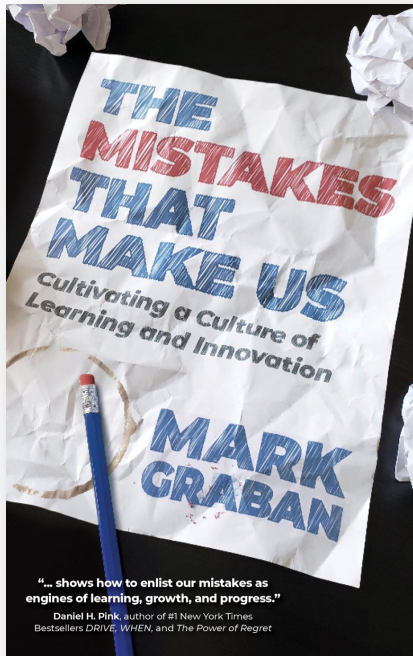


PSYCHOLOGICAL SAFETY

A Pre-Condition for Continuous Improvement

Slides & More: MarkGraban.com/KN2023



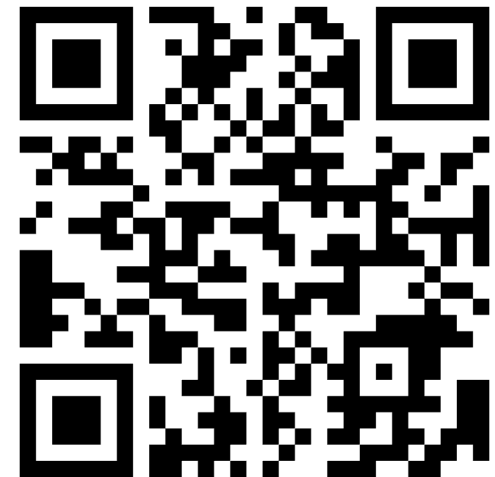
Mark Graban

Mark@KaiNexus.com

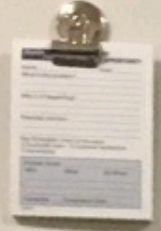
For Anonymous Interactive Polling:

Menti.com

Enter code
7912 8165



Waste Identification

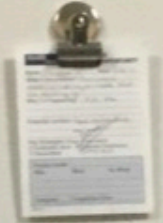


PICK CHART

Implement

Challenge

Completed Projects/
Celebrations



Possible

Kibosh

New Improvement Ideas

Work in Progress

PDCA

Quality

Customer Satisfaction

Stewardship

Team Work

WHY?

Fear factor

Futility factor

Toyota Production System



“We define TPS as an organizational culture of highly engaged people solving problems or innovating to drive performance.”

Jamie Bonini
Toyota / TSSC

What's Required for C.I.?

HIGHLY ENGAGED PEOPLE



IMPROVING & INNOVATING



What's Required for C.I.?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

What is Psychological Safety?

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

Amy Edmondson
Harvard Business School
The Fearless Organization



Google's Project Aristotle

- What makes teams there most successful?

**PSYCHOLOGICAL
SAFETY**

What is Psychological Safety?

“A culture of
rewarded
vulnerability”

Timothy R. Clark
LeaderFactor

The 4 Stages of Psychological Safety



What is Vulnerability?

EXPOSURE TO
THE RISK OF
HARM OR LOSS

How Often Are We Deciding...



SAY SOMETHING



KEEP QUIET

Speaking up isn't a matter
of *character* or *courage*...

Speaking up isn't a matter
of *character* or *courage*...

it's a function of

CULTURE

Do I Feel Psychologically Safe?



What's OUR Level of Psychological Safety?

~~THIS IS A
SAFE SPACE~~

ONE DOES NOT SIMPLY GET PSYCHOLOGICAL SAFETY

**BY TALKING ABOUT WANTING
TO CREATE PYSCHOLOGICAL SAFETY**

What's OUR Level of Psychological Safety?

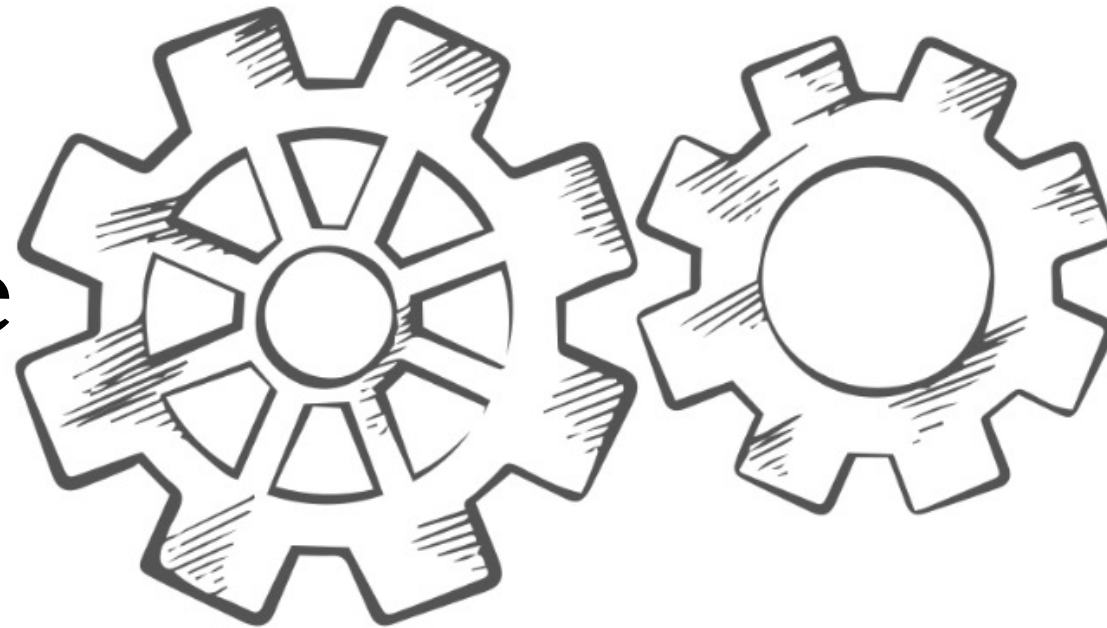
EACH.

