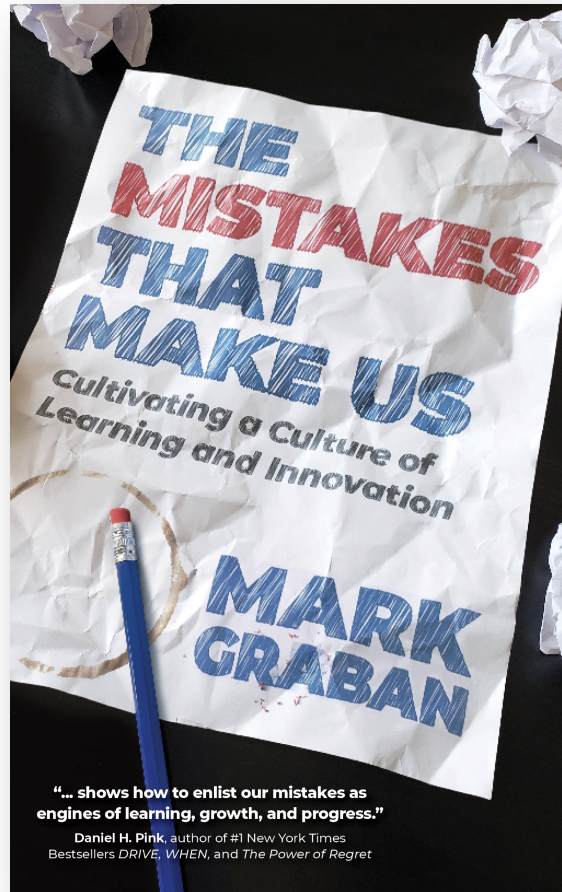


# PSYCHOLOGICAL SAFETY

## *A Pre-Condition for Continuous Improvement*



Slides & More: [MarkGraban.com/ADM2023](https://MarkGraban.com/ADM2023)

For Anonymous Interactive Polling:



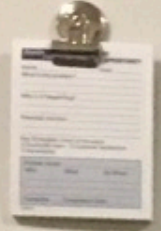
**World Class Performance**

**Culture of Improvement**

**Culture of Learning from Mistakes**

**Culture of Psychological Safety**

Waste Identification

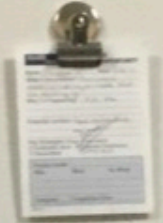


PICK CHART

Implement

Challenge

Completed Projects/  
Celebrations



Possible

Kibosh

New Improvement Ideas

Work in Progress

PDCA

Quality

Customer Satisfaction

Stewardship

Team Work





WHY?

**Fear** factor

**Futility** factor

# Toyota Production System



**“We define TPS as an organizational culture of highly engaged people solving problems or innovating to drive performance.”**

Jamie Bonini  
Toyota / TSSC

“highly engaged people”

HOW DO WE

ENGAGE PEOPLE?



