



Center for
Creative
Leadership®

PSYCHOLOGICAL SAFETY



CENTER FOR CREATIVE LEADERSHIP



JOANNE DIAS

Senior Faculty

diasj@ccl.org

- Keep conversations confidential
- Commit to creating a learning environment
- Participate generously (take space...)
- Ensure others get an opportunity to participate (...make space)
- Others?

LEARNING AGREEMENTS



WHAT IS PSYCHOLOGICAL SAFETY?



WHAT IS PSYCHOLOGICAL SAFETY?

Psychological Safety is a climate where we:



...without fear of repercussion.

“A culture of psychological safety is going to be increasingly important in the future of work, in fact it will be a competitive advantage.” -Amy Edmondson

<https://thekairosproject.org/psychological-safety/>



“A 2019 Gallup poll found that only 3 in 10 employees strongly agree with the statement that their opinions count at work.”

-Dvorak & Pendell

Dvorak, N., Pendell, R. (March 2019). *Want to change your culture?* Gallup.



LOW PSYCHOLOGICAL SAFETY

- **Fear**
- **Mistrust**
- **Apprehension**
- **Concern**
- **Guardedness**

Adapted from *Teaming: How Organizations Learn, Innovate and Compete in the Knowledge Economy* by Amy C. Edmondson ©2012 by John Wiley & Sons, Inc. All rights reserved.

BENEFITS OF PSYCHOLOGICAL SAFETY

- Encourages speaking up
- Supports productive conflict
- Mitigates failure
- Increases operational excellence
- Promotes creativity and innovation
- Increases accountability and ownership

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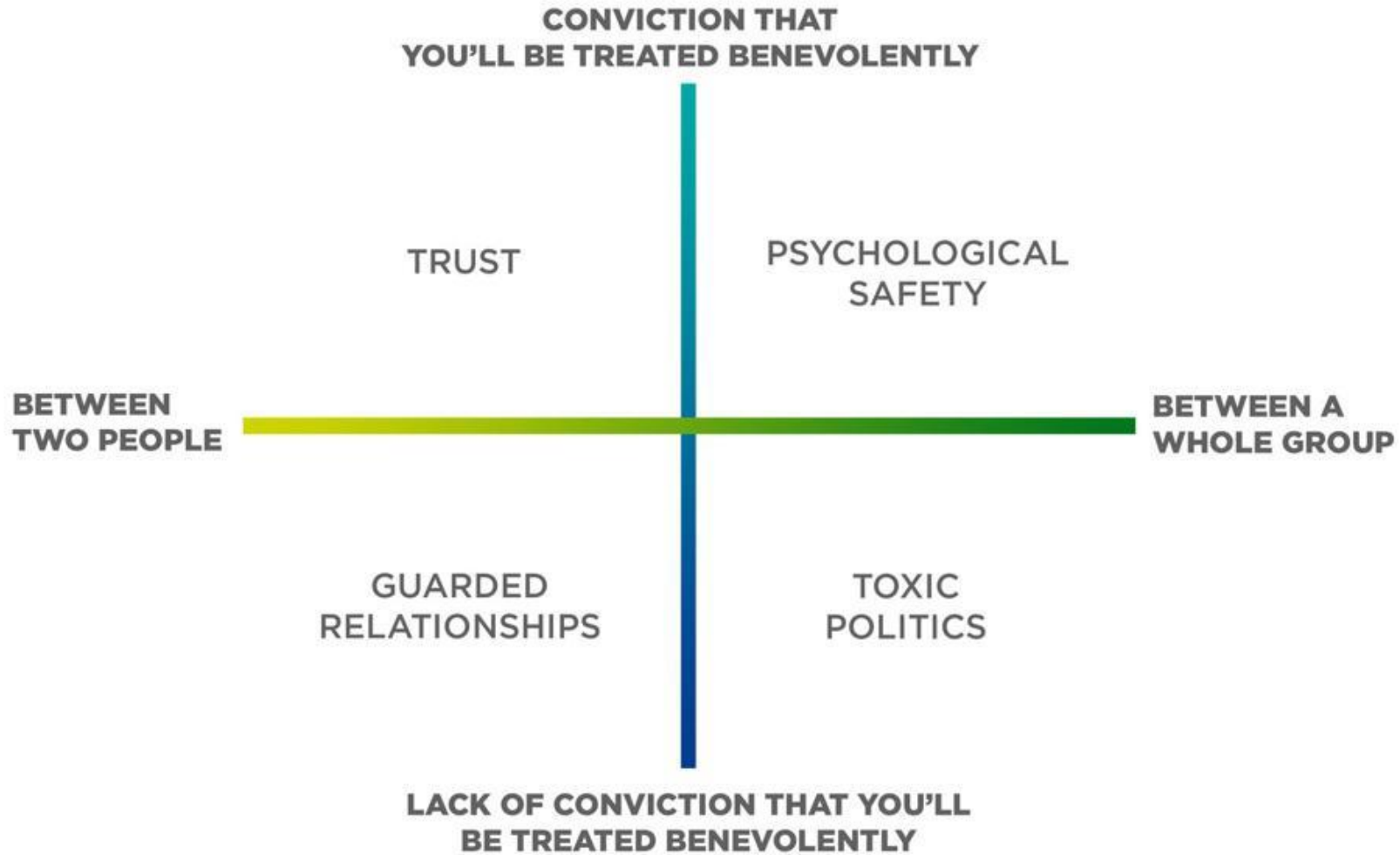
WHAT PSYCHOLOGICAL SAFETY IS NOT

