



Developing Psychological Safety @ Work

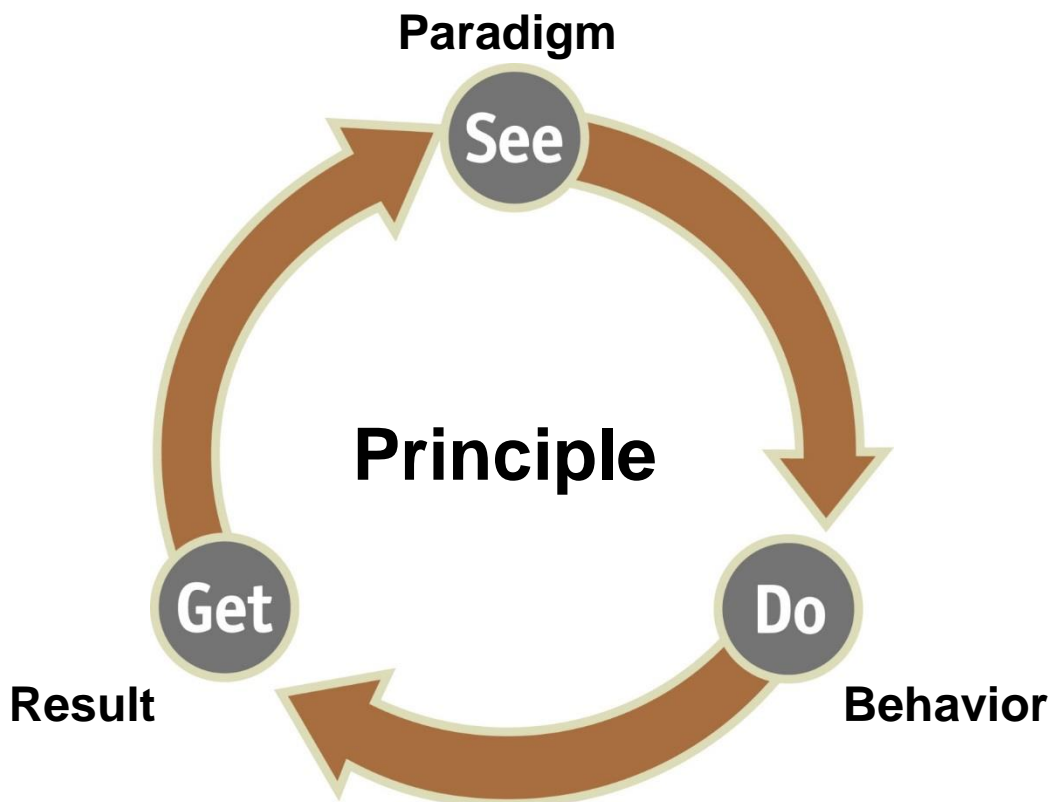


Presented by: Shannon Prescott, CWCA, COSS

Psychological Safety – The belief that the work environment is safe for interpersonal risk-taking.

Psychological Safety exists when people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.

Change Model



Source: Stephen R. Covey, *The 7 Habits of Highly Effective People*

EMPLOYEE ENGAGEMENT

..is a _____ between
an organization and an employee...the
organization helps the employee meet
his/her potential and the employee helps
the organization meet its goals

~ Bob Kelleher

LEADERSHIP

...is _____, nothing more, nothing
less.

~ John Maxwell

Notes:

Why types of things do ineffective leaders do?:

Why types of things do ineffective leaders do?:

Google Spent Years Studying Effective Teams. This Single Quality Contributed Most to Their Success

What matters isn't so much who's on your team, but rather how the team works together.

By Justin Bariso

The best companies are made up of great teams. You see, even a company full of A-players won't succeed if those individuals don't have the ability to work well together.

That's why not too long ago, Google set out on a quest to figure out what makes a team successful. They code-named the study Project Aristotle, a tribute to the philosopher's famous quote "The whole is greater than the sum of its parts."

To define "effectiveness," the team decided on assessment criteria that measured both qualitative and quantitative data. They analyzed dozens of teams and interviewed hundreds of executives, team leads and team members.

The researchers then evaluated team effectiveness in four different ways:

1. executive evaluation of the team;
2. team leader evaluation of the team;
3. team member evaluation of the team; and
4. sales performance against quarterly quota.

