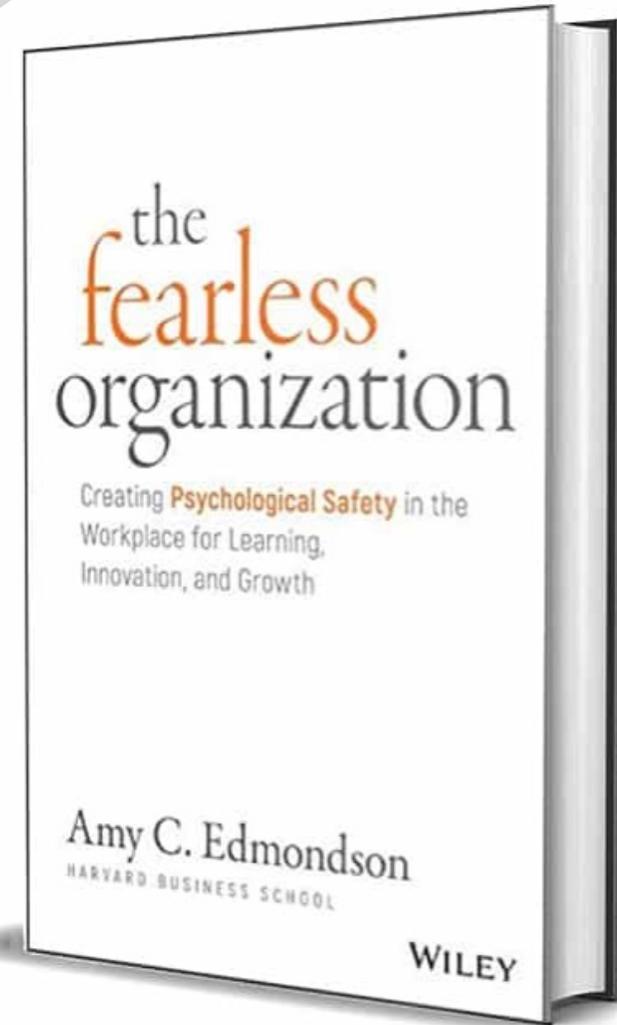
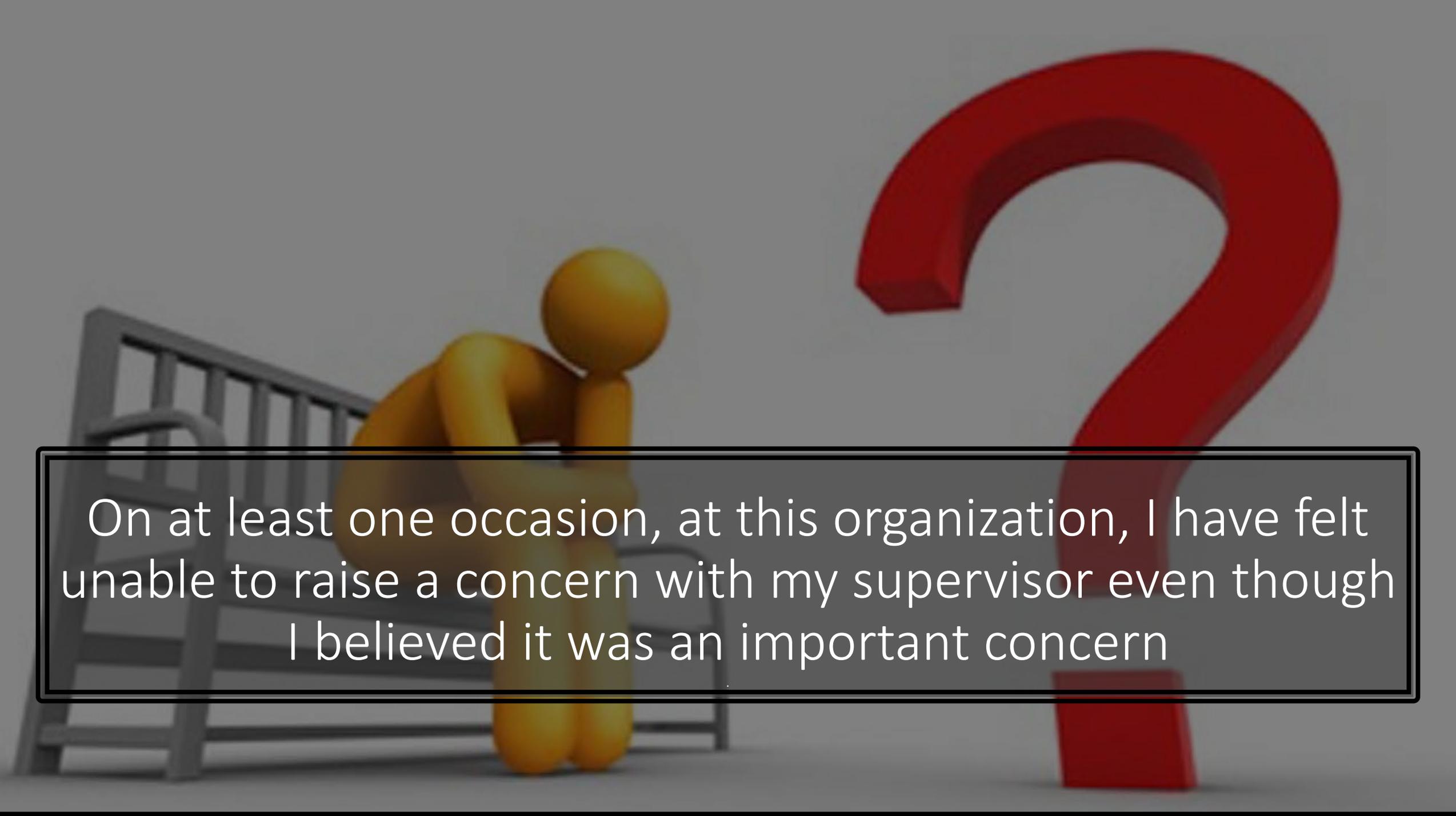


