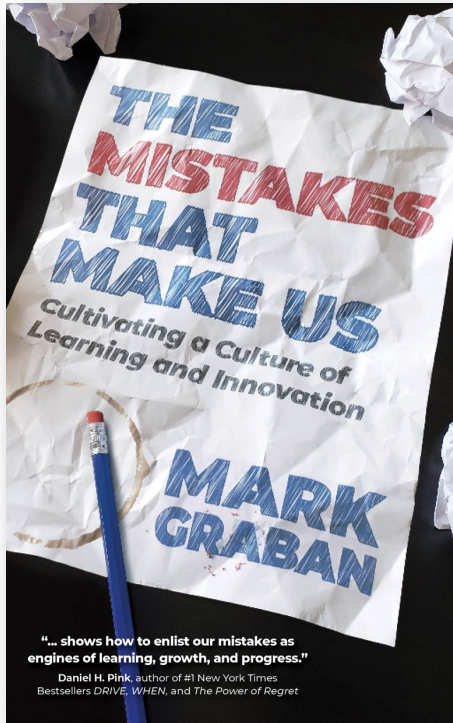


PSYCHOLOGICAL SAFETY

As a Foundation for Continuous Improvement



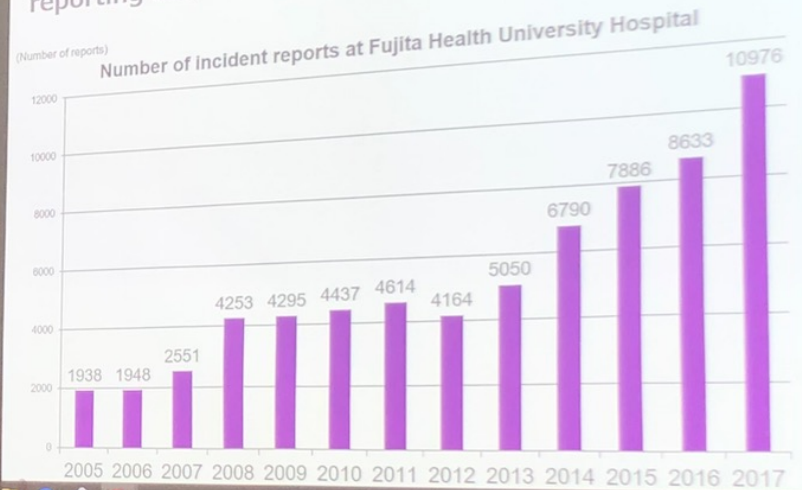
Slides & More: MarkGraban.com/MLC2024

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From information to action;
reporting and learning for patient safety



“Number of
Incident Reports”

A photograph of a worker in a blue uniform and cap, seen from behind, pulling a yellow Andon cord. The cord is attached to a car's roof. The worker is in a factory setting with various mechanical parts and equipment visible in the background. A blue banner with white text is overlaid on the right side of the image.

Andon Cord

What's Required to Speak Up?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

