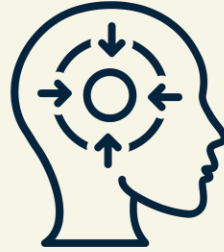


Psychological Safety



Guiding Principles



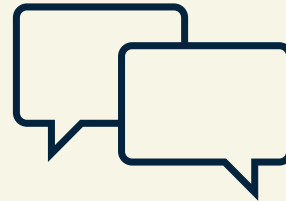
Be Present



Listen to Understand



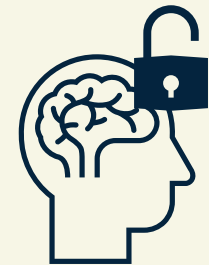
Extend Trust



Speak up



Respect Opinions



Keep an Open Mind

Psychological Safety



What does Psychological Safety mean to you?

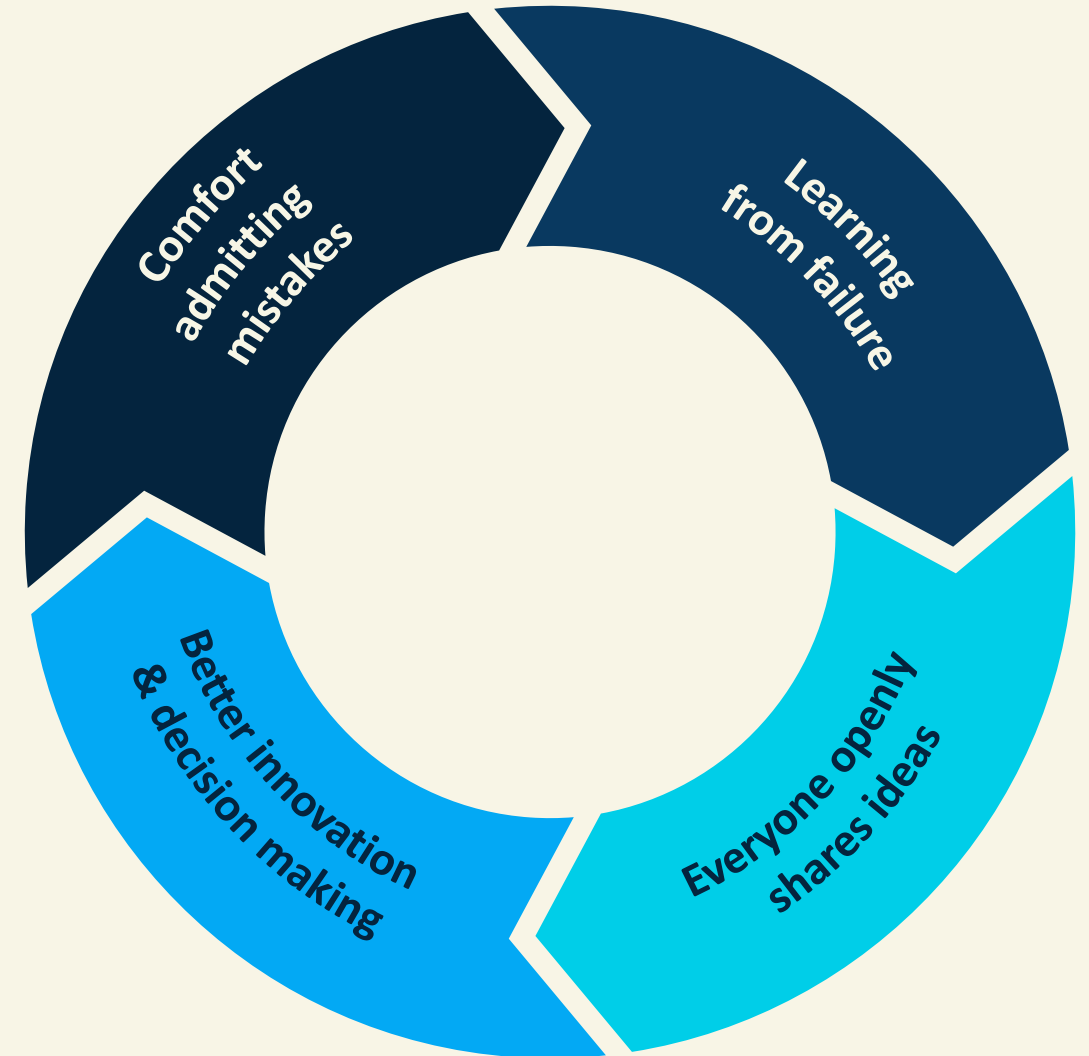
What does it look like?