So, what did they find?

Google published some of its findings here, along with the following insightful statement:

The researchers found that what really mattered was less about who is on the team, and more about how the team worked together.

What mattered most: Trust.

So what was the most important factor contributing to a team's effectiveness?

It was psychological safety.

Simply put, psychological safety refers to an individual's perception of taking a risk, and the response his or her teammates will have to taking that risk.

Google describes it this way:

In a team with high psychological safety, teammates feel safe to take risks around their team members. They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

In other words, great teams thrive on trust.

This may appear to be a simple concept, but building trust between team members is no easy task. For example, a team of just five persons brings along varying viewpoints, working styles and ideas about how to get a job done.

In my forthcoming book, EQ, Applied: The Real-World Guide to Emotional Intelligence, I analyze fascinating research and real stories of some of the most successful teams in the world.

Here's a glimpse at some of the actions that can help you build trust into your teams:

Listen first.

To build trust, you must respect how others think and feel. That's why it's important to listen first.

When you regularly and skillfully listen to others, you stay in touch with their reality, get to know their world and show you value their experience. Active listening involves asking questions, along with concentrated effort to understand your partner's answers--all while resisting the urge to judge. Careful listening helps you identify each individual team member's strengths, weaknesses, and style of communication.

Additionally, you send the message that what's important to them is important to you.

Show empathy.

Beyond listening, try your best to understand your fellow team members and their perspectives. This is called cognitive empathy.

But you'll also benefit from showing affective, or emotional empathy. This means attempting to share the feelings of another.

For example, if a colleague shares a struggle, you may think: "Well, that's not such a big deal. I've dealt with that before." When this happens, try to think of a time when you felt stressed or overwhelmed, and draw on that feeling to help you relate.

Be authentic.

Authenticity creates trust. We're drawn to those who "keep it real," who realize that they aren't perfect, but are willing to show those imperfections because they know everyone else has them, too.

Authenticity doesn't mean sharing everything about yourself, to everyone, all of the time. It does mean saying what you mean, meaning what you say, and sticking to your values and principles above all else.

Set the example.

Words can build trust only if they are backed up by actions.

That's why it's so important to practice what you preach and set the example: You can preach respect and integrity all you want; it won't mean a thing when you curse out a member of your team.

Be helpful.

One of the quickest ways to gain someone's trust is to help that person.

Think about your favorite boss. What school he or she graduated from, with what kind of degree, and this person's previous accomplishments--none of these details are relevant to your relationship. But how about when this boss was willing to take time out of their busy schedule to listen, help out, or get down in the trenches and work alongside you?

Trust is about the long game. Help wherever and whenever you can.

Disagree and commit.

As Amazon CEO Jeff Bezos explains, to "disagree and commit" doesn't mean "thinking your team is wrong and missing the point," which will prevent you from offering true support. Rather, it's a genuine, sincere commitment to go the team's way, even if you disagree.

Of course, before you reach that stage, you should be able to explain your position, and the team should reasonably weigh your concerns.

But if you decide to disagree and commit, you're all in. No sabotaging the project--directly or indirectly. By trusting your team's gut, you give them room to experiment and grow--and your people gain confidence.

Be humble.

Being humble doesn't mean that you never stand up for your own opinions or principles. Rather, it means recognizing that you don't know everything--and that you're willing to learn from others.

It also means being willing to say those two most difficult words when needed: I'm sorry.

Be transparent.

There's nothing worse than the feeling that leaders don't care about keeping you in the loop, or even worse, that they're keeping secrets.

Make sure your vision, intentions, and methods are clear to everyone on your team--and that they have access to the information they need to do their best work.

Commend sincerely and specifically.

When you commend and praise others, you satisfy a basic human need. As your colleagues notice that you appreciate their efforts, they're naturally motivated to do more. The more specific, the better: Tell them what you appreciate, and why.

And remember, everyone deserves commendation for something. By learning to identify, recognize, and praise those talents, you bring out the best in them.

A global study by Qualtrics found

- 42% of people have experienced a decline in mental health
- 67% of people are experiencing increases in stress
- 57% have increased anxiety
- 54% are emotionally exhausted
- 53% of people are sad
- 50% are irritable
- 28% are having trouble concentrating
- 20% are taking longer to finish tasks
- 15% are having trouble thinking
- 12% are challenged to juggle their responsibilities

The Effects of Stress

Personal Lives

A study in Occupational Health Science found our sleep is compromised when we feel stressed at work.

