

The importance of psychological safety in the workplace

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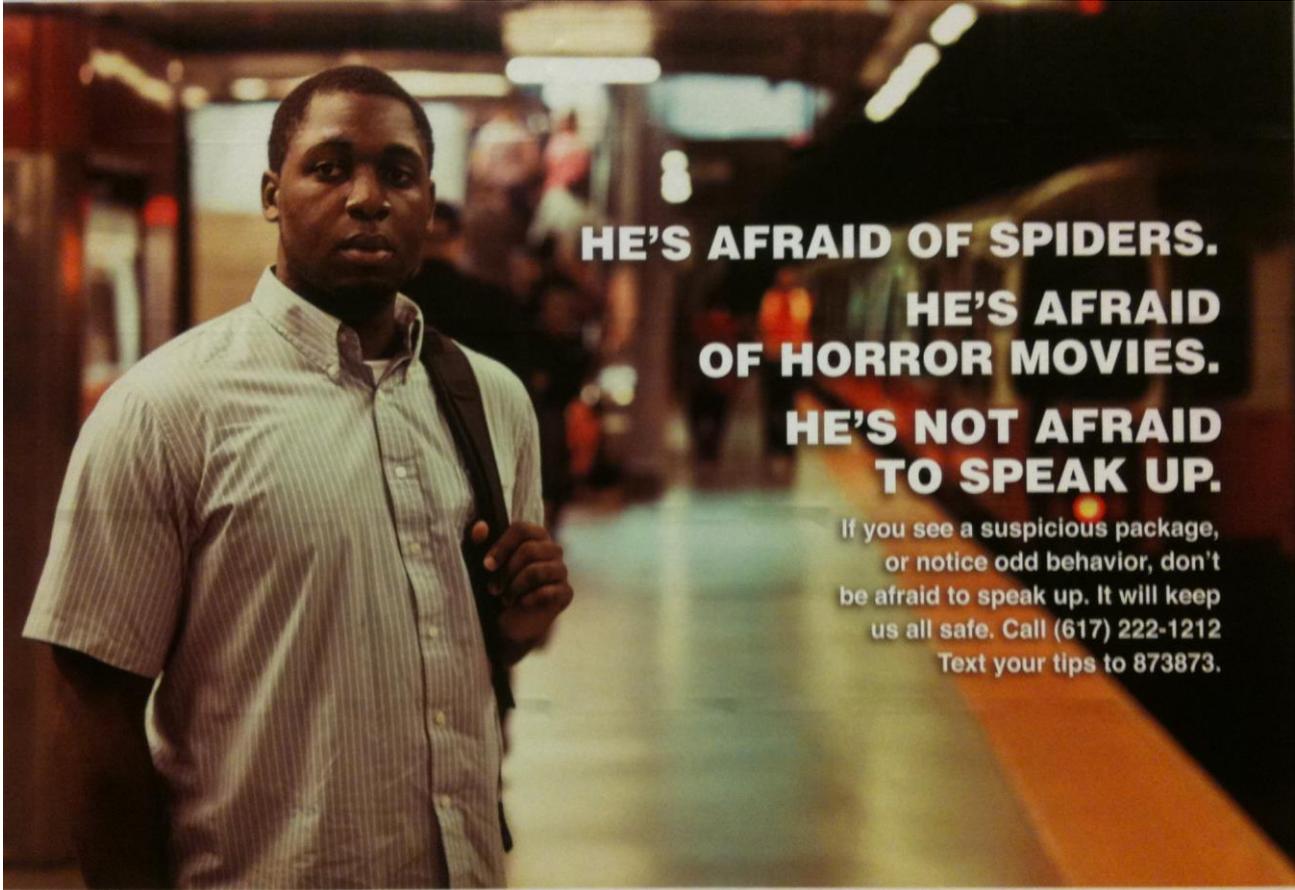
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if you
SEE | SAY
something | something™





**HE'S AFRAID OF SPIDERS.
HE'S AFRAID
OF HORROR MOVIES.
HE'S NOT AFRAID
TO SPEAK UP.**

If you see a suspicious package,
or notice odd behavior, don't
be afraid to speak up. It will keep
us all safe. Call (617) 222-1212
Text your tips to 873873.

