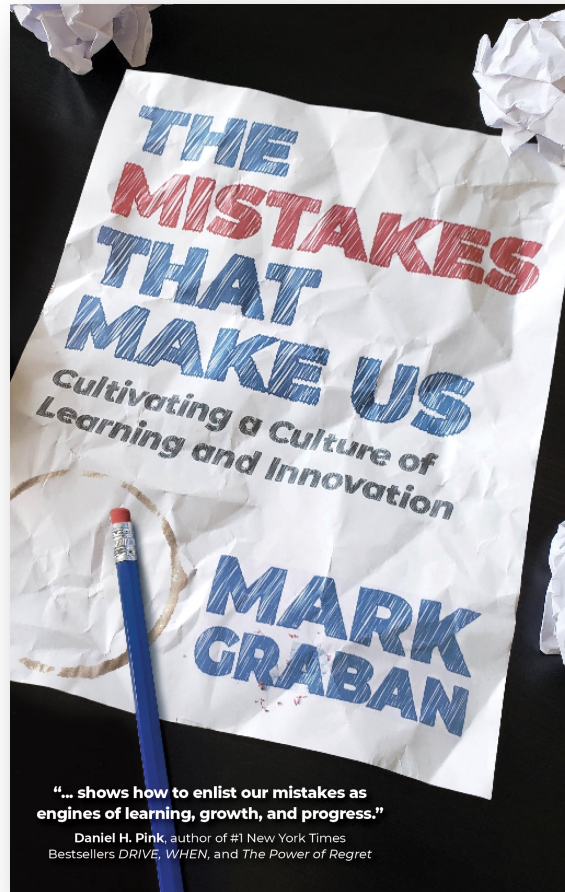


PSYCHOLOGICAL SAFETY

As a Pre-Condition for Continuous Improvement

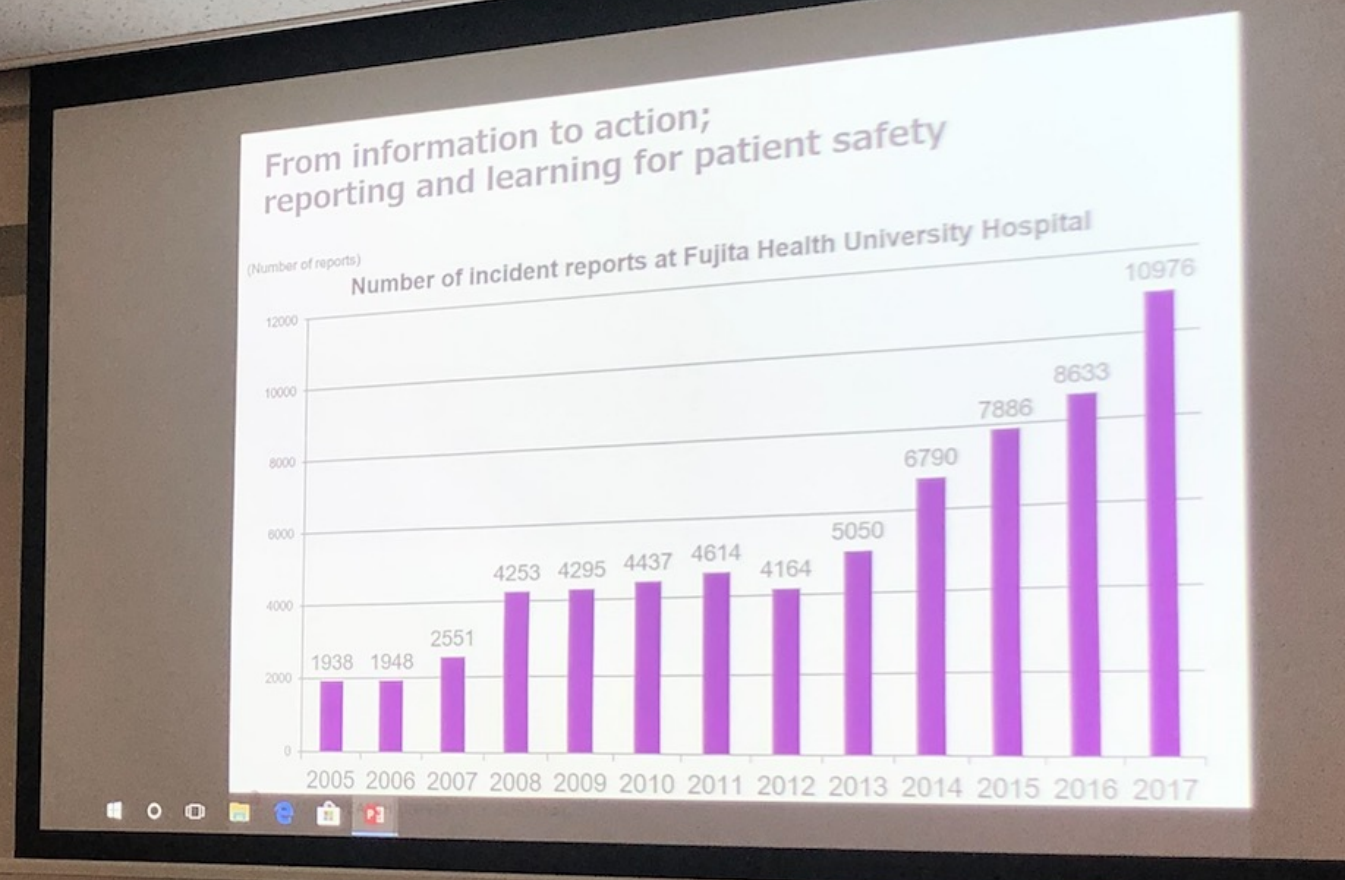
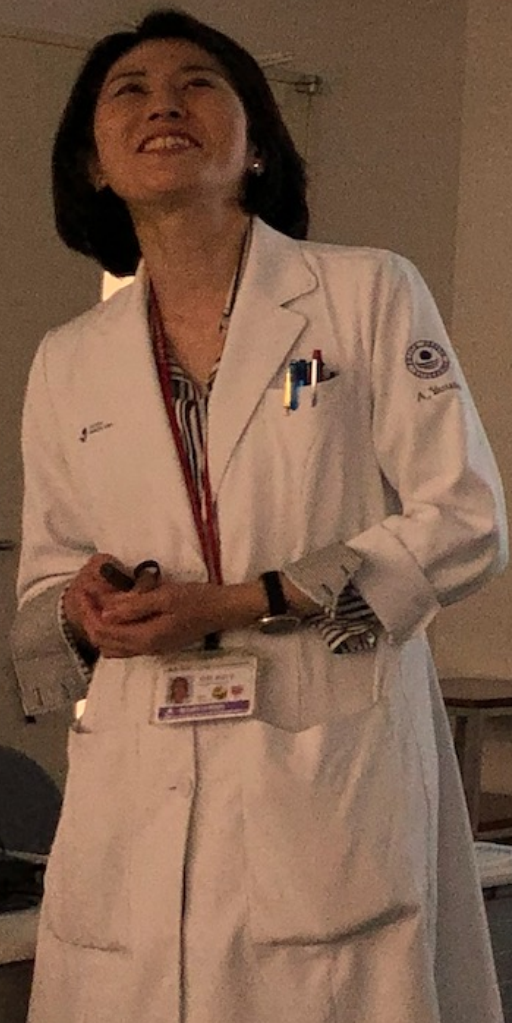