PERSON.

DECIDES.

You Can Improve Psychological Safety

Modeling
Vulnerable
Acts



Rewarding
Vulnerable
Acts

What Went Wrong

- I made mistakes
- There were times when I allowed myself to get discouraged instead of moving forward
- I didn't communicate well enough



[Stephanie Hill, MPH, MBB](#) (She/Her) • 1st

1d ...

Sr. Lean Strategist at KaiNexus -/- Owner of Light Bulb Mom...

I THOUGHT I had a pretty significant “failure” yesterday at work. And I told everyone who might want to know. Instead of pointing fingers at me, my leader, a VP, and an executive all rallied around me to help “right the ship.” At no time did they imply I had done wrong. All they said was, “WE learned.” In fact, all complimented me about how I handled the situation. It encouraged me to continue trusting them with my mistakes.

Celebrate



4

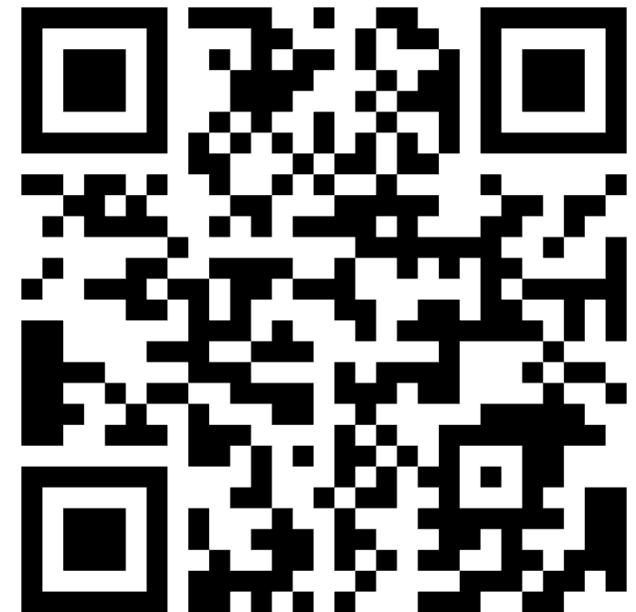
Reply

Other Examples of Vulnerable Acts?

- Speaking up to answer that question is one!
- Is this less vulnerable?

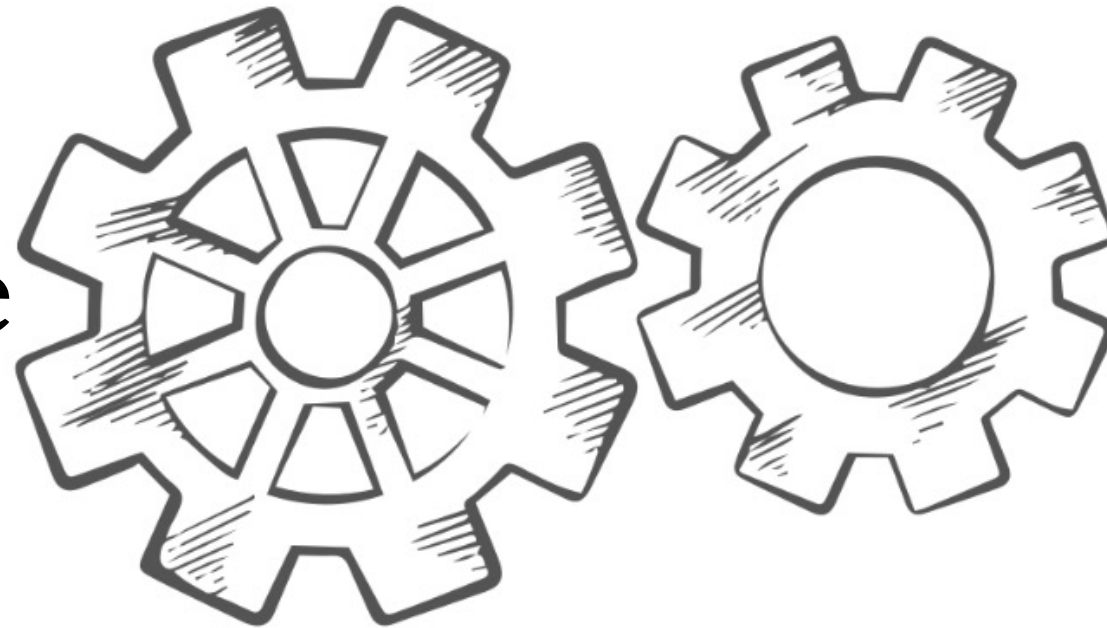
Menti.com

Enter code 7912 8165



You Can Improve Psychological Safety

Modeling
Vulnerable
Acts




Rewarding
Vulnerable
Acts

“I want to hear the bad news. I want to hear it fast.”