Research at the University of Illinois found when employees receive rude emails at work, they tend to experience negativity and spillover into their personal lives and particularly with their partners.

In addition, a study at Carleton University found when people experience incivility at work, they tend to feel less capable in their parenting.



Notes:

Leads by example

Engages team members

Actively listens and practices three-way communication

Develops team members through teaching, coaching, & feedback

Empowers team members

Recognizes team members for a job

Notes:

Leads by example:

- Having a positive attitude about all safety
- Establish a safe environment as a core value
- Share vision with team members
- “Walking their talk”
- Reinforce the idea that ***everyone owns safety & culture***
- Lead up, sideways and down!



Sara Blakely • 3rd+

Founder of SPANX

1yr • 🌐



Behind the scenes at Spanx telling the employees (some live and some on zoom) about the sale and partnership with Blackstone. It was an emotional announcement filled with happy tears acknowledging how far we've come. And then the tears really started to flow when I surprised everybody with 2 first class Delta Air Lines plane tickets to anywhere in the world and \$10,000 cash to spend on the trip. I really want every employee to celebrate this moment in their own way and create a memory that will last them a lifetime! Cheers to 21 years of magic and many more to come 🍷

#ToNewBeginnings

#Spanx

#Celebrate

#21

#NextChapter

#TheBestIsYetToCome

Management by walking around (or MBWA)

Management by walking around (or MBWA), as you probably know from your Internet search, is the habit of stopping by to talk with people face to face, get a sense of how they think things are going, and listen to whatever may be on their minds.

This was how founders Bill Hewlett and David Packard ran their eponymous computer company. After Tom Peters and Robert Waterman wrote about it in their 1982 blockbuster bestseller In Search of Excellence, MBWA became a buzzword for up-close-and-personal management. Steve Jobs was the ultimate practitioner of this approach, taking it beyond Apple employees to customers, whose complaints or comments he often answered with a phone call.

It may be that popping in on employees unexpectedly is, as you say, a distraction — but enthusiasts say the practice also yields real benefits. “Management by walking around really helps you be more visible, connect with employees and share ideas, and invite suggestions for doing things better,” says Annie Stevens, managing partner at Boston-based executive coaching firm ClearRock.

Beyond the obvious advantages of keeping your own finger on the pulse of the organization, employees are likely to be more engaged and productive if they see you and speak with you frequently than if they don’t. That might sound commonsensical, Stevens notes, but email has replaced ordinary face-to-face contact in many workplaces, so that some bosses have come to seem as remote and inscrutable as Oz behind his curtain.

“There has been a tendency to manage employees via email, memos, and formal meetings,” she says — partly because many managers feel (as you do) that they just don’t have time to meet with employees informally, and partly because “younger and newly promoted managers” may never have learned the basics of MBWA.

So, for bosses who would like to manage by walking around (rather than, as one wag put it, manage by walking away), Stevens offers this checklist of suggestions for doing it right:

- 1. Make MBWA part of your routine.** Dropping in on employees’ workspaces for an informal chat is most effective if you don’t do it on any fixed schedule, since “you’ll realize the greatest returns by seeing what is going on when people aren’t prepared for you,” Stevens says. But do plan for a bit of MBWA on

your own calendar every day, if you possibly can, even if it's only for half an hour: "The more often you do it, the more beneficial it is."

2. Don't bring an entourage. MBWA works best as a continual stream of one-on-one conversations with individual employees. Bringing aides or assistants with you will probably just inhibit the discussion by making people more self-conscious or, worse, make them feel you're ganging up on them.

3. Visit everybody. As anyone might guess who's familiar with how office rumor mills get spinning, dropping in on some folks more often than others is likely to create the wrong kind of buzz. Try to spend roughly the same amount of time — not necessarily all in the same day or even the same week, but over the long run — with each person who reports to you.

4. Ask for suggestions, and recognize good ideas. "Ask each employee for his or her thoughts about how to improve products, processes, sales, or service," Stevens says. Then, if someone's idea leads to a positive result, make it known whose suggestion it was and show you're ready to give credit where it's due.