Slides & More: MarkGraban.com/IISE2024

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Menti.com code
4943 8548





“Number of Incident Reports”

A worker in a blue uniform and cap is seen from behind, pulling a yellow andon cord. The cord is attached to a yellow light fixture hanging from the ceiling. The worker is standing next to a silver car body on an assembly line. The background shows other workers and machinery in a factory setting.

“Andon Cord”

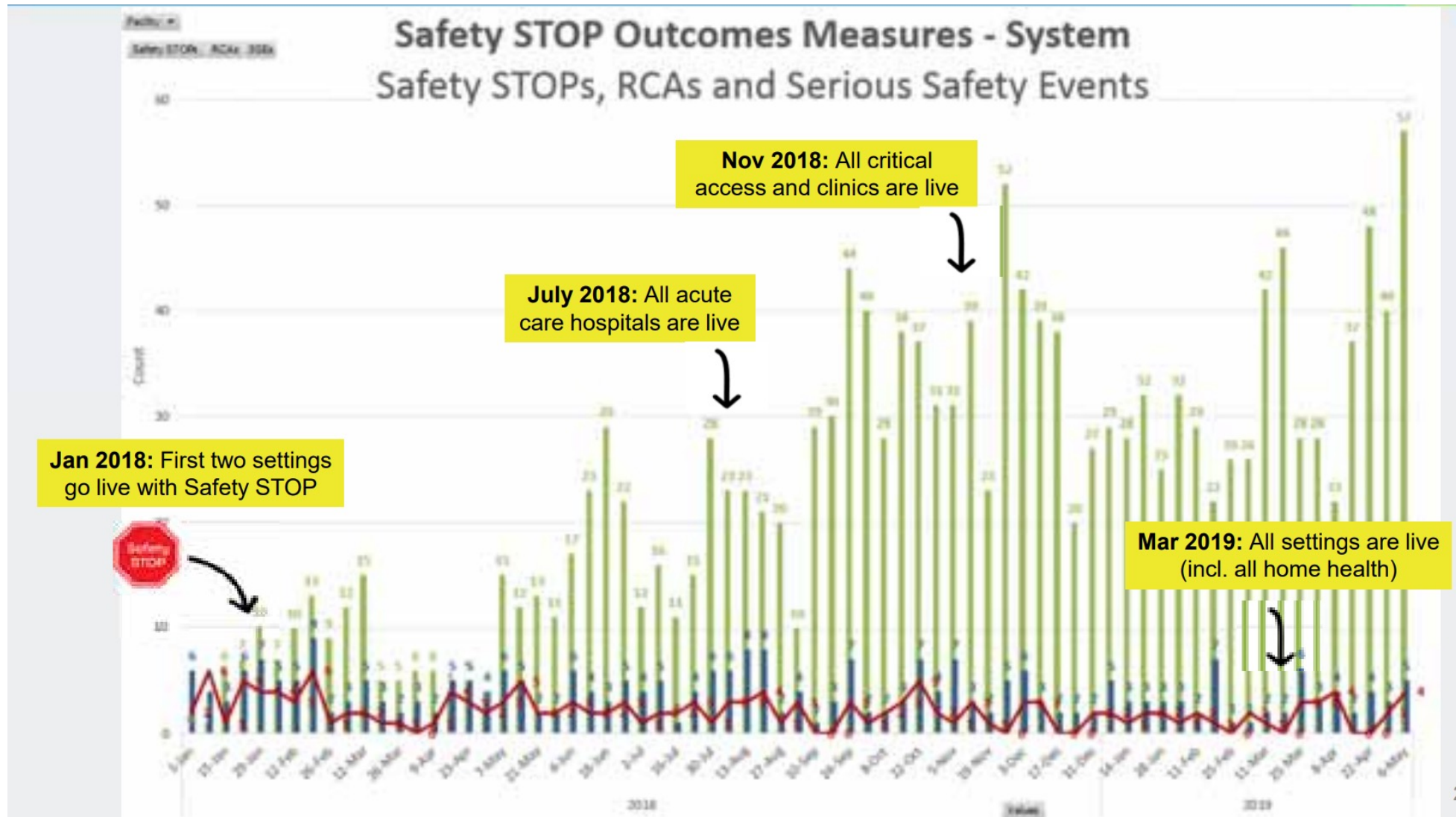
What's Required for Andon Pulls?