What does it feel like?

Psychological Safety

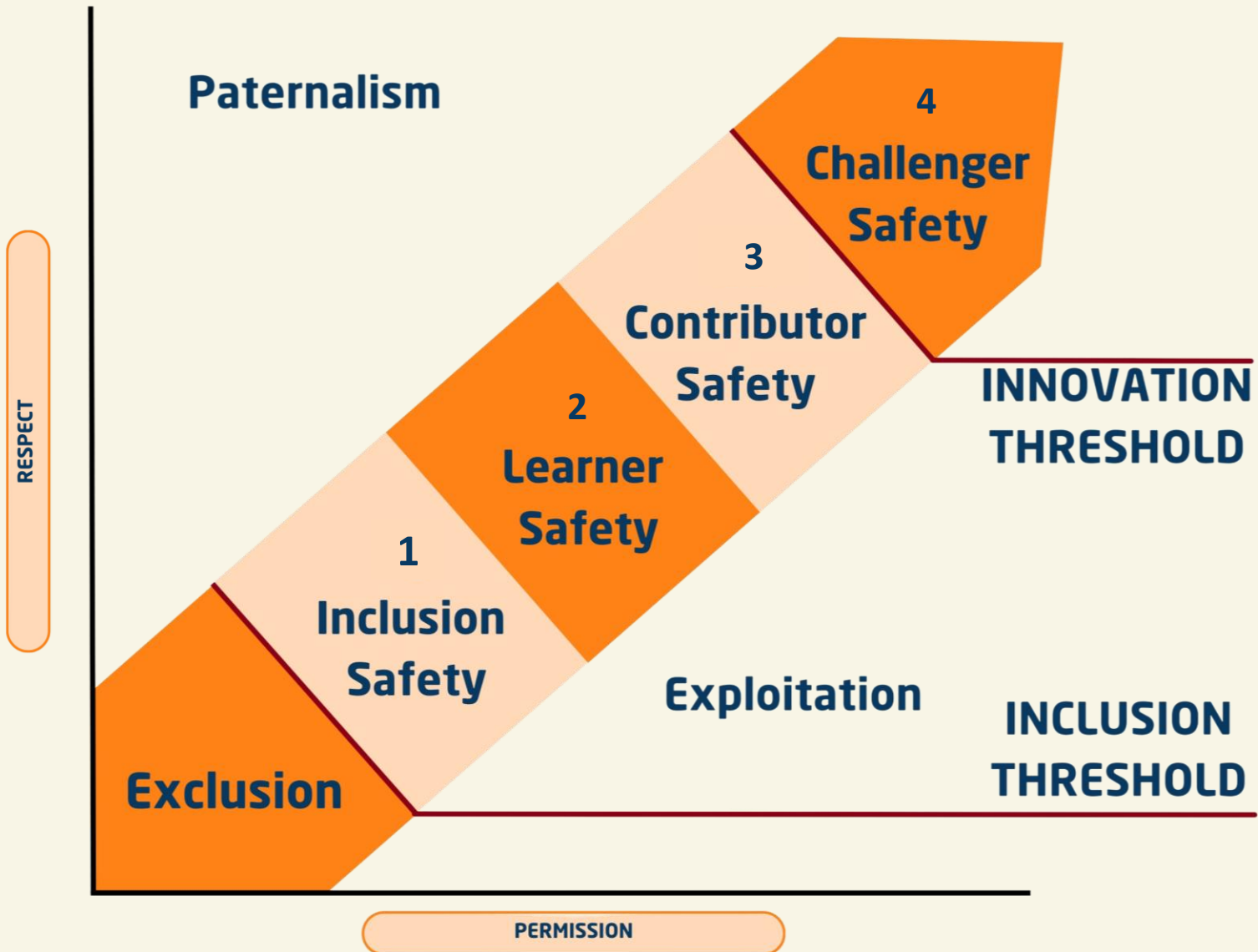
The ability to be yourself and speak up with ideas, questions, concerns or making mistakes knowing that you will **not** be punished, humiliated and it won't have a negative impact on your career.