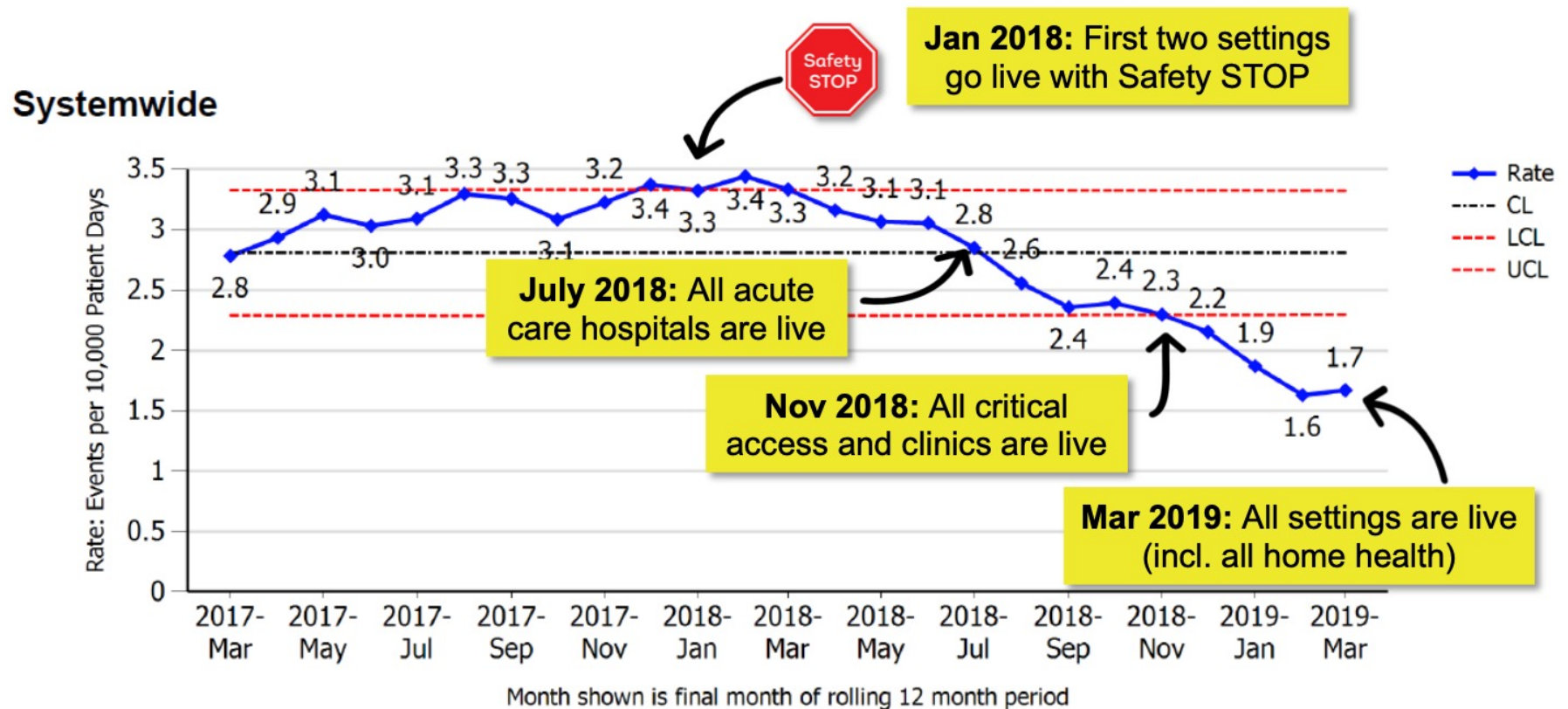
What is Psychological Safety?

- “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



Serious Safety Events (Same Hospital)



“...psychologically
safe teams made fewer
errors and spoke up
about them more
often.”

Edmondson, Amy C.. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth . Wiley. Kindle Edition.



Google's Project Aristotle

- What makes teams there most successful?

**PSYCHOLOGICAL
SAFETY**

Why Psychological Safety?

“YOU WILL LOSE
TOP TALENT
WITHOUT THIS”

Timothy R. Clark
LeaderFactor
The 4 Stages of Psychological Safety





What's Required for Tiered Huddles?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

What's Required for Catch Ball?



The diagram illustrates the concept of 'catching a ball' in a team setting. It features two stylized blue human figures, one on the left and one on the right, with their arms raised. A blue ball is shown in the air between them, with two curved lines indicating its trajectory from the left figure towards the right figure. In the center of the image, the text 'PSYCHOLOGICAL SAFETY' is written in a bold, black, sans-serif font. Below this text is a blue plus sign, and further down is the text 'PROBLEM SOLVING', also in a bold, black, sans-serif font. The entire composition is set against a plain white background.

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

For Daily Improvement??

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

**REAL IMPROVEMENT,
NOT WORKAROUNDS**



“...cancer teams with low psychological safety relied more on workarounds, while teams with high psychological safety focused more on diagnosing the problem and improving the process that caused it.”

Edmondson, Amy C.. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth . Wiley. Kindle Edition.

EXPECTED OUTCOME

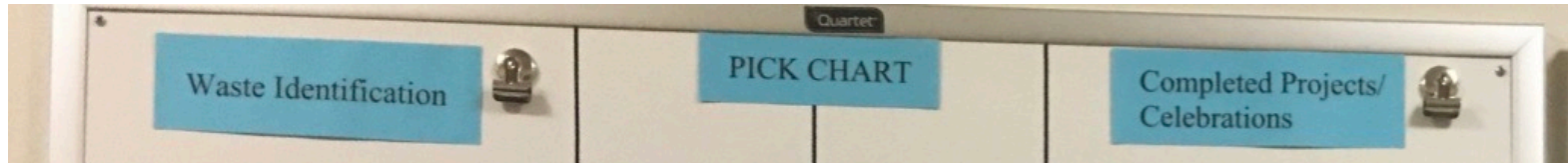
GAP



Mistakes are actions or judgments that turn out to be misguided or wrong.