PSYCHOLOGICAL SAFETY

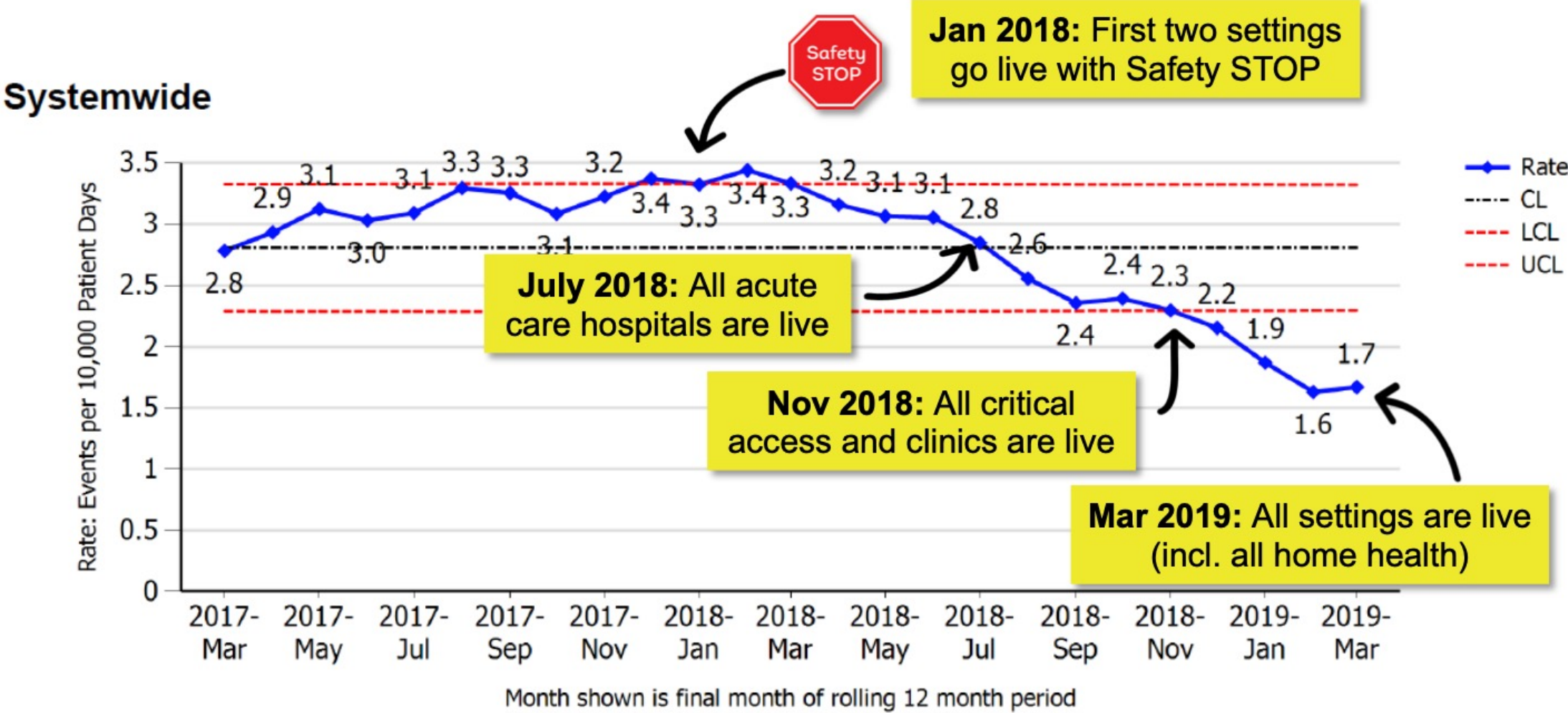


PROBLEM SOLVING

Safety Reports (U.S. Hospital)



Serious Safety Events (Same Hospital)



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

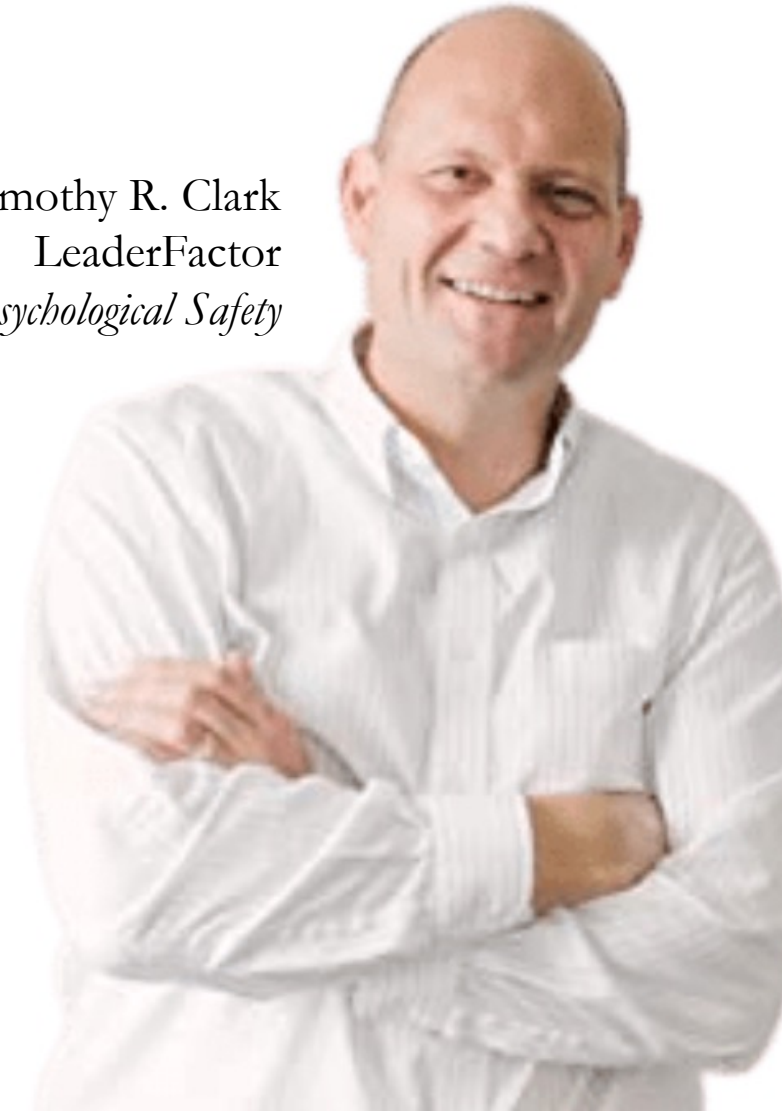


What is Psychological Safety?

- “Psychological safety is a social condition in which you feel:
 1. Included
 2. Safe to learn
 3. Safe to contribute
 4. Safe to challenge the status quo
- ... all without fear of being embarrassed, marginalized, or punished in some way.”

Timothy R. Clark
LeaderFactor

The 4 Stages of Psychological Safety



Why Psychological Safety?

