Psychological Safety

Part 2 for University Advancement

October 22, 2024

UCR
Human Resources
Employee and Organizational Development

Today's Agenda

Review of Psychological Safety (PS)

Explore 2 Key Approaches for Creating PS

Psychological Safety Is...

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What Is Psychological Safety?

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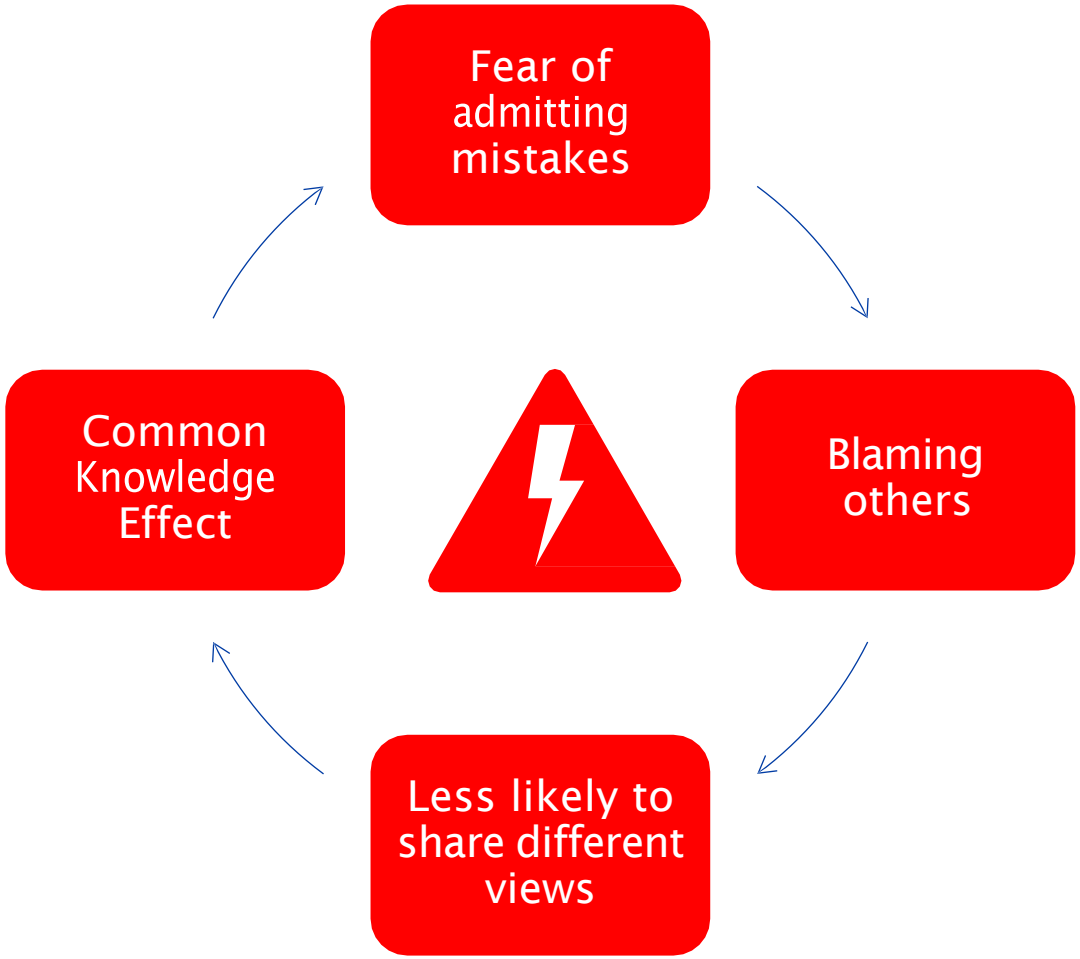
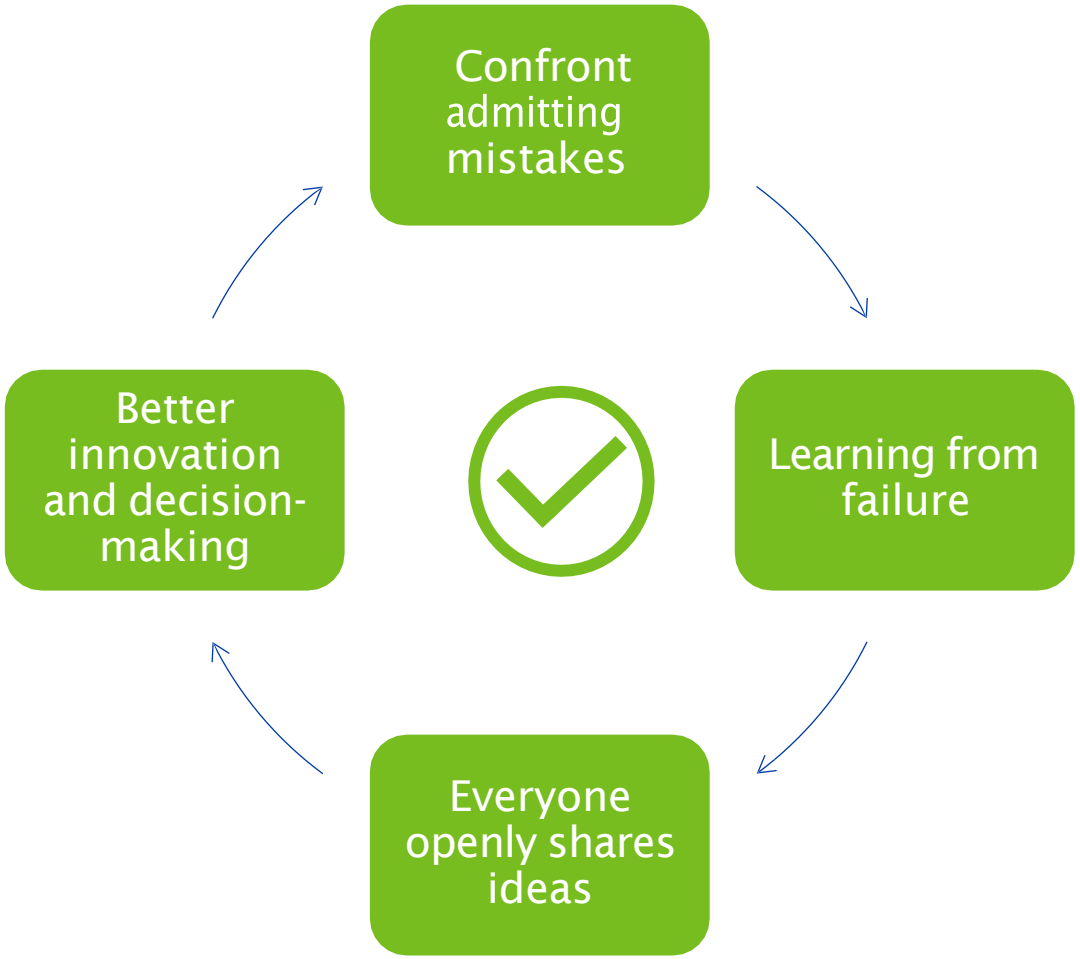
PSYCHOLOGICAL DANGER