Increasing intellectual friction and **decreasing** social friction



Four Stages of Psychological Safety

*



- 1. Inclusion Safety** satisfies the basic human need to connect and belong
- 2. Learner Safety** satisfies the basic human need to learn and grow
- 3. Contributor Safety** satisfies the basic human need to contribute and make a difference
- 4. Challenger Safety** satisfies the basic human need to make things better

Inclusion Safety

Inclusion Safety satisfies the basic human need to **connect** and **belong** - people are **respected** for their **individual humanity** and have the permission to interact as human beings.

Inclusion Safety

- How do you acknowledge and show sensitivity and appreciation for the differences that exist in your team?
- Who do you naturally exclude in your team? How do you respond when people in your team exclude others?
- How are you mitigating the impact of your own bias?

Learner Safety

Learner Safety satisfies the basic human need to **learn** and **grow** - people are respected for their **innate need** to learn and grow and have permission to engage in all aspects of the learning process.

Learner Safety

- When you start working with people, do you judge their ability immediately or do you suppress that impulse? What impact could this have on them?
- How do you and your team respond to failure? Is it punished?
- How do you use failure as a learning opportunity?
- How do you foster a learning mindset?

Contributor Safety

Contributor Safety satisfies the basic human need to **contribute** and **make a difference** - people are respected for their ability to **create value** and have the permission to work with **independence** and use their own **judgement**.

Contributor Safety

- What is your 'tell to ask' ratio? What impact does that have on the ability for others to contribute?
- How have you responded to or taken forward feedback or contributions received from others?
- How are your behaviours perceived by others? When was the last time you received feedback on those?