“YOU WILL LOSE
TOP TALENT
WITHOUT THIS”

Timothy R. Clark
LeaderFactor

The 4 Stages of Psychological Safety



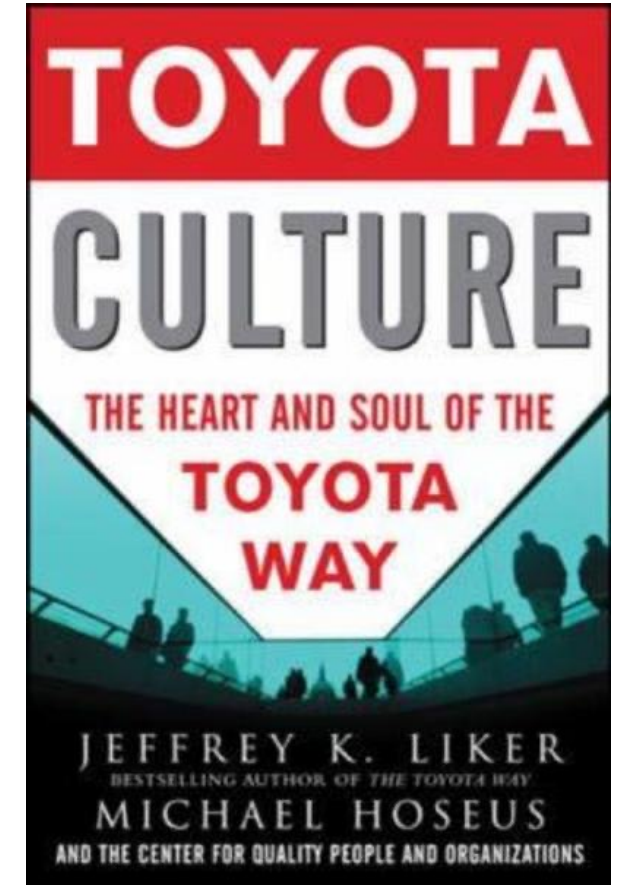
Google's Project Aristotle

- What makes teams there most successful?

**PSYCHOLOGICAL
SAFETY**

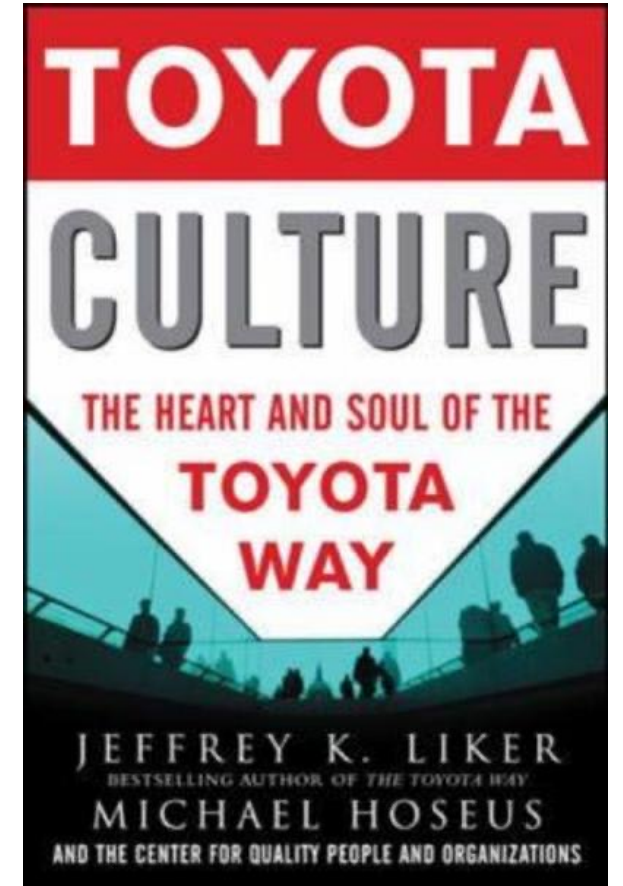
For a World-Class “Lean” Culture

“Without trust in their employers, employees are reluctant to admit to the existence of problems and learn that it is safest to hide them.”



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”