The Fearless Organization

January 24, 2023 &
February 3, 2023





On at least one occasion, at this organization, I have felt unable to raise a concern with my supervisor even though I believed it was an important concern



85%

of respondents reported at least one occasion when they felt unable to raise a concern with their supervisor even though they believed it was important



My opinions count at work

3 in 10 respondents agree

3 in 10 agree their opinions count at work

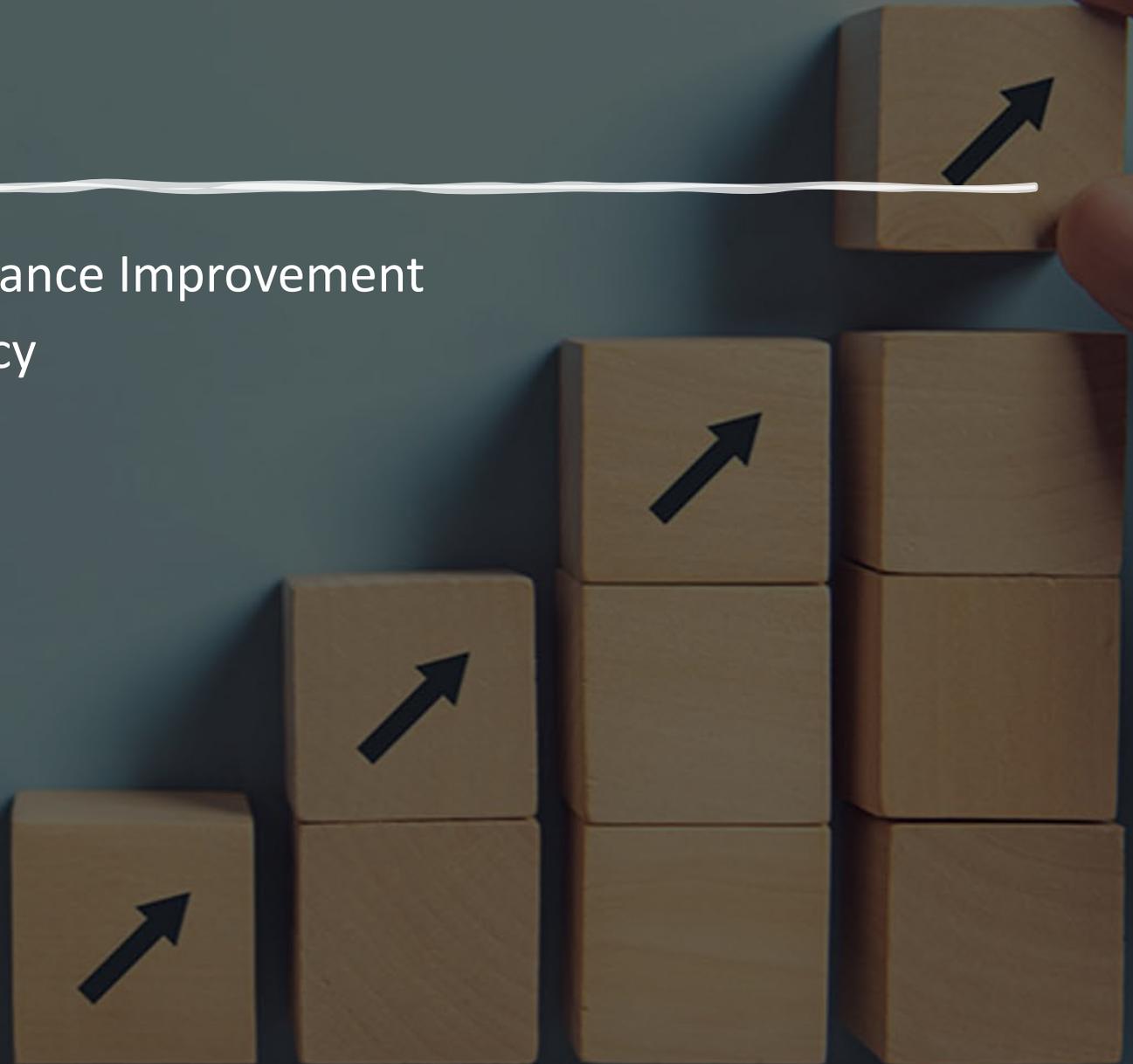


Moving that to 6 in 10, would result in:

