


MASON CITY CHAMBER OF COMMERCE



# How *Safe* Is Your Team?

Creating a Culture of Psychological Safety

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## Menti.com

Words that describe how you felt on a positive/productive team

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DANCE PARTY!



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## Interpersonal Fear/Risk



- We are evolved to be social animals
- We adapted to care what people think – because it meant survival
- Our brains perceive interpersonal risk the same as physical safety risks

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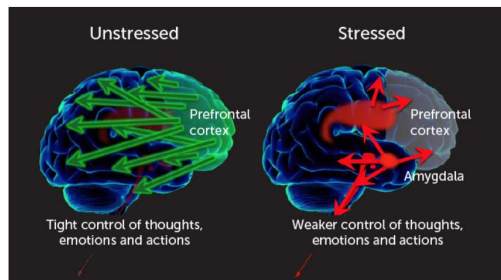
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Normally, an alert person's brain has moderate amounts of chemical messengers that lead the prefrontal cortex to take charge and perform high-level thinking (left). But with stress, those chemical signals can flood the brain, activating amygdala-linked brain networks involved in sensing and responding to threats (right).

A. ARNSTEN

Source: <https://www.sciencenews.org/article/coronavirus-covid19-brain>

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## Vegas Rules

Specifics of the stories stay, lessons leave



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**What is Psychological Safety?**

- Psychological safety is being able to show and employ one's true self without fear of negative consequences of self-image, status or career
- It can be defined as a shared belief that the team is safe for risk taking
- In psychologically safe teams, team members feel accepted and respected

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**The Background**

- Amy Edmonson and Hospitals
- Google Aristotle Project
- Other research: Harvard Business Review, Forbes, Accenture, etc.

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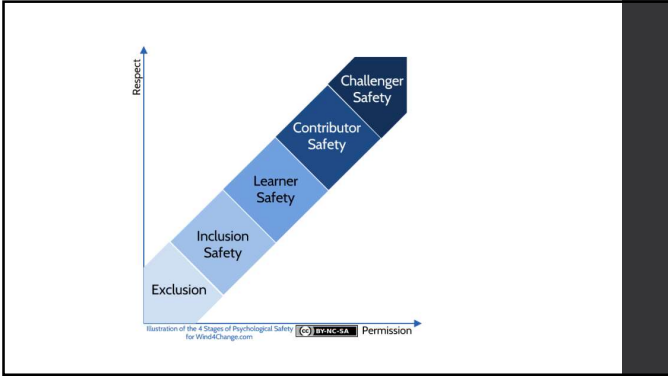
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## Soft Skills = Hard



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|--------------------------------------|--|
| <b>27%</b><br>reduction in turnover  | <b>76%</b><br>more engagement                    |
| <b>50%</b><br>more productivity      | <b>74%</b><br>less stress                        |
| <b>29%</b><br>more life satisfaction | <b>57%</b><br>workers more likely to collaborate |

41% decrease in safety incidents

Source: <https://www.accenture.com/us-en/blogs/business-functions-blog/work-psychological-safety>

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## Dangers of NOT having Psychological Safety




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# What does psychological safety *FEEL* like?



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## Psychological Safety and Teamwork

- Team members value one another's contributions
- Members care about one another's well-being
- Each person has input into how the team carries out its work
- Considerate candor



*What is the difference between being put on a team and joining a team?*

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## Problem Solving is a Team Sport

Compete *with* instead of *against* each other

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# Four Steps to Safety

- 1) Ask and Pause
- 2) Reward Risk
- 3) Role-model
- 4) Encourage On-going Learning




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## Ask and Pause

- \*Make a point to actively and frequently solicit feedback from your team
- \*Pause for reflection
- \*Let all team members speak before you input ideas




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## The Professors Pause™

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*“Great leaders speak last”*

~Amy Edmonson

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### Reward Risk

- \*Don't punish failure
- \*Recognize and praise team members who come up with ideas
- \*Empower your team to make decisions
- \*Delegate responsibility with progress



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Amy Edmonson and Psychological Safety

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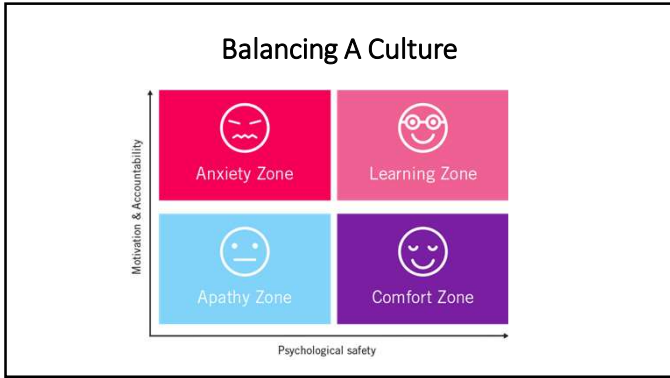
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## Menti.com

Being completely candid, what zone is your team in (this is anonymous)

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### Role-Model

- Be open to risk
- Share your failures
- And...