Larry Culp, CEO of General Electric



A photograph of Larry Culp, CEO of General Electric, speaking at a podium during the AME Dallas 2022 International Conference. The podium features the event's logo, which includes a star and the text 'AME DALLAS INTERNATIONAL CONFERENCE 2022'. The background is a large screen displaying a blue and white pattern of overlapping circles. A white text box is overlaid on the right side of the image, containing a quote.

“The moment of truth:
Do you shoot the
messenger, or do you
listen even if you are
unhappy?”

Larry Culp, CEO of General Electric

Our Response to Mistakes...

PUNITIVE

NICE

KIND

What's Required for C.I.?

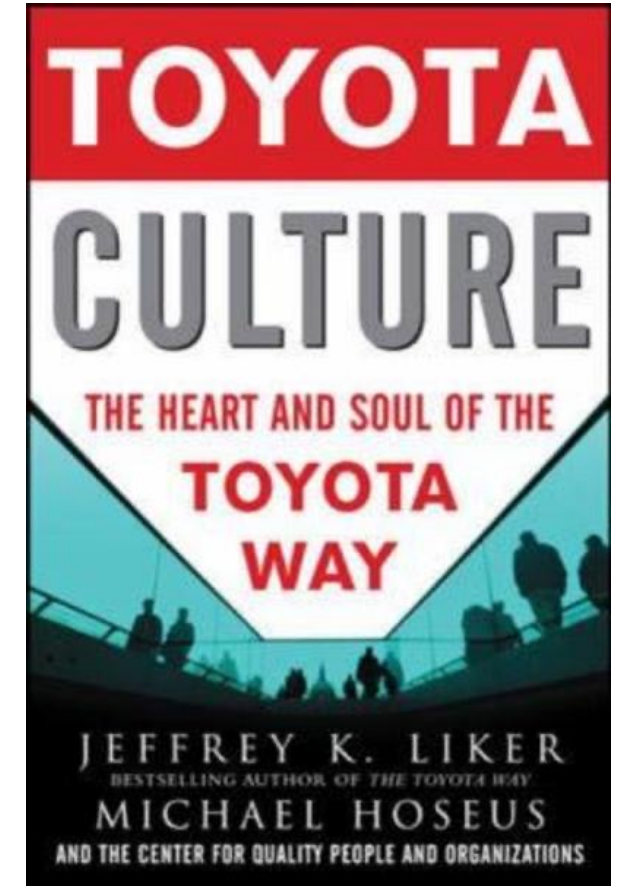
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

For a World-Class “Lean” Culture

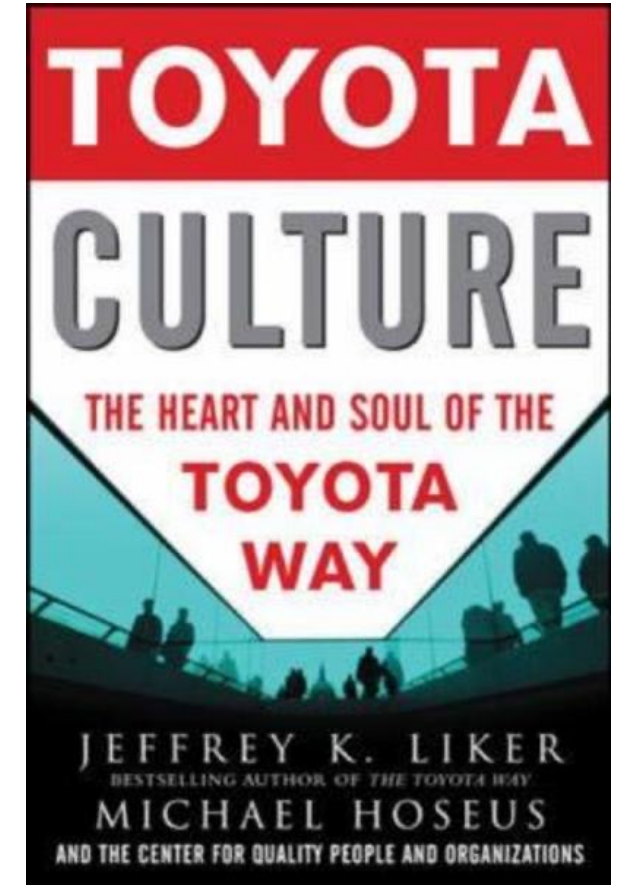
“[Toyota believes] people must... feel **psychologically** and physically safe and secure in their jobs, they must believe that any concerns they have will be taken very seriously...”





For a World-Class “Lean” Culture

“Mistakes are OK, as long as people **learn** from them.”



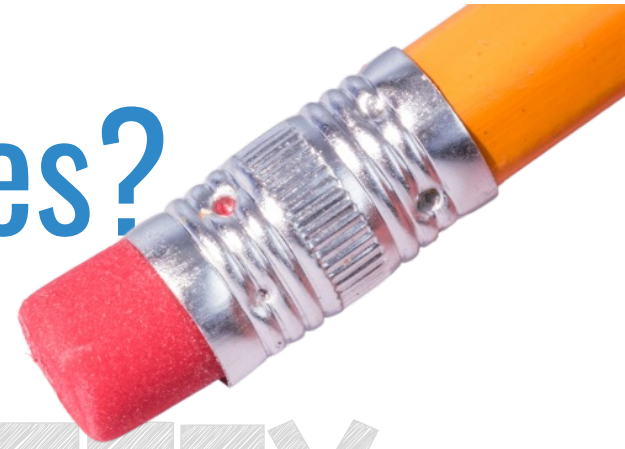
Learning From Mistakes at Toyota

Isao Yoshino
Japan
1960s

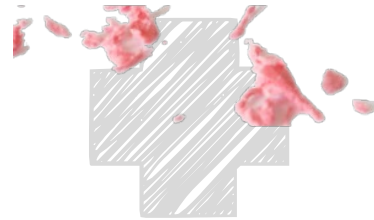


David Meier
Kentucky
1980s

Root Cause of C.I. Struggles?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

ALWAYS

START

WITH 5S

ALWAYS START

WITH

PSYCHOLOGICAL

SAFETY

“Hiding mistakes
is the death of
continuous
improvement.”