- 27% reduction in turnover
- 40% reduction in safety incidents, and
- 12% increase in productivity

Benefits

- Quality Improvement/Performance Improvement
- Process Improvement/Efficiency
- Avoiding Preventable Failures
- Inclusion & Belonging
- Problem Solving
- Engagement
- Productivity
- Retention
- Creativity
- Learning



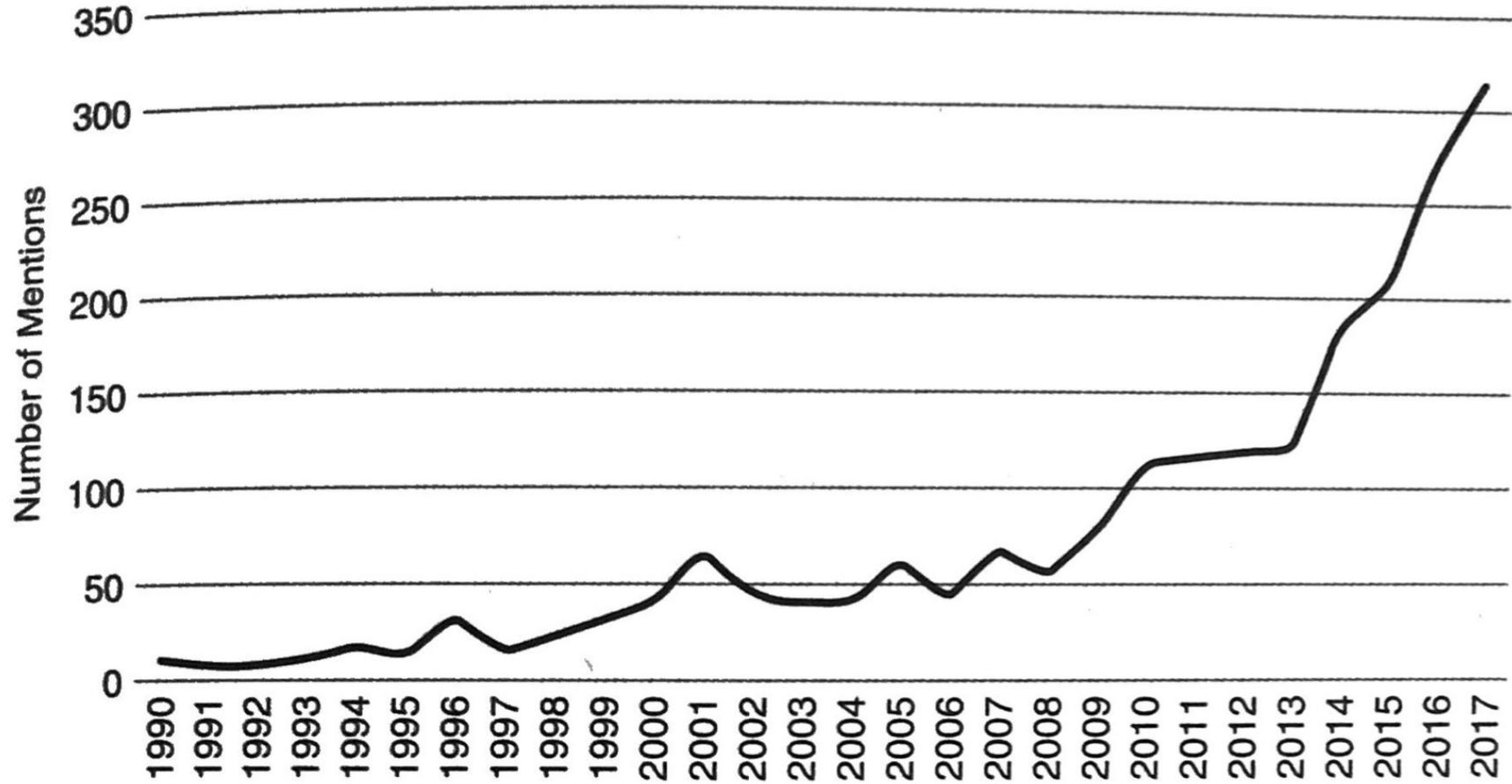


Figure 2.1 Mentions of Psychological Safety in Popular Media.⁴

The Research

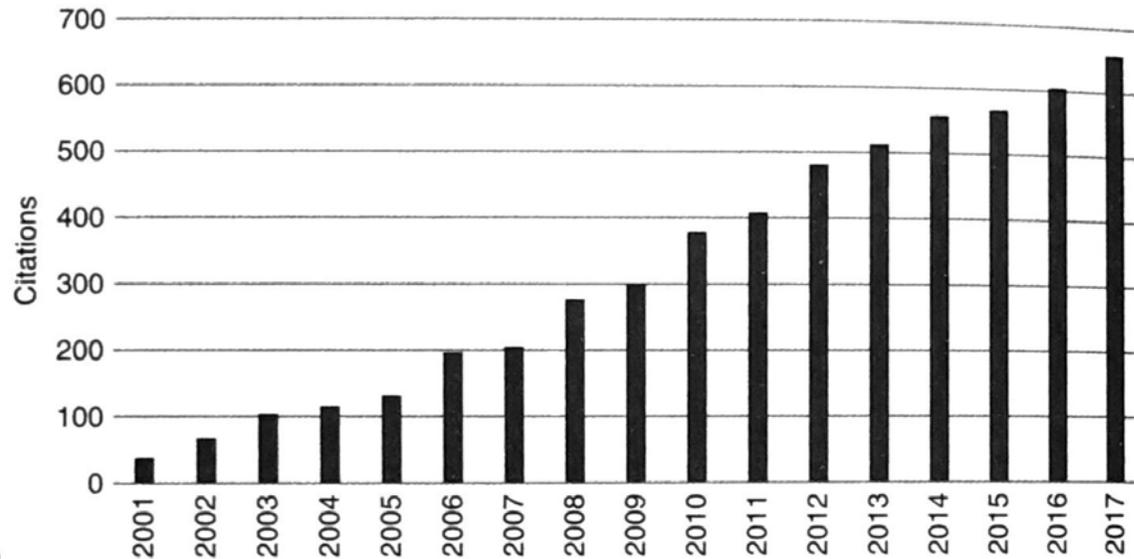
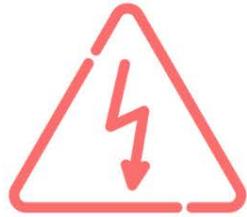


Figure 2.2 Citations of 1999 Article Introducing Team Psychological Safety.¹²

Psychological Safety

- Is lacking
- Improves Learning
- Increases Performance
- Enhances Employee Engagement
- Acts as a Moderator

A workplace climate where people feel safe to take the inherent interpersonal risks of candor by speaking up to contribute ideas, share information, ask questions, raise concerns, and report mistakes