5. Follow up with answers. If you can't answer an employee's question off the top of your head, don't forget to get back to him or her with an answer later, Stevens suggests. Besides being common courtesy, it builds trust.

6. Don't criticize. Remember, you're on a fact-finding mission, with the secondary purpose of building rapport. To avoid undermining those aims, Stevens says, "If you find that an employee isn't performing his or her job correctly, don't attempt to change the behavior on the spot. Instead, make a note of it and address the problem at another time and in another setting."

Clearly, MBWA takes some extra time and effort, but apart from any tangible payoff it might yield down the road, you might even find that you enjoy it. Stranger things have happened.

Source – Tom Peters

**What do you expect of me?
How am I doing against your expectations of me?**

INTENT
LISTEN TO
UNDERSTAND



SKILL
REFLECT FEELINGS
AND WORDS



You feel _____ about _____.

angry, frustrated, excited, sad, irritated,
ignored, misunderstood, happy, nervous,
hesitant, embarrassed, foolish, upset,
discouraged, stifled, disrespected, emotional,
confused, speechless, unsure, enthusiastic

content, topic, or meaning
of what is being said

How to be a better listener in a world where everyone's talking

By Aytekin Tank

1. Look people in the eye
2. Wait until someone is truly done speaking to respond
3. Pay attention to non-verbal cues
4. Ask better questions
5. Create space for reflection
6. Notice the speaking/listening ratio

Notes:

Responding Productively

A few simple, uncommon, powerful phrases that anyone can utter to make the workplace feel just a tiny bit more Psychological Safe:

- I don't know
- I need help
- I made a mistake
- I'm sorry

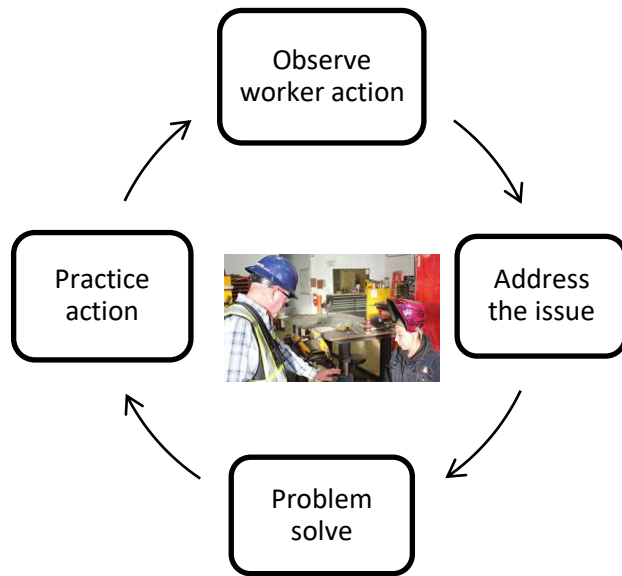
Similarly, powerful in shaping the climate even if you are not the boss are words of interest and availability. For example, most of us face many opportunities to say things like:

- What can I do to help?
- What are you up against?
- What are your concerns?

Others?:

Notes:

How To Develop Team Members through Teaching, Coaching, and Feedback

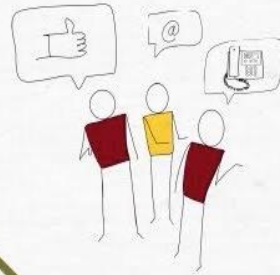


BALANCE



Give reinforcing feedback
Start small
Praise ability AND EFFORT

DAILY ROUTINE



Don't wait for a special occasion
Opportunities to improve and grow

SAFE AND TRUSTING ENVIRONMENT



Ask opinions & appreciate input
Address toxic behavior
Understand as individuals
Discuss Emotions

WALK THE TALK



Be transparent
Mistakes = learning opportunities
Ask for feedback
Welcome feedback



CULTURE OF FEEDBACK

Autonomy & Choice

- Choose Your Role
- Customize Your Character
- Customize Your Background
- Explore a World, Map or Taxonomy
- Purchase Items

Mastery & Learning

- Progress Markers
- Skill Systems
- Reputation Systems
- Mission Trees
- Real-time Feedback
- Collections
- Unlocks

