

Building Psychological Safety Through Simple Team Practices





Krys Burnette

RAISE YOUR HAND IF YOU...

**HAVE EVER HELD BACK FROM
SHARING AN IDEA AT WORK**



SHARE WITH YOUR NEIGHBOR...

WHY MIGHT SOMEONE HOLD BACK?



WHAT IS PSYCHOLOGICAL SAFETY?

A team environment where people can speak up and share ideas – even risky or challenging ideas – without fear.

“Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”



Amy C. Edmondson,
Prof. Harvard Business School

TEAMS WITH HIGH
SENSE OF
PSYCHOLOGICAL
SAFETY

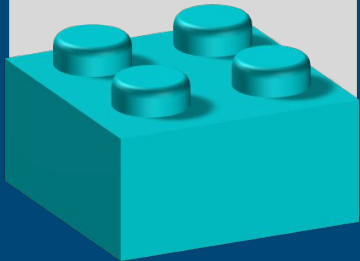
5x

increased performance
at work

ORGANIZATIONS WHERE EMPLOYEES FEEL MORE PSYCHOLOGICALLY SAFE BENEFIT FROM

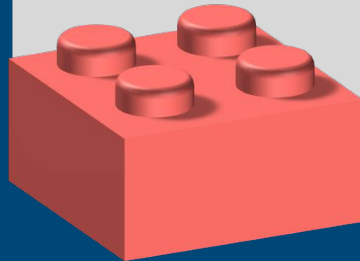