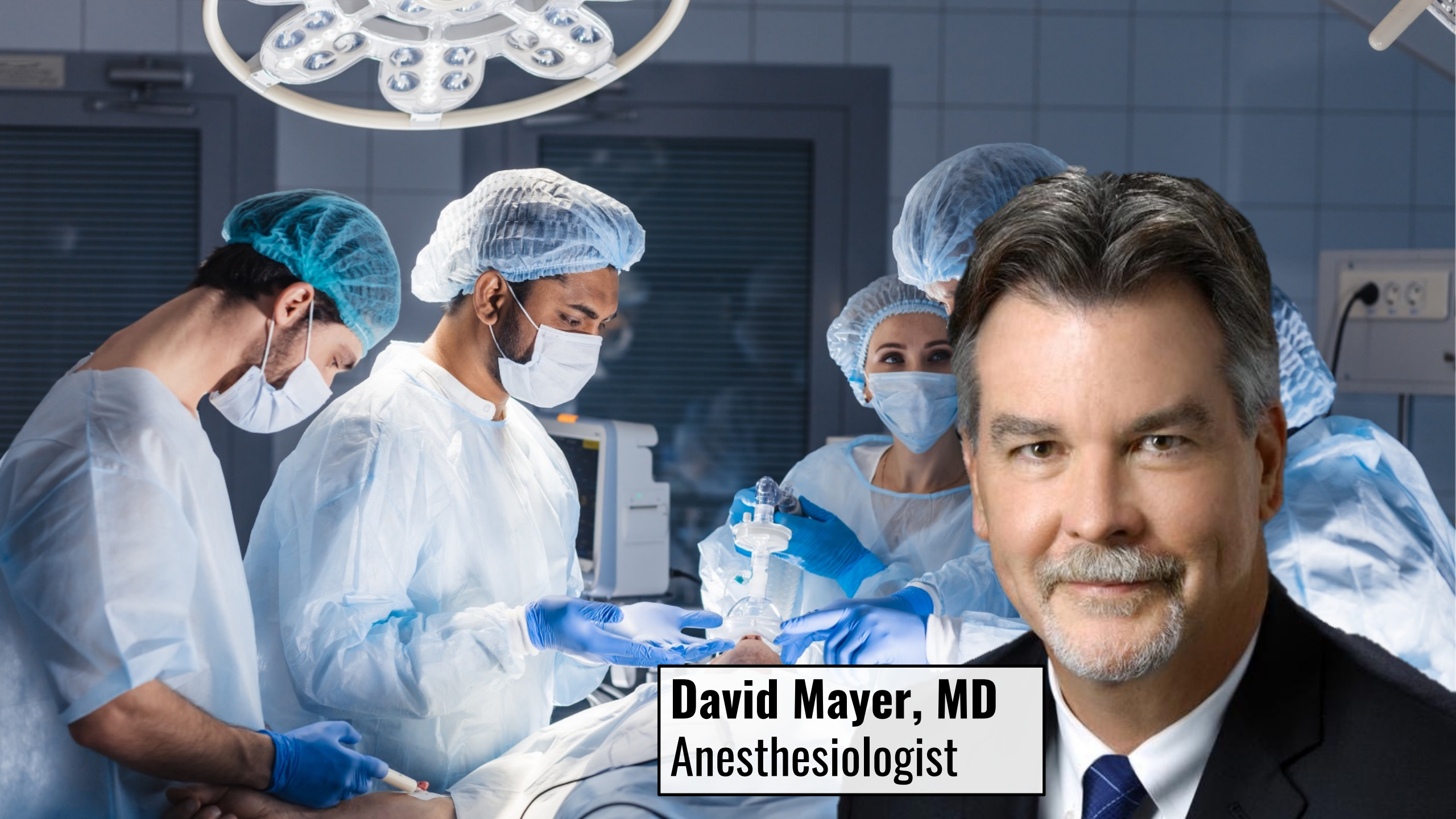


World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

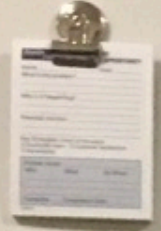
Culture of Psychological Safety



David Mayer, MD
Anesthesiologist

Fear **factor**

Waste Identification



PICK CHART

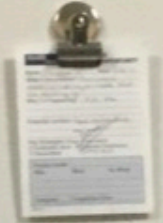
Implement

Challenge

Possible

Kibosh

Completed Projects/
Celebrations



New Improvement Ideas

Quality

Customer Satisfaction

Work in Progress

PDCA

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?

“YOU SHOULD
SPEAK UP”



**“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 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

FROM

FEARLESS

TO

FEARING LESS

What is Candor?

**BEING FRANK,
OPEN, AND SINCERE
IN SPEECH**

What is Psychological Safety?

“A CULTURE OF
REWARDED
CANDOR”

SAY SOMETHING



KEEP QUIET



Examples of Candor That Might Be Punished?

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

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Examples of Candor That Might Be Punished



Account



Content



Design



Settings



Help &
Feedback

Do I Feel Psychologically Safe?



Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

Mark's Ladders – 2 Different Settings

Company A

 Accepting more responsibility

 Sharing something personal

 Receiving feedback

 Pointing out a mistake

 Admitting you don't know

 Making a mistake

Company B

 Expressing your emotions

 Offering a different point of view

 Challenging the way things are done

 Clarifying expectations

 Asking for help

 Admitting you don't know

Join at menti.com | use code **4292 7005**

Your Top 3 Risky Acts at Work

▶ Start Menti



Cultivating Psychological Safety?