Jeff Liker
The Toyota Way



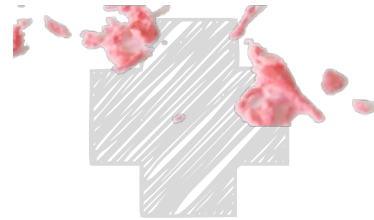


“You can’t have a culture of continuous improvement without learning from mistakes.”

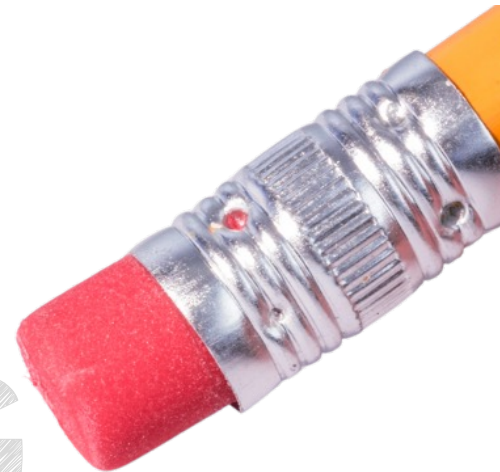
Greg Jacobson
CEO and co-founder, KaiNexus

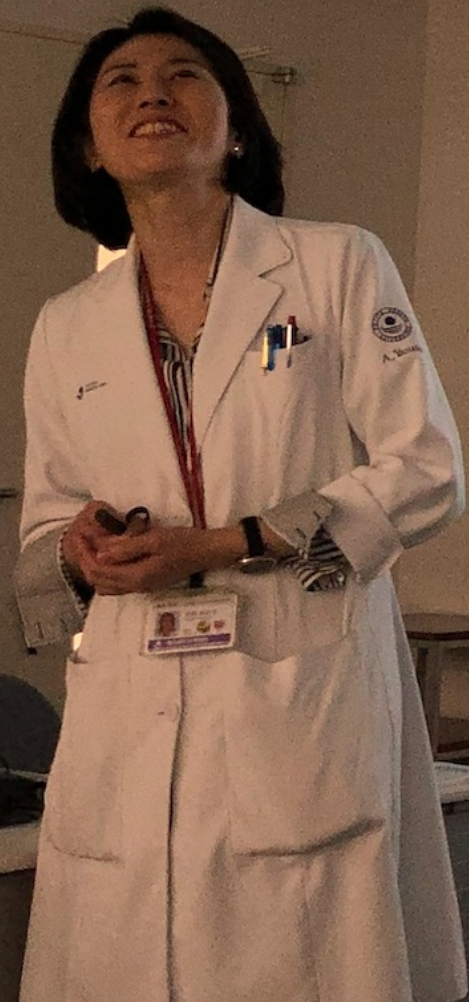
When We Only Have One...

