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PSYCHOLOGICAL SAFETY AS THE FOUNDATION FOR LEAN

Mark Graban

President, Constancy, Inc.

Scan to participate in 3 live surveys:

LEAN GLOBAL NETWORK

Developing adaptiveness in a changing world

24 HOURS of content

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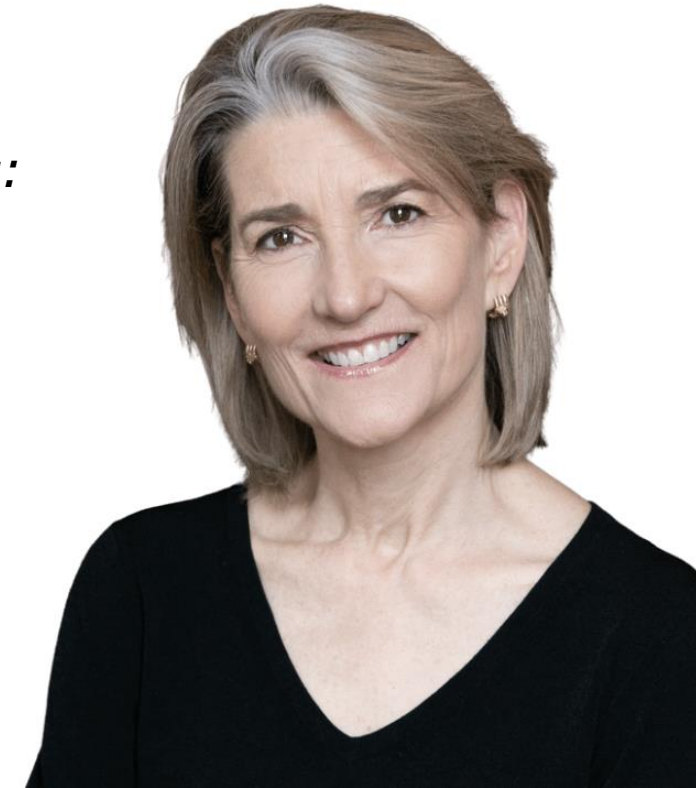
What is Psychological Safety?

- "Psychological safety is a **belief** that one will not be punished or humiliated
- for speaking up with
  - ideas
  - questions
  - concerns or
  - **mistakes**."

Scan for Surveys:

Amy Edmondson
Harvard Business School
The Fearless Organization



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Andon Cord

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Andon System

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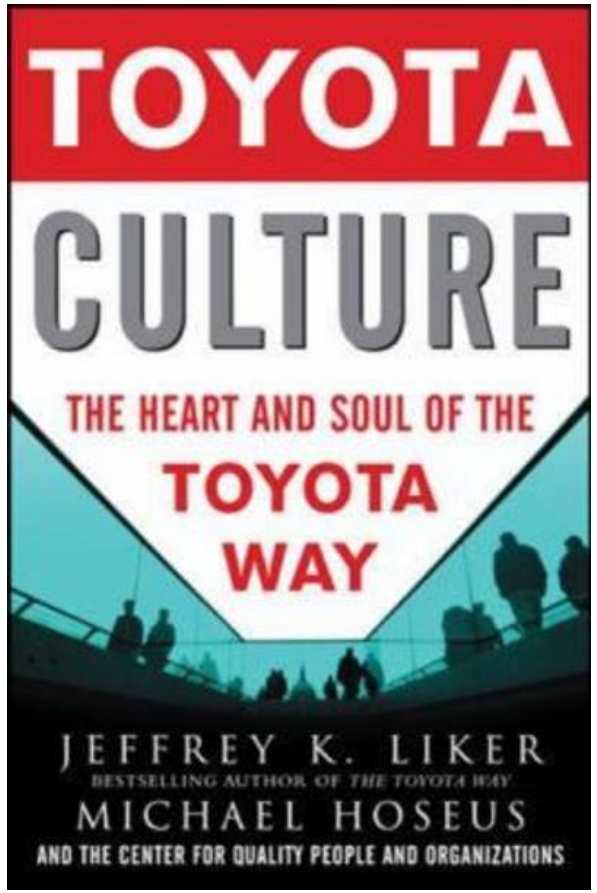
For a World-Class "Lean" Culture

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



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What's Required to Speak Up?