IF YOU
SEE
SOMETHING
SAY
SOMETHING



Every Kaiser Permanente worker, manager and physician has the right to a safe and healthy place to give care. Frontline workers across KP have shown that speaking up when they see potential hazards helps make KP a safer place for staff members and patients.

Freedom to speak up

An independent review into creating an open and honest reporting culture in the NHS

Report

Sir Robert Francis QC



**LOOSE
LIPS**



**SILENCE DE TA PART
CONVOI À
BON PORT**



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KEEP QUIET!



*No matter where
you HANG OUT.*

**The
NEMY**

QUIET!

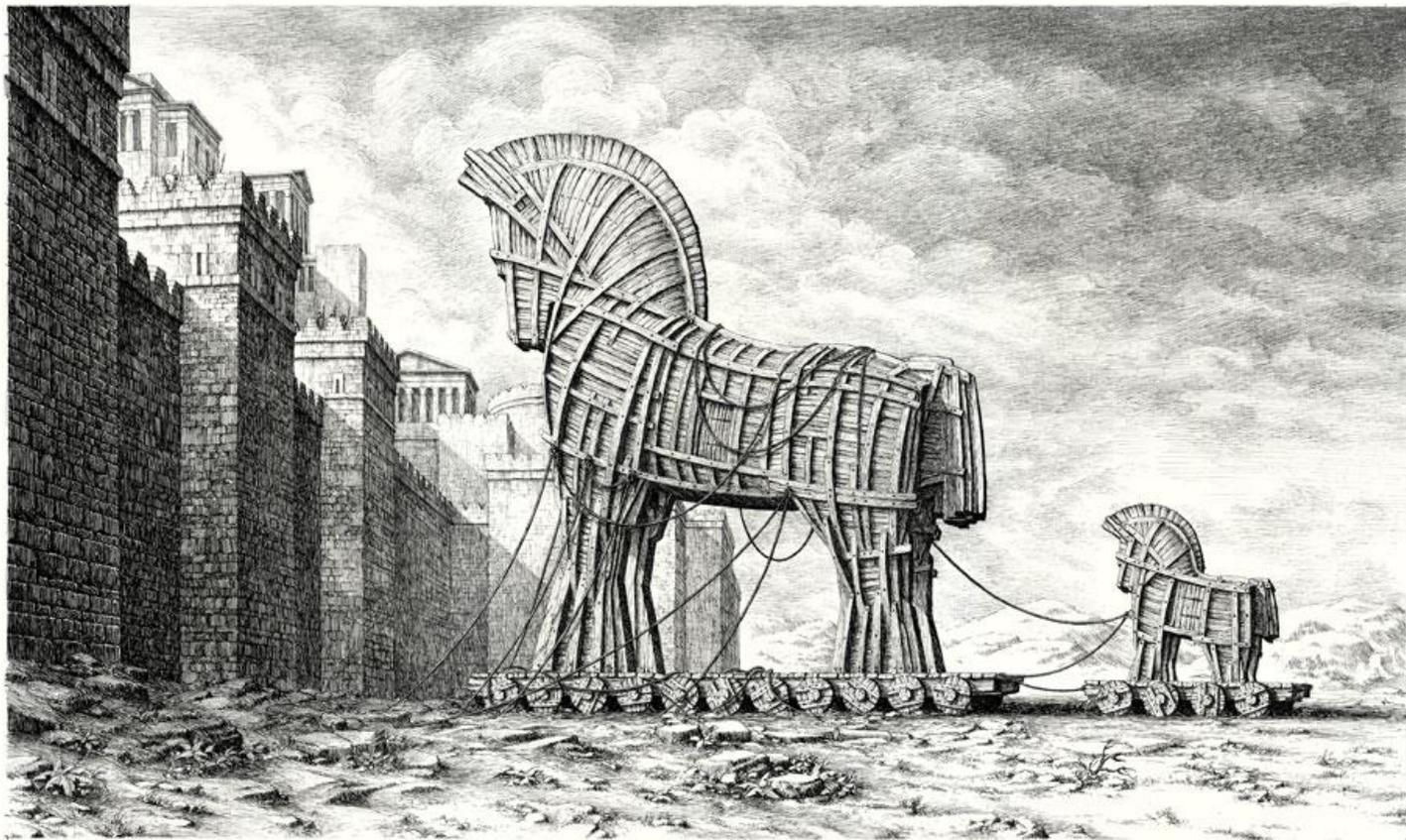


A MESSAGE FROM THE MINISTRY OF HOMELAND SECURITY

Dansk Selskab for PatientSikkerhed **PS!**

What would be **worse** than not 'speaking up'?