**“IT’S YOUR  
PROFESSIONAL  
OBLIGATION TO  
SPEAK UP”**



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**



# What's Required for Andon Pulls?

**PSYCHOLOGICAL SAFETY**

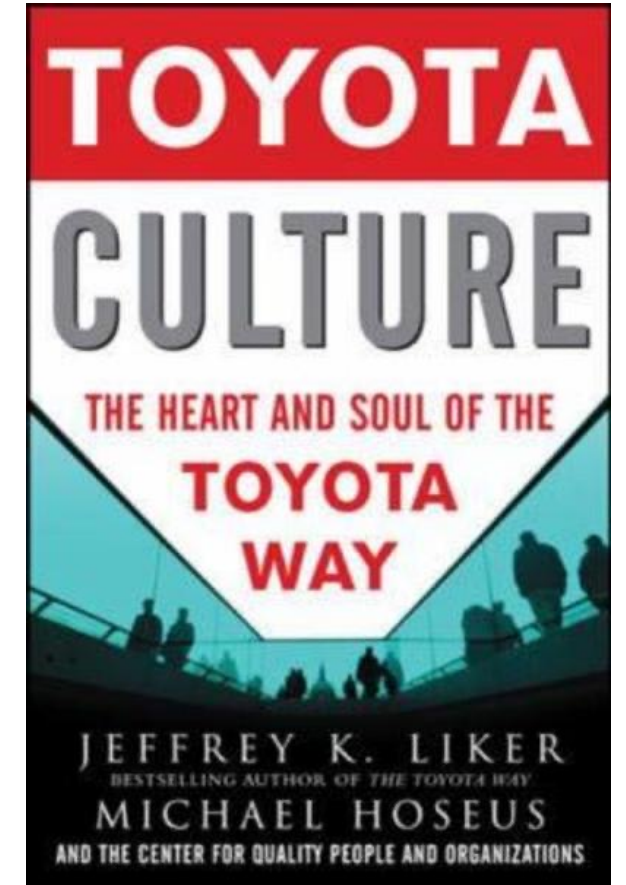


**PROBLEM SOLVING**



# For a World-Class “Lean” Culture

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



# What is Psychological Safety?

- “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*



# Google's Project Aristotle

- What makes teams there most successful?

**PSYCHOLOGICAL  
SAFETY**

# What is Psychological Safety?

“A culture of  
rewarded  
vulnerability”

Timothy R. Clark  
LeaderFactor

*The 4 Stages of Psychological Safety*





# What is Vulnerability?

EXPOSURE TO  
THE RISK OF  
HARM OR LOSS

# SAY SOMETHING



# KEEP QUIET



# Examples of Vulnerable Acts?

- Speaking up to answer that question is one!
- Is this less vulnerable?





# Do I Feel Psychologically Safe?





# Does a Team Have Psychological Safety?

EACH.

PERSON.

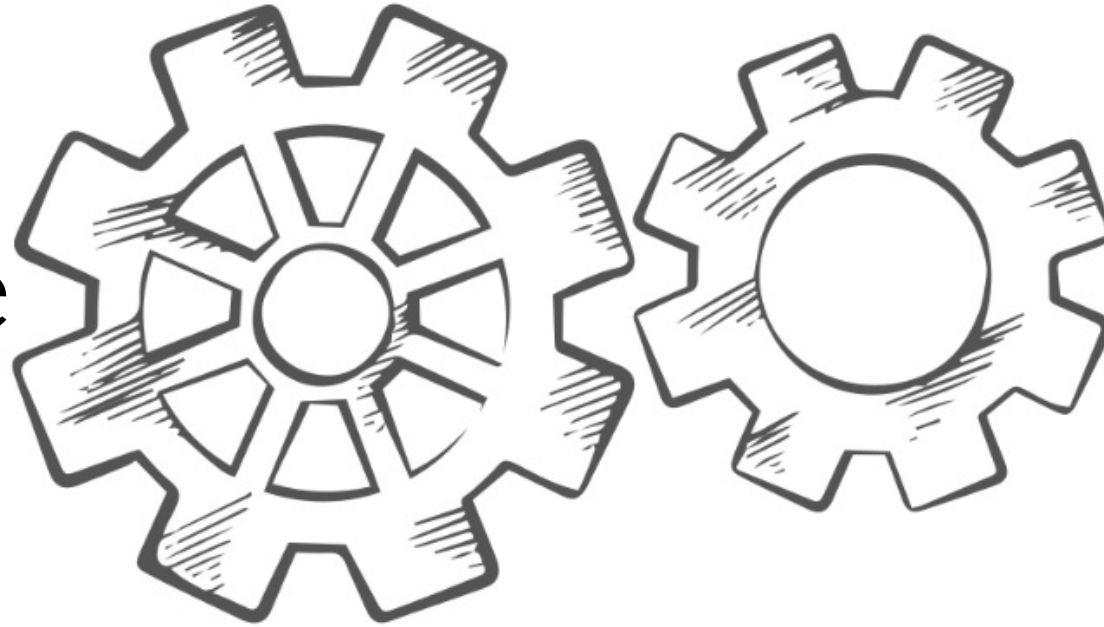
DECIDES.