Challenger Safety

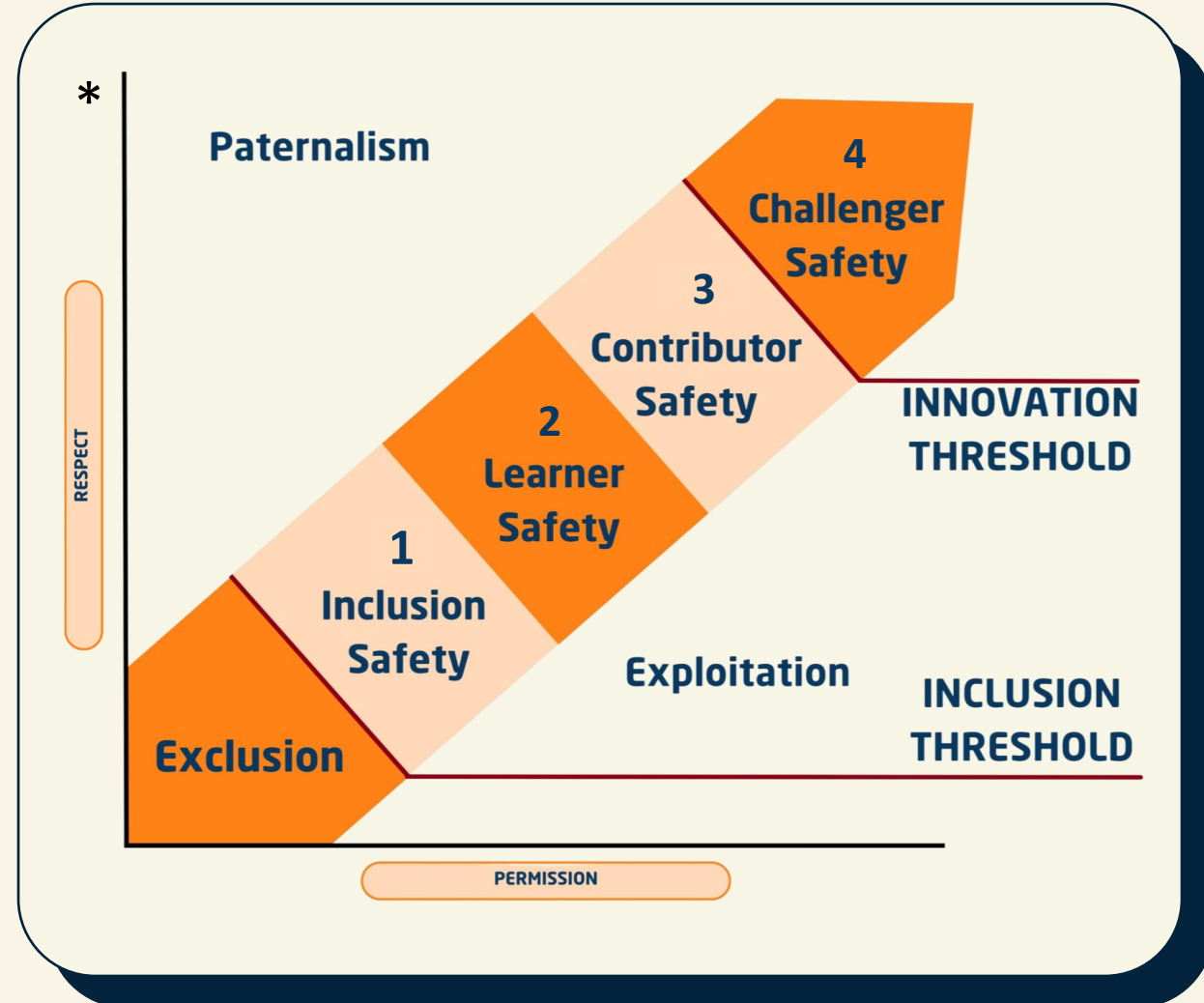
Challenger Safety satisfies the basic human need to **make things better** - people are respected for their ability to **innovate** and have the permission to **challenge** the status quo in good faith.