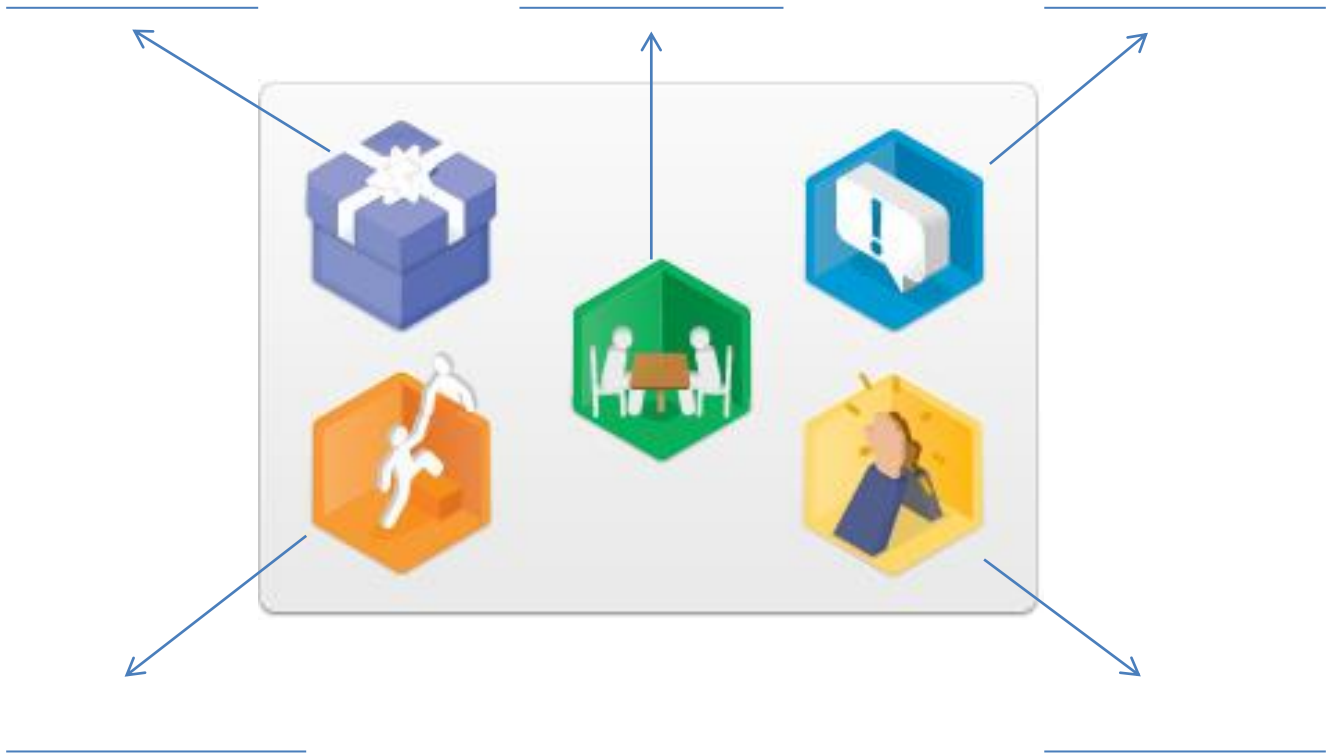
Purpose & Belonging

- BackStory & Mission
- Real-world Impact
- Group Quests
- Group Stats
- Connect w/Friends
- Join a Teams, Guilds or Faction

Source: Dan Pink *Drive*

Notes:

5 Languages of Recognition



Notes:

Leadership behaviors that increase risk and make organizations less safe:

- Make bad news unwelcome (too often silencing it)
- Blame staff (even when they haven't been given the conditions for success)
- Not heed signals and warnings that things are amiss
- Fail to listen to staff
- Diffuse responsibility and disguise who is in charge
- Lead by rules and procedures alone in a disengaged way
- Apply sanctions to errors
- Fail to focus on the patient (often signaling instead that targets and costs are 'center stage')
- Muffle the voice of the customer and largely ignore their complaints
- Offer no systematic support for improvement capability
- Game data and goals
- Create fearfulness amongst colleagues and staff
- Ignore the development of the next generation of leaders
- Treat all problems as though they can be "fixed" with existing technologies or writing clearer procedures

Source: *A promise to learn – a commitment to act. Improving the Safety of Patients in England*. National Advisory Group on the Safety of Patients in England. p. 17

Notes:

How to measure psychological safety in your team

By: Sarah Rosenquist

What do you think makes a team successful? What separates a high-performing team from an average team? Google worked hard to answer these questions through what they called Project Aristotle.