How is this **relevant** to psychological safety in the workplace?

“Years ago I worked with a nurse who was consistently unkind to patients with dementia...”

“I once sat in a child safeguarding case review...”

Reasons for not saying something...

I would love to raise certain concerns, but who will listen and what will change?

One of my colleagues raised a couple of issues but was told by her manager that she would be seen as a troublemaker if she continued to pursue them.

This is not the kind of team where you say things like that...

Happy, healthy, productive people working in
healthcare...

IHI Framework for Improving Joy in Work



AN IHI RESOURCE

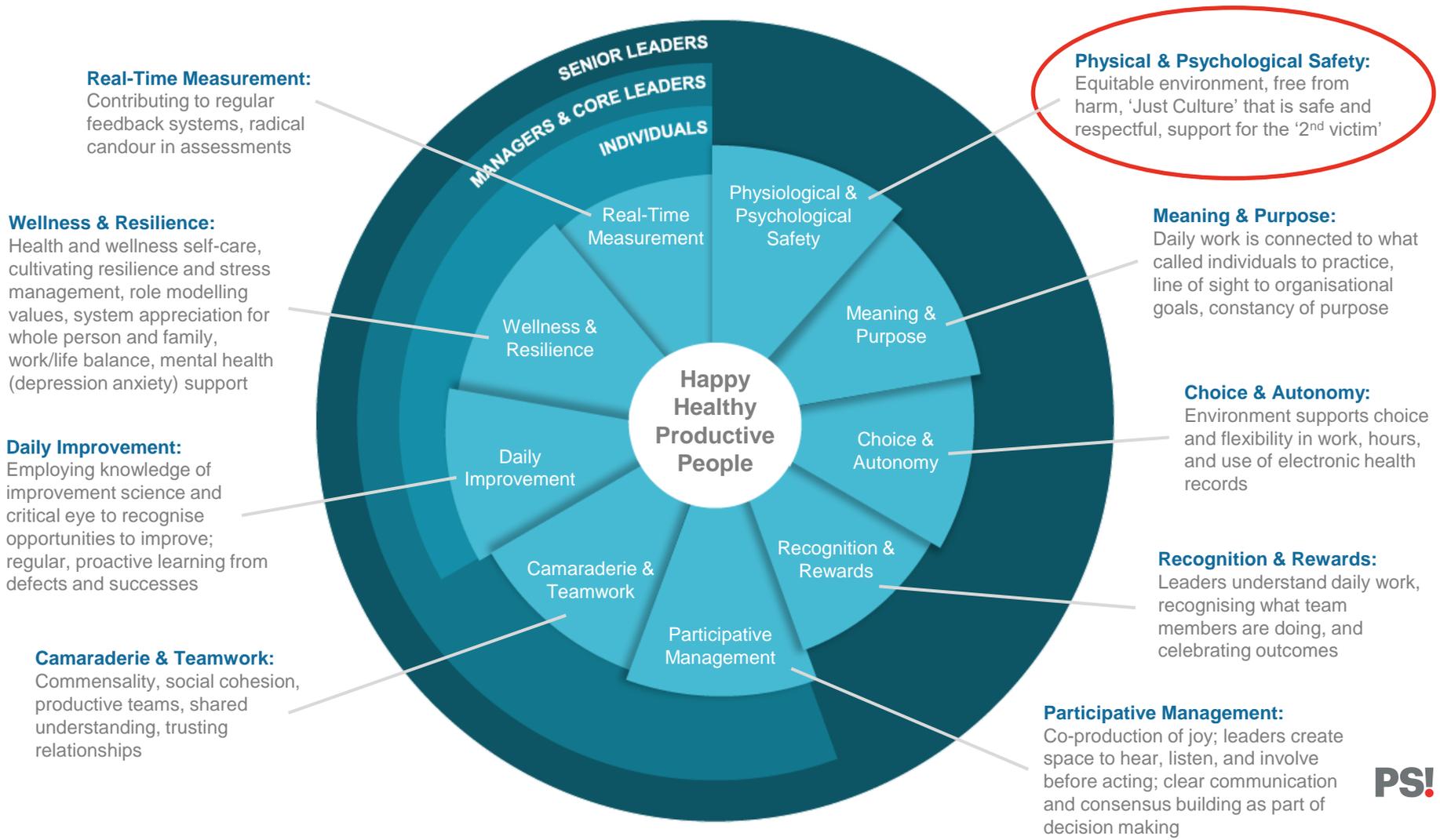
20 University Road, Cambridge, MA 02138 • ihi.org