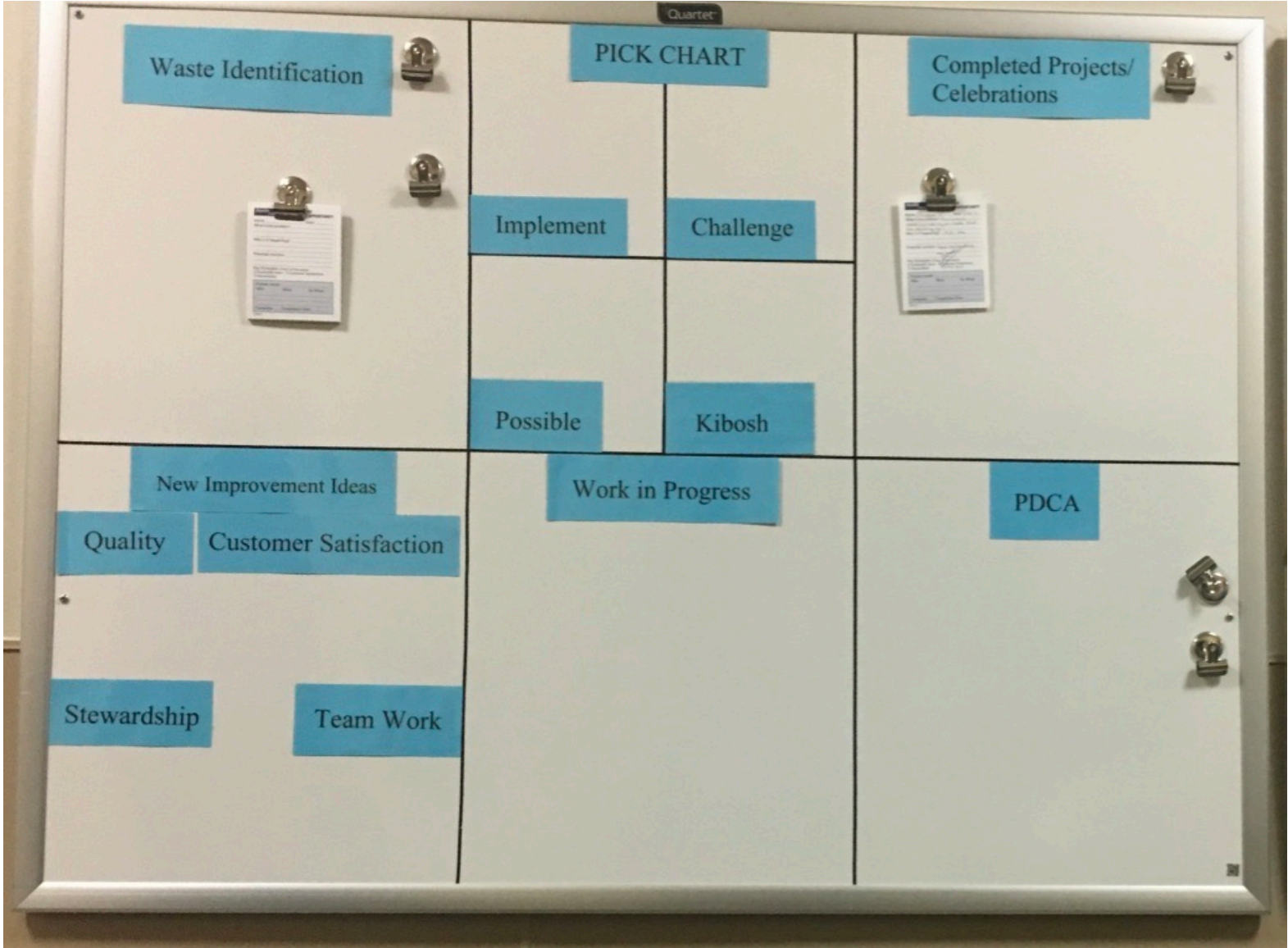
ACTUAL OUTCOME

**“YOU’RE
MAKING A
MISTAKE!”**



MISTAKE:

**ASSUMING PEOPLE WILL
USE A HUDDLE BOARD**



WHY?

Fear factor

Futility factor

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How Much Do Fear or Futility Keep You Quiet at Work?

Impact of the FEAR factor?

Impact of the FUTILITY factor?