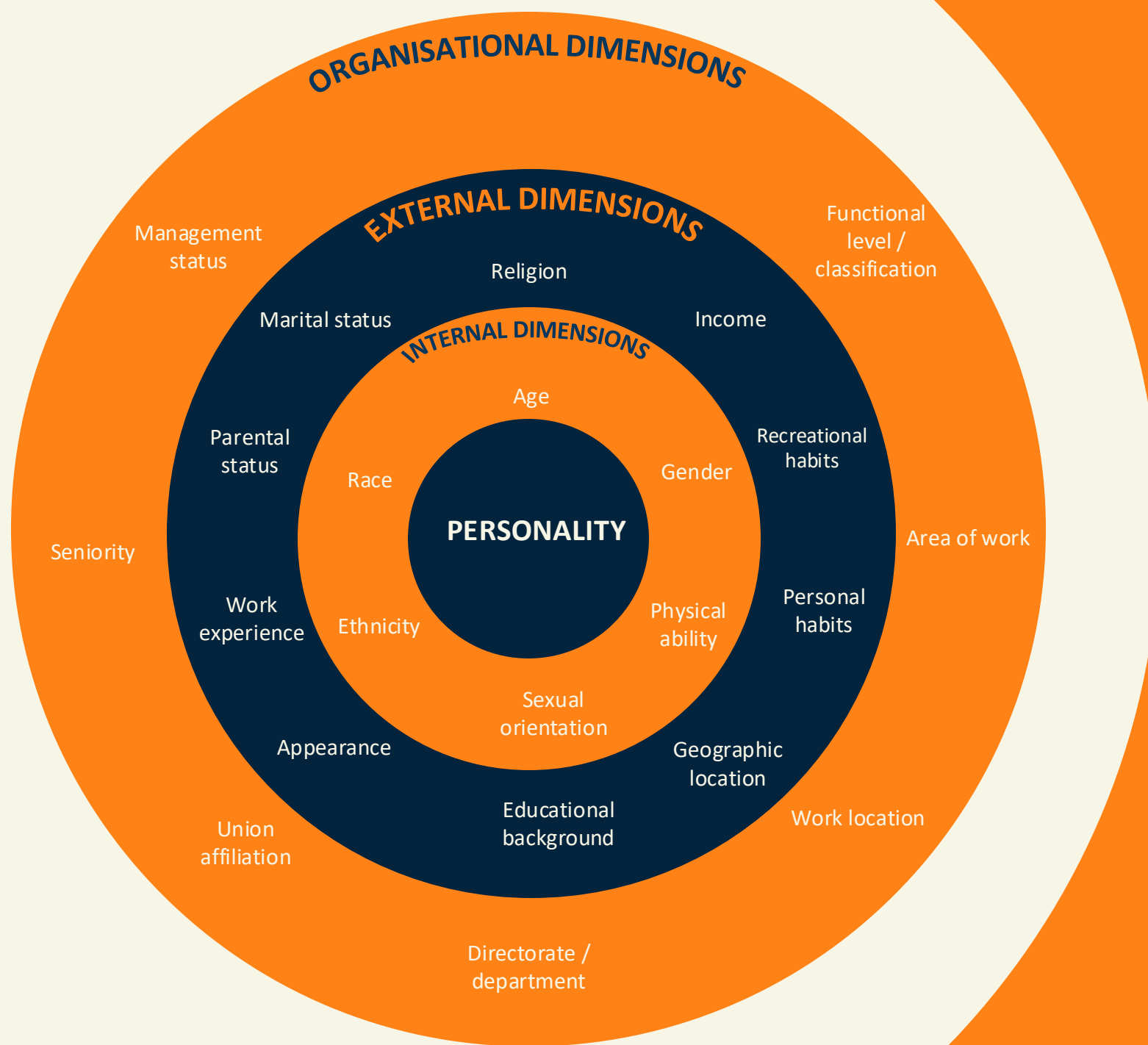
Challenger Safety

- When was the last time you were brave and challenged the status quo? What impact did that have both on yourself and others?
- What can you do to reduce the social friction in your team while increasing the intellectual friction?
- How do you protect your team from the dangers of groupthink?



1. Think about the team you manage / interact with the most. Which level of psychological safety do you mainly operate in?
2. Which level of psychological safety would you like the team to operate in?
3. What would need to happen for that to be achieved?