PSYCHOLOGICAL SAFETY

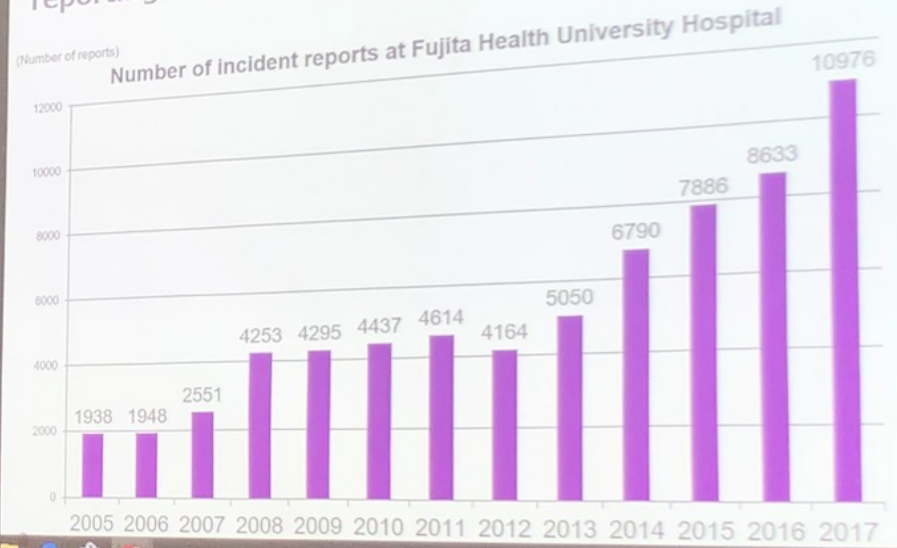


PROBLEM SOLVING





From information to action; reporting and learning for patient safety



F **Factor**



F **Factor**

A Powerful Combination

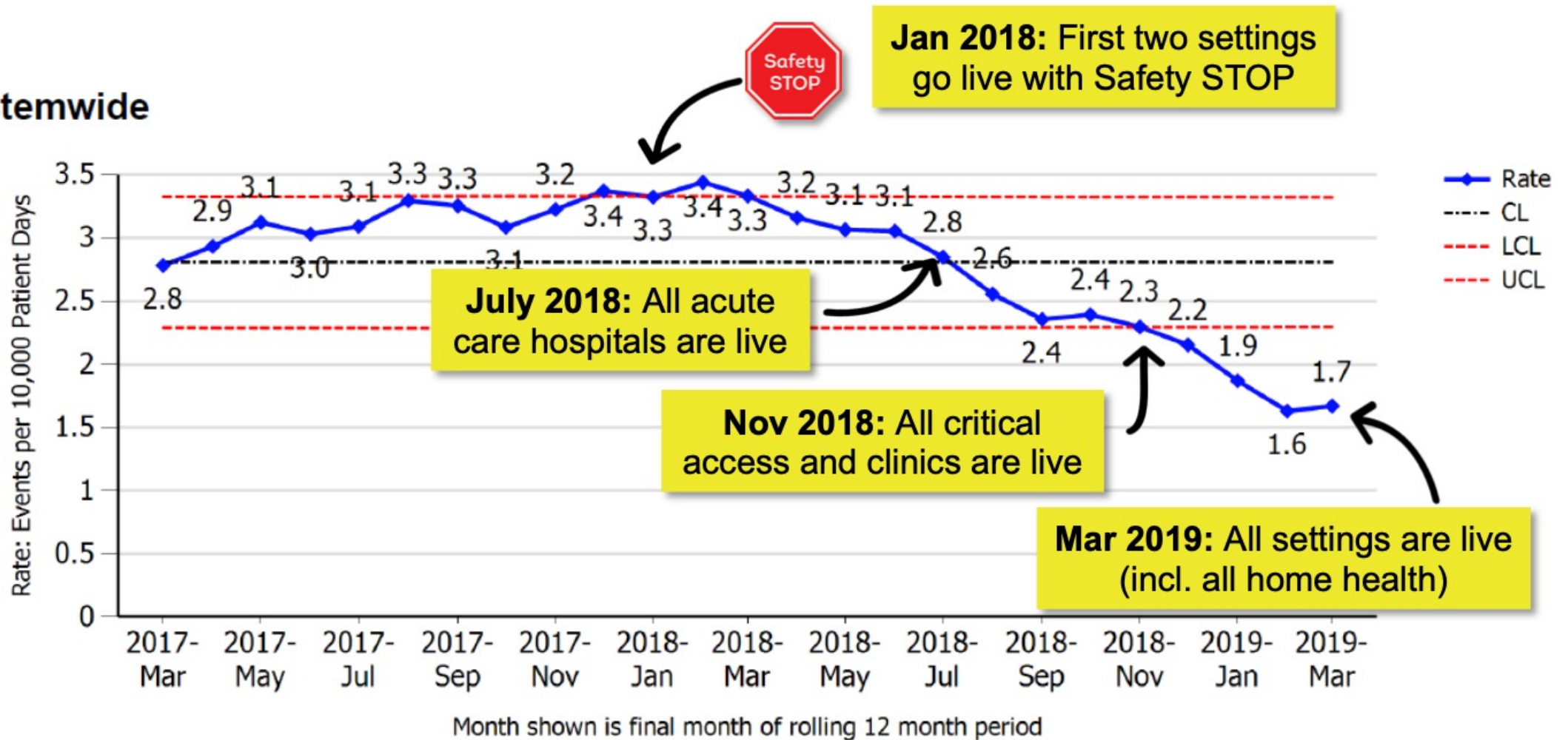
PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Serious Safety Events (U.S. Hospital)