Always Stay QUIET

Can Always SPEAK UP



Help & Feedback

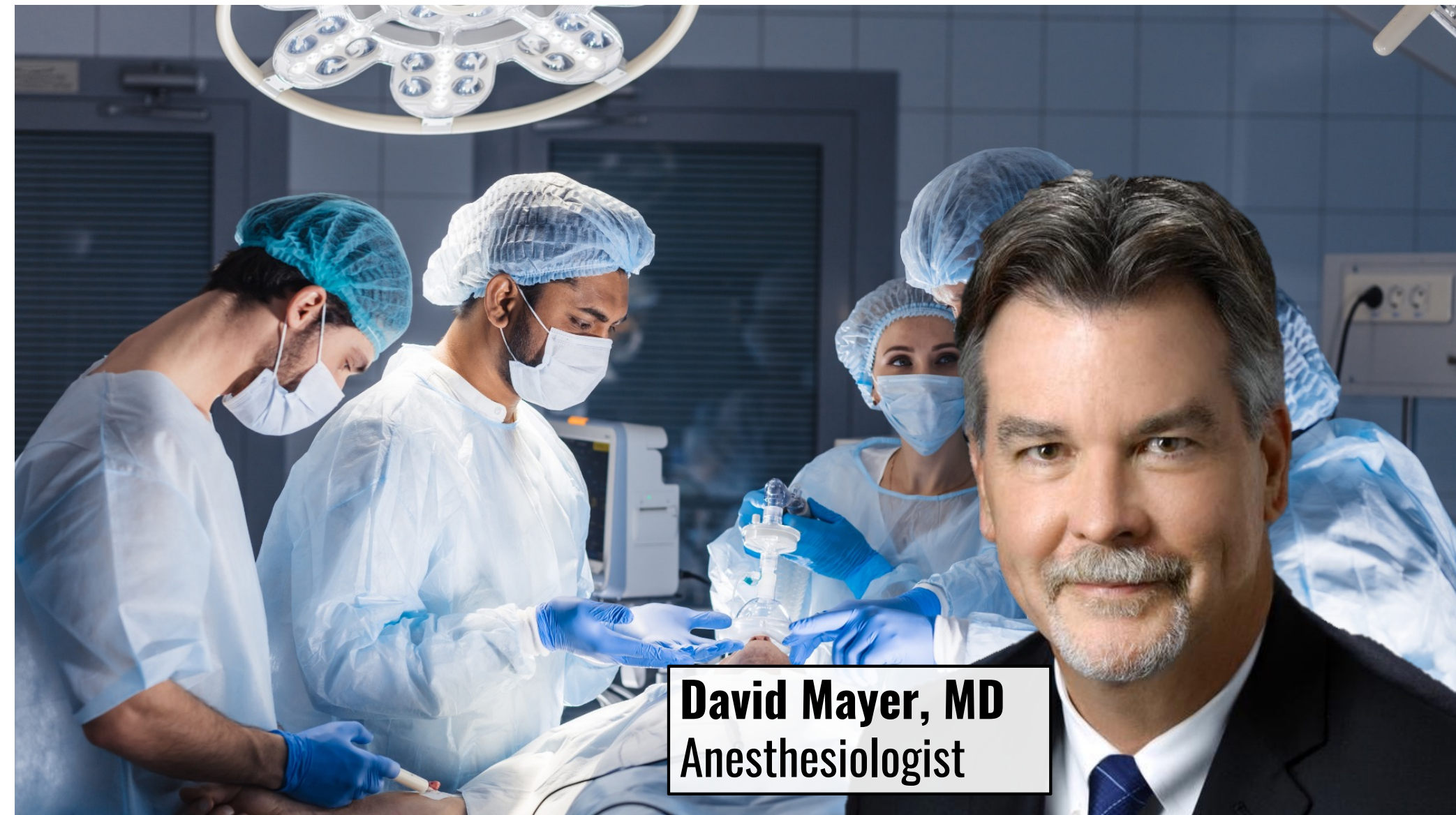
Oops, I made a mistake! The question should ask about "speaking up" not "speak up."

What keeps you from speak up at work?

You can see how people vote. [Learn more](#)



[247 votes](#) • 4d left • [Hide results](#)



David Mayer, MD
Anesthesiologist

Two Types of Mistakes

PROCESS MISTAKES

INNOVATION MISTAKES

Preventing or Mitigating?

PROCESS MISTAKES


- MISTAKE-PROOFING
 - CHECKLISTS

INNOVATION MISTAKES

- ITERATION / PDSA
- SMALL TESTS OF CHANGE

Our Response to Mistakes...