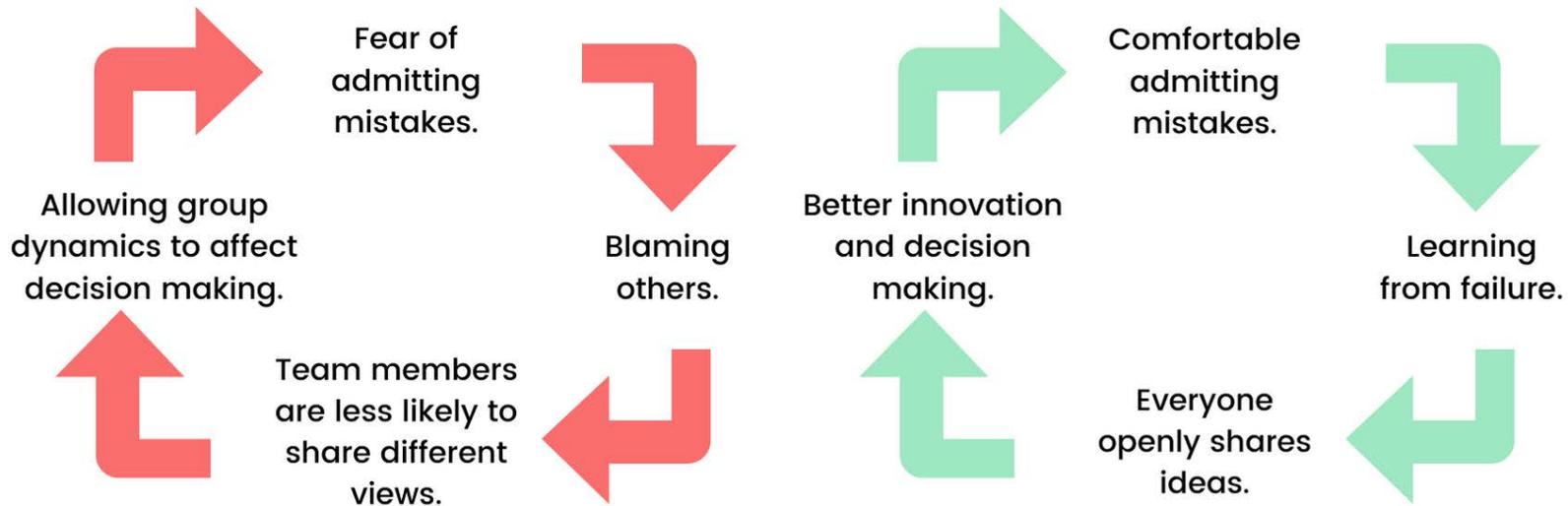


VS



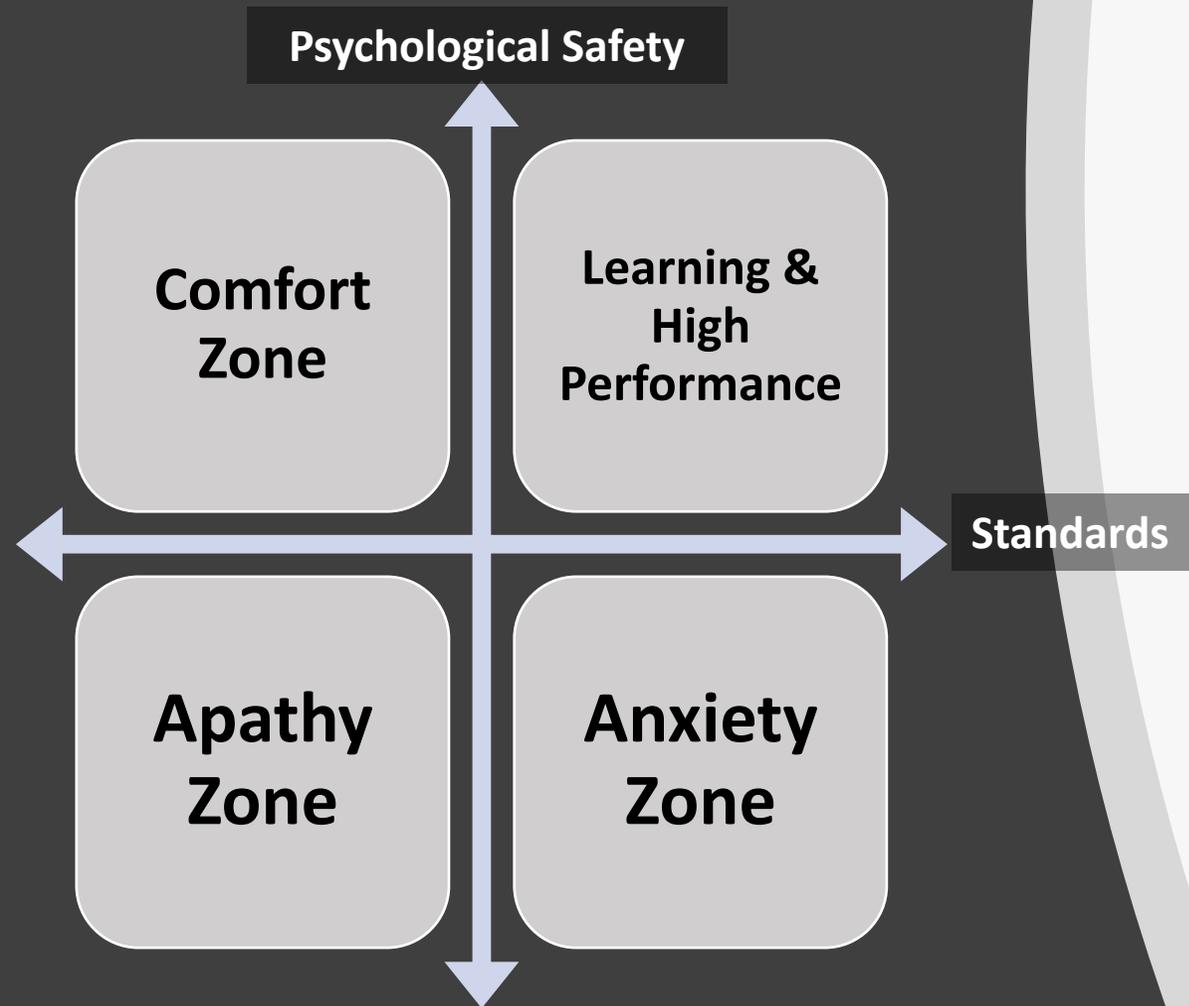
PSYCHOLOGICAL DANGER

PSYCHOLOGICAL SAFETY



A workplace climate where people feel
safe to take the inherent interpersonal risks of candor
by speaking up to contribute ideas, share information, ask
questions, raise concerns, and report mistakes

Common Misconceptions



Psychological Safety is Not...

- Niceness, ease, or comfort
- A personality factor
- Low standards
- A guarantee that you'll get your way
- A synonym for trust
- Oversharing
- An excuse to be rude
- An exclusive responsibility of supervisors
- Just a perk
- The only requirement for success

Essential in today's world

- If the work involves novelty, uncertainty, interdependence, and/or high stakes, then success depends on Psychological Safety
 - Without speaking up about problems and errors – quality can't improve
 - Without willingness to ask for help – employees underperform
 - Without asking questions and raising concerns about decisions – the organization is at risk of preventable failure
- It's not enough to hire smart, motivated, talented people if they can't contribute their knowledge and experience at the critical moment
- Psychological Safety unleashes talent, takes the foot off the brake making it possible for other drivers of success (talent, ingenuity, diversity, purpose, clear expectations) to be expressed in ways that influence how work is done

Unconscious Calculation

- Constantly managing interpersonal risk
 - Don't ask questions to avoid being seen as ignorant
 - Don't admit mistakes to avoid being seen as incompetent
 - Don't offer ideas to avoid being seen as intrusive
 - Don't offer critique to avoid being seen as negative
- Tend to over weigh the costs and under weigh the benefits of speaking up due to a number of factors



	Who benefits	When benefit occurs	Certainty of Benefit	Effort Required
Voice	Organization/ customers	Future	Low	Effortful
Silence	Self	Immediate	High	Passive