PSYCHOLOGICAL SAFETY

+

PROBLEM SOLVING

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“Number of Incident Reports”

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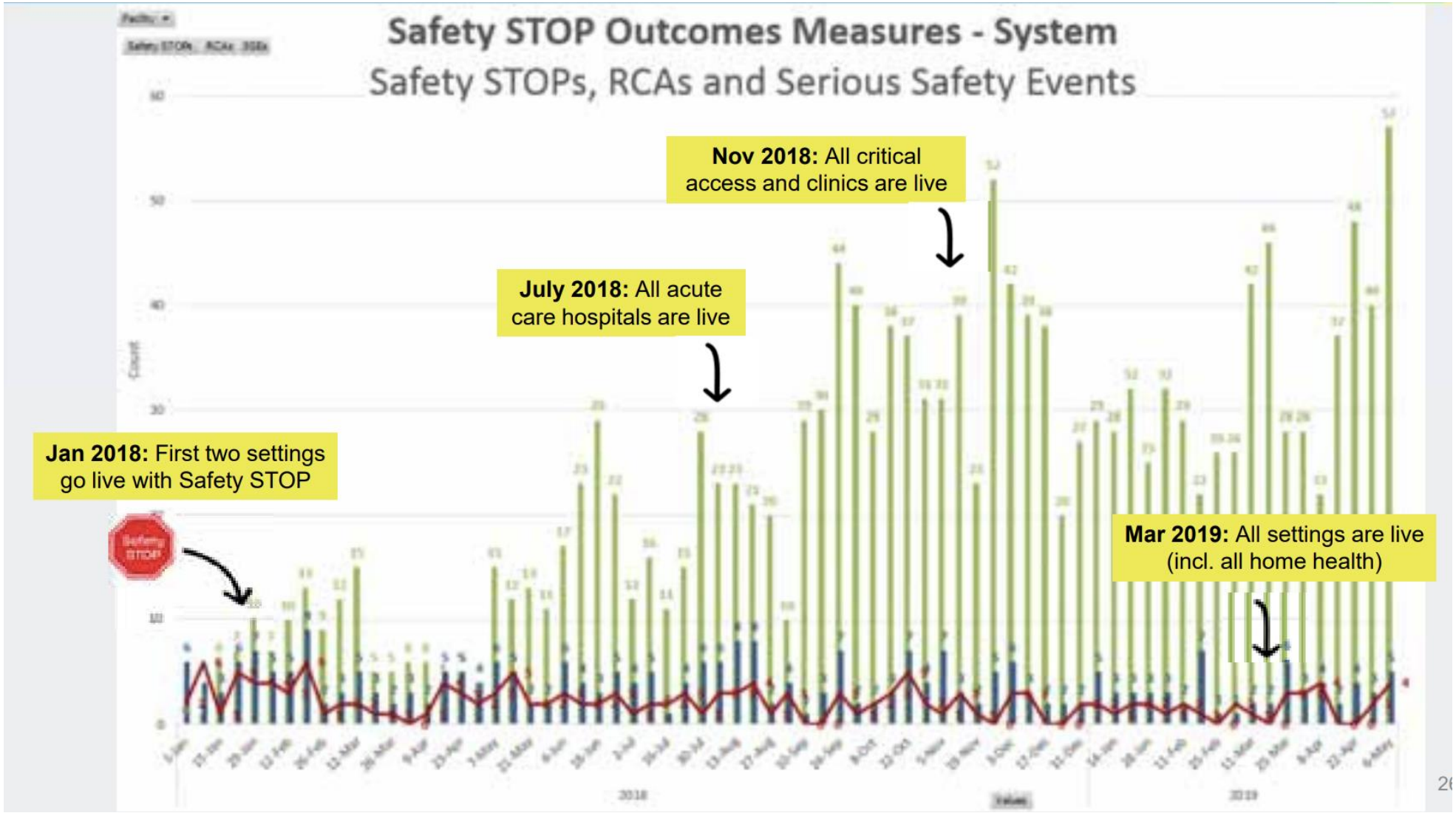
Safety Reports (U.S. Hospital)