27%

Reduction of
turnover



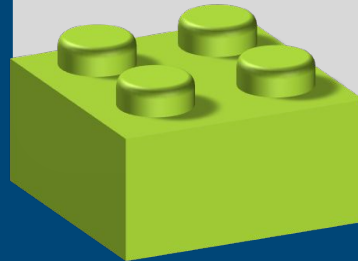
76%

More
engagement



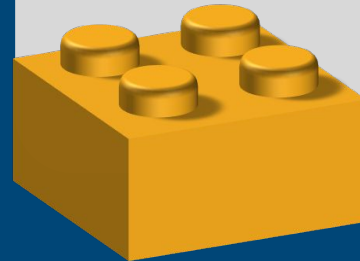
50%

More
productivity



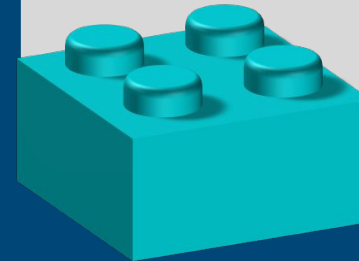
74%

Less stress



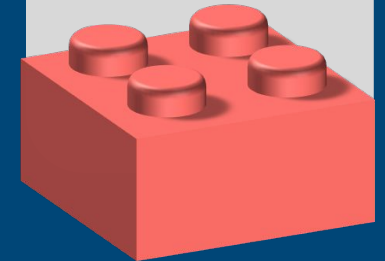
29%

More life
satisfaction



57%

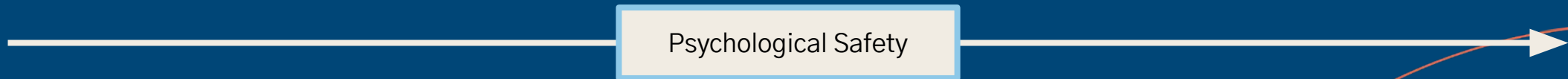
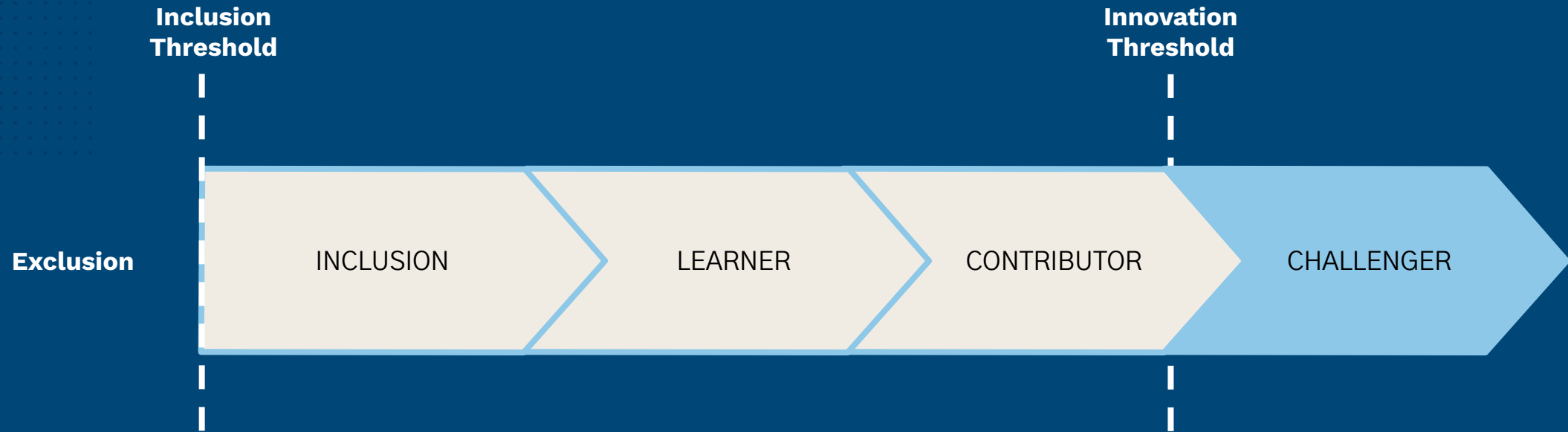
More likely to
collaborate



IT'S 100% THE RIGHT THING TO DO



PSYCHOLOGICAL SAFETY AIDS INNOVATION





THREE MICRO-BEHAVIOURS TO TRY OUT

Create a learning frame

Invite participation

Respond productively

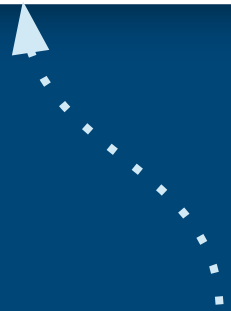
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FIRST...