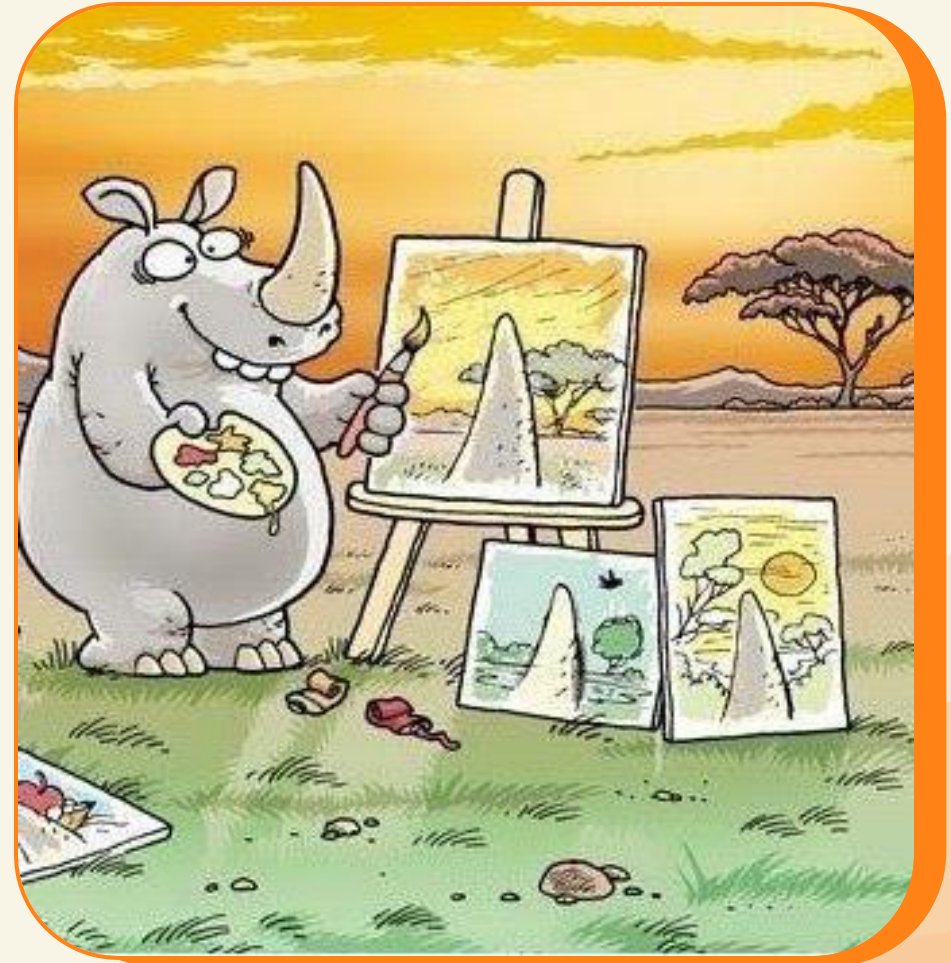


OUR WORLD VIEW

WE DON'T SEE THINGS
AS THEY ARE.

WE SEE THINGS
AS WE ARE.