~~THIS IS A
SAFE SPACE~~

You Can Improve Psychological Safety

Encouraging

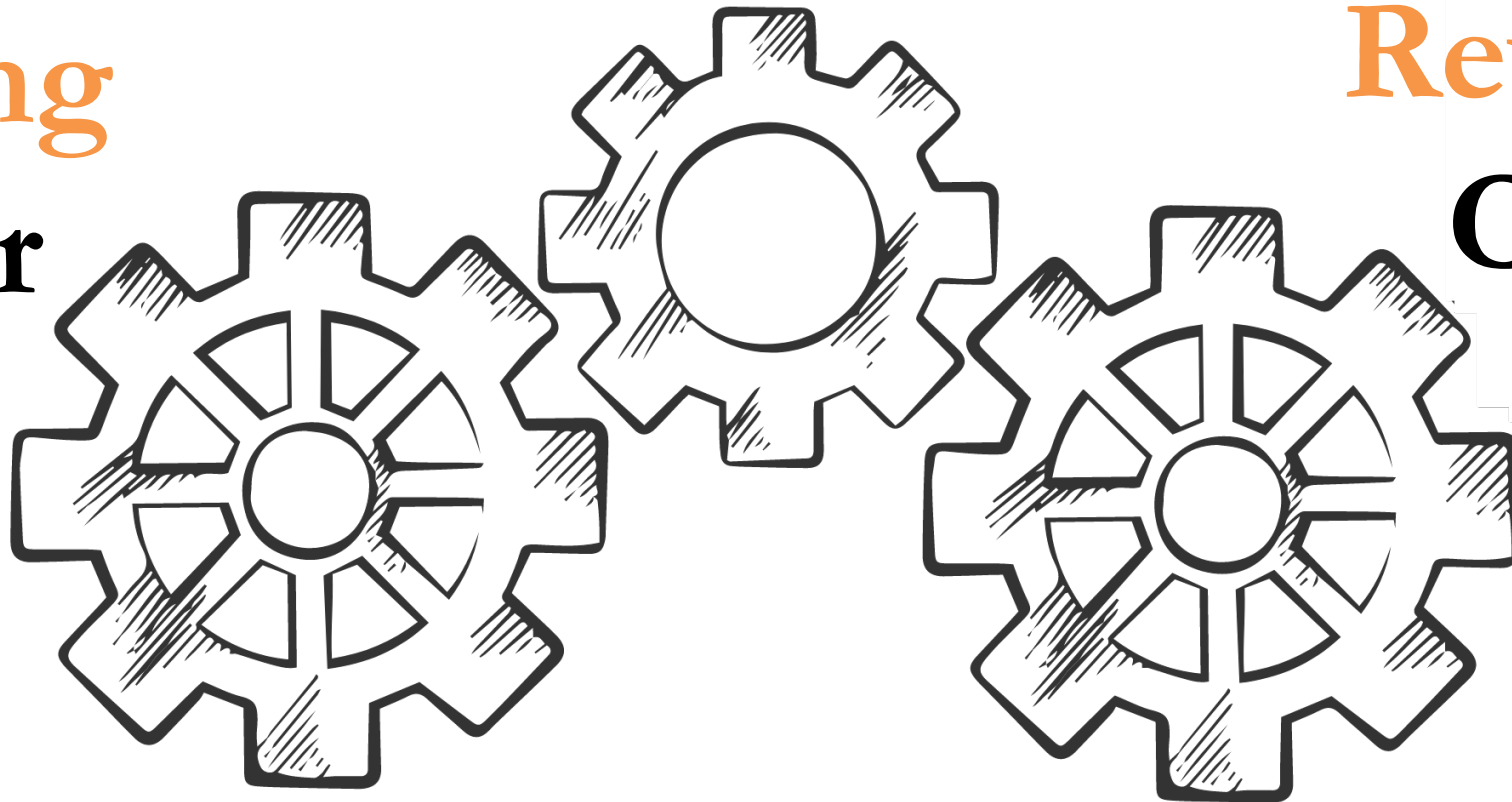
Candor

Modeling

Rewarding

Candor

Candor



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

Larry Culp, CEO of 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

Our Response to Mistakes...

PUNITIVE

NICE

KIND

What Went Wrong

- I made mistakes
- There were times when I allowed myself to get discouraged instead of moving forward
- I didn't communicate well enough



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

Greg Jacobson
CEO and co-founder, KaiNexus



[Stephanie Hill, MPH, MBB](#) (She/Her) • 1st

1d ...

Sr. Lean Strategist at KaiNexus -/- Owner of Light Bulb Mom...

Celebrate ·    4 | Reply



[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

“Hiding mistakes
is the death of
continuous
improvement.”

Jeff Liker
The Toyota Way



Learning From Mistakes at Toyota

Isao Yoshino
Japan
1960s



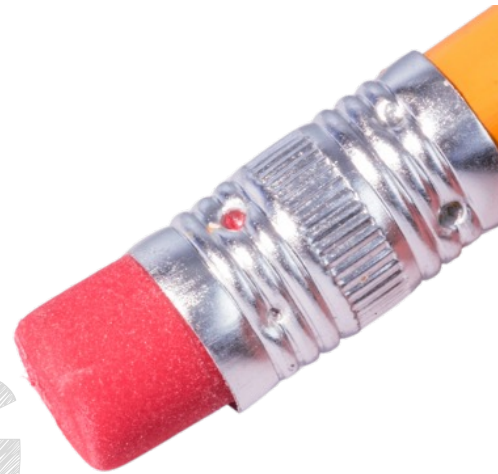
David Meier
Kentucky
1980s

When We Only Have One...

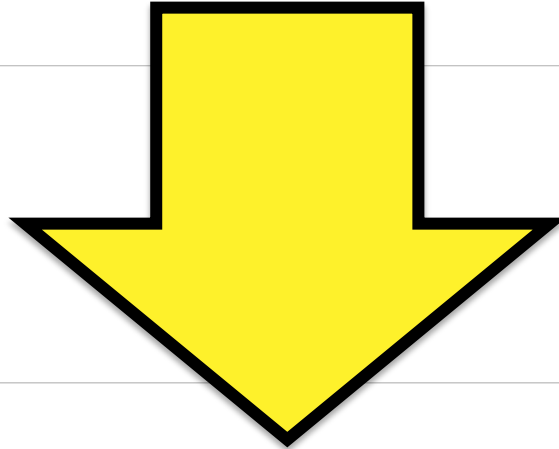
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING



Feard **factor**



Futility **factor**

A Powerful Combination

PSYCHOLOGICAL SAFETY

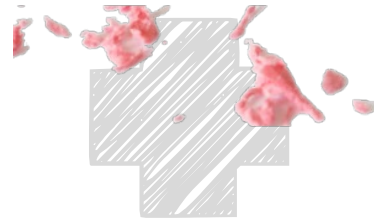


PROBLEM SOLVING

What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Can We Be Candid Experimentalists?



Is it Safe to Say?