Their results showed that the most successful teams had specific traits. The number one trait was psychological safety. So what's the deal with psychological safety? The short answer is that it's when team members feel safe to take risks and be vulnerable with each other.

When Google was picking apart psychological safety, they consulted with a Harvard organizational behavioral scientist. She suggested asking employees how strongly they agreed or disagreed with 7 simple questions:

- 1) If you make a mistake on this team, it is often held against you.
- 2) Members of this team are able to bring up problems and tough issues.
- 3) People on this team sometimes reject others for being different.
- 4) It is safe to take a risk on this team.
- 5) It is difficult to ask other members of this team for help.
- 6) No one on this team would deliberately act in a way that undermines my efforts.
- 7) Working with members of this team, my unique skills and talents are valued and utilized.

We took these questions and realized that we could use some additional data points. We wanted to see which of these characteristics were consistent across team members and where there was disparity. For example: are there certain people who encourage you to take risks? Are there others who wouldn't? So we asked each question twice, priming it differently:

It is safe to take a risk on this team

With the person you are most comfortable with:

Strongly Disagree Disagree Neutral Agree Strongly Agree

With the person you are least comfortable with:

Strongly Disagree Disagree Neutral Agree Strongly Agree

The results let us see the difference between the average for those we're most comfortable with and those we're least comfortable with. Prompts that had higher disparity between these two answers pointed to interpersonal issues. Prompts with similar answers were more about our culture.

Why bother measuring psychological safety?

If you're trying to make your team more successful, you first need a baseline to compare with. A lot of people will think they have a good feel for their team's psychological safety. But it's surprising what you'll learn when you actually measure it. I know I was. Each team member has their own comfort level and communication style, so everyone's experience is personal. You can't apply your own feelings to others.

The exercise of analyzing your team's psychological safety is a pretty eye-opening process. When you're answering the questions, it makes you think about your feelings and the team's dynamics. Even though the prompts ask you about how others make you feel, everyone here said they thought a lot about their own actions. So it's actually a great way to get a head start on making improvements.

What do you do next?

Dive deep into your data. Depending on the results, there may be different ways you want to present it to the rest of the team. Either way, keep the survey and its results so that you can retest and see your progress.

If there are some trouble areas

With psychological safety, it's really important not to single anyone out. Don't view this as a problem that needs to be dissected and addressed. Instead, focus your team on new ways of working together. Process, environment, and people all drive feelings of psychological safety. You have to be willing to shake those things up. Have a look at what managers can do to foster psychological safety and get inspired by Google's re:Work content on teams.

If the results are mostly positive

Highlight your strongest areas and give the team a pat on the back. But don't get complacent! Our survey showed that we were doing well with psychological safety, but there were areas that were weaker than others. Now we're picking apart our culture to see what drives these feelings, and ultimately that will help us improve the responses. We'll know if it's working because we'll reuse the survey and compare the results.

Leadership Self-Assessment

Psychological Safety

I. Setting the Stage

Framing the Work

- Have I clarified the nature of the work? To what extent is the work complex and interdependent? How much uncertainty do we face? How often do I refer to these aspects of the work? How well do I assess shared understanding of these features?
- Have I spoken of failures in the right way, given the nature of the work? Do I point out that small failures are the currency of subsequent improvement? Do I emphasize that it is not possible to get something brand new “right the first time?”

Emphasizing Purpose

- Have I articulated clearly why our work matters, why it makes a difference and for whom?
- Even if it seems obvious given the type of work or industry I’m in, how often do I talk about what’s at stake?

II. Inviting Participation

Situational Humility

- Have I made sure that people know that I don’t think I have all the answers?
- Have I emphasized that we can always learn more? Have I been clear that the situation we’re in requires everyone to be humble and curious about what’s going to happen next?

Proactive Inquiry

- How often do I ask good questions rather than rhetorical ones? How often do I ask questions of others, rather than expressing my perspective?
- Do I demonstrate an appropriate mix of questions that go broad and go deep?