Learned Behavior & Unwritten Rules

Rules Governing When to Speak	Interview Examples
Don't criticize something the boss may have helped create	"The boss may have created these processes and may be offended because he's attached to them."
Don't speak unless you have the data	"You're questioning their ideas and had better have proof to back up your statements."
Don't speak up if the boss's boss is present	"It's risky because your direct boss would feel as if you were going over their head."
Don't speak up in a large group	"Managers hate to be put on the spot in front of others . . . You should pass it by the boss in private, so you don't cut their legs out from under them."
Speaking up has career consequences	"The long-term consequences are bad because [higher ups] will resent being put on the spot."

not offering
an idea is
invisible

Silence

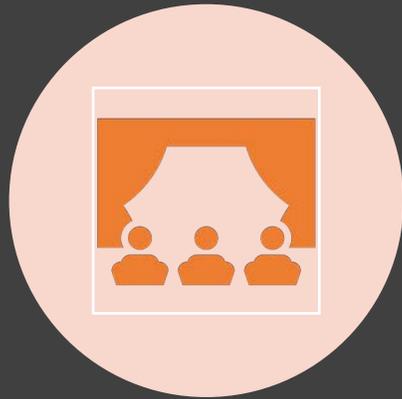
when voice was possible, rarely
announces itself



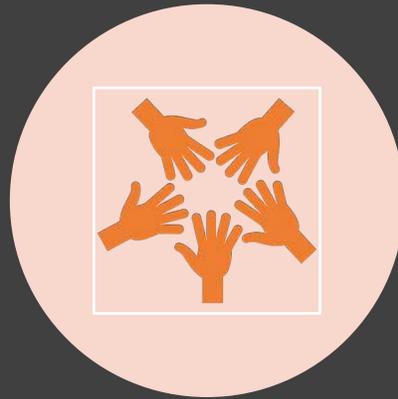
Psychological Safety Survey

1. If you make a mistake on this team, it is often held against you
2. Members of this team are able to bring up problems and tough issues
3. People on this team sometimes reject others for being different
4. It is safe to take a risk on this team
5. It is difficult to ask other members of this team for help
6. No one on this team would deliberately act in a way that undermines my efforts
7. Working with members of this team, my unique skills and talents are valued and utilized

Creating a Fearless Organization



SET THE STAGE



INVITE PARTICIPATION



RESPOND PRODUCTIVELY



Setting the stage

To create shared expectation and meaning

Frame the work

- Frame failure
- Frame the environment
- Frame the role of a supervisor

Emphasize Purpose

- What's at stake
- Why it matters
- For whom



Setting the stage

To create shared expectation and meaning

- Frame the work
 - **Frame failure***
 - Frame the environment
 - Frame the role of a supervisor
- Emphasize Purpose
 - What's at stake
 - Why it matters
 - For whom

Failure Concept:	Failure is not acceptable →	Failure is a natural byproduct of experimentation
Performance Beliefs:	Effective performers don't fail →	Effective performers produce, learn from, and share lessons from failures
Goal:	Prevent failure →	Promote fast growth & learning
Impact:	Hiding failures out of fear →	Open discussion, fast learning, and innovation



Setting the stage

To create shared expectation and meaning

- Frame the work
 - Frame failure
 - **Frame the environment***
 - Frame the role of a supervisor
- Emphasize Purpose
 - What's at stake
 - Why it matters
 - For whom

V.U.C.A. — Volatility, Uncertainty, Complexity, Ambiguity

- reminds people to be curious and alert to pick up early signs of change

Interdependence

- reminds people of the need for communication and for understanding how their work impacts others

Stakes

- helps put interpersonal risk into perspective



Setting the stage

To create shared expectation and meaning

- Frame the work
 - Frame failure
 - Frame the environment
 - **Frame the role of a supervisor***
- Emphasize Purpose
 - What's at stake
 - Why it matters
 - For whom

Supervisors		
Have the answers	→	Set direction
Give orders	→	Invite input to clarify & improve
Judge performance	→	Create conditions for continued learning to achieve excellence
Direct Reports		
Quietly do what they're told	→	Contribute crucial knowledge & insights



Setting the stage

To create shared expectation and meaning

- Frame the work
 - Frame failure
 - Frame the environment
 - Frame the role of a supervisor
- **Emphasize Purpose***
 - What's at stake
 - Why it matters
 - For whom

Purpose is the energy that carries us through challenging moments & helps us overcome interpersonal risks

What is the purpose that motivates you?

What makes the organization's work meaningful to the broader community?

Supervisors:

How often and vigorously are you conveying this compelling rationale for the work to others?

Have you asked your direct reports how they would answer questions one and two?