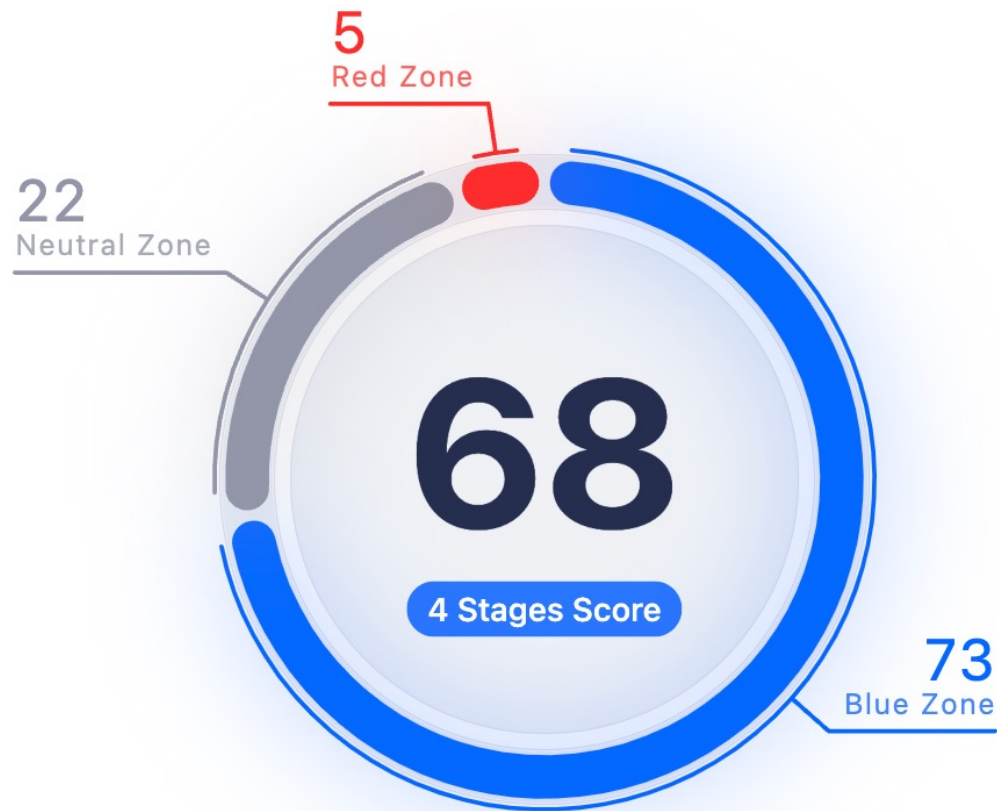
WE COULD BE **WRONG**

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

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

You Can Measure Psychological Safety

Possible scoring range is -100 to +100



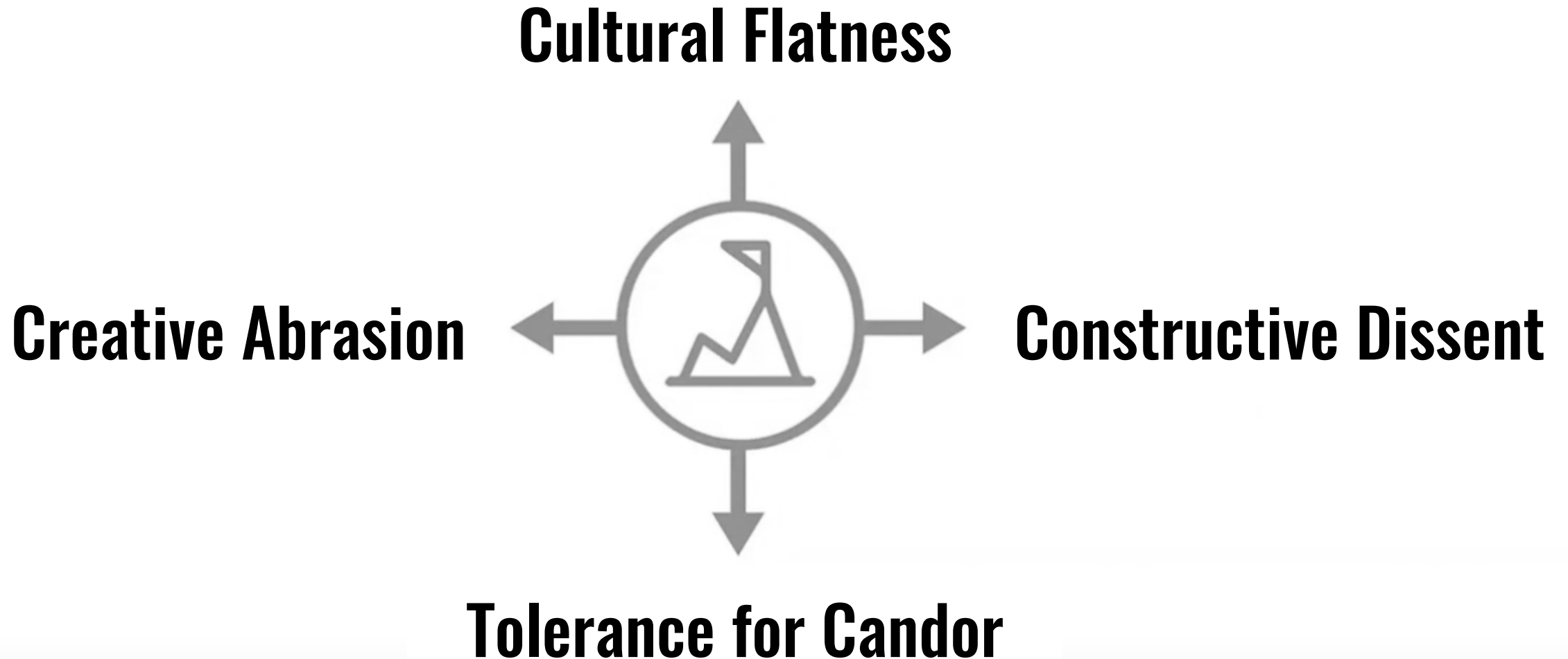
80th percentile

Teams Progress Through 4 Stages

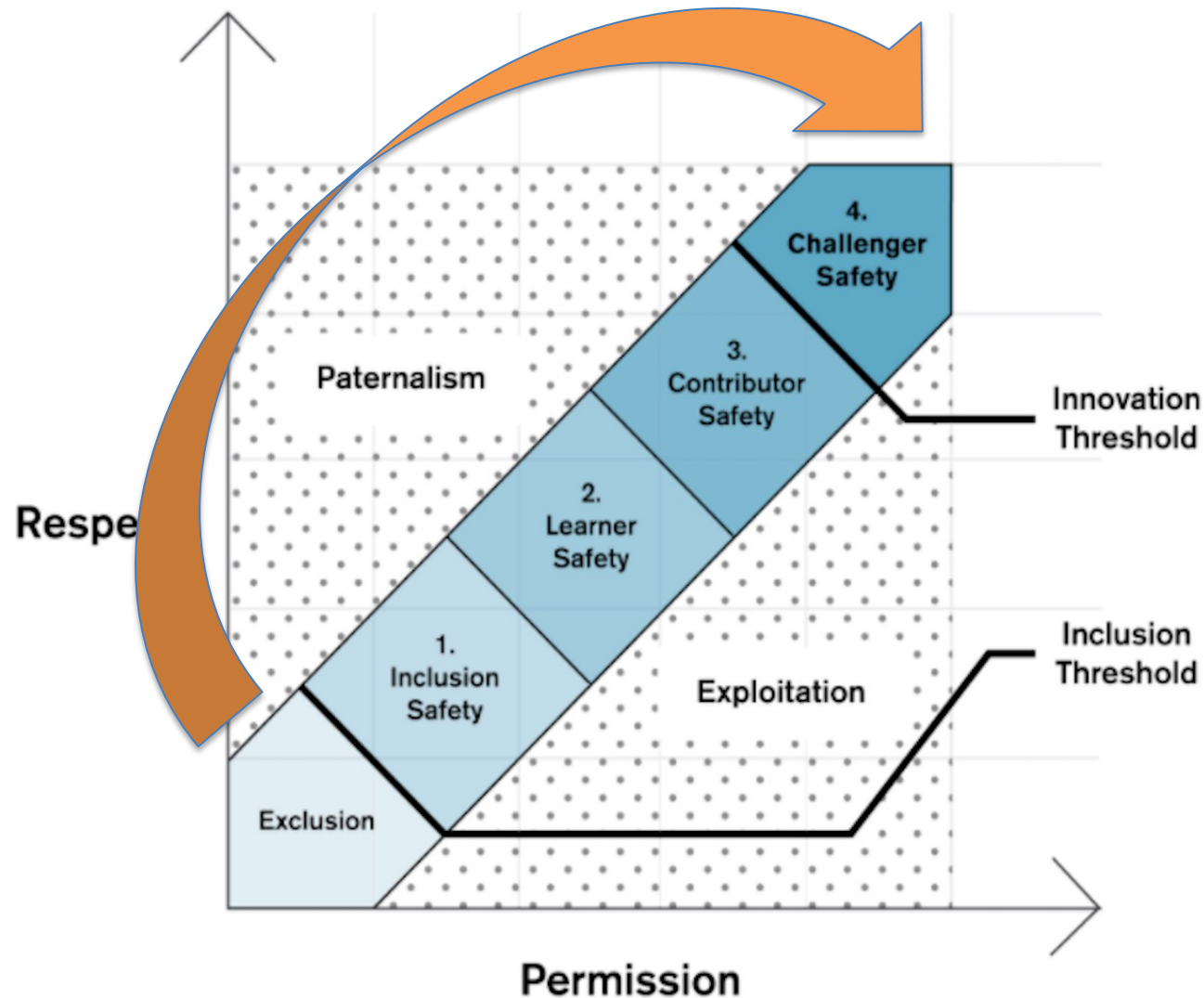
- 1. Inclusion Safety:** Can I be my authentic self?
- 2. Learner Safety:** Can I learn and grow?
- 3. Contributor Safety:** Can I contribute and create value?
- 4. Challenger Safety:** Can I be candid about change?