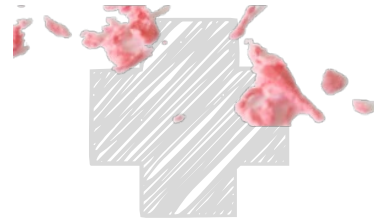
Systemwide



What's Required for C.I.?



PSYCHOLOGICAL SAFETY



PROBLEM SOLVING

Can We Be Honest Experimentalists?



Is it Safe to Say...

WE COULD BE WRONG

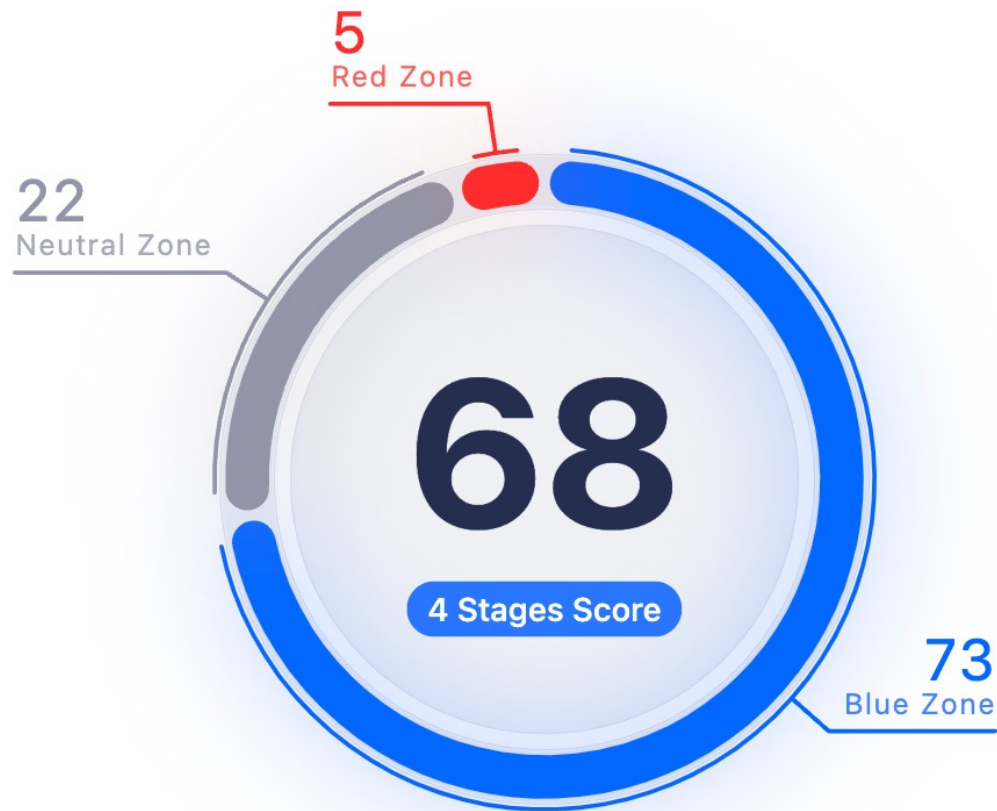
LET'S TEST IT AND SEE...