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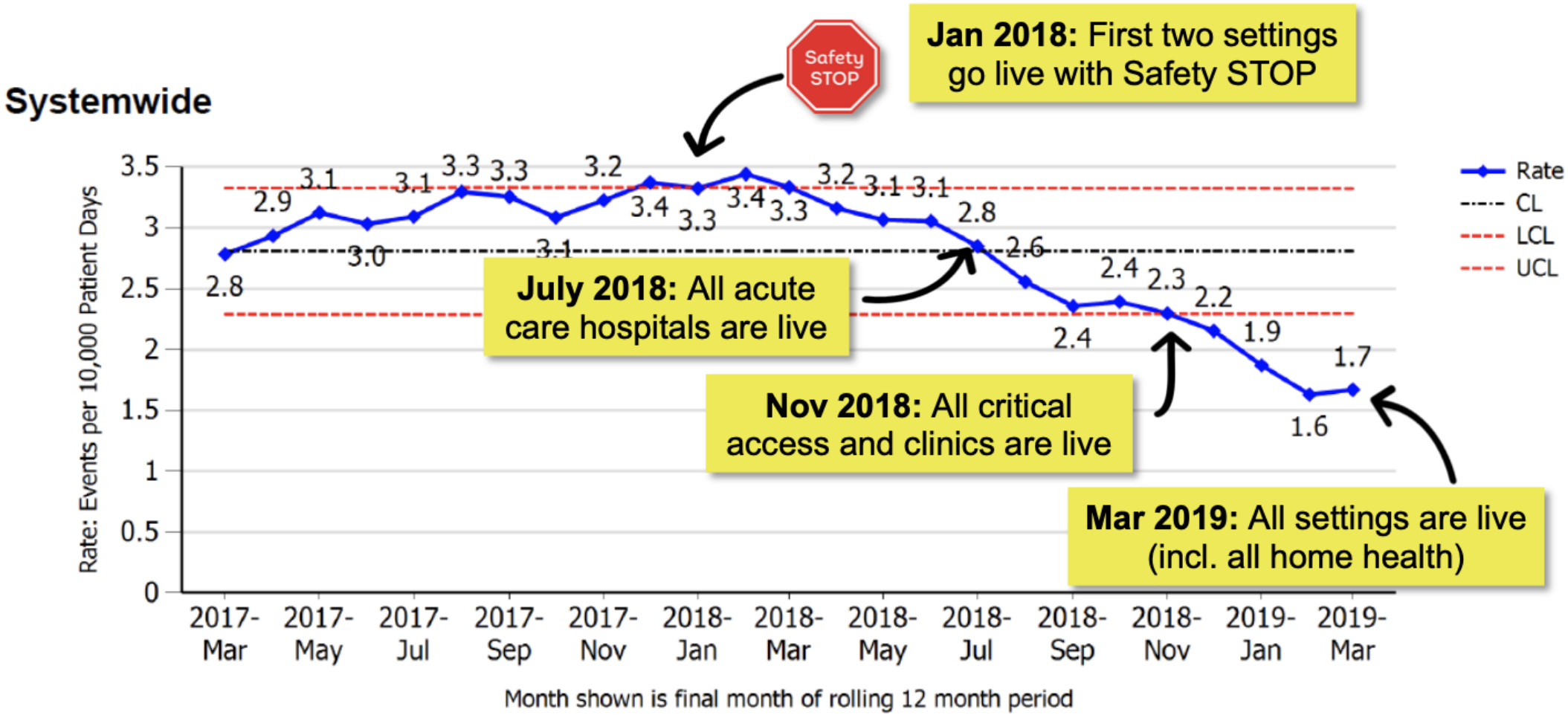
Serious Safety Events (U.S. Hospital)



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What's Required for Catch Ball?

PSYCHOLOGICAL SAFETY

+

PROBLEM SOLVING

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For Tiered Huddles?

PSYCHOLOGICAL SAFETY

PROBLEM SOLVING

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For Daily Improvement??

PSYCHOLOGICAL SAFETY

PROBLEM SOLVING

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WHAT ARE MISTAKES?