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

What Stage 4 Challenger Safety Looks Like



You Can't Jump Ahead to Stage 4!



**Research-
based
progression**

You Can Measure the 4 Stages

Possible scoring range is -100 to +100



74

Stage 1
Inclusion Safety



76

Stage 2
Learner Safety



74

Stage 3
Contributor Safety



52

Stage 4
Challenger Safety

Percentile: **74th**

81st

76th

77th

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How much do you agree, at work?

Strongly disagree

▶ Start Mentimeter

Strongly agree



You Can Improve Psychological Safety

Encouraging

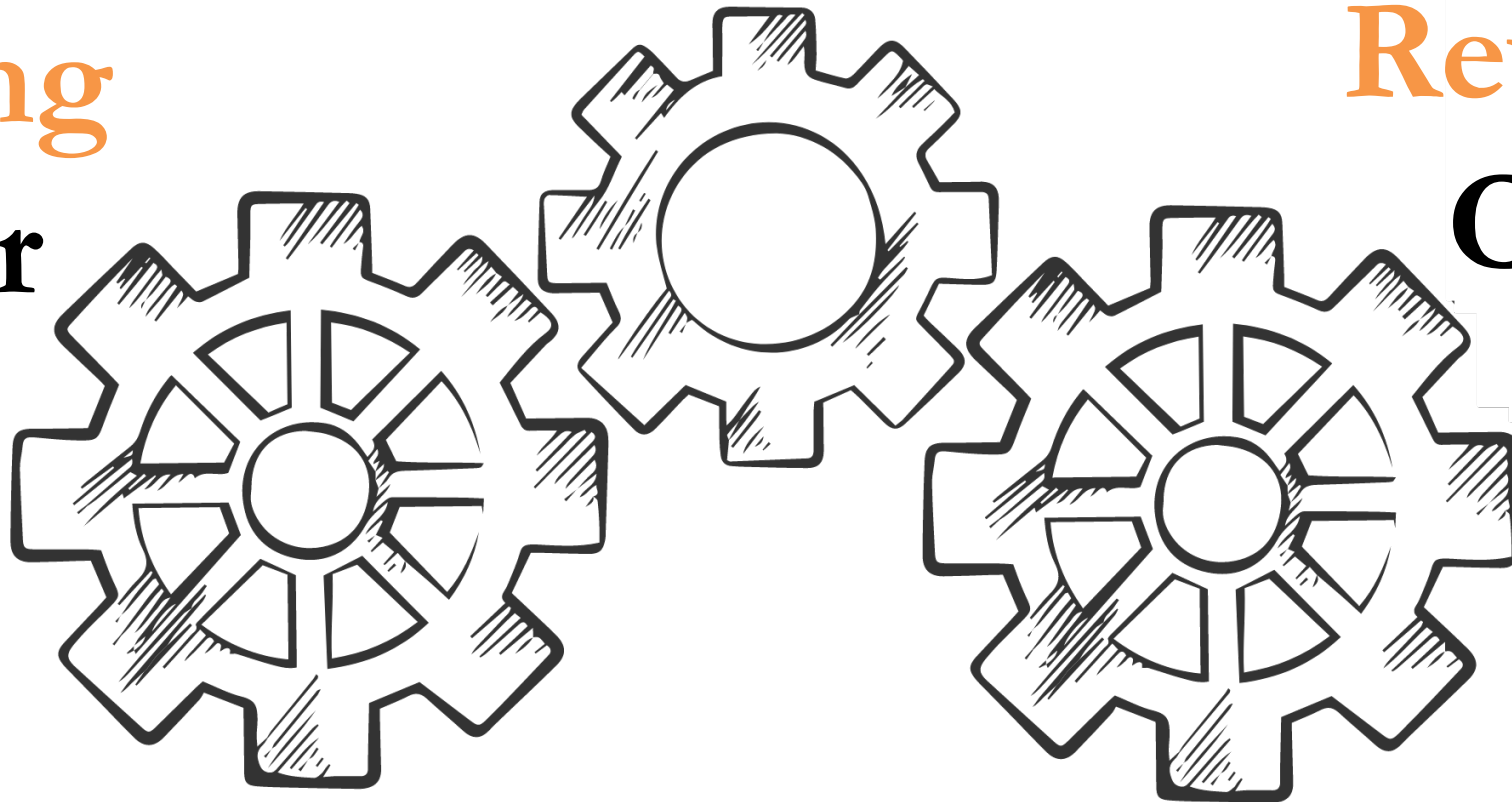
Candor

Modeling

Rewarding

Candor

Candor



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/IISE2024>

- **Email:** Mark@MarkGraban.com

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