# Cultivating Psychological Safety?

~~THIS IS A  
SAFE SPACE~~

# You Can Improve Psychological Safety

**Modeling**  
**Vulnerable**  
**Acts**

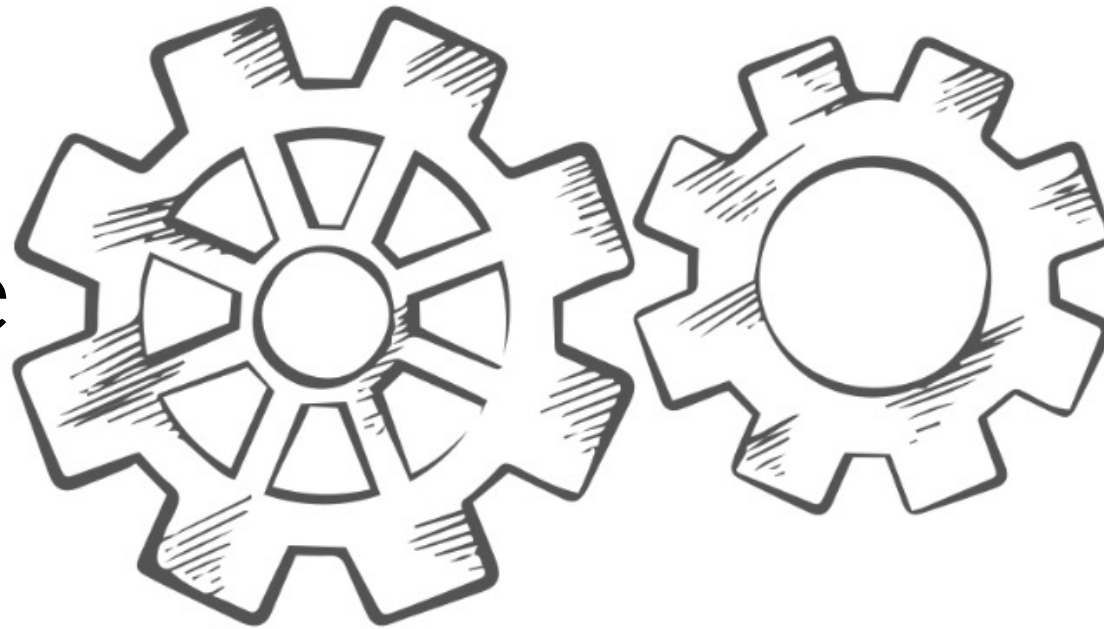


**Rewarding**  
**Vulnerable**  
**Acts**

**MAKE THESE HABITS HAPPEN**

# You Can Improve Psychological Safety

**Modeling**  
**Vulnerable**  
**Acts**



**Rewarding**  
**Vulnerable**  
**Acts**



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

Larry Culp, CEO of General Electric

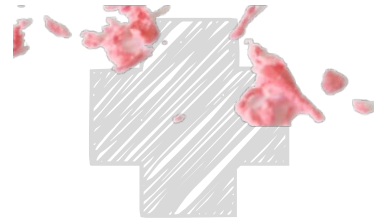
“The moment of truth:  
Do you shoot the  
messenger, or do you  
listen even if you are  
unhappy?”

Larry Culp, CEO of General Electric



When We Only Have One...

