DEVELOPING AND SUPPORTING FABULOUS TEAMS

TOPIC
3

PSYCHOLOGICAL SAFETY
NAVIGATOR TOPIC GUIDE
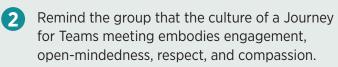
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This educational module explores psychological safety, a shared belief held by members of the team that the team is safe for interpersonal risk-taking, such as speaking up with ideas, questions, concerns or making mistakes. Imagine a workplace environment so safe and inclusive that failure was not punished or tolerated but discussed and celebrated as a way to identify and fix problems … all without judgment.

We recognize that a 15-minute meeting is a small amount of time to discuss psychological safety. We hope that after the meeting, the team will be inspired to explore this topic in greater depth, either as a team or individually. We invite everyone to check out the recommended resources from Dr. Brandt listed at the end of this guide.

Refer to the Navigator Handbook 1.0 and the steps below to help you lead and facilitate discussion about psychological safety!

1 To begin the meeting, welcome everyone to the room by name.

2 Remind the group that the culture of a Journey for Teams meeting embodies engagement, open-mindedness, respect, and compassion.

ENGAGED   OPEN-MINDED   RESPECTFUL   COMPASSIONATE

3 ▶ Play the "Psychological Safety" video.

4 Read aloud the 3 take-home messages from the 3-2-1 Discussion Guide:
Psychologically safe environments are rare. This is primarily because we have been programmed to see mistakes as negative and problematic rather than opportunities for growth and learning (Lean Learning Center, 2022).

Contributing to team psychological safety requires self-awareness. We tend to judge ourselves by our intent—giving ourselves the benefit of the doubt that we meant well regardless of the impact of our behaviors. We tend to judge others on their impact—often assuming the worst about their motivations, character, or abilities.

Reframe mistakes. Every time you make a mistake, you learn something new. And when you learn something new, you can teach others.

5 Ask for 1-2 comments on the take-home messages. Try to keep it brief to respect the 15-minute time commitment. (You may have to schedule a future meeting for a more in-depth discussion.)

6 Read aloud the 2 questions from the 3-2-1 Discussion Guide.

Question for the team:

What are some important aspects of a work environment that allow team members to feel psychologically safe, included, and want to engage?
Spend a maximum of 5 minutes discussing the team question.

Question for individual self-reflection:
No need to share answers or thoughts with anyone.

Think about a time that you made a mistake. Can you reframe the experience to see value in the opportunity to learn and grow?

The most important part of the meeting

7 As a team, decide on **1 actionable and measurable behavior change** to implement in your workplace. Consider 1 from the list below, or come up with your own idea.

☐ Agree to confidentially measure psychological safety in your workplace. Peridically conduct anonymous surveys to measure team perceptions on sharing ideas, making mistakes, and feeling included (see sample survey on the last page of this document).

☐ Establish conditions to engage in healthy conflict. If there is disagreement in a meeting, always commit to one action step before the meeting ends to address the conflicts shared in the room.

☐ Establish a foundational rule in your workplace that mistakes are not to be shamed or hidden but are opportunities for sharing, growth, and learning for everyone.

☐ Our actionable idea

_____

_____

_____

_____

8 Invite the team to self-reflect. Team members have the option to consider and commit to **1 personal behavior change** (no need to share them with anyone).

☐ Implement the PLATINUM RULE in your life. **Treat people how THEY would like to be treated.**

☐ Keep your blame game in check. When things don't go as expected, it's easy to look for someone else to blame. We tend to ask "why". *Why did you do that? Why did this happen?* Replace your blame with nonjudgmental curiosity by asking "what" questions instead of "why" questions. *What did we learn from this outcome that we didn't know before?*

☐ Act **AS IF** it is your responsibility to create and maintain safety for the entire team. Act where action can be taken.

9 **Thank everyone for contributing, and congratulate yourselves on how much you accomplished in 15 minutes!**

RESOURCES

Books, articles, videos and blog posts about psychological safety:
https://amycedmondson.com/psychological-safety/

Measuring psychological safety:
https://psychsafety.co.uk/measure-psychological-safety/

Building a psychologically safe workplace, TedXHGSE talk:
https://www.youtube.com/watch?v=LhoLuui9gX8

Psychological safety of healthcare staff, open access article:
https://psnet.ahrq.gov/perspective/annual-perspective-psychological-safety-healthcare-staff

Insights Discovery Assessment Tool:
www.insights.com/us

Sense of belonging Assessment Tool from Imperial College London:
https://www.imperial.ac.uk/media/imperial-college/staff/education-development-unit/public/Sense-of-belonging-at-Imperial-College-London-scale.pdf

Fear & creativity: Why psychological safety is crucial for success. Lean Learning Center. (2022, May 10). https://leanlearningcenter.com/blog/why-psychological-safety-is-crucial-for-creative-endeavors/

PRINT ANONYMOUS SURVEYS FOR YOUR TEAM

Agree or disagree with the following statements about our workplace environment:

	STRONGLY AGREE			STRONGLY DISAGREE
I feel included.				
I feel safe to learn.				
I feel safe to contribute.				
I feel safe to challenge the status quo.				

Agree or disagree with the following statements about our workplace environment:

	STRONGLY AGREE			STRONGLY DISAGREE
I feel included.				
I feel safe to learn.				
I feel safe to contribute.				
I feel safe to challenge the status quo.				

Agree or disagree with the following statements about our workplace environment:

	STRONGLY AGREE			STRONGLY DISAGREE
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