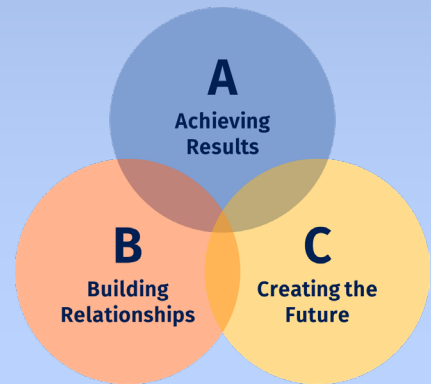


Psychological Safety

- **POLL:**
 - A. Psychological safety is a work environment approved by a psychologist.**
 - B. Psychological safety is about being “nice”.**
 - C. Psychological safety means freedom from conflict.**
 - D. Psychological safety equals acceptance of all ideas.**



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Maslow's Hierarchy of Needs

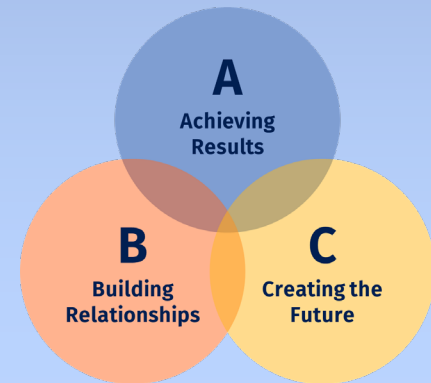


Course Objectives

**What is
Psychological
Safety?**

**Do We Have
Psychological
Safety?**

**How do we create
and maintain
Psychological
Safety?**



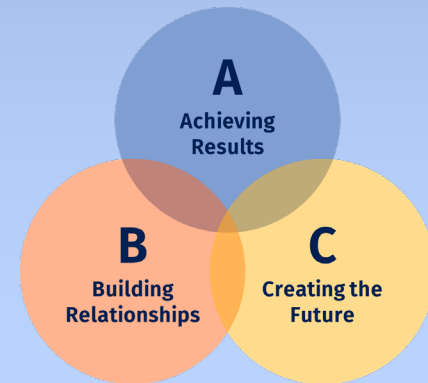
What Is Psychological Safety?

What is Psychological Safety?