- About being nice
- A personality factor
- Another word for trust
- About lowering performance standards



Adapted from Edmondson, A. C. (2018). *The Fearless Organization*. New York: John Wiley & Sons.

TRUST VS PSYCHOLOGICAL SAFETY



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SNOW | ACADEMY

PSYCHOLOGICAL SAFETY & TRUST

WHAT'S THE DIFF? Trust and Psychological Safety

Psychological safety is the belief that your environment is safe for interpersonal risk-taking. It's similar, but slightly different from, trust.

TRUST

Will **YOU** give others the benefit of the doubt when you take a risk?



"Bob is probably going to freak out if I disagree with him."

PSYCHOLOGICAL SAFETY

Will **OTHERS** give you the benefit of the doubt when you take a risk?

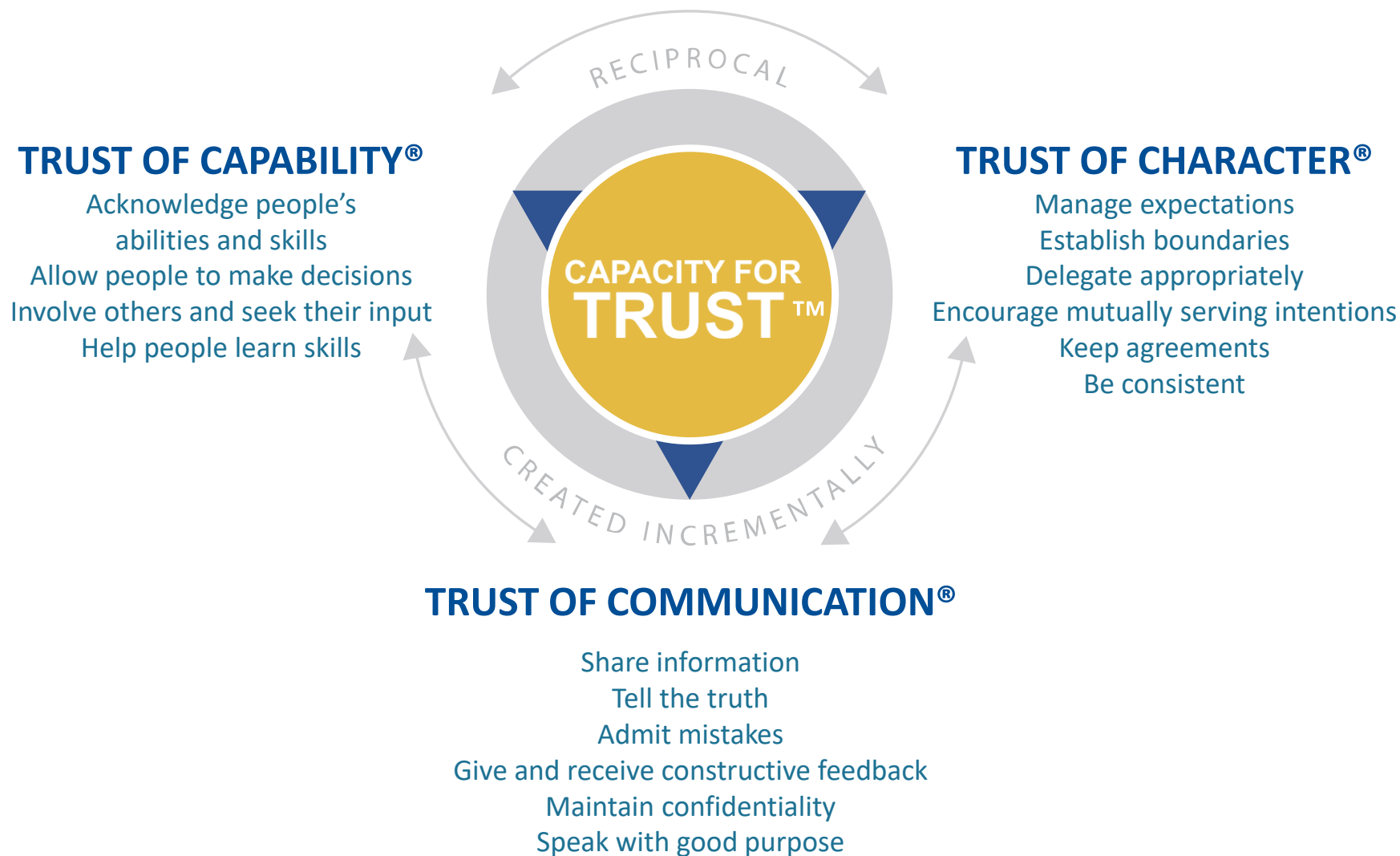


"My team expects me to speak up. It's how we do things."