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- 9 core components that contribute to joy in work
- 3 outer rings show who is responsible for these components
- Meant to help leaders assess & plan strategies

IHI Framework for 'Joy in Work'



Real-Time Measurement:

Contributing to regular feedback systems, radical candour in assessments

Wellness & Resilience:

Health and wellness self-care, cultivating resilience and stress management, role modelling values, system appreciation for whole person and family, work/life balance, mental health (depression anxiety) support

Daily Improvement:

Employing knowledge of improvement science and critical eye to recognise opportunities to improve; regular, proactive learning from defects and successes

Camaraderie & Teamwork:

Commensality, social cohesion, productive teams, shared understanding, trusting relationships

SENIOR LEADERS

MANAGERS & CORE LEADERS

INDIVIDUALS

Happy
Healthy
Productive
People

Real-Time
Measurement

Wellness &
Resilience

Daily
Improvement

Camaraderie &
Teamwork

Participative
Management

Physical &
Psychological
Safety

Meaning &
Purpose

Choice &
Autonomy

Recognition &
Rewards

Physical & Psychological Safety:

Equitable environment, free from harm, 'Just Culture' that is safe and respectful, support for the '2nd victim'

Meaning & Purpose:

Daily work is connected to what called individuals to practice, line of sight to organisational goals, constancy of purpose

Choice & Autonomy:

Environment supports choice and flexibility in work, hours, and use of electronic health records

Recognition & Rewards:

Leaders understand daily work, recognising what team members are doing, and celebrating outcomes

Participative Management:

Co-production of joy; leaders create space to hear, listen, and involve before acting; clear communication and consensus building as part of decision making

An example from **outside** healthcare

Google



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So what is Psychological Safety?



In organisational change...

“Psychological safety is a counterbalance for the ambiguity and insecurity that comes with change”

(Edgar Schein & Warren Bennis, 1965)



In learning...

“Psychological safety helps individuals overcome their ‘learning anxiety’”

(Edgar Schein, 2004)



*“An individuals perceptions
of the consequences of
taking interactional risks in
a particular context”*

When we go to work...

