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WHAT IS PSYCHOLOGICAL SAFETY?

Research reveals psychological pain has a deeper and longer-lasting impact compared to physical pain. 3



"Over time, the pain associated with a physical attack is difficult or impossible to recall. The memory of social rejection, however, even many years after the fact, can elicit the same strength of emotion as it did at the time of the event."⁴

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IMPORTANCE OF PSYCHOLOGICALLY SAFETY

A 2017 $\textit{Gallup}^{\$}$ survey revealed only 3 in 10 US workers strongly agreed their opinions matter in the workplace. 8



Workplaces in which $\bf 6$ in $\bf 10$ workers felt their opinions mattered have a:

- 27% reduction in turnover
- 40% reduction in safety incidents
- 12% increase in productivity⁹

Psychologically Safe environments are better for employees, AND better for business.

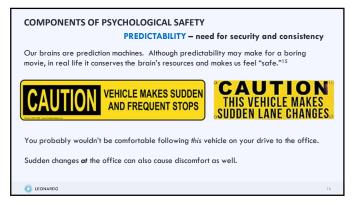
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Psychological safety is comprised of several partswhich are weighted differently by each individual. Predictability — need for security and consistency Approval — need to be well-regarded & belong Control — need for autonomy Equity — need to feel environment is fair Humans have a "negativity bias" that draws our attention to threat and danger above all else. 10 The amygdala constantly watches for threats of all kind (including psychological). 11

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COMPONENTS OF PSYCHOLOGICAL SAFETY PREDICTABILITY - need for security and consistency Individuals who have a **high need** for **PREDICTABILITY...** STRENGTHS **VULNER ABILITIES** Uncomfortable with (and may resist) change Loyal and dependable Detail-oriented and consistent Tendency to micromanage Quickly spot risks Requires reassurance regarding performance Individuals who have a low need for PREDICTABILITY... Sometimes lacks follow-through Innovative Generally self-confident May not always follow "proper procedures" Highly adaptive Tendency to become bored and apathetic¹⁷ LEONARDO

CREATING A PSYCHOLOGICALLY SAFE ENVIRONMENT PREDICTABILITY — need for security and consistency Creating a safe environment for individuals who have a high need for PREDICTABILITY... Always keep your promises Provide a lot of detail, and a procedure for everything Overcommunicate — give expectations and recognize potential risks Be willing to listen to- and answer- any and all questions Don't change too many things at once Creating a safe environment for individuals who have a low need for PREDICTABILITY... Partner them with detail-oriented people who will be happy to "manage the mundane" Hold accountable to processes- but be open to "suggestions for improvement" Provide new challenges / areas of learning Do not micromanage 18

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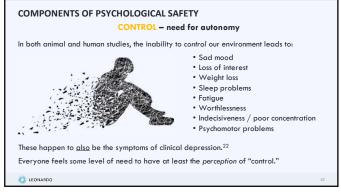


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COMPONENTS OF PSYCHOLOGICAL SAFETY APPROVAL - need to be well-regarded and belong Individuals who have a **high need** for **APPROVAL...** STRENGTHS **VULNER ABILITIES** Easily motivated Easily discouraged Uncomfortable with confrontation Charismatic and communicative Ambitious Can become (extremely) defensive Individuals who have a low need for APPROVAL...Generally self-confident Sometimes difficult to motivate Comfortable delivering unpopular news Uncomfortable with attention Great team player May appear to be unambitious LEONARDO

CREATING A PSYCHOLOGICALLY SAFE ENVIRONMENT APPROVAL — need to be well-regarded and belong Creating a safe environment for individuals who have a high need for APPROVAL... Recognition and praise go a long way- acknowledge their individual accomplishments Constructive feedback needs to be handled delicately and 1:1 Avoid putting in situations where s/he has to implement an unpopular decision Motivate with status (titles are important) Creating a safe environment for individuals who have a low need for APPROVAL... Authenticity and modesty are "safe zones-" acknowledge their contribution to the team Don't create situations where s/he is competing with teammates Use concrete (e.g., monetary) rewards- status is not a motivator (may be happy to stay in one position for years, but raises are still necessary) Avoid putting him/her in the spotlight, attention can be viewed as threatening

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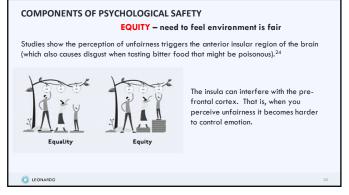


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COMPONENTS OF PSYCHOLOGICAL SAFETY **CONTROL** - need for autonomy Individuals who have a **high need** for **CONTROL**... STRENGTHS **VULNER ABILITIES** Needs to do things "my way" Self-motivated Can be impatient with team mates Enjoys making decisions Likes to manage people/processes May not always "follow the rules" Individuals who have a ${\bf low}$ ${\bf need}$ for ${\bf CONTROL}...$ Very supportive of others Can require a lot of direction Gets "on board" quickly Does not enjoy making decisions Reliably "follows the rules" Difficulty with expressing opinions LEONARDO

CREATING A PSYCHOLOGICALLY SAFE ENVIRONMENT CONTROL — need for autonomy Creating a safe environment for individuals who have a high need for CONTROL... Provide the objective- but allow freedom in how to achieve it Provide projects that can be accomplished independently Never, ever (ever, ever, ever) micromanage! Whenever possible, wait to be asked for feedback and direction Creating a safe environment for individuals who have a low need for CONTROL... Provide adequate direction as to how an objective should be accomplished Don't force him/her to express an opinion unless it is absolutely necessary Provide projects that require teamwork Ensure s/he is comfortable before placement in a management position

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CREATING A PSYCHOLOGICALLY SAFE ENVIRONMENT EQUITY — need to feel environment is fair Creating a safe environment for individuals who have a high need for EQUITY... Avoid favoritism (even the appearance of it) at all costs Make decision processes transparent as possible Motivate with rewards for adherence to the process Make sure everyone has a voice Creating a safe environment for individuals who have a low need for EQUITY... Whenever possible, focus on the outcome- not the process Be careful when putting political correctness over results Motivate with result-oriented rewards Don't force participation in discussions about social issues

CREATING A PSYCHOLOGICALLY SAFE ENVIRONMENT

This is where leadership comes in...
Rate your agreement on these questions from 1-5 (5 = completely agree).
Then ask your team to do the same...

1. On this team, I understand what is expected of me.

2. We value patient outcomes more than the volume of output.

3. If I make a mistake 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 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 other members of this team for help.

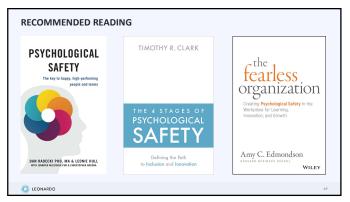
9. Nobody on this team would deliberately act in a way that undermines my efforts.

10. Working with members of this team, my unique skills and tolents are valued and utilised. 28

Determine your averages, combine, and you have your baseline...

If the answer is "50," you should teach this course- if it is <50, proceed...

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