Cultivating Conditions for Psychological Safety



You Can Measure Psychological Safety

Possible scoring range is -100 to +100



80th percentile

Teams Progress Through These Stages:

- 1. Inclusion Safety:** Can I be my authentic self?
- 2. Learner Safety:** Can I learn and grow?
- 3. Contributor Safety:** Can I contribute and create value?
- 4. Challenger Safety:** Can I be candid about change?

... all without fear of being embarrassed, marginalized, or punished in some way.

You Can Break Down the Situation

Possible scoring range is -100 to +100



74

Stage 1
Inclusion Safety



76

Stage 2
Learner Safety



74

Stage 3
Contributor Safety



52

Stage 4
Challenger Safety

Percentile: **74th**

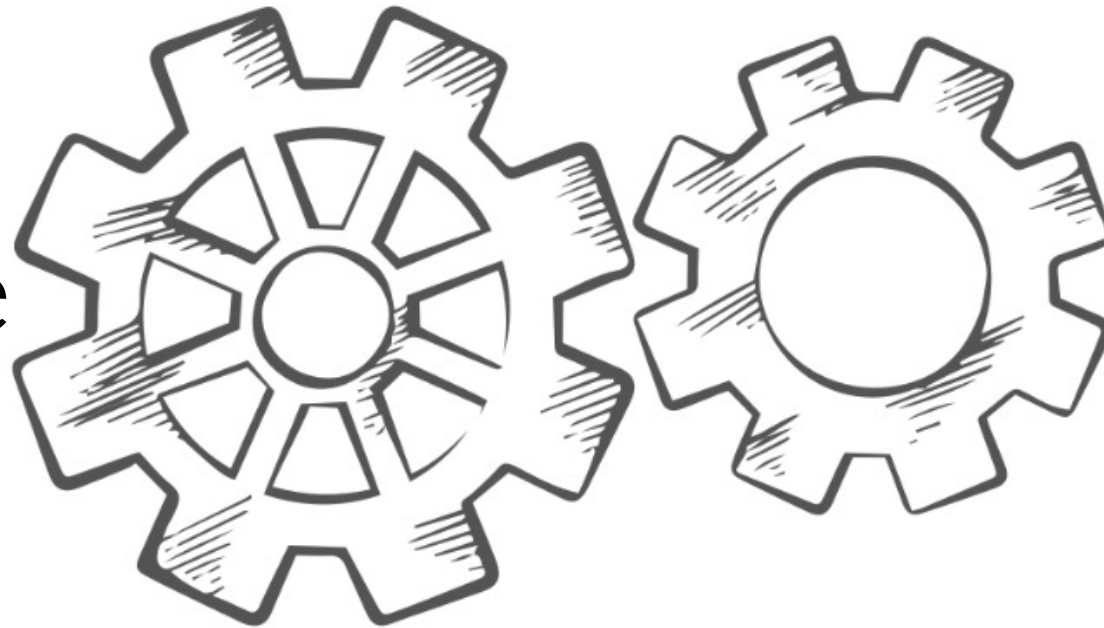
81st

76th

77th

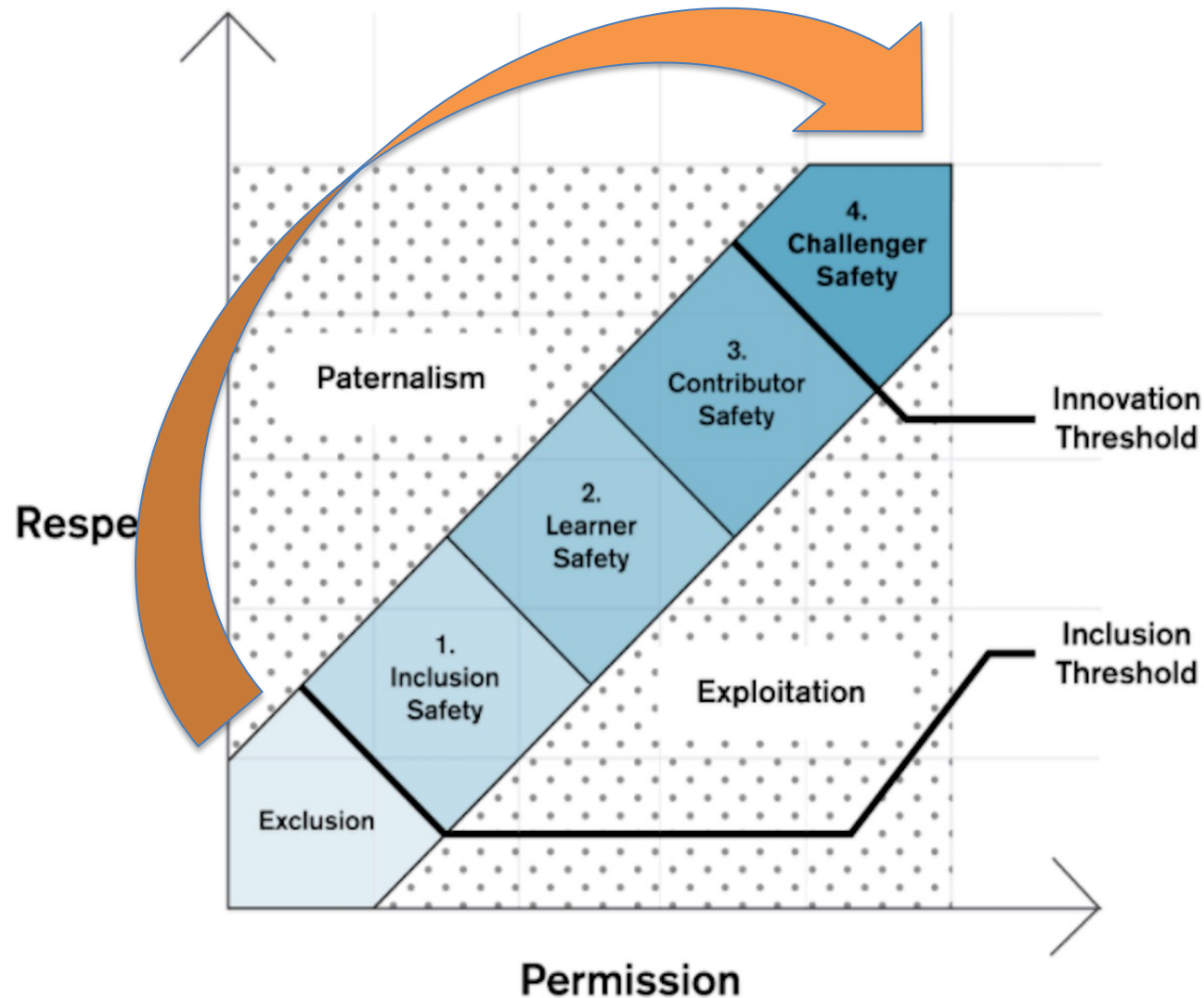
You Can Improve Psychological Safety

**Modeling
Vulnerable
Acts**



**Rewarding
Vulnerable
Acts**

You Can't Jump Ahead to Stage 4!



**Research-
based
progression**

Stage 1: Inclusion Safety

- I am accepted as a member of my team
- I am treated with respect
- I feel included by the people I work with

A man in a light blue button-down shirt is sitting at a desk, looking down at a laptop. He has a pained expression and is holding both hands to his temples. The background is a dimly lit room with a bookshelf, a plant, and a lamp.

Without Inclusion Safety

The pain centers of the brain are activated

Stage 2: Learner Safety

- I am allowed to learn from my mistakes
- I feel comfortable asking questions
- My team supports my efforts to learn

Stage 2: Vulnerable Acts

- Asking questions
- Soliciting feedback
- Floating ideas
- Experimenting
- Making mistakes
- Failing

KAIZEN!

A man with dark hair and a beard, wearing a white lab coat and a stethoscope, has his mouth completely covered with a piece of silver duct tape. His eyes are closed. The background is a plain, light gray.

Without Learner Safety

Our instinct to self-censor kicks in

Stage 3: Contributor Safety

- My team allows me to do my job
- My team values my contribution
- I am encouraged to contribute as much as I can in my role

A hand is shown reaching out from a hole in a grey surface. The hand is positioned centrally, with fingers spread. The background is a solid grey color. The text is overlaid on the image.