No one wants to look:

Ignorant

Incompetent

Intrusive

Negative

It's easier to manage:

Don't ask questions

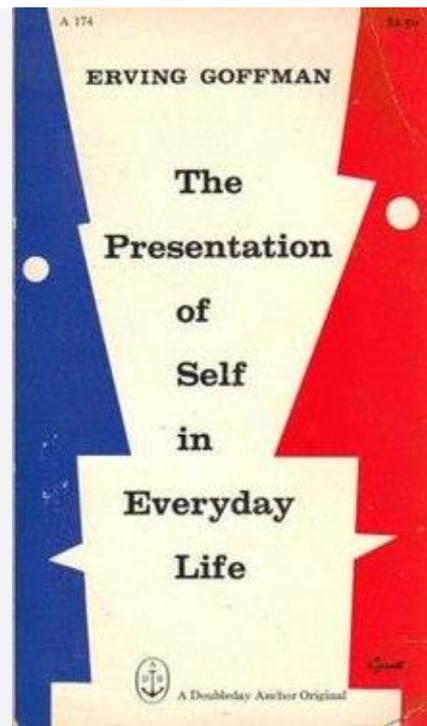
Don't admit weakness or mistakes

Don't offer ideas

Don't critique the status quo

Impression management

“A strategy for self protection”



Erving Goffman (1959) *'The Presentation of Self in Everyday Life'*

Dansk Selskab for
PatientSikkerhed **PS!**

Fear in the workplace...

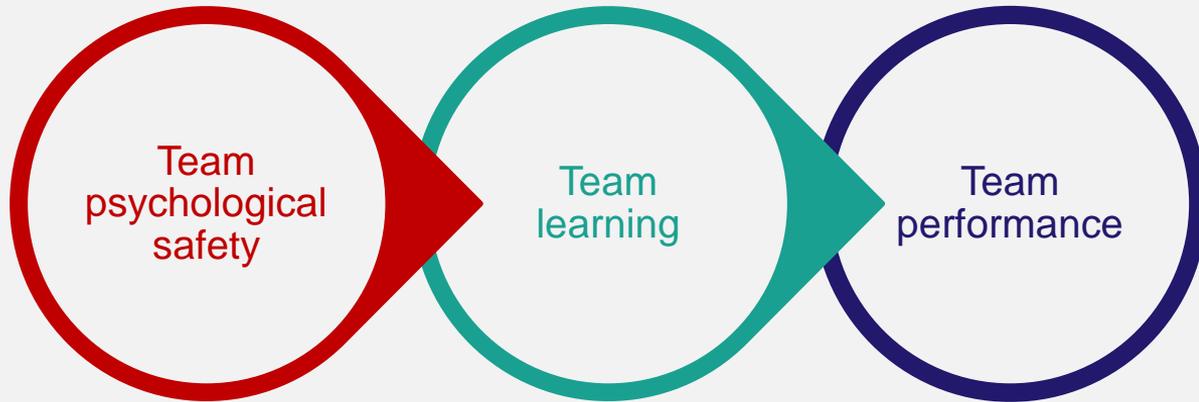
- employee disengagement
- lack of innovation
- toxic working environment with gossip and rumours
- the best people leaving

Stress

How can we move away from the culture of
fear and toward a culture of psychological
safety?

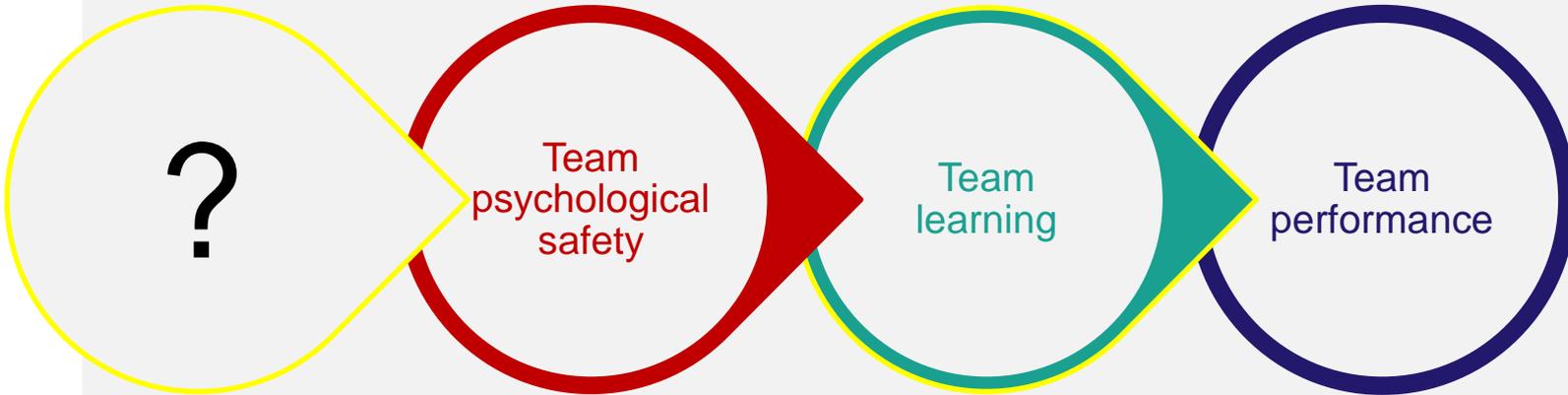
*“Team **psychological safety** positively impacts team **learning**, which in turn positively impacts team **performance**”*