Systems and Structures

- Have I created structures to systematically elicit ideas and concerns?
- Are these structures well designed to ensure a safe environment for open dialogue?

III. Responding Productively

Express Appreciation

- Have I listened thoughtfully, signaling that what I am hearing matters?
- Do I acknowledge or thank the speaker for bringing the idea or question to me? Listen thoughtfully

Destigmatize Failure

- Have I done what I can to destigmatize failure? What more can I do to celebrate intelligent failures?
- When someone comes to me with bad news, how do I make sure it's a positive experience?
- Do I offer help or support to guide the next steps?

Sanction Clear Violations

- Have I clarified the boundaries? Do people know what constitute blameworthy acts in our organization?
- Do I respond to clear violations in an appropriately tough manner so as to influence future behaviors?

Source: Amy Edmondson, *The Fearless Organization*, pages 181-182

Quotes – Developing Psychological Safety @ Work

Employee Engagement is the mutual commitment between an organization and an employee...the organization helps the employee meet his/her potential and the employee helps the organization meet its goals. ~ Bob Kelleher

Leadership is influence, nothing more, nothing less. ~ John Maxwell

Of all the codes that Gallup has been asked to crack...the single most profound, distinct and clarifying finding – ever – is probably this one: 70% of the variance in team engagement is determined solely by the manager. ~ Jim Clifton and Jim Harter

The better we feel about ourselves, the better we treat others. ~ Paul Spiegelman & Britt Berrett

Customers will never love a company until the employees love it first. ~ Simon Sinek

A transformation of an organization's culture cannot take place overnight....Even after they have committed to doing so, how long it will take for organizations to reach high reliability is unknown, because none has arrived at that destination yet. ~ Chassin & Loeb

People will trust leaders and feel a greater sense of engagement and commitment when there is alignment between what the leader says and does. ~ Unknown

People leave managers, not companies. ~ Marcus Buckingham

People can't live up to the expectations they don't know have been set for them. ~ Rory Vaden

Expectation is the root of all heartache. ~ William Shakespeare

The deepest hunger of the human heart is to be understood. ~ Stephen R. Covey

We have to be able to take feedback – regardless of how it's delivered – and apply it productively. We have to do this for a simple reason: Mastery requires feedback. ~ Brené Brown

Clear is kind. Unclear is unkind. ~ Brené Brown

Leaders become great not because of their power, but because of their ability to empower others. ~ John Maxwell

Leaders don't look for recognition from others, leaders look for others to recognize. ~ Simon Sinek

The first thing for any leader is to inspire trust. ~Doug Conant

Trust is built in very small moments. ~ Brené Brown

Each of us can shape the climate in which we work in small ways. ~ Amy Edmondson

The ability to learn is the most important quality a leader can have. ~Padmasree Warrior

I have learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. ~ Maya Angelou

“Speaking up describes back-and-forth exchanges people have at work – from volunteering a concern in a meeting to giving feedback to a colleague.”

“Silence – when voice was possible – rarely announces itself.”

“Building a climate of Psychological Safety is no longer a choice.”

“Psychological Safety is a vital leadership responsibility.”

“People hold back even when they believe what they have to say would be important to the organization, for the customers, or for themselves.”

“The gravitational pull of silence can be overwhelming.”

“People at work are vulnerable to a kind of implicit logic in which safe is simply better than sorry.”

“(In one study) when nurses thought patient safety was a high priority in the department *and* when psychological safety was high, fewer errors were made.”

“Psychological Safety does promote learning by helping people overcome interpersonal risk for engaging in learn-how behaviors.”

“Psychological Safety makes it easier for people to speak up about problems and to alter and improve work processes rather than engaging in counterproductive workarounds.”

“Communication frequency among co-workers also led to Psychological Safety.”

“One place where workplace engagement really matters is healthcare delivery.”

“A work environment in which workers felt safe to speak up about problems was especially important in healthcare for helping people feel able to provide safe care and stay engaged in the work.”

“What many people do not realize is that motivation by fear is indeed highly effective – effective at creating an *illusion* that goals are being achieved.”

“In those moments where speaking up might make sense, we all go through an implicit decision-making process, weighing the benefits and costs of speaking up. The problem....is that that the benefits are often unclear and delayed while the costs are tangible and immediate. As a result, we consistently underweight the benefits and overweight the costs.”