PUNITIVE

A red rounded rectangular bar containing the word "PUNITIVE" in a white, hand-drawn, sketchy font.

NICE

A yellow rounded rectangular bar containing the word "NICE" in a dark grey, hand-drawn, sketchy font. A blue arrow points from the red bar above to this bar.

KIND

A green rounded rectangular bar containing the word "KIND" in a white, hand-drawn, sketchy font. A blue arrow points from the yellow bar above to this bar.

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Help & Feedback

What's the Most Likely Reaction to Mistakes in Your Workplace?

0

Punitive

0

Nice

0

Kind

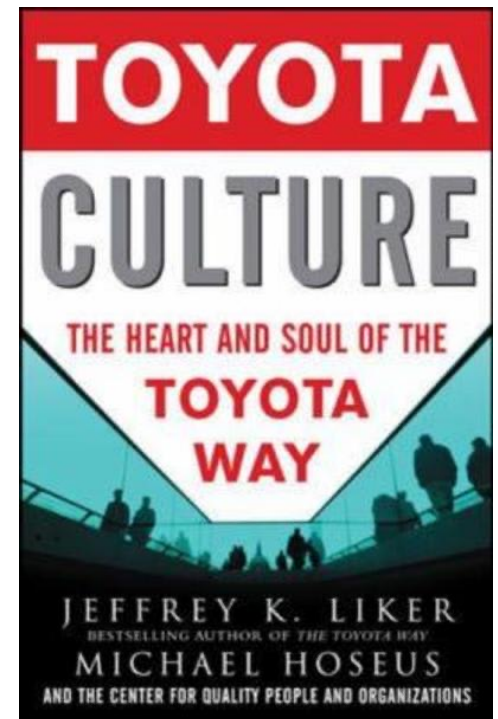
Reflecting on a Mistake

- What decision did I make?
- What did I expect to happen?
- What actually happened?
- What do I learn from the gap?
- What would I do differently?
- What would I expect to happen?



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

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*...

it's a function of

CULTURE

Mistakes at Toyota



Isao Yoshino

Japan

1960s



David Meier

Kentucky

1980s



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



FROM
FEARLESS
TO
FEAR LESS

What is Candor?

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

What is Psychological Safety?

“A culture of
rewarded **candor**”

Examples of Candor That Might Be Punished?

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

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Help &
Feedback

Examples of Candor That Might Be Punished

Do I Feel Psychologically Safe?



Does a Team Have Psychological Safety?

EACH.

PERSON.

DECIDES.

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Your Top 3 Risky Acts at Work



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Help &
Feedback

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

Table Discussion!

**DISCUSS A SITUATION
WHERE YOU FELT
LESS SAFE OR MORE SAFE
TO SPEAK UP COMPARED
TO USUAL**

Cultivating Psychological Safety?