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

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Expected Outcome

GAP

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

Actual Outcome

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UNINTENDED MISTAKES

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Mistakes at Toyota

Isao Yoshino

Japan

1960s

David Meier

Kentucky

1980s

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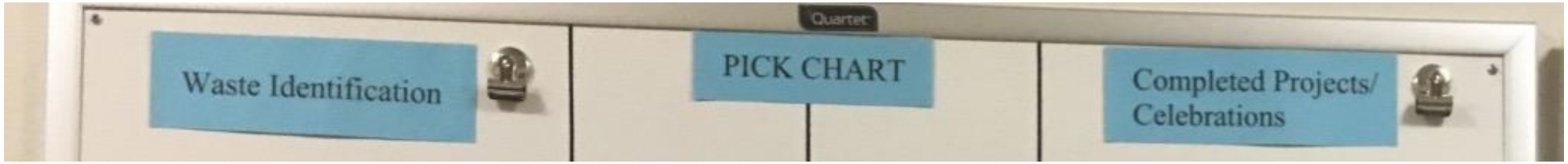

MISTAKE:

ASSUMING PEOPLE WILL USE A HUDDLE BOARD

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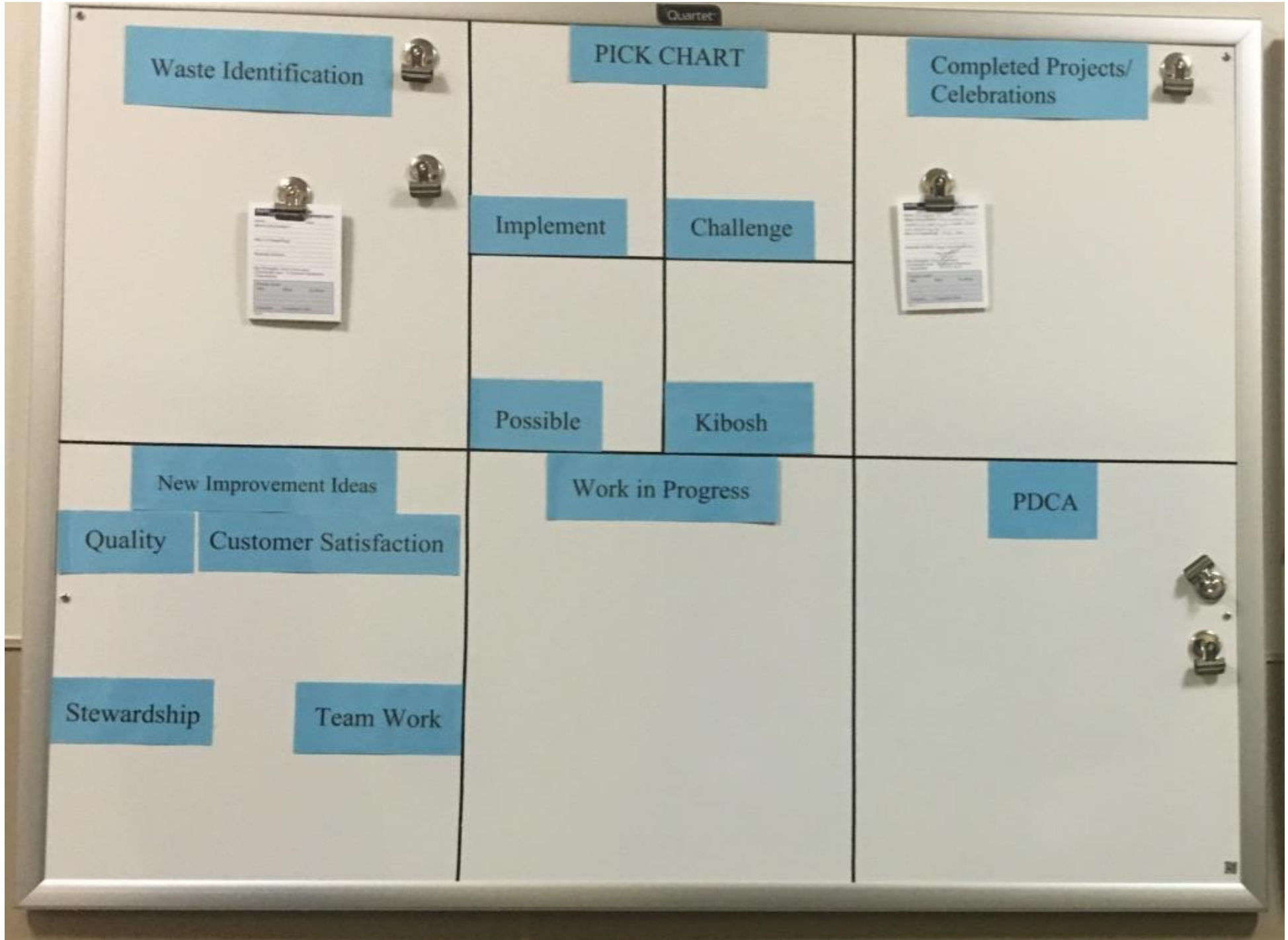

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WHY?