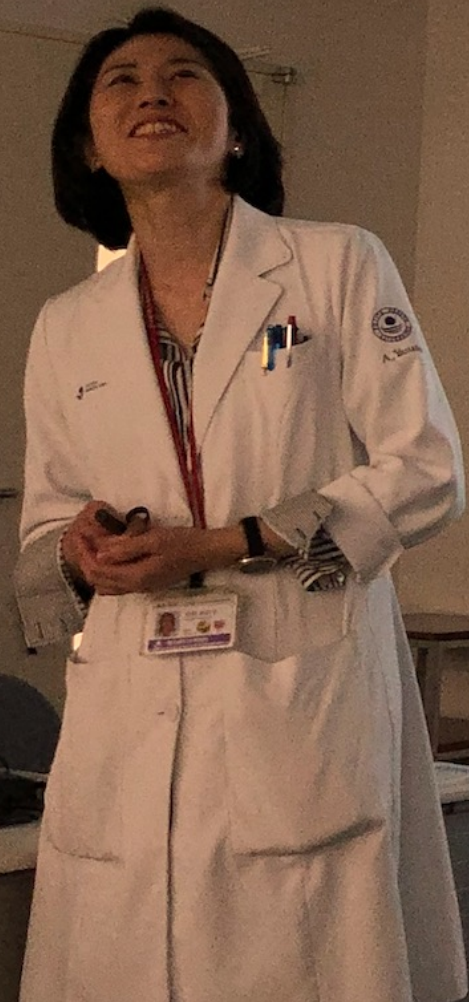
PSYCHOLOGICAL SAFETY



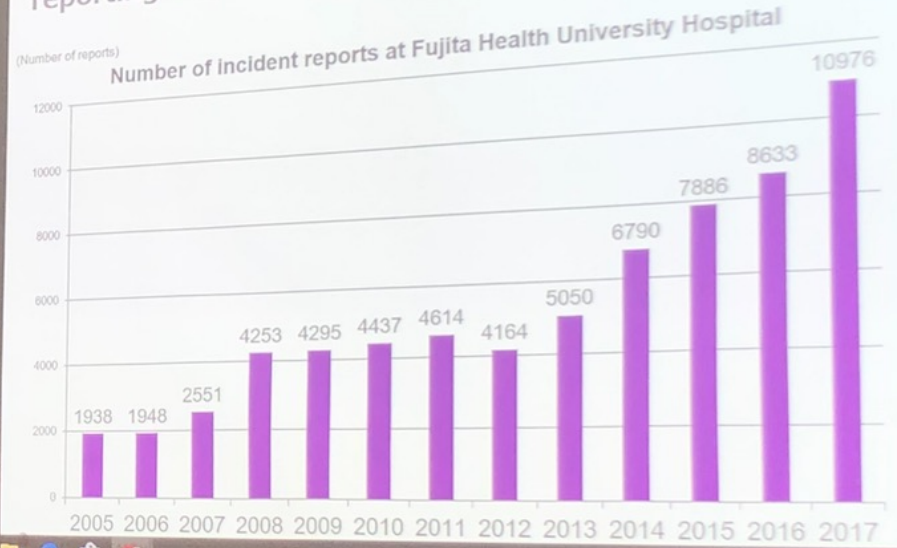
PROBLEM SOLVING





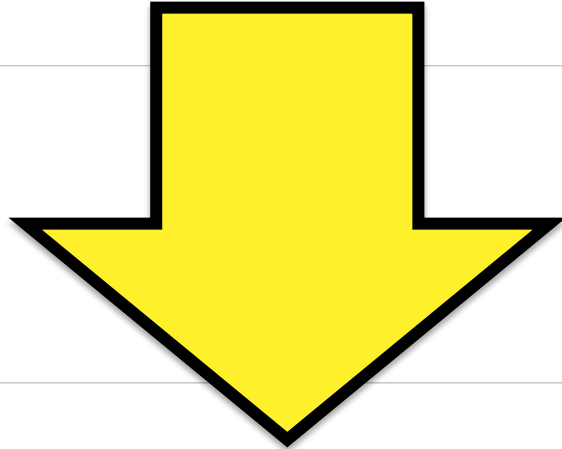


## From information to action; reporting and learning for patient safety