“It is clearly better for people to ask questions or raise concerns and be wrong than it is for them to hold back, but most people don’t consciously recognize that.”

“Low levels of Psychological Safety can create a culture of silence.”

“A culture of silence can thus be understood as a culture in which the prevailing winds favor going along rather than offering one’s concerns.”

“The operative word here is listening.”

“When people speak up, ask questions, debate vigorously, and commit themselves to continuous learning, good things happen.”

“When candor is part of a workplace culture, people don’t feel silenced.”

“We have many examples of how even brief verbal exchanges can be thwarted by a lack of psychological safety.....We have fewer example of the nuanced exchanges that occur in situations of high psychological safety, especially with high stress, and of the positive outcomes that ensue.”

“Training modeled after CRM has also spread to medical environments. The goal has been to increase patient safety by promoting better communication and teamwork.”

“Clinic staff who themselves feel supported by high levels of Psychological Safety are able to support and bond with patients, which contributes to positive clinical outcomes.”

“As we have seen in other healthcare settings, speaking up and feeling Psychological Safe enough to communicate across boundaries also contributes to positive clinical outcomes.”

“The real change was listening to the workers.”

“Creating a psychologically safe workplace takes leadership.”

“Unless the leader expressly and actively makes it Psychological Safe to do so, people will automatically seek to avoid failure.”

“Learning only happen when there’s enough Psychological Safety to dig into failure’s lessons carefully.”

“Note that failure plays a varying role in different kinds of work.”

“Clarifying the stakes is important whether the stakes are high or low. Reminding people that human life is on the line, say in a hospital, helps put the interpersonal risk in perspective.”

“People are more likely to speak up if leaders frame its importance.”

“Note that even when it seems obvious (for instance, taking care of vulnerable patients) that the work is meaningful, leaders must take the time to emphasize the purpose the organization serves.”

“It’s the leader’s job to bring people back to a psychological place where they are in touch with how much the work matters.”

“Most leaders would be well served by stopping to reflect in the purpose that motivates them and makes the organization’s work meaningful to the broader community.”

“She did something that was as simple as it was powerful. She asked a question. ‘Was everything as safe as you would like it to have been this week with your patients?’”

Quotes from *The Fearless Organization* by Amy Edmondson – Page 3

“No one wants to take the interpersonal risk of imposing ideas when the boss appears to think he or she know everything.”

“Humility is the simple recognition that you don’t have all the answers.”

“Instead of people losing confidence, they actually will gain confidence when you admit you don’t know something.”

“Leaders who are approachable, acknowledge their fallibility, and proactively invite input from others can do much to establish and enhance Psychological Safety in their organization.”

“Inquiry is the purposeful probing to learn more about an issue, situation, or person. The foundational skill lies in cultivating genuine interest in others’ responses.”

“Genuine questions convey respect for the other person.”

“The leader’s tool kit contains a few rules of thumb for asking a good question: one, you don’t know the answer; two, you ask questions that do not limit response options to Yes or No, and three, you phrase the question in a way that helps others share their thinking in a focused way.”

“It does not matter whether the doctor believes the nurse’s suggestion or question is good or bad. Either way, his *initial* response must be one of appreciation.”

“The courage to speak up must receive the mini-award of thanks.”

“Leaders who respond to all failures in the same way will not create a healthy environment for learning.”

“The primary result of responding to failures in a negative way is that you don’t hear about them.”

“Psychological Safety is reinforced rather than harmed by fair, thoughtful responses to potentially dangerous, harmful or sloppy behavior.”

“(Psychological Safety) It’s the difference between *playing not to lose* and *playing to win*.”

“Perhaps the best way to experience Psychological Safety is to act as if you have it already.”

“Leadership at its core is about harnessing others’ efforts to achieve something that no one can achieve alone.”

“Habits and culture do not change overnight.”

“Psychological Safety is about reducing interpersonal fear.”

“Psychological Safety can save rather than consume time.”

“Removing your mask makes other remove theirs.”

“Leaders have two vital tasks. One, they must build psychological safety to spur learning and avoid preventable failures; two, they must set high standards and inspire and enable people to reach them.”

“Each of us can shape the climate in which we work in small ways.”