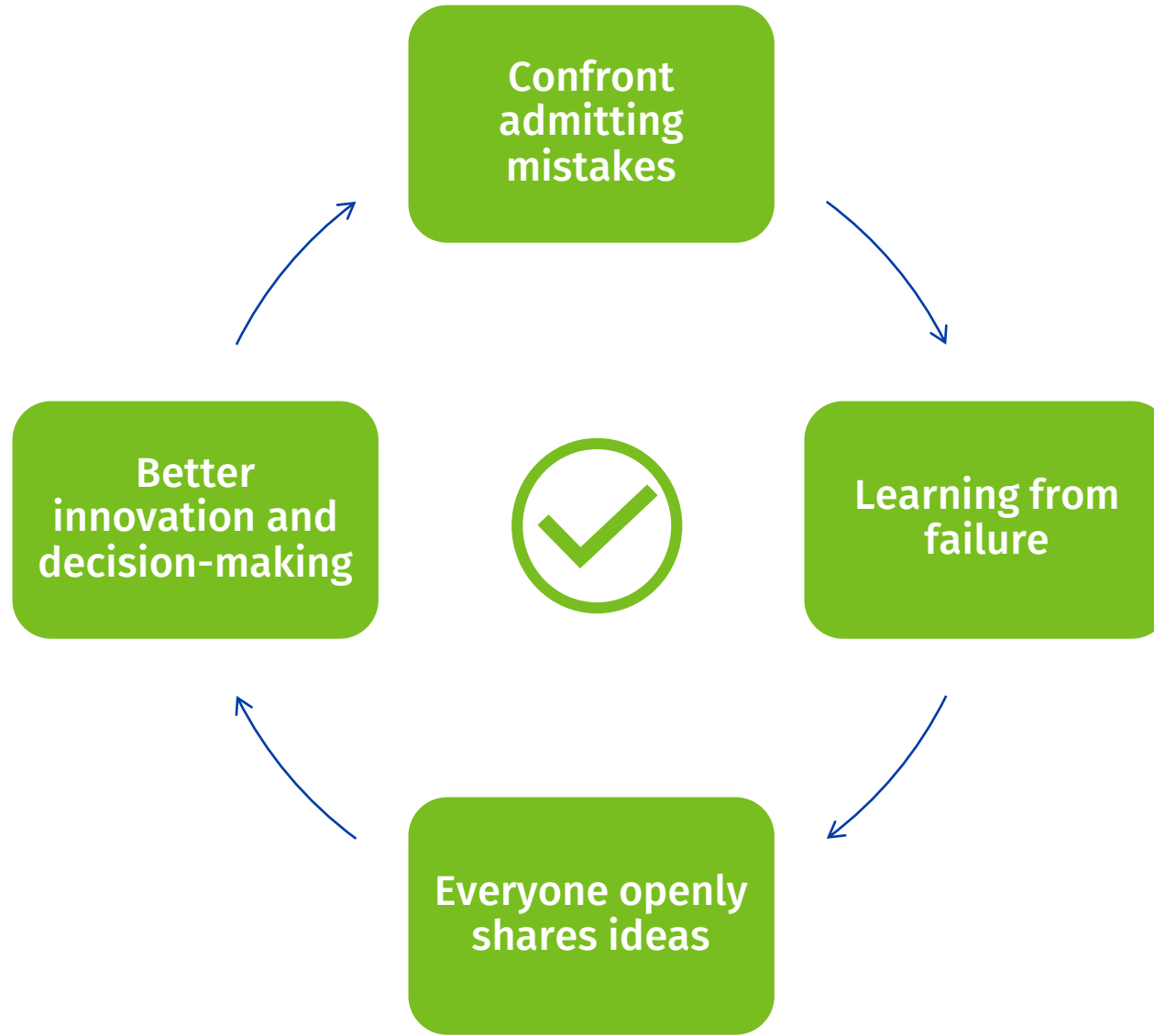
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Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

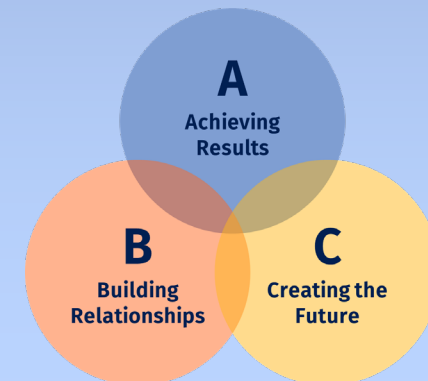


Psychological Safety:



Application
Question:

How are you
behaving and
encouraging this
environment?



Do We Have Psychological Safety?

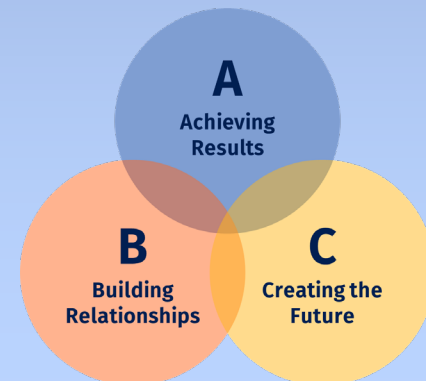
What is Psychological Danger?