Without Contributor Safety

*We freeze our discretionary efforts due to
fear of social and emotional harm*

Stage 4: Challenger Safety

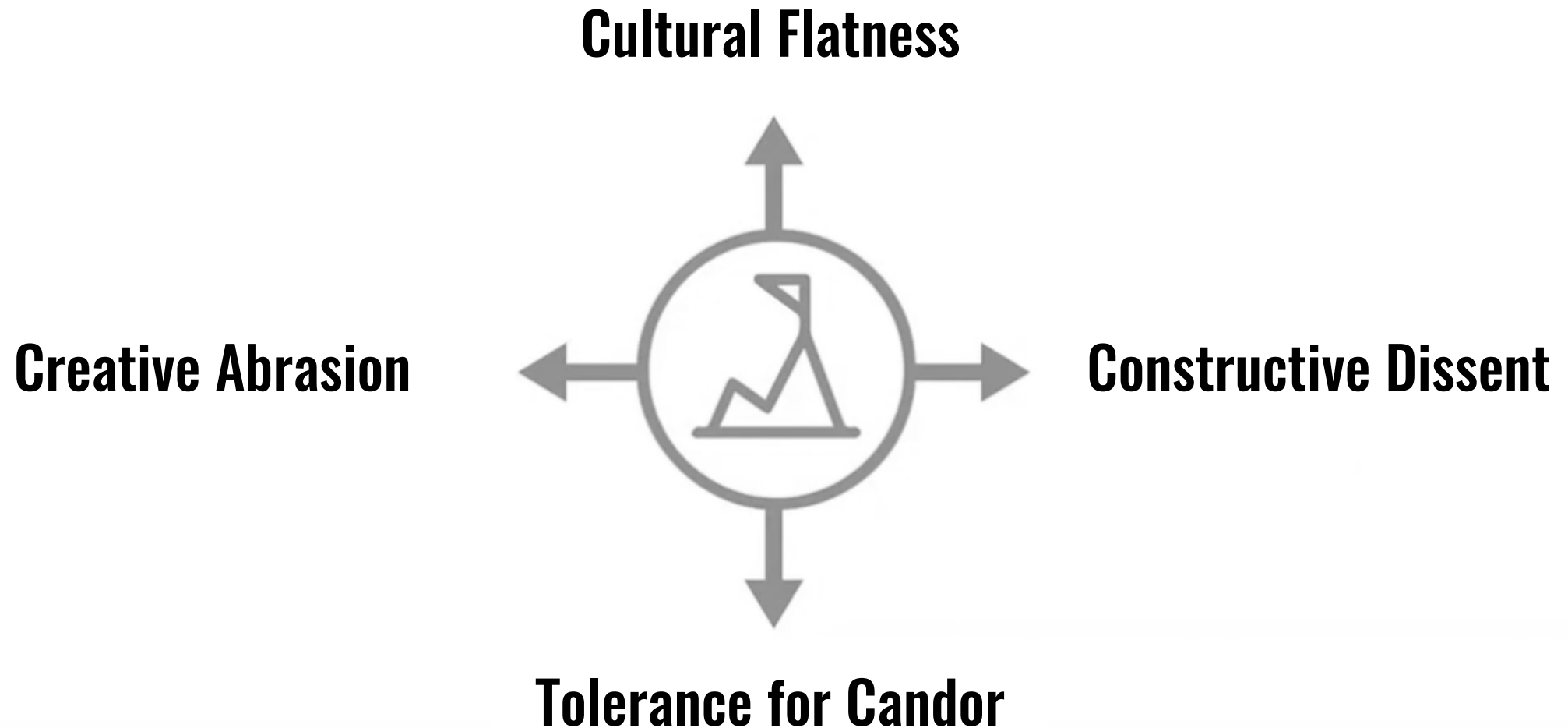
- I can take reasonable risks without being punished
- I feel safe disagreeing with the way my team does things
- I have the freedom to challenge the status quo

A hand is shown drawing a detailed illustration of a bird, possibly a raven or crow, with a skull on its head. The drawing is done with a blue pen on a white sheet of paper. The bird has intricate feather patterns and a skull on its head. The background is a dark, textured surface. The text is overlaid on the drawing.

Without Challenger Safety

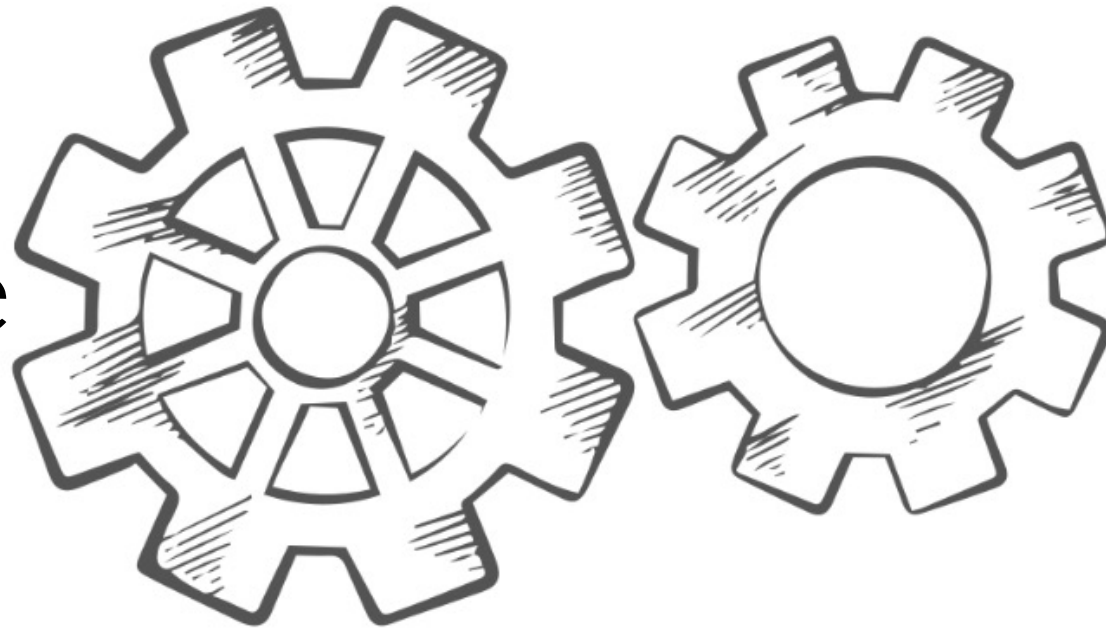
There's a high cost to
curiosity and creativity
AND CAREERS!

What Stage 4 Challenger Safety Looks Like



You Can Improve Psychological Safety

**Modeling
Vulnerable
Acts**



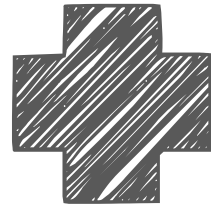
**Rewarding
Vulnerable
Acts**

Closing the Gaps



What's Required for C.I.?

HIGHLY ENGAGED PEOPLE



IMPROVING & INNOVATING

Thank You!

- **Slides & More:**

<http://www.markgraban.com/KN2023>

- **Email:** Mark@KaiNexus.com

- **Podcast:** MistakesPodcast.com

- **Book:** MistakesBook.com