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Fear factor

Futility factor

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Men

What Keeps You From Speaking Up at Work?

0	0	0	0
Fear	Futility	Fear AND Futility	No Barriers to Speaking

MG
Account
Content
Design
Settings
Help & Feedback

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"You can't have a culture of continuous improvement without learning from mistakes."

Greg Jacobson
CEO and co-founder, KaiNexus

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Our Response to Mistakes...

PUNITIVE

NICE

KIND

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Mer

What's the Most Likely Reaction to Mistakes in Your Workplac

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Punitive	Nice	Kind
0	0	0

Help & Feedback

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"A problem-solving culture is far more effective operationally than a finger-pointing culture."

Larry Culp
CEO of GE Aerospace

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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

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HOW DO WE ENGAGE PEOPLE?

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"IT'S SAFE TO SPEAK UP HERE

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Speaking up isn't a matter of *character* or it's a function of CULTURE

You CAN Improve Psychological Safety

Encouraging

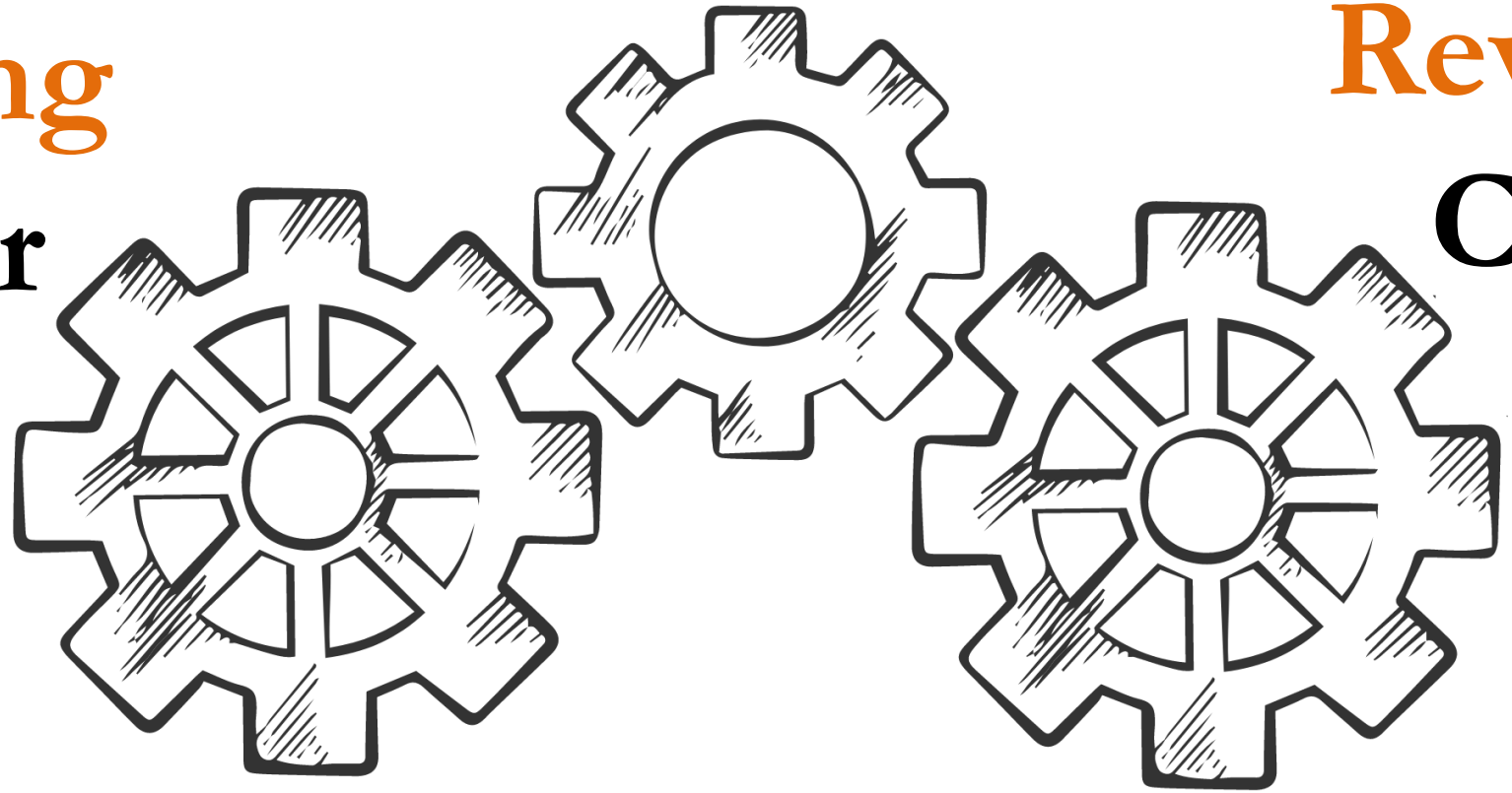
Candor

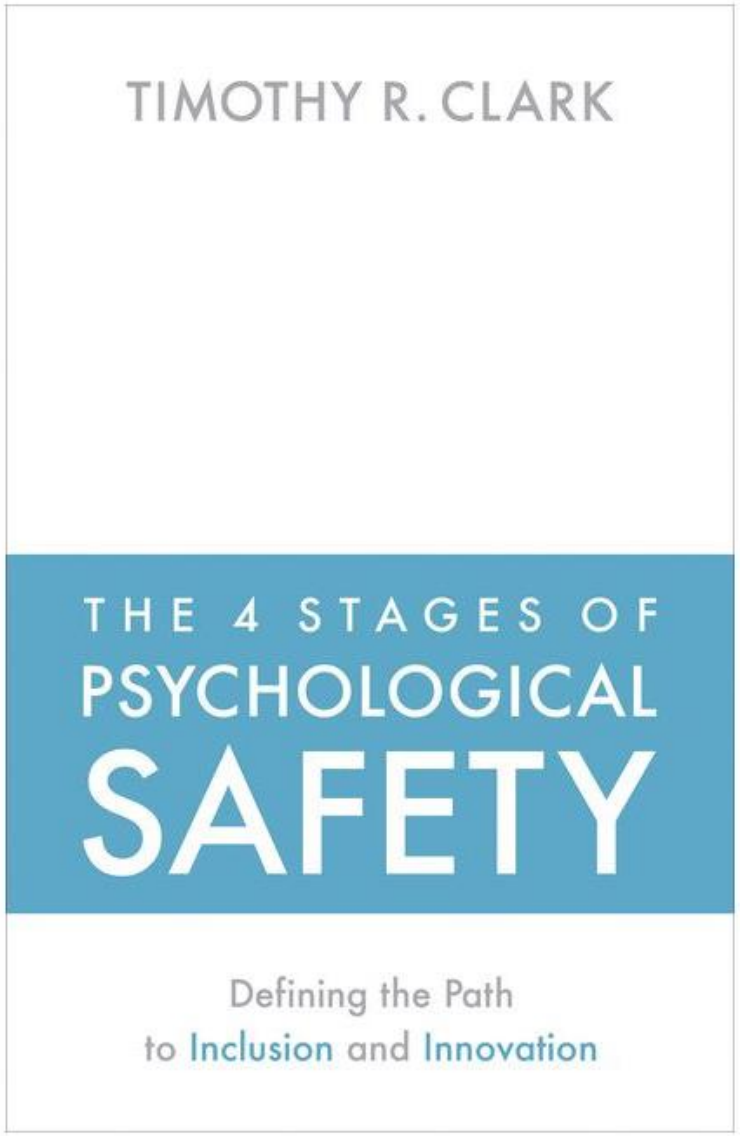
Modeling

Candor

Rewarding

Candor





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?

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Mer

How much do you agree, at work?

I feel included, accepted, and respected

I feel safe to learn by asking questions and admitting mistakes

I feel able to do my job with being micromanaged

I feel safe challenging the status quo and sharing improvement ideas

Strongly disagree

Strongly agree

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World Class Performance

Culture of Improvement

Culture of Learning from Mistakes

Culture of Psychological Safety

Any questions?

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