1

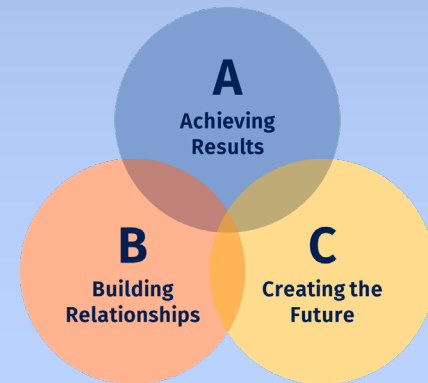
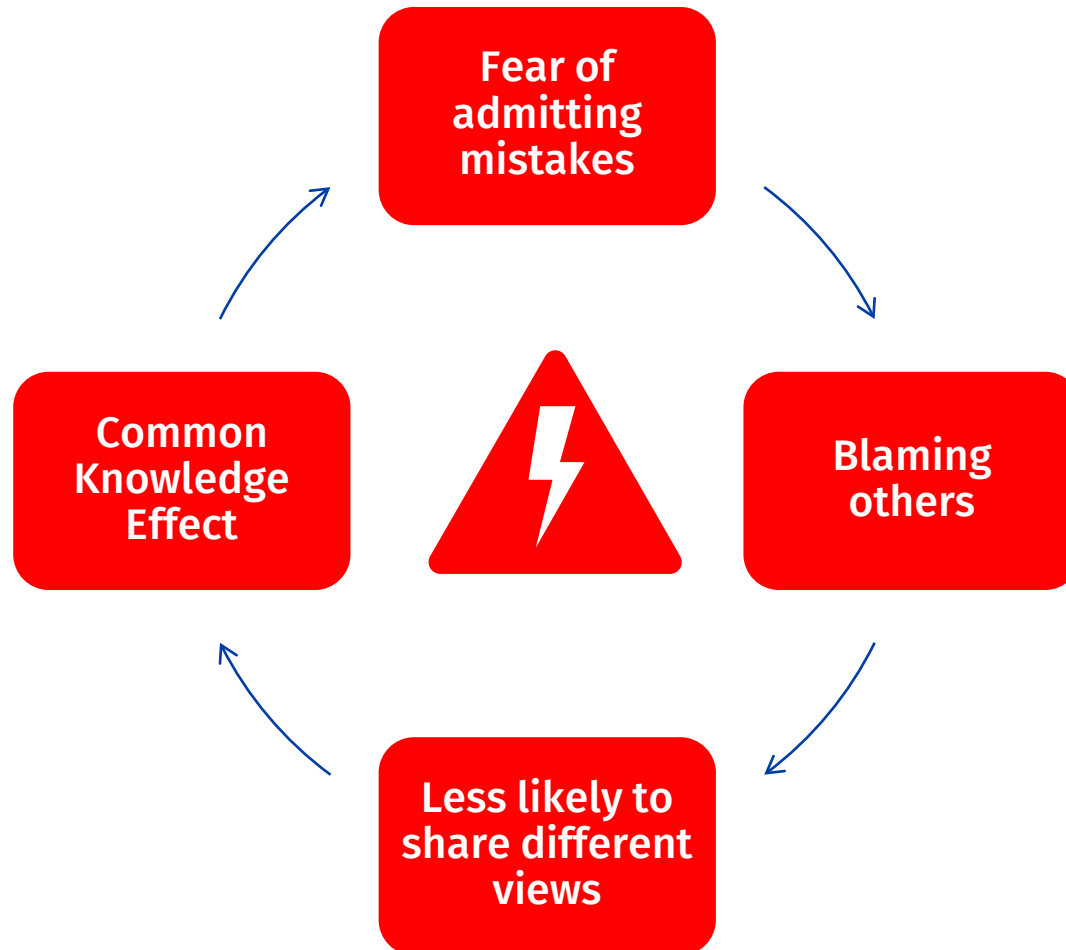
Psychological Danger

Team members feel unsafe to take risks and be vulnerable in front of each other.

Is your team in Psychological Danger?



What is Psychological Danger:



Warning Signs



Sameness



Usual
Suspects



"Yes"
People



Invulnerability



Fear of
Failure



How Do We Create And Maintain Psychological Safety?

How to Create More Psychological Safety at Work?

What behaviors can you demonstrate to create Psychological Safety in each of these areas?

