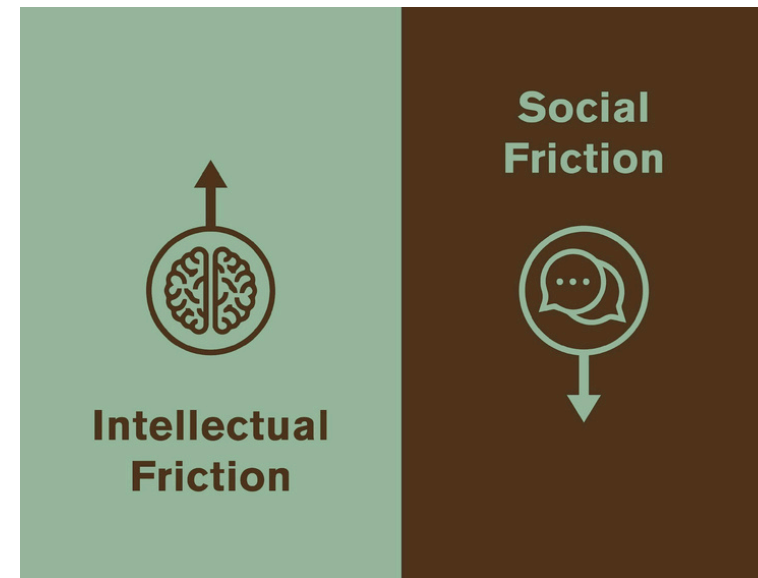
Social friction causes us to become temperamental and defensive, and human beings have a tendency to do that.

If you let the social friction rise as the intellectual friction is rising, you're going to have a problem. At some point, the social friction will shut down the intellectual friction.

How do you build Psychological Safety?

Begin by purposefully shaping your safety culture through psychological safety instead of by default (accident).
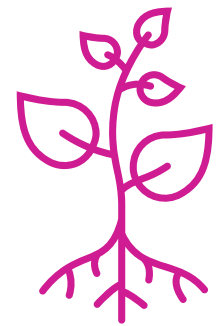
Acknowledge your role in influencing the levels of psychological safety within your team.

Leaders practice modelling and rewarding vulnerability.
How do you practice modelling and rewarding vulnerability in your teams?

What can you do now?

Book a Half-day Team workshop to develop a common language and make psychological safety real for you and your teams.

Book a consultation to explore how we can support you on your journey.

To learn more, explore the Psychological Safety Hub on our website.

SAFETY COLLABORATIONS

Let's Work Together

Because you...

- ✓ Care about your people
- ✓ Seek a genuine cultural shift, knowing it will touch every aspect of your business
- ✓ Commit, as an organisation, to putting in the effort
- ✓ Take responsibility for your success

SCAN ME

SC
SAFETY COLLABORATIONS

Let's Connect

Because we enjoy conversations that matter

🌐 www.safetycollaborations.com

✉ hello@safetycollaborations.com

📍 We work globally, our registered office is in Scotland, UK

Psychological Safety Survey
(adapted from the Fearless Organisations, Amy Edmonson 2018)

Create a survey using the following questions – modify as required to better align with your team and organisation's language, culture and practices.

Ask your team to score agreement with each statement on a 5-point scale. Make the responses anonymous.

1. Strongly Disagree | 2. Disagree | 3. Neither agree nor disagree | 4. Agree | 5. Strongly Agree

1. On this team, I understand what is expected of me.
2. We value outcomes more than outputs or inputs, and nobody needs to "look busy".
3. If I make a mistake on this, it is never held against me.
4. We work as a team to find the systemic cause when something goes wrong.
5. All team members feel able to bring up problems and tough issues.
6. Members of this team never reject others for being different, and nobody is left out.
7. It is safe for me to take a risk on this team.
8. It is easy for me to ask other team members for help.
9. Nobody on this team would deliberately act in a way that undermines my efforts.
10. Nobody on this team would deliberately act in a way that undermines my efforts.
11. My unique skills and talents are valued and utilised in my work as part of this team.

Review the outcomes and map a plan that works for you.

Psychological Safety Roadmap and Development
(adapted from the 4-Stages of Psychological Safety)

Psychological Safety Roadmap

1. **Align** your team with a virtual webinar to kick off and start creating a common language.
2. **Assess** where you are now by conducting a Team survey.
3. **Aim** towards your psychological safety goal/aspiration with a leadership action planning session.
4. **Apply** psychological safety through 1:1 leadership and team coaching.
5. **Accelerate** learning with weekly drip-feed emails to help develop new habits.
6. **Account** for the results through resurveys and reports.