Setting the stage

To create shared expectation and meaning

Frame the work

- Frame failure
- Frame the environment
- Frame the role of a supervisor

Emphasize Purpose

- What's at stake
- Why it matters
- For whom



Inviting participation

To instill confidence that voice is wanted

Situational Humility

- Acknowledge gaps

Proactive Inquiry

- Ask good questions
- Listen well

Structures for Input

- Lower the activation energy for providing input



Inviting participation

To instill confidence that voice is wanted

- **Situational Humility***
 - Acknowledge gaps
- Proactive Inquiry
 - Ask questions
- Structures for Input
 - Lower the activation energy





Inviting participation

To instill confidence that voice is wanted

- **Situational Humility***
 - Acknowledge gaps
- Proactive Inquiry
 - Ask questions
- Structures for Input
 - Lower the activation energy

Acknowledging Gaps

I don't know

I need help

I made a mistake

I'm sorry

That did not go how I planned

I may miss something



Inviting participation

To instill confidence that voice is wanted

- Situational Humility
 - Acknowledge gaps
- **Proactive Inquiry***
 - **Ask questions**
- Structures for Input
 - Lower the activation energy

Attributes of Powerful Questions

Rooted in genuine curiosity and interest

Stimulates reflective conversation

Invites new possibilities

Generates energy and forward movement

Channels attention and focuses inquiry

Evokes more questions



Inviting participation

To instill confidence that voice is wanted

- Situational Humility
 - Acknowledge gaps
- **Proactive Inquiry***
 - **Ask questions**
- Structures for Input
 - Lower the activation energy

To Broaden Understanding

- What's missing?
- Who has a different perspective?
- What did the dissenters say?

To Deepen Understanding

- What leads you to think that?
- Can you give me an example?

To Express Interest & Availability

- What can I do to help?
- What are your concerns?
- What barriers are you facing?



Inviting participation

To instill confidence that voice is wanted

- Situational Humility
 - Acknowledge gaps
- Proactive Inquiry
 - Ask questions
- **Structures for Input***
 - **Lower the activation energy**

Anonymous Feedback

Focus Groups

Ombuds Program



Inviting participation

To instill confidence that voice is wanted

Situational Humility

- Acknowledge gaps

Proactive Inquiry

- Ask good questions
- Listen well

Structures for Input

- Lower the activation energy for providing input



Responding Productively

To orient the team toward continuous growth

Express Appreciation for Input

- Listen
- Thank

Destigmatize Failure

- Seek to better understand the failure
- Look forward
- Offer help

Maintain Standards

- Determine appropriate consequence for repeated deviations of known process or standard



Responding Productively

To orient the team toward continuous growth

- **Express Appreciation for Input***
 - Listen
 - Thank
- Destigmatize Failure
 - Seek to better understand the failure
 - Look forward
 - Offer help
- Maintain Standards

Unwanted

- Highly emotional responses
- Defensiveness
- Engaging in retaliatory behaviors

Invalid

- Telling or implying the person is out of line, off base, or flat out wrong

Irrelevant

- Nothing changes as a result of the feedback
- No follow-up or follow through



Responding Productively

To orient the team toward continuous growth

- **Express Appreciation for Input***
 - Listen
 - Thank
- Destigmatize Failure
 - Seek to better understand the failure
 - Look forward
 - Offer help
- Maintain Standards

Wanted

- Express appreciation

Valid

- Ask questions to facilitate your understanding
- Look for portions of the feedback you can agree with

Relevant

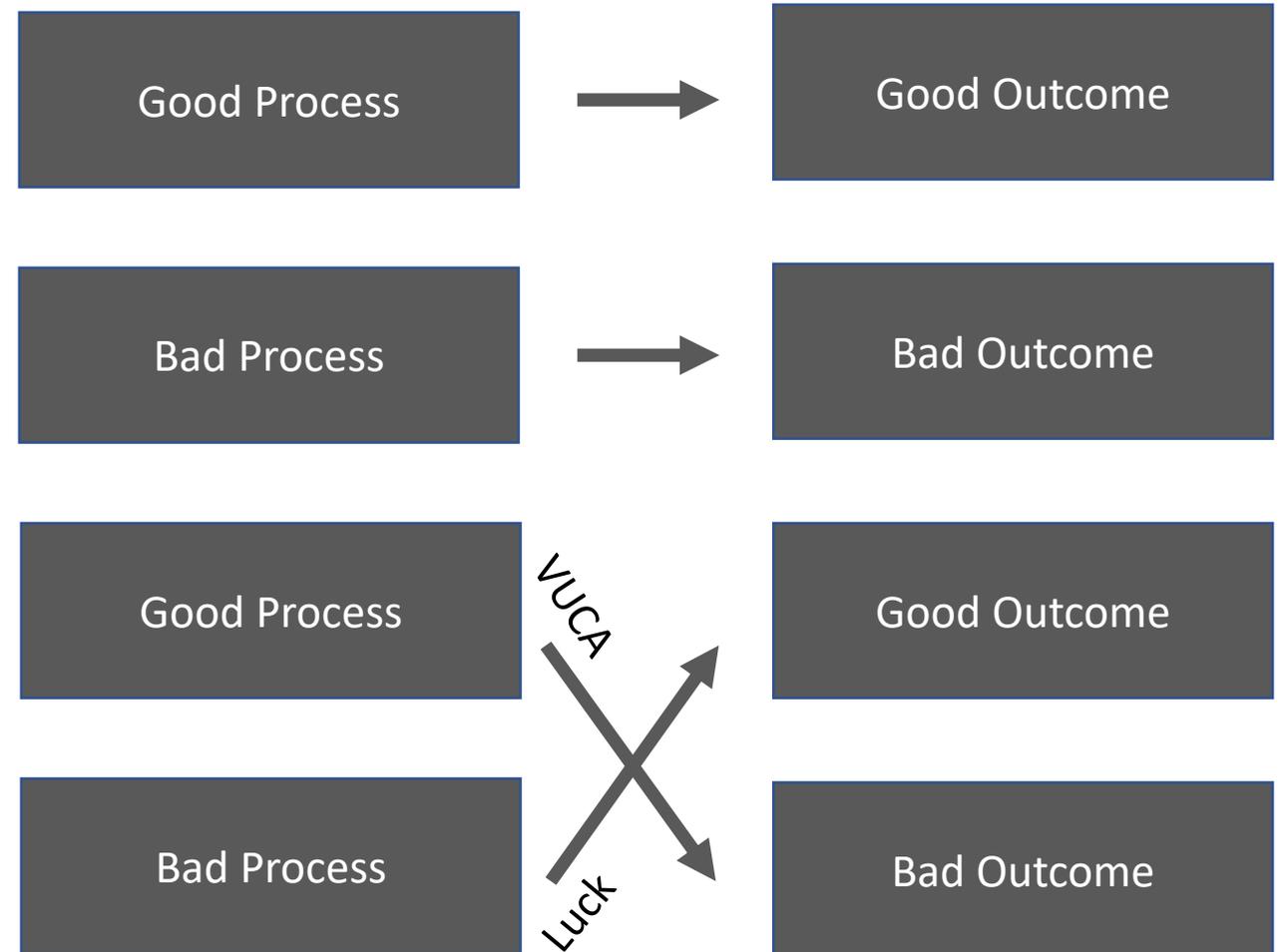
- Communicate what was done with the input