~~IT'S SAFE TO
SPEAK UP HERE~~

You Can Improve Psychological Safety

Encouraging

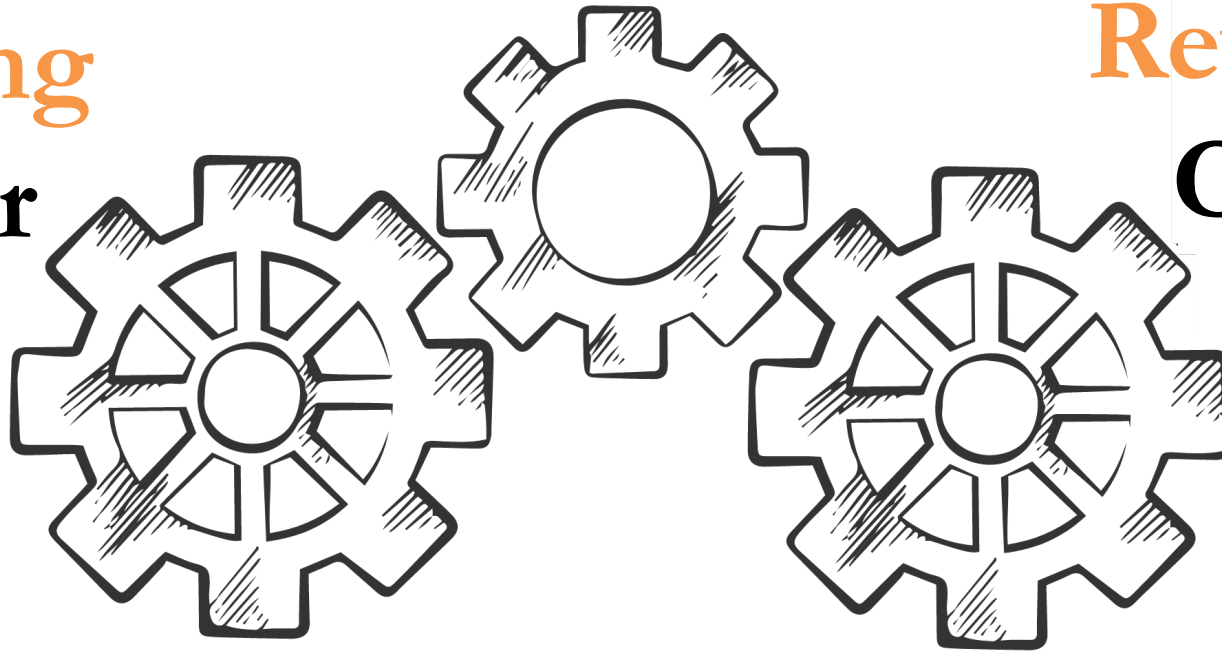
Candor


Modeling

Candor

Rewarding


Candor



A photograph of Larry Culp, CEO of General Electric, speaking at a podium during the AME Dallas 2022 International Conference. The podium features the event's logo, which includes a star and the text 'AME DALLAS 2022 INTERNATIONAL CONFERENCE'. The background is a large screen displaying a blue and white geometric pattern. A white text box is overlaid on the right side of the image, containing a quote.

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

Larry Culp, CEO of General Electric

A photograph of Larry Culp, CEO of General Electric, speaking at a podium during the AME Dallas 2022 International Conference. He is wearing a dark suit and a light-colored shirt. The podium features the AME Dallas 2022 logo, which includes a star and the text "AME DALLAS 2022 INTERNATIONAL CONFERENCE". The background is a large screen displaying a blue and white pattern of overlapping circles. A white text box is overlaid on the right side of the image, containing a quote.

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

Larry Culp, CEO of General Electric

The image shows a man with short, light-colored hair, wearing a green short-sleeved button-down shirt with a yellow and white geometric pattern. He is standing in profile, looking down at his chest with his hands clasped. He is wearing a black smartwatch on his left wrist. Behind him is a large digital display showing a presentation slide. The slide has a light blue background and a dark blue header. The title 'What Went Wrong' is in a large, bold, blue font. Below the title is a bulleted list of three items. At the bottom left of the slide is the 'KaiNexus' logo. The top of the screen shows a standard operating system taskbar with various icons and the time 'Wed Jul 20 2:18 PM'. The setting appears to be a conference room or a meeting space with a drop ceiling and recessed lighting.

What Went Wrong

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

KaiNexus



“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...

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

When We Only Have One...

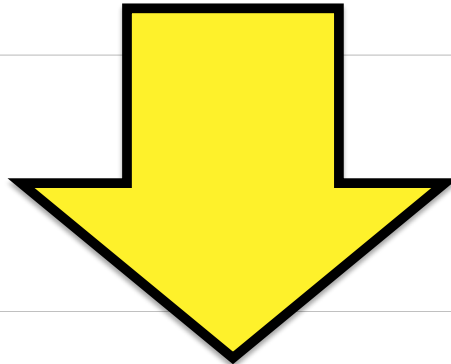
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING



Fear factor



Futility factor

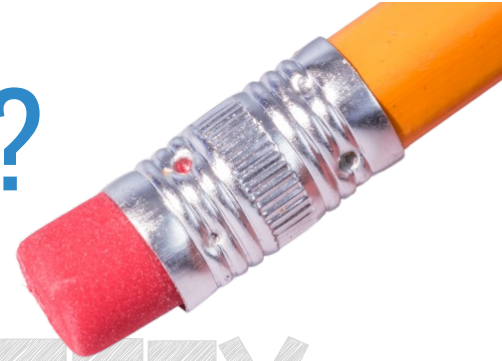
A Powerful Combination

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Can We Be Candid Experimentalists?



Is it Safe to Say?