Sources: Edmondson, A. C. (2002). Managing the risk of learning: Psychological safety in work teams. Boston, MA: Division of Research, Harvard Business School, and Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vacheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165.

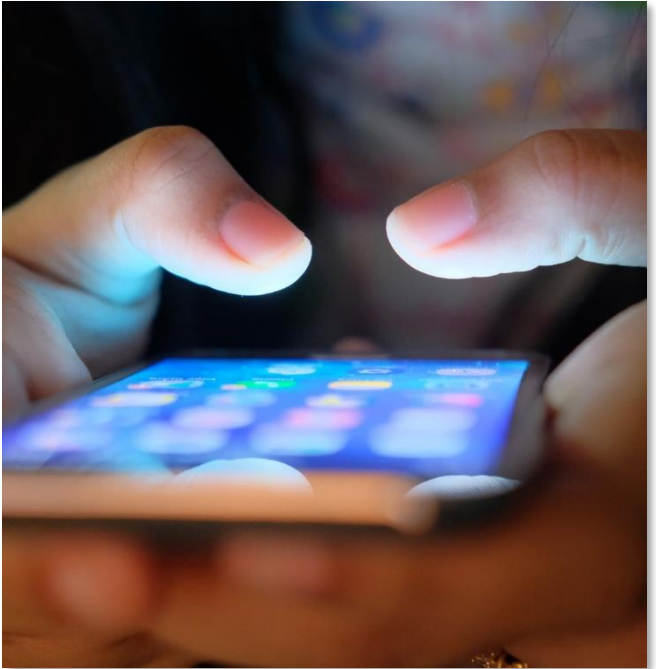
SCIENCE FOR WORK

DIMENSIONS OF TRUST: THE THREE CS®



BEHAVIORS THAT BREAK PSYCHOLOGICAL SAFETY

Multi-tasking	Distracted, multi-tasking, constantly doing something else other than the task at hand.
Criticizing	Attacking new ideas, being skeptical, and disregarding contributions.
Antagonizing	Practices such as sarcasm and blaming others for mistakes create a hostile environment which impacts the ways team members show up.
Excluding	Maintains cliques vs. building relationships with new people from other departments and organizations.
Denying	Does not recognize own and other's non-verbals and emotional expressions.
Self-serving	Focus on their personal interests, ignoring the needs, thoughts, and contributions of the greater team.



Adapted from Edmondson, A. C. (2018). *The Fearless Organization*. New York: John Wiley & Sons.

BEHAVIORS THAT BUILD PSYCHOLOGICAL SAFETY

Listening	Listens to understand by recognizing facts, feelings, and values being shared.
Inviting	Actively seek involvement, opinions, and ideas from others.
Learning	Learns from experiences – especially mistakes – and encourages others to do the same.
Including	Seeks to include everyone on the team and build relationships with new people in other areas of the organization.
Empathizing	Aware of and acknowledges non-verbals and emotional expressions of self and others.
Inquiring	Responds to conflict with questions to uncover the other person's needs and find a mutually beneficial compromise.

Adapted from Edmondson, A. C. (2018). *The Fearless Organization*. New York: John Wiley & Sons.



LISTENING TO UNDERSTAND



WHAT IS ACTIVE LISTENING & WHY IS IT IMPORTANT?



What do you naturally listen for?

Do you focus on:

a) the facts,



Facts

b) how your partner felt



Feelings

c) core values expressed



Values

TOOLS TO FOSTER PSYCHOLOGICAL SAFETY

- Group norms
- Anonymous polls and annotation (when virtual)
- Active listening
- Behavior list (building/breaking behaviors)
- Expectation setting & norm checklist
- Highlight failures as learning opportunities
- Set boundaries

COMMITMENTS

What is one action you will take to foster Psychological Safety with your team/ community/ organization ?



BOOKS & RESOURCES

- [Article: Psychological Safety: an overlooked secret to organizational performance](#) by Joanne Dias & David Altman
- Article: [Improve Your Active Listening Effectiveness](#)
- [Website & Toolkit: Foster psychological safety](#) by re:Work and Google (based on study conducted at Google)
- [Website: Psychological Safety](#) by Amy Edmondson (creator of the term Psychological Safety)
- Webinar: [How Leaders & Leadership Collectives Can Increase Psychological Safety at Work](#)
- Latest research on leadership from CCL: www.cclinnovation.org