Responding Productively

To orient the team toward continuous growth

- Express Appreciation for Input*
 - Listen
 - Thank
- **Destigmatize Failure***
 - **Seek to better understand the failure**
 - **Look forward**
 - **Offer help**
- Maintain Standards





Responding Productively

To orient the team toward continuous growth

- Express Appreciation for Input*
 - Listen
 - Thank
- **Destigmatize Failure***
 - **Seek to better understand the failure**
 - **Look forward**
 - **Offer help**
- **Maintain Standards**

		Intelligent	Complex	Preventable
	Definition	Novel foray into new territory	Unique and novel combination of events	Deviation from known process
	Cause	Uncertainty, experimentation, risk taking	Complexity, variability, new factors	Behavior, skill, or attention deficiency
	Bottom Line	Unsuccessful trial	System breakdown	Process deviation
	Productive responses	<ul style="list-style-type: none">• Brainstorm new hypothesis• Design additional experiment• Celebrate	<ul style="list-style-type: none">• Failure analysis• Identify risk factors• System improvement	<ul style="list-style-type: none">• Train/retrain• Process improvement• Disciplinary action



Responding Productively

To orient the team toward continuous growth

Express Appreciation for Input

- Listen
- Thank

Destigmatize Failure

- Seek to better understand the failure
- Look forward
- Offer help

Maintain Standards

- Determine appropriate consequence for repeated deviations of known process or standard

Building Psychological Safety.

Category	Setting the Stage	Inviting Participation	Responding Productively
Leadership tasks	<p>Frame the Work</p> <ul style="list-style-type: none"> ▪ Set expectations about failure, uncertainty, and interdependence to clarify the need for voice <p>Emphasize Purpose</p> <ul style="list-style-type: none"> ▪ Identify what's at stake, why it matters, and for whom 	<p>Demonstrate Situational Humility</p> <ul style="list-style-type: none"> ▪ Acknowledge gaps <p>Practice Inquiry</p> <ul style="list-style-type: none"> ▪ Ask good questions ▪ Model intense listening <p>Set up Structures and Processes</p> <ul style="list-style-type: none"> ▪ Create forums for input ▪ Provide guidelines for discussion 	<p>Express Appreciation</p> <ul style="list-style-type: none"> ▪ Listen ▪ Acknowledge and thank <p>Destigmatize Failure</p> <ul style="list-style-type: none"> ▪ Look forward ▪ Offer help ▪ Discuss, consider, and brainstorm next steps <p>Sanction Clear Violations</p>
Accomplishes	Shared expectations and meaning	Confidence that voice is welcome	Orientation toward continuous learning



Questions & Discussion



Upcoming Sessions

Hiring Series Part II: Screening, Interviewing & Making Offers

Thursday, January 26, from 3 – 3:45pm CT

Information Security Updates and Improvements

- Friday, January 27, 10:30am – 11:30pm CT

Question of the Month Series | January Debrief/February Kick-Off Session Details:

- Thursday, February 2, 3 – 3:30pm CT

The Fearless Organization

- Friday, February 3, from 3 – 4pm CT

Navigating Pregnancy on Campus

- Monday, February 6, from 10 – 11am CT