**Fear** factor



**Futility** factor

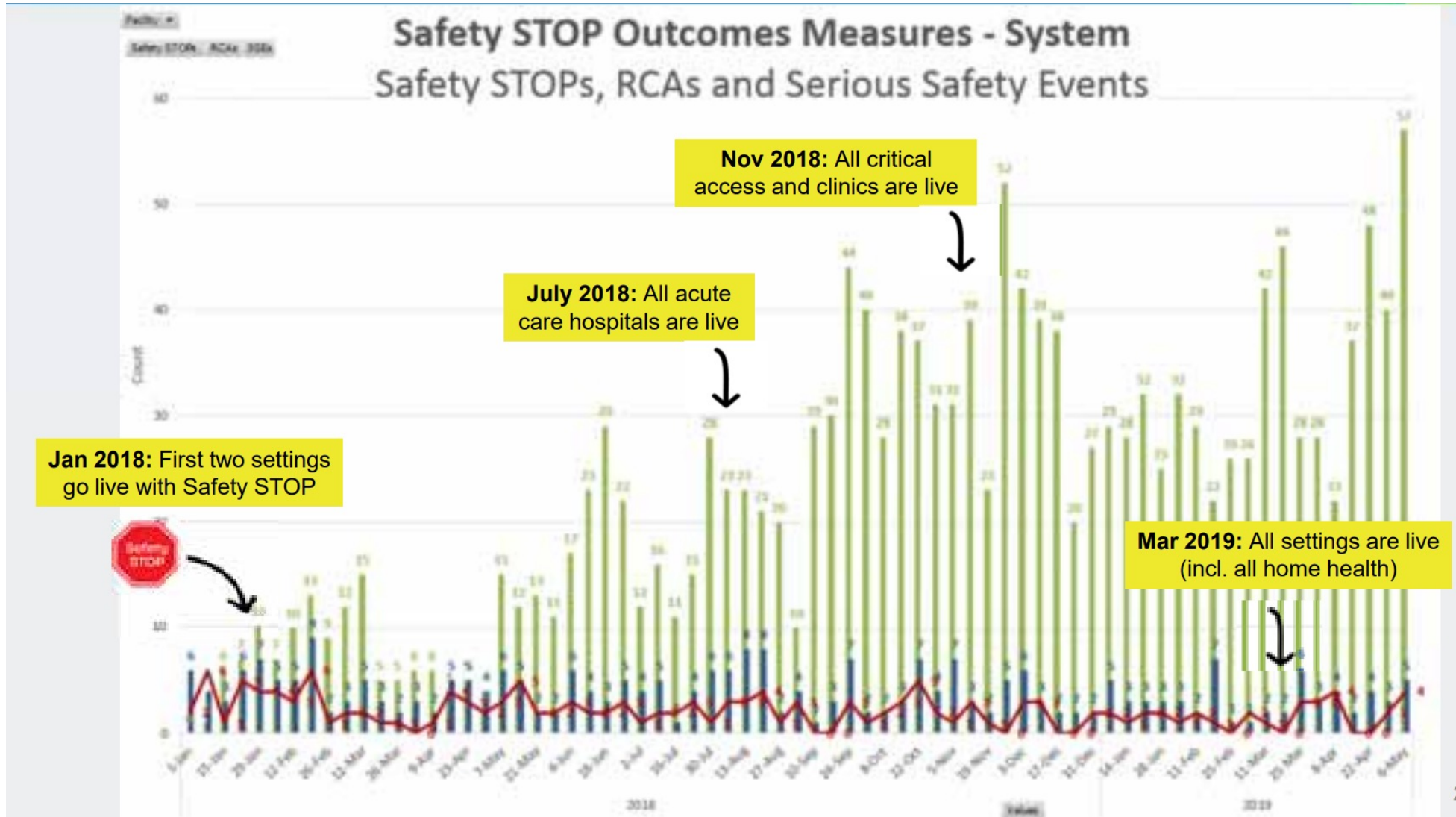
# A Powerful Combination

**PSYCHOLOGICAL SAFETY**

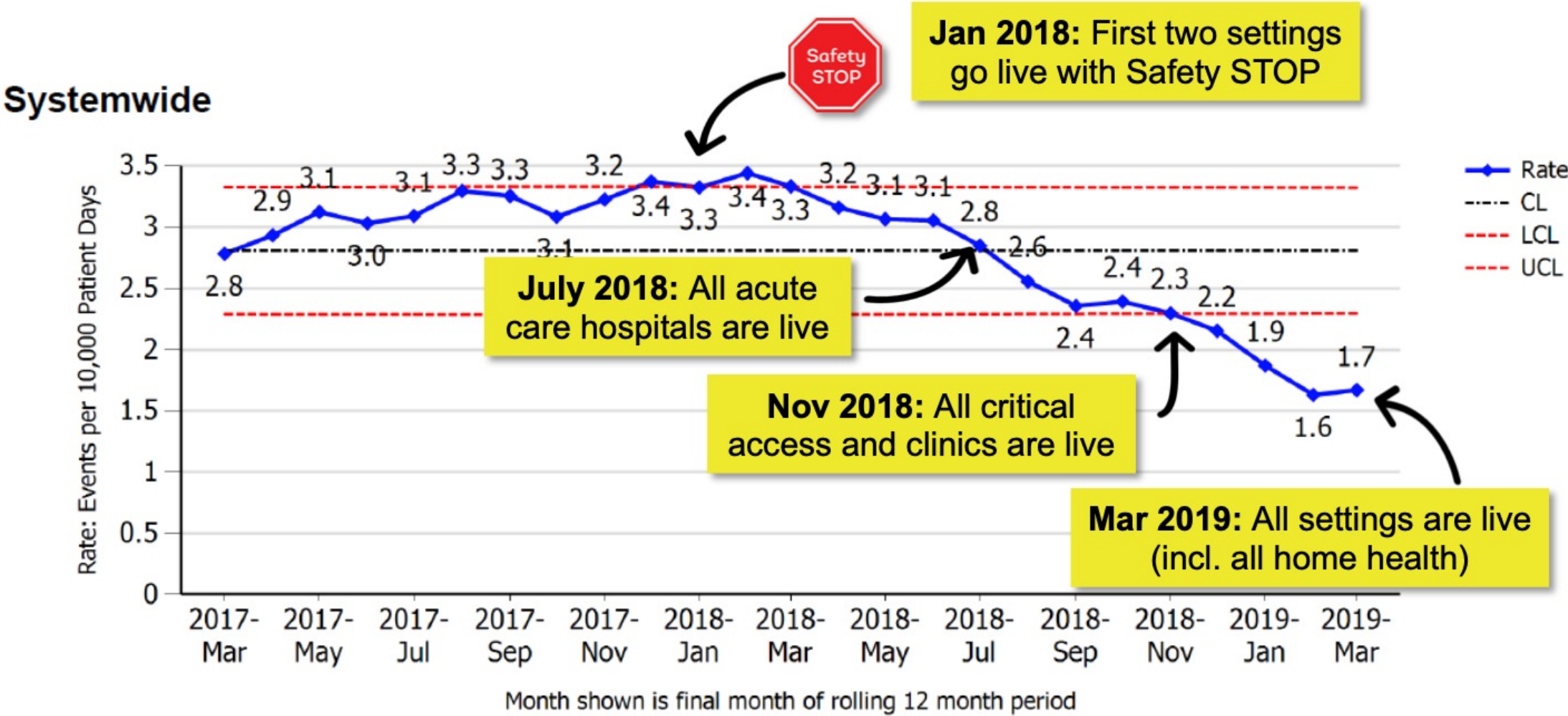


**PROBLEM SOLVING**

# Safety Reports (U.S. Hospital)



# Serious Safety Events (Same Hospital)

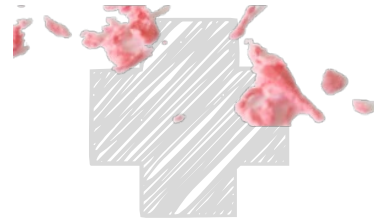




# What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

# Can We Be Honest Experimentalists?



# Is it Safe to Say?

WE COULD BE **WRONG**

LET'S **TEST** IT AND SEE...