PSYCHOLOGICAL SAFETY



Psychological Safety

A work environment where people feel comfortable sharing ideas, questions, concerns, and mistakes without fear of punishment or humiliation.

-Amy C. Edmondson

2 Key Approaches

With my current team environment, I feel safe expressing my thoughts and ideas.

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Four Stages Of Psychological Safety

Inclusion Safety

Feeling valued and respected in the group

Learner Safety

Comfortably admitting lack of knowledge, fostering learning

Contributor Safety

Confidently sharing ideas without fear of criticism

Challenger Safety

Comfortably questioning norms and decisions

HR Vision

1. Reframe Failure to Build Psychological Safety

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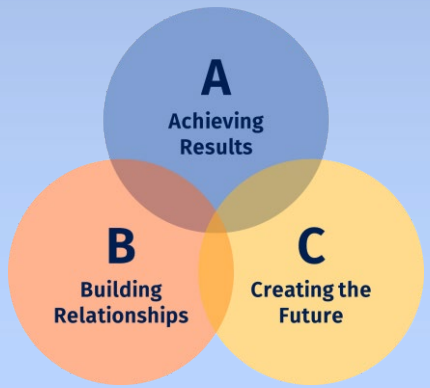
A Quick Look at Risk…

No Risk ---------- High Risk



REFRAME

abraham
lincoln
IN GOD WE TRUST
LIBERTY
1910

REFLECTION

How can you embrace failure/mistakes as an opportunity for learning, innovation and growth?