— ANAIS NIN



Psychological Safety – our world view

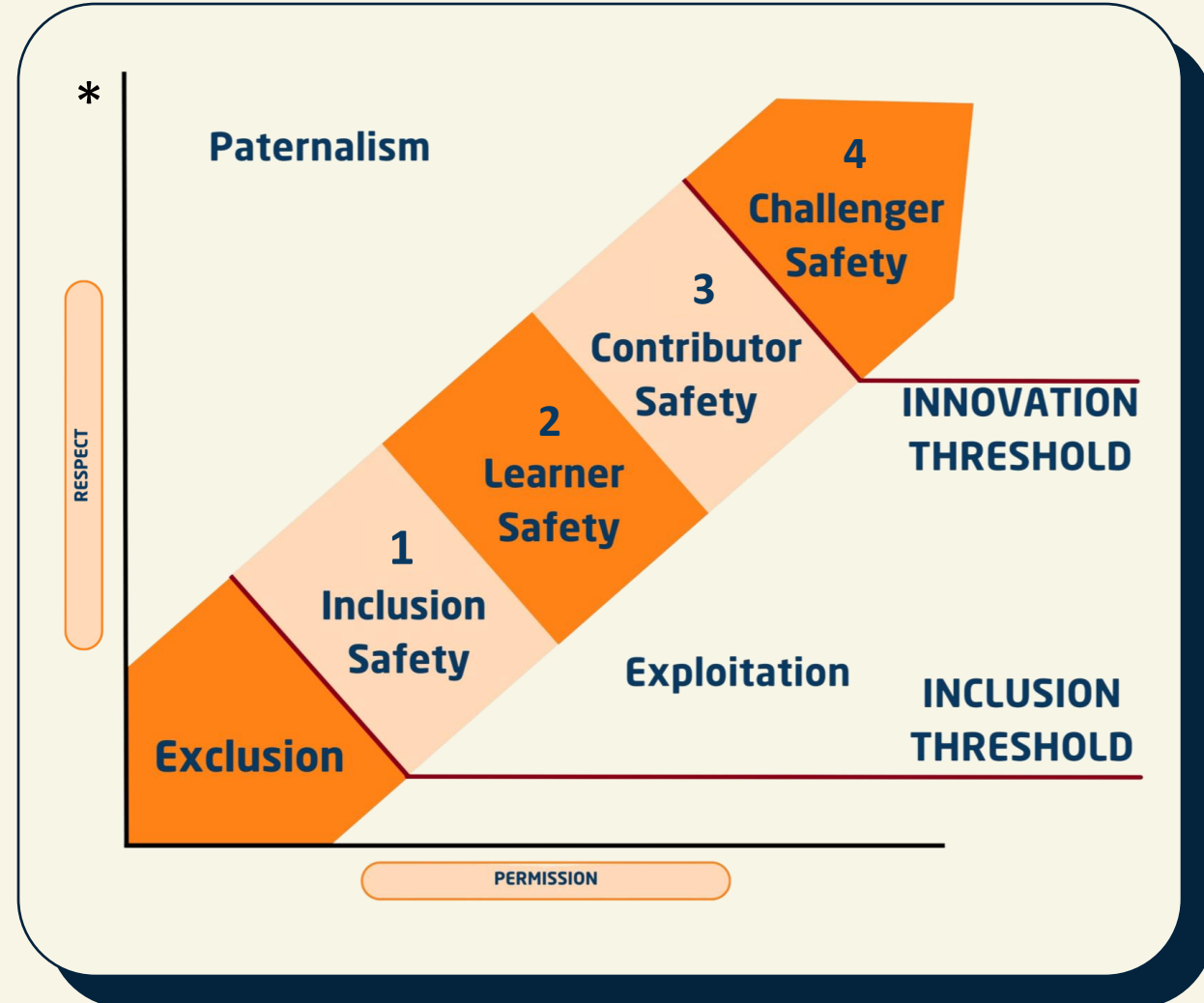
Psychological safety models are based on Anglo-Saxon cultural values. Some individuals will connect with them more than others.

- What is seen as and feels psychologically safe **differs** from one individual to the next
- Implementing its principles cannot be done the same way everywhere

Breakout room discussion:

Consider:

1. What does psychological safety mean to you, based on your world view?
2. How does the culture where you are inform psychological safety? What do you need to take into consideration?
3. What does the above mean in terms of creating the desired level of psychological safety within your team, and your organisation?



INCLUSION AS A MINDSET – BUILDING BLOCKS



Three Actions to Enhance and Maintain Psychological Safety

Frame the work as a learning problem and not an execution problem

“many of us have not seen an issue such as this with the levels of complexity ...”



Acknowledge own Fallibility

“I certainly don’t have all the answers and it’s important that we work together to find the most appropriate solutions”



Model Curiosity

“that’s an interesting point, help me understand it further”



NEXT STEPS



Share one action you are going to take based on what you've heard today

Who else can you work with to hold you accountable?

Share your answers in the CHAT

Programme Next Steps

- Peer Review session – next Tuesday
- Effective Questioning self-led will be available in the next few weeks
- 11 March – Webinar on Embedding DEI into wider organisational eco system

Project Assessment Presentations to CSA

- w/c 30th March



What's Next?