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*"It starts with you, the leader: Our ability to be daring leaders will never be greater than our capacity for vulnerability"*

-Berne Brown

# Vulnerability

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## WHEN WAS THE LAST TIME YOU SAID...

*I was wrong....*


*Here was a time I failed....*

*Tell me more about...*

*What am I missing...*

*Show me what you are seeing...*

*What did you learn by...*




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## Encourage On-Going Learning

- Promote growth opportunities
- Learn as a team
- Make learning a part of your regular check-ins
- Have leaders share their personal learning plan




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*What is the difference between trust and psychological safety?*

## The Marble Jar Effect

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### Actionable *Ideas*

- Round Robin
- "Break the System Exercise"
- Liberating Structures
- Structured Candid Conversations

Round Robin




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## Questions?/Comments/Thoughts/Ideas?




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Would this training be beneficial for leaders at your organization?

- Molly J. Mackey
- connect with me on LinkedIn
- hand me your business card today
- 319-210-3593 cell
- [leademshipinstitute@gmail.com](mailto:leademshipinstitute@gmail.com)



Now booking for 2024 and 2025, willing to travel and train virtual

*Ask about our Emerging Leaders and Advancing Leadership programs for 2025*

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The Rest of The Story....

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## Partner / Group Discussion

What got you thinking this session?

What can/will you implement as soon as you get back?

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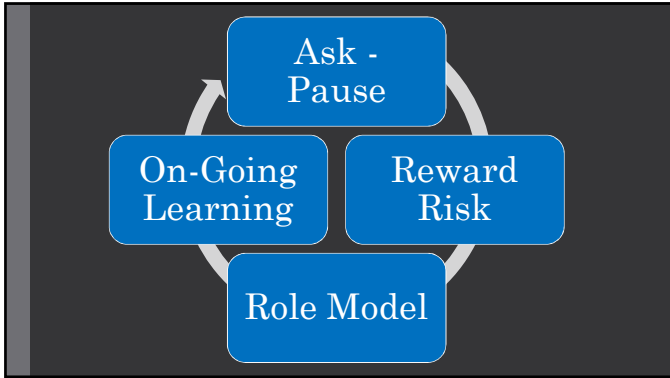
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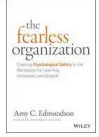
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**Sources and Resources**

- Tim Clark – The Four Stages of Psychological Safety
  - <https://www.leaderfactor.com/4-stages-of-psychological-safety>
- Amy Edmonson -
  - Ted Talks / YouTube Videos
  - Books – Teaming, The Fearless Organization, The Right Kind of Wrong
- Google Aristotle Project
  - <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-to-build-the-perfect-team.html>
- HBR Article – What is Psychological Safety
  - <https://hbr.org/2023/02/what-is-psychological-safety>


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**Other Sources/ Resources**

- Podcasts
  - Diary of a CEO
  - Andrew Huberman – Huberman Lab
- Books –
  - Amanda Ripley – High Conflict
  - Dan Ariely – Misbelief
  - Adam Grant – Hidden Potential

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# Break the System Exercise



Individually for the next few minutes, write down everything you can think of that would destroy psychological safety.

If you were to purposely design a workplace with no psychological safety, how would you design it?

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# Break the System Exercise



With a partner discuss your list.

What do you have in common, what is different?

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# Break the System Exercise



With your partner discuss is there anything that you/your organization is doing currently that resembles your original lists?

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# Break the System Exercise



What can you do to correct those things you notice blocking psychological safety?

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## Training Recommendations



- Train psychological safety at all levels of the organization
- Set up processes and forms to support psychological safety
- Offer continued training resources for leaders
- Role-Model this as trainers – ask for feedback and implement it



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## Amy Edmonson Psychological Safety TED Talk

- 1) Frame the work as a learning problem
- 2) Model fallibility/ be humble
- 3) Model Curiosity/Ask Questions



• <https://www.youtube.com/watch?v=LhoLuui9gX8>

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