Set a learning frame

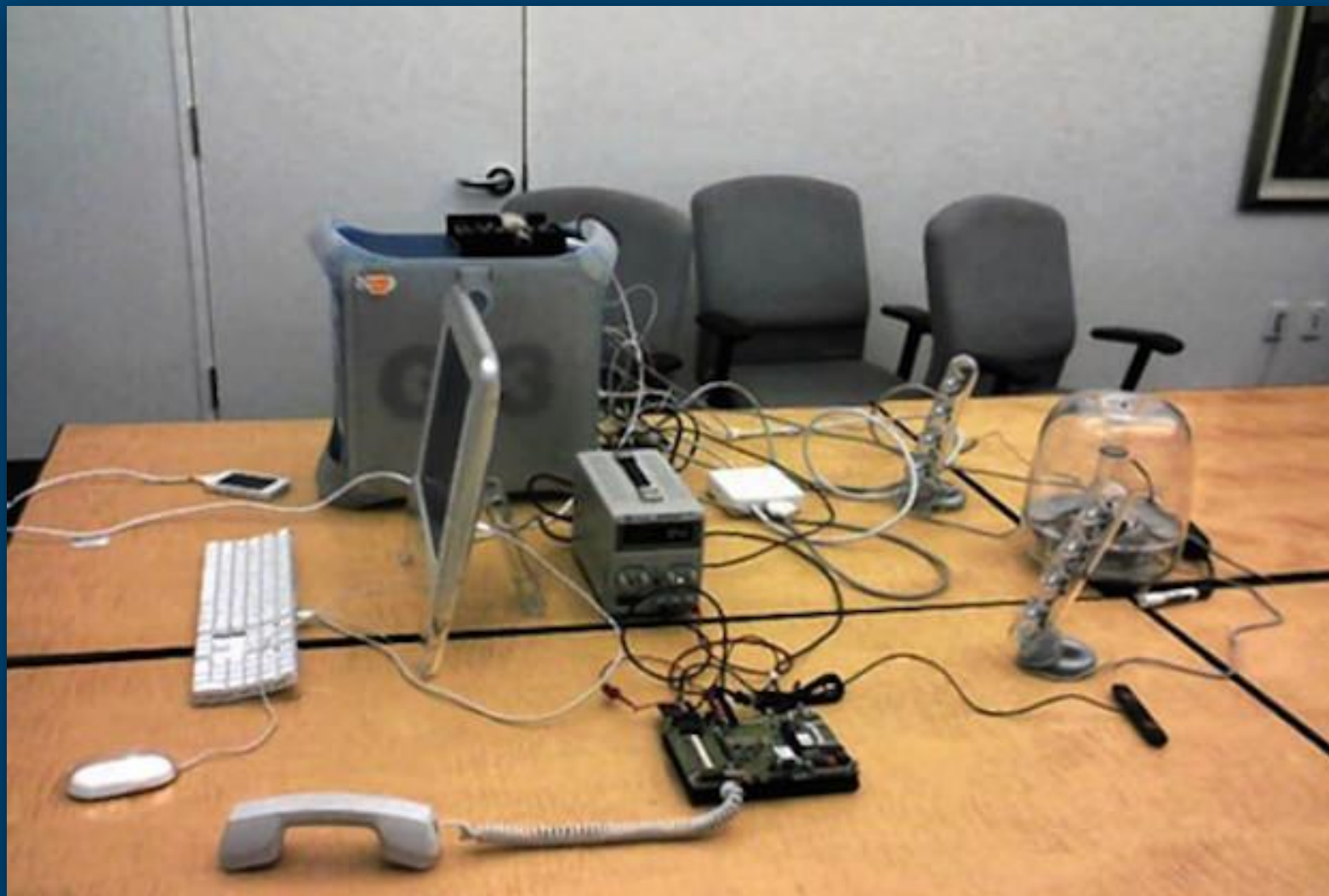
Invite participation

Respond productively



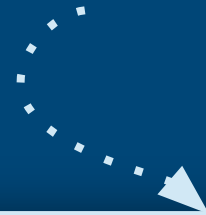
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WHAT IS THIS?



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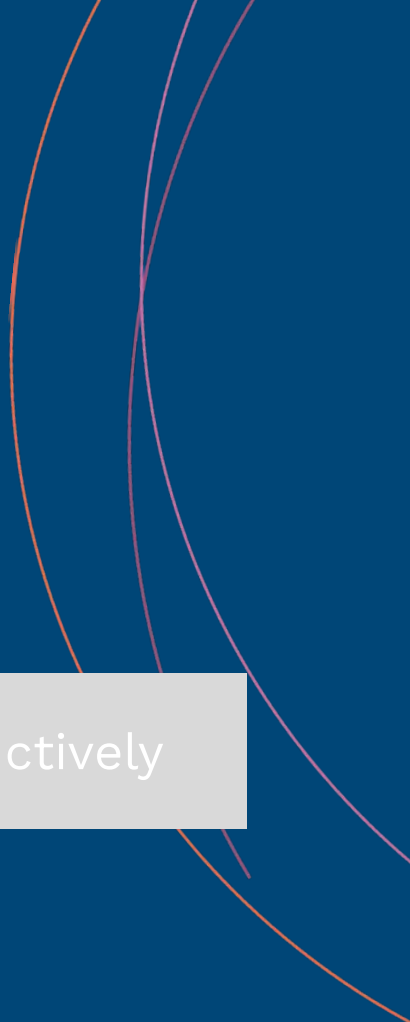
NEXT...



Set a learning frame

Invite participation

Respond Productively



A LESSON FROM VOLKSWAGEN

“Dieselgate” – the £193m cost of not inviting participation

“If [Winterkorn] would come and visit or you had to go to him, your pulse would go up. If you presented bad news, those were the moments that it could become quite unpleasant and loud and quite demeaning.”