(Amy Edmondson, 2003)



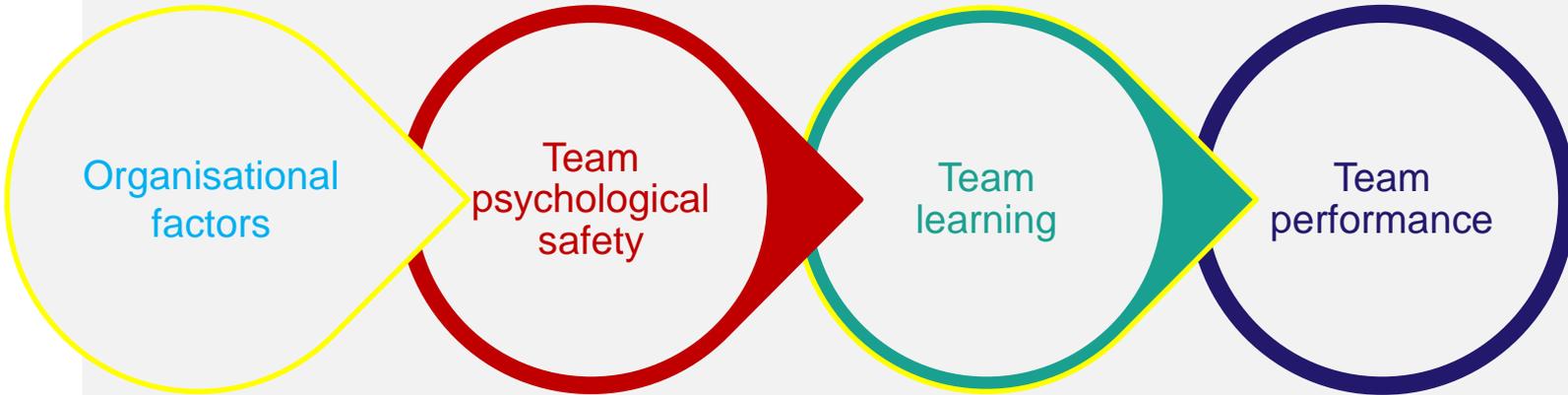
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Model of antecedents & consequences of team Psychological Safety



Model of antecedents & consequences of team Psychological Safety



Amy Edmondson (1999)

It helps to explain why employees...

Have a sense of **confidence** that the team will not

embarrass, reject or **punish**

someone for **speaking up**

It helps to explain why employees...

Share information and
knowledge

It helps to explain why employees...

Speak up with suggestions for
organisational improvements

It helps to explain why employees...

Take **initiative**, or make **suggestions** for
organisational **improvements**

High levels of Psychological Safety...

Enables teams and organisations to **learn** and
perform

Low levels of psychological safety...

Lead to climates with **high job demands** and **low job control**, that in turn impact on employees' **emotional exhaustion** and **psychology distress**.

How to build Psychological Safety?

See you at my workshop...

Thank you



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