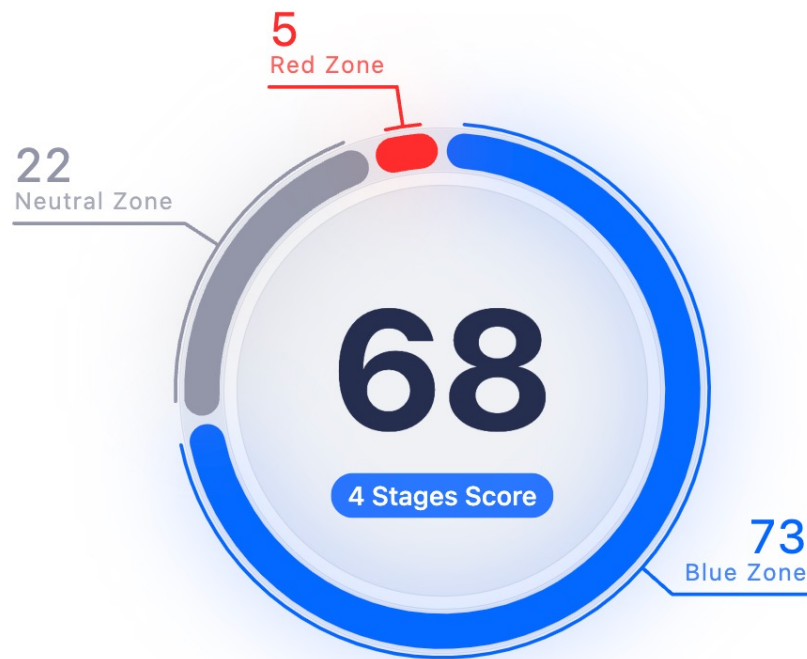
WE COULD BE **WRONG**

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

TIMOTHY R. CLARK

THE 4 STAGES OF
PSYCHOLOGICAL
SAFETY

Defining the Path
to Inclusion and Innovation

4. CHALLENGER SAFETY

Can I be candid about change?



3. CONTRIBUTOR SAFETY

Can I contribute and create value



2. LEARNER SAFETY

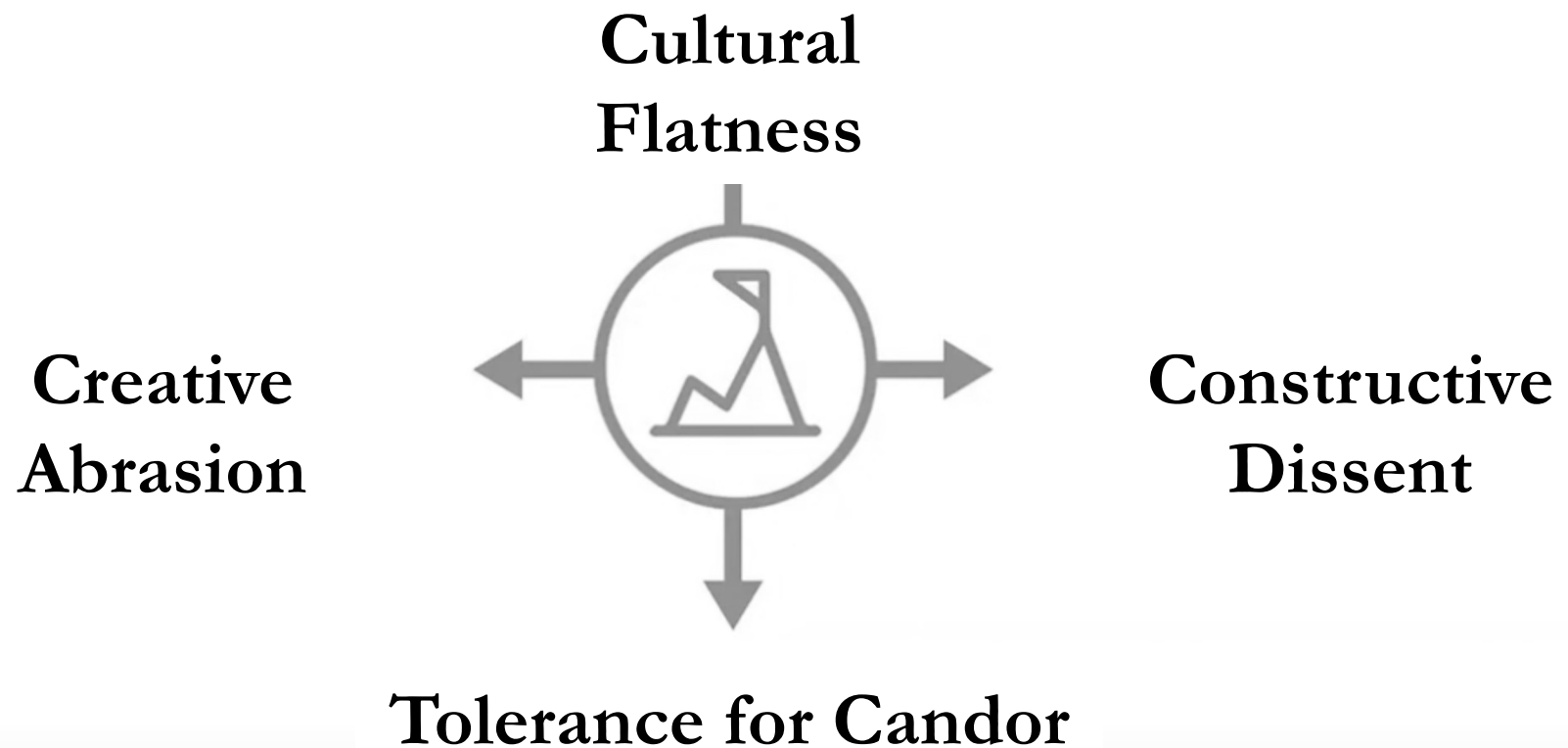
Can I learn and grow?