How are those behaviors encouraging a Psychological Safety environment?



**5 WAYS TO HELP
CREATE PSYCHOLOGICAL
SAFETY**

- 

1. MAKE
it an explicit
priority.
- 

2. FACILITATE
everyone
speaking up.
- 

3. ESTABLISH
norms for how
failure is handled.
- 


4. CREATE
space for new ideas
(even wild ones).
- 

5. EMBRACE
productive
conflict.

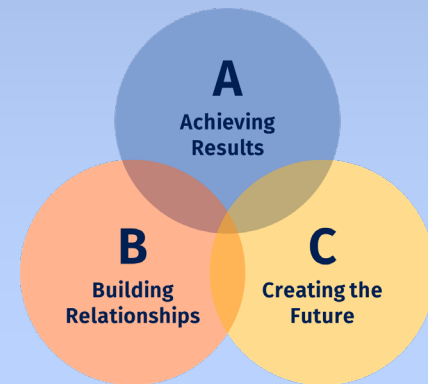
Psychological Safety Assessment

	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
<input type="checkbox"/> If you make a mistake on this team it is often held against you					
<input type="checkbox"/> People on this team sometimes reject each other for being different					
<input type="checkbox"/> It is difficult to ask members of this team for help					
<input type="checkbox"/> Members of this team are able to bring up problems and tough issues					
<input type="checkbox"/> It is safe to take a risk on this team?					
<input type="checkbox"/> No one on this team would deliberately act in a way that undermines my efforts					
<input type="checkbox"/> My unique skills and talents are valued on this team					

Action Planning/Next Steps

 Identify the statements with the lowest scores. These are your areas that require action. What can you do to improve your score?

 Identify the statements with the highest scores, what can you keep doing to maintain strong psychological safety?



How Psychological Safety Contributes to High Performing Teams



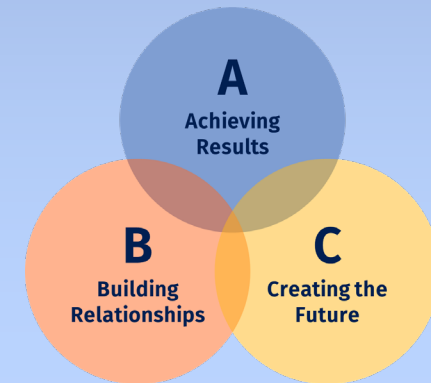
1. Psychological safety: Can we take risks on this team without feeling insecure or embarrassed?

2. Dependability: Can we count on each other to do high quality work on time?

3. Structure & clarity: Are goals, roles, and execution plans on our team clear?

4. Meaning of work: Are we working on something that is personally important for each of us?

5. Impact of work: Do we fundamentally believe that the work we're doing matters?



Reflection and Resources



How are you going to contribute to an environment of Psychological Safety? What role are you going to play?

- We thrive in environments that respect us and allow us to:
1. Feel included
 2. Feel safe
 3. Feel safe to contribute
 4. Feel safe to challenge the status quo

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The 4 Stages of Psychological Safety

Timothy R. Clarke in his book *"The Four Stages of Psychological Safety"* describes a conceptual model of four "stages" of psychological safety that teams can move through, progressing from stage 1 to stage 4.

These four stages are:

- Stage 1: Inclusion Safety**—Inclusion safety satisfies the basic human need to connect and belong. Whether at work, school, home, or in other social settings, everyone wants to be accepted. In fact, the need to be accepted precedes the need to be heard. When others invite us into their society, we develop a sense of shared identity and a conviction that we matter.
- Stage 2: Learner Safety**—Learner safety satisfies the basic human need to learn and grow. You feel safe to engage in the learning process—asking questions, giving and receiving feedback, experimenting, and even making mistakes, not if but when we make them.
- Stage 3: Contributor Safety**—Contributor safety satisfies the basic human need to contribute and make a difference. When contributor safety is present, we feel safe to contribute as a full member of the team, using our skills and abilities to participate in the value-creation process. We lean into what we're doing with energy and enthusiasm. We have a natural desire to apply what we've learned to make a meaningful contribution.
- Stage 4: Challenger Safety**—Challenger safety satisfies the basic human need to make things better. It's the support and confidence we need to ask questions such as, "Why do we do it this way?" "What if we tried this?" or "May I suggest a better way?" It allows us to feel safe to challenge the status quo without retaliation or the risk of damaging our personal standing or reputation.

