

# What is psychological safety

<https://www.impraise.com/blog/what-is-psychological-safety-and-why-is-it-the-key-to-great-teamwork>

- 1. Lead by example**
- 2. Encourage active listening**
- 3. Create a safe environment**
- 4. Develop an open mindset**

# What Is Psychological Safety at Work?

<https://www.ccl.org/articles/leading-effectively-articles/what-is-psychological-safety-at-work/>

- 1. Inclusion Safety**
- 2. Learner Safety**
- 3. Contributor Safety**
- 4. Challenger Safety**

# What Google Learned From Its Quest to Build the Perfect Team

By Charles Duhigg Project Aristotle.

<https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>

- researchers concluded that understanding and influencing group norms were the way to improving teams.
- the good teams, members spoke in roughly the same proportion, or “equality in distribution of conversational turn-taking.”
- the good teams all had high “average social sensitivity” — skilled at intuiting how others felt based on their tone of voice, and nonverbal cues.

# **Psychological Safety in the Workplace**

<https://hbr.org/ideacast/2019/01/creating-psychological-safety-in-the-workplace>

## **What Psychological Safety Looks Like in a Hybrid Workplace**

<https://hbr.org/2021/04/what-psychological-safety-looks-like-in-a-hybrid-workplace>

## **High-Performing Teams Need Psychological Safety**

<https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>

1. Approach conflict as a collaborator, not an adversary.
2. Speak human to human.
3. Anticipate reactions and plan countermoves.
4. Replace blame with curiosity.
5. Ask for feedback on delivery.
6. Measure psychological safety.

## **Make Your Employees Feel Psychologically Safe**

<https://hbswk.hbs.edu/item/make-your-employees-psychologically-safe>

# What psychological safety is not

<https://qz.com/work/1470164/what-is-psychological-safety/>

- 1. Psychological safety is not about being nice**
- 2. Psychological safety is not a personality factor**
- 3. Psychological safety is not just another word for trust**
- 4. Psychological safety is not about lowering performance standards**

# **7 ways to create psychological safety in your workplace**

**<https://blog.jostle.me/blog/7-ways-to-create-psychological-safety-in-your-workplace>**

- 1. Break the “Golden Rule”**
- 2. Welcome curiosity**
- 3. Promote healthy conflict**
- 4. Give employees a voice**
- 5. Earn and extend trust**
- 6. Promote effectiveness not efficiency**
- 7. Think differently about creativity**

# **A recipe for leadership that promotes psychological safety**

<https://www.mckinsey.com/business-functions/organization/our-insights/psychological-safety-and-the-critical-role-of-leadership-development>

- 1. Positive team climate**
- 2. Consultative leadership**
- 3. Situational and cultural awareness**
- 4. Invest in leadership-development**

# **How to create a psychologically safe environment at work**

<https://www.hrzone.com/lead/culture/people-management-how-to-create-a-psychologically-safe-environment-at-work>

**Acknowledging fallibility**

**Be accessible**

**Distinguish between psychological safety and accountability**

**Practical ways to create psychological safety today**

- 1. Take action to be more available**
- 2. Be open, and disclose your own mistakes and failures**
- 3. Encourage your team members to share and discuss their errors and failures**
- 4. Encourage the team to ask for help, clarifications, feedback**
- 5. Show that reporting of errors is not the same thing as poor performance.**



# What Psychological Safety Looks Like

<https://academy.nobl.io/everything-you-ever-wanted-to-know-psychological-safety/>

High psychological safety behaviors include:

- Lively yet respectful debate
- Yes, and... answers
- Personal experiences shared
- Many different people speak
- Lower-level people are engaged

## Creating Psychological Safety

- Explicitly encourage people to contribute ideas.
- Hold check-ins at the top of meetings.
- Manage meetings in rounds.
- Hold pre- and post-mortems.
- Get to know individual working preferences and backgrounds

# Foster psychological safety

Amy Edmondson

<https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/foster-psychological-safety/>

<https://www.youtube.com/watch?v=LhoLuui9gX8&feature=youtu.be>

# How Psychological Safety Affects Team Performance

<https://www.frontiersin.org/articles/10.3389/fpsyg.2020.01581/full>

- Teams perform better than individuals
- The engine of performance, not fuel
- Team efficacy

**High Psychological Safety + High accountability = learning zone**

## Five questions about psychological safety

### 1. What is psychological safety?

- a. how threatening or rewarding it is to take interpersonal risks at work

### 2. What benefits might arise when psychological safety exists?

- a. information sharing as well as learning behavior.

### 3. What might help to cultivate psychological safety?

- a. role clarity and peer support.

### 4. Does culture make a difference?

- a. psychological safety may be even more important in high Uncertainty Avoidance cultures,

### 5. Can you have too much psychological safety?

- a. not yet adequately investigated if there are potential downsides to psychological safety.

## Takeaways

- Clarifying roles.
- Modeling the way.
- Considering culture.
- Help teams determine their own needs

<https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/help-teams-determine-their-needs/>

# What do psychologically safe work teams look like?

[https://medium.com/@Harri\\_Kaloudis/psychological-safety-at-work-what-do-psychologically-safe-work-teams-look-like-5585ab0f2df4](https://medium.com/@Harri_Kaloudis/psychological-safety-at-work-what-do-psychologically-safe-work-teams-look-like-5585ab0f2df4)

## 1. Is your team at work psychologically safe?

## 2. What is psychological safety?

### 2.1. A closer look at psychologically safe teams

**team's norms and culture**

**self-aware error makers**

**nosy troublemakers**

**noisy complainers** Problems are 'patched' by the team member (first-order problem solving) but they are escalated to the people who can fix their causes (second-order problem solving)

**disruptive questioners,**