1. INCLUSION SAFETY

Can I be my authentic self?

What Stage 4 Challenger Safety Looks Like



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?

I feel "inclusion safety" - safe to be myself

I feel "learner safety" - safe to learn

I feel "contributor safety" - safe to fully contribute

I feel "challenger safety" - safe to challenge status quo

Strongly disagree

Strongly agree



Help &
Feedback

You Can Improve Psychological Safety

Encouraging

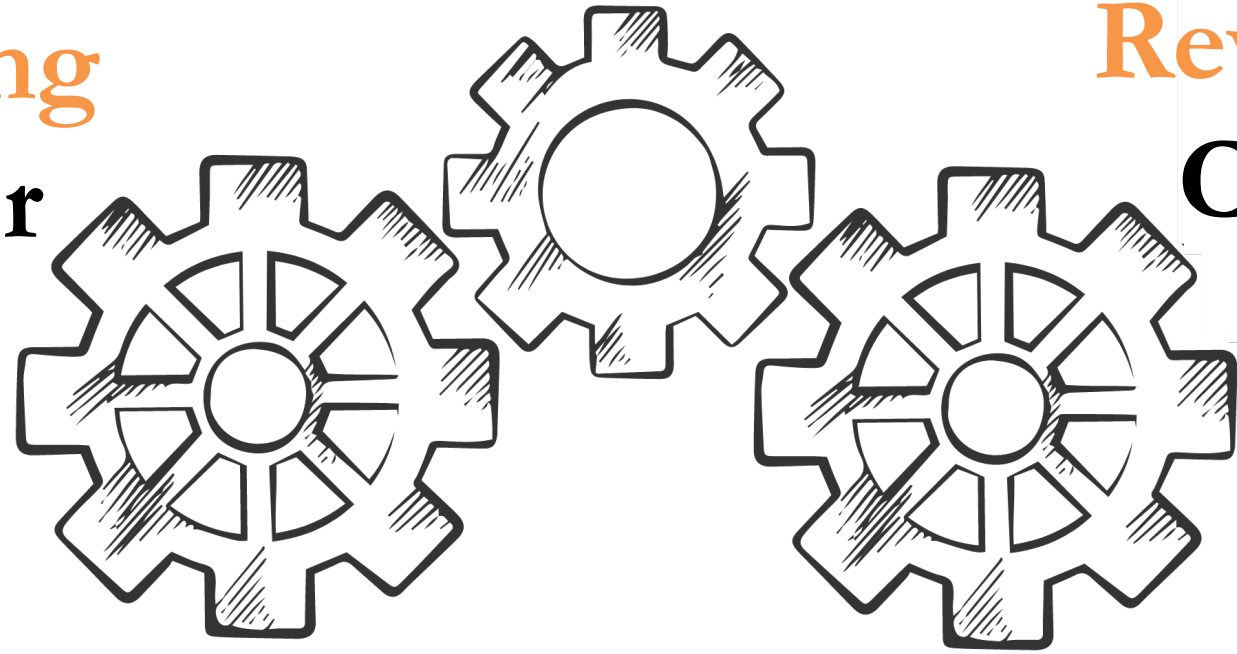
Candor

Modeling

Rewarding

Candor

Candor



What's Required for C.I.?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

This Results In

HIGHLY ENGAGED PEOPLE



IMPROVING & INNOVATING

World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Leader Behaviors

Q&A Time

- **Slides & More:**

<http://www.markgraban.com/MLC2024>

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

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com



NEW AUDIOBOOK!