Source: Timothy R. Clark, The 4 Stages of Psychological Safety: Building the Path to Inclusion and Innovation, (Harvard Business Review, March 2021).

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Team Effectiveness Discussion Guide

Below is a sampling of improvement indicators and guiding questions:

Psychological Safety

Signs that your team needs to improve psychological safety:

- Fear of asking for or giving constructive feedback
- Hesitance around expressing divergent ideas and asking "silly" questions

Questions to ask yourself:

- Do all team members feel comfortable brainstorming in front of each other?
- Do all team members feel they can fail openly, or will they feel shunned?

Dependability

Signs that your team needs to improve dependability:

- Team has poor visibility into project priorities or progress
- Diffusion of responsibility and no clear owners for tasks or problems

Questions to ask yourself:

- When team members say they'll get something done, do they?
- Do team members proactively communicate with each other about delays and assume responsibility?

Structure and Clarity

Signs that your team needs to improve structure and clarity:

- Lack of clarity about who is responsible for what
- Unclear decision-making process, owners, or rationale

Questions to ask yourself:

- Do team members know what the team and project goals are and how to get there?
- Do team members feel like they have autonomy, ownership, and discrete projects?

Meaning

Signs that your team needs to improve meaning:

- Work assignments based solely on ability, expertise, workload; little consideration for individual development needs and interests
- Lack of regular recognition for achievements or milestones

Questions to ask yourself:

- Does the work give team members a sense of personal and professional fulfillment?
- Is work matched to team members based on both skills/ability and interest?

Impact

Signs that your team needs to improve impact:

- Framing work as "treading water"
- Too many goals, limiting ability to make meaningful progress

Questions to ask yourself:

- Do team members see their work as creating change for the better?
- Do team members feel their work matters for a higher-order goal?
- How are current team processes affecting well-being/burnout?

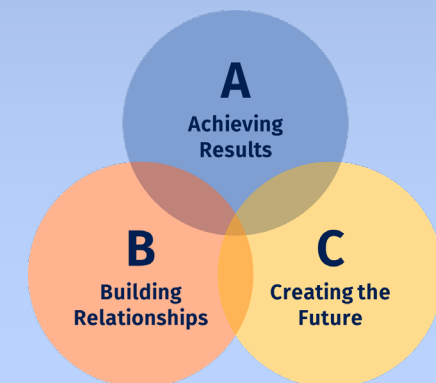
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Psychological Safety Survey

These statements are from Dr. Edmondson's original research. The key point is to ensure that you use the language, statements, and practices that have most meaning for your teams and change in the different areas psychological safety and to demonstrate to your team that you're committed to continuous improvement. These are example statements, you will want to modify and choose the ones most suitable for your team.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5	
1. On this team, I understand what is expected of me.					
2. We value outcomes more than outputs or inputs, and nobody needs to "look busy".					
3. If I make mistakes on this team, it is never held against me.					
4. When something goes wrong, we work as a team to find the systemic cause.					
5. All members of this team feel able to bring up problems and tough issues.					
6. Members of this team never reject others for being different and nobody is left out.					
7. It is safe for me to take a risk on this team.					
8. It is easy for me to ask members of this team for help.					
9. Nobody on this team would deliberately act in a way that undermines my efforts.					
10. Working with member of this team, my unique skills and talents are valued and utilized.					
11. Members of this team raise concerns they have about teams plans or decisions.					





Thank You