2. Encourage Vulnerability to Build Psychological Safety

How comfortable are you being vulnerable at work?

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VULNERABLE

CREATING A
CIRCLE OF
SAFETY

wisdom
perfectionism

Vulnerability Looks Like…

LEADERS

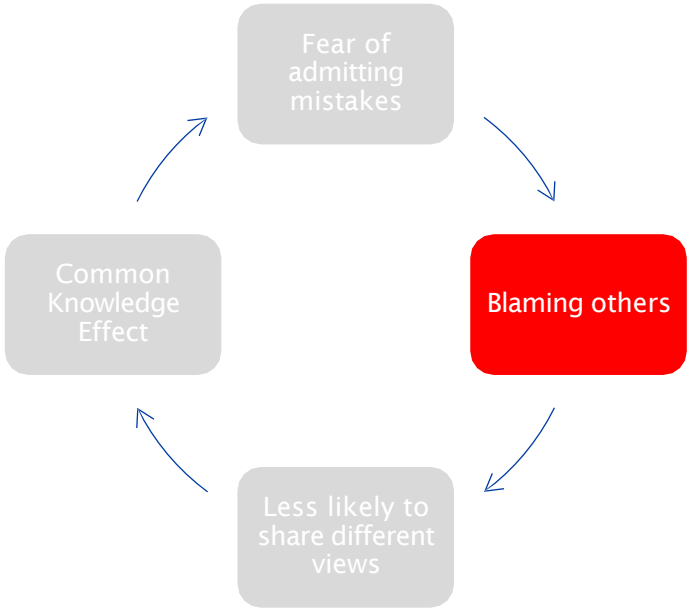
- Admitting when you don't have all the answers
- Admitting mistakes
- Support colleagues when they take interpersonal risks by acknowledging their contributions
- Sharing personal experiences relevant to the work context

TEAM MEMBERS

- Normalize asking for help as part of the work process, not a sign of weakness
- Admitting mistakes
- Practice active listening when someone is sharing openly
- Acknowledging a skills or knowledge gap when being asked to do something new

What about Accountability?

Blame vs. Accountability



ACCOUNTABILITY being counted on

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BLAME

finding fault, censuring, reproaching

Source: https://thesystemsthinker.com/moving-from-blame-to-accountability/

Fear	↑	↓
Cover-Ups	↑	↓
Information Flow	↑	↓
Innovation	↑	↓
Risk-Taking	↑	↓
Trust	↑	↓

How does *BLAME* affect…?

Source: https://thesystemsthinker.com/moving-from-blame-to-accountability/

Psychological Safety Promotes Accountability

DISTINCTIONS BETWEEN BLAME AND ACCOUNTABILITY

	BLAME	ACCOUNTABILITY
Level of Problem Analysis	**INDIVIDUAL** *"Let's find out who made that mistake and point the finger at them."*	**SYSTEM** *"Is there anything in our systems and structures that increases the likelihood of error and reduces the chances of creating the results we want?"*
Focus	**PERSON** *"Who did it?"* *"What you did was wrong."*	**PROBLEM** *"What happened here?"*
Intent	**PUNISHMENT** *"It's your fault and I'll make you pay."* This can be subtle but quite real.	**PERFORMANCE** *"Let's see what we need to do to get the results we want."*
Outcome	**COVER-UP, NO LEARNING** *"I won't reveal my mistakes. It's not worth it to take risks."*	**OPENNESS, LEARNING** *"I want to talk about this mistake so we can all learn something and do a better job next time."*

Source: https://thesystemsthinker.com/moving-from-blame-to-accountability/

Share one insight you gained from this session.

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- Speak up when you need help
- Encourage questions and discussion
- Don't be afraid to be vulnerable
- Better infrastructure for navigating mistakes and correcting systems that lead to them
- Refraining of Risk as a learning opportunity
- How to maintain and increase how my team feels safe t[illegible]nd be vulnerable.

SEE MORE

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