THAT **DIDN'T** WORK AS...

# Teams Progress Through 4 Stages

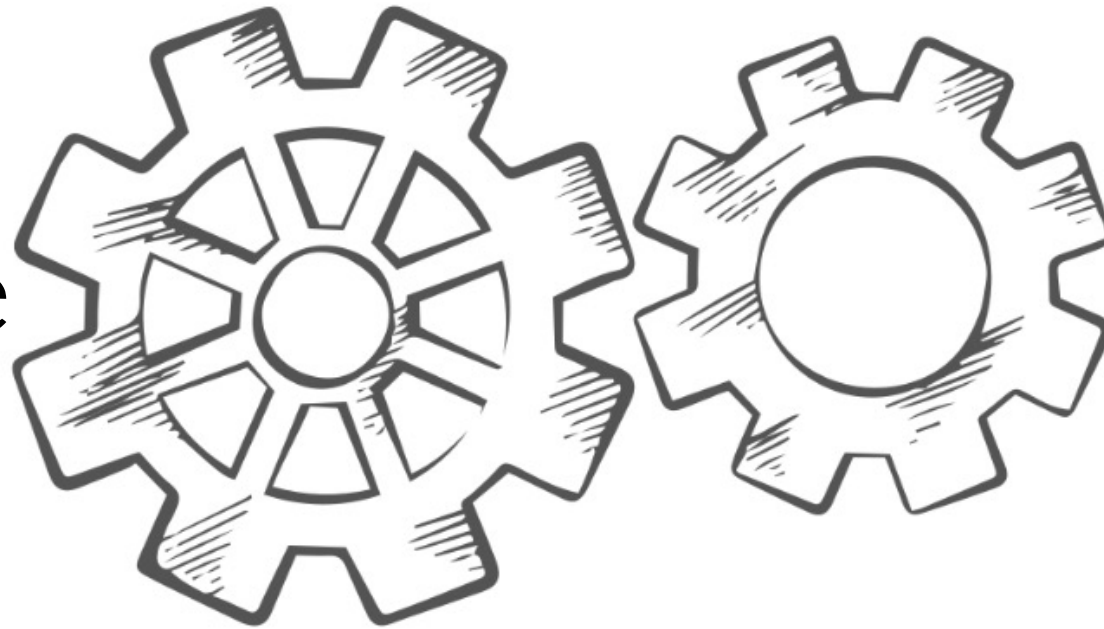
- 1. Inclusion Safety:** Can I be my authentic self?
- 2. Learner Safety:** Can I learn and grow?
- 3. Contributor Safety:** Can I contribute and create value?
- 4. Challenger Safety:** Can I be candid about change?

**... all without fear of being embarrassed, marginalized, or punished in some way.**



# You Can Improve Psychological Safety

**Modeling**  
**Vulnerable**  
**Acts**



**Rewarding**  
**Vulnerable**  
**Acts**

# What's Required for C.I.?

**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**

This Results In

**HIGHLY ENGAGED PEOPLE**



**IMPROVING & INNOVATING**

# Q&A Time

- **Slides & More:**

<http://www.markgraban.com/ADM2023>

- **Email:** [Mark@MarkGraban.com](mailto:Mark@MarkGraban.com)

- **Podcast:** [MistakesPodcast.com](http://MistakesPodcast.com)

- **Book:** [MistakesBook.com](http://MistakesBook.com)



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