Martin Winterkorn
CEO Volkswagen Group
2007 – 2015

Quote from [Reuters](#)

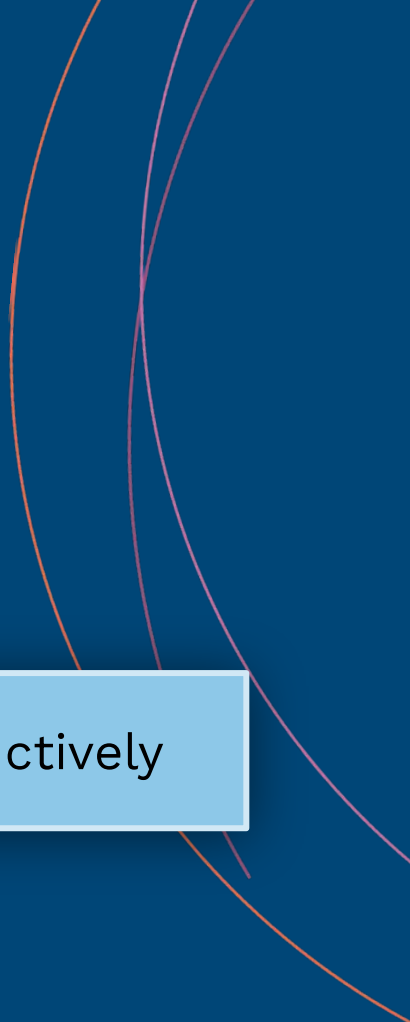
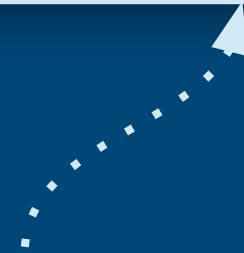
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FINALLY...

Set a learning frame

Invite participation

Respond Productively





Find A Partner

PARTNER A:
SHARE A REALLY BAD IDEA

PARTNER B:
**RESPOND WITH “THAT’S AN
INTERESTING IDEA, TELL ME MORE”**



THREE MICRO-BEHAVIOURS TO TRY OUT

Create a learning frame

Invite participation

Respond productively

THANKS!



Krys Burnette

CREATE A LEARNING FRAME

Frame the work as a learning problem
to increase psychological safety

CREATE A LEARNING FRAME

Create a space where it's okay not to know the right answer and where learning, experimentation, and iteration are the goal.

WHAT LEADERS CAN SAY

“This is totally new territory for us so I’m going to need your input and ideas.”

“There are many unknowns and things are changing fast so we’ll need to adapt and learn as we go.”

“This is complex stuff so we will make mistakes.”

“There are things we know and things we don’t. We’ll need to figure it out together.”

USE THIS TO

Frame the work as a learning problem

Invite sharing and experimentation

Make it safer to fail and learn together

Adapted from the work of Amy C. Edmondson

INVITE PARTICIPATION

Explicitly request to hear what folks are thinking to increase psychological safety

INVITE PARTICIPATION

Ask an open-ended question that encourage everyone to share their perspective.

WHAT LEADERS CAN ASK

“What assumptions are we making that need to be validated?”

“What do we know? What do we NOT know?”

“What’s NOT being said that needs to be said?”

“Okay, that’s one side. Let’s hear some dissent. Who has a different perspective to share?”

USE THIS TO

Increase engagement and involvement of your team in change

Make smarter decisions during times of uncertainty

Solicit divergent views and surface better ideas

Adapted from the work of Amy C. Edmondson

RESPOND PRODUCTIVELY

Show appreciation for risky ideas to increase psychological safety

RESPOND PRODUCTIVELY

Intentionally show appreciation and openness when people speak up with new or risky ideas, mistakes, or critical feedback.

WHAT LEADERS CAN SAY

“I really appreciate you bringing this to my attention. I’m sure it wasn’t easy.”

“Thank you for the clear line of sight.”

“I appreciate hearing that insight. What do you think we should do next?”

“We’ve all been there. How can I help?”

USE THIS TO

Reduce blame and finger pointing

Encourage transparent sharing

Show empathy when you hear bad news

Adapted from the work of Amy C. Edmondson