

# Ask Us Anything!

## Psychological Safety & Continuous Improvement



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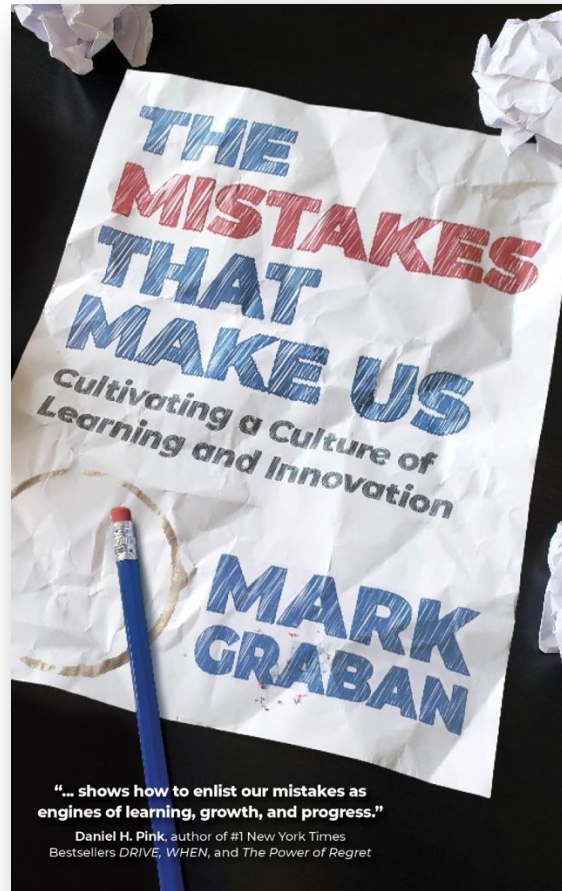


**Presenter: Mark Graban**

Author, *The Mistakes That Make Us*  
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# ASK US ANYTHING!

## Psychological Safety & Continuous Improvement



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# 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*

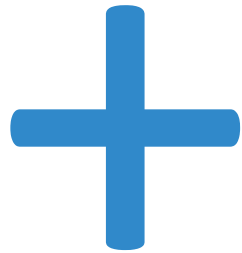


A worker in a blue uniform and cap is seen from behind, pulling a yellow Andon cord. The cord is attached to a metal frame above a car body. The background shows a busy factory floor with various mechanical parts and equipment.

# Andon Cord

# What's Required to Speak Up?

PSYCHOLOGICAL SAFETY



PROBLEM SOLVING



# What's Required for Tiered Huddles?



**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**

# What's Required for Catch Ball?



**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**





For Daily Improvement??



**PSYCHOLOGICAL SAFETY**



**PROBLEM SOLVING**



REAL IMPROVEMENT,  
NOT WORKAROUNDS





**Fear** factor

**Futility** factor

Oops, I made a mistake! The question should ask about "speaking up" not "speak up."

## What keeps you from speak up at work?

You can see how people vote. [Learn more](#)

Fear



12%

Futility



29%

Fear AND Futility



30%

No barriers to speaking up



29%

[247 votes](#) • 4d left • [Hide results](#)

# 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

FROM

FEARLESS

TO

FEAR LESS

# What is Candor?

BEING FRANK, OPEN, AND  
SINCERE IN SPEECH

# What is Psychological Safety?

“A culture of  
rewarded candor”

# Examples of Candor That Might Be Punished?

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

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# Our Response to Mistakes...

**PUNITIVE**



**NICE**



**KIND**



# You Can Improve Psychological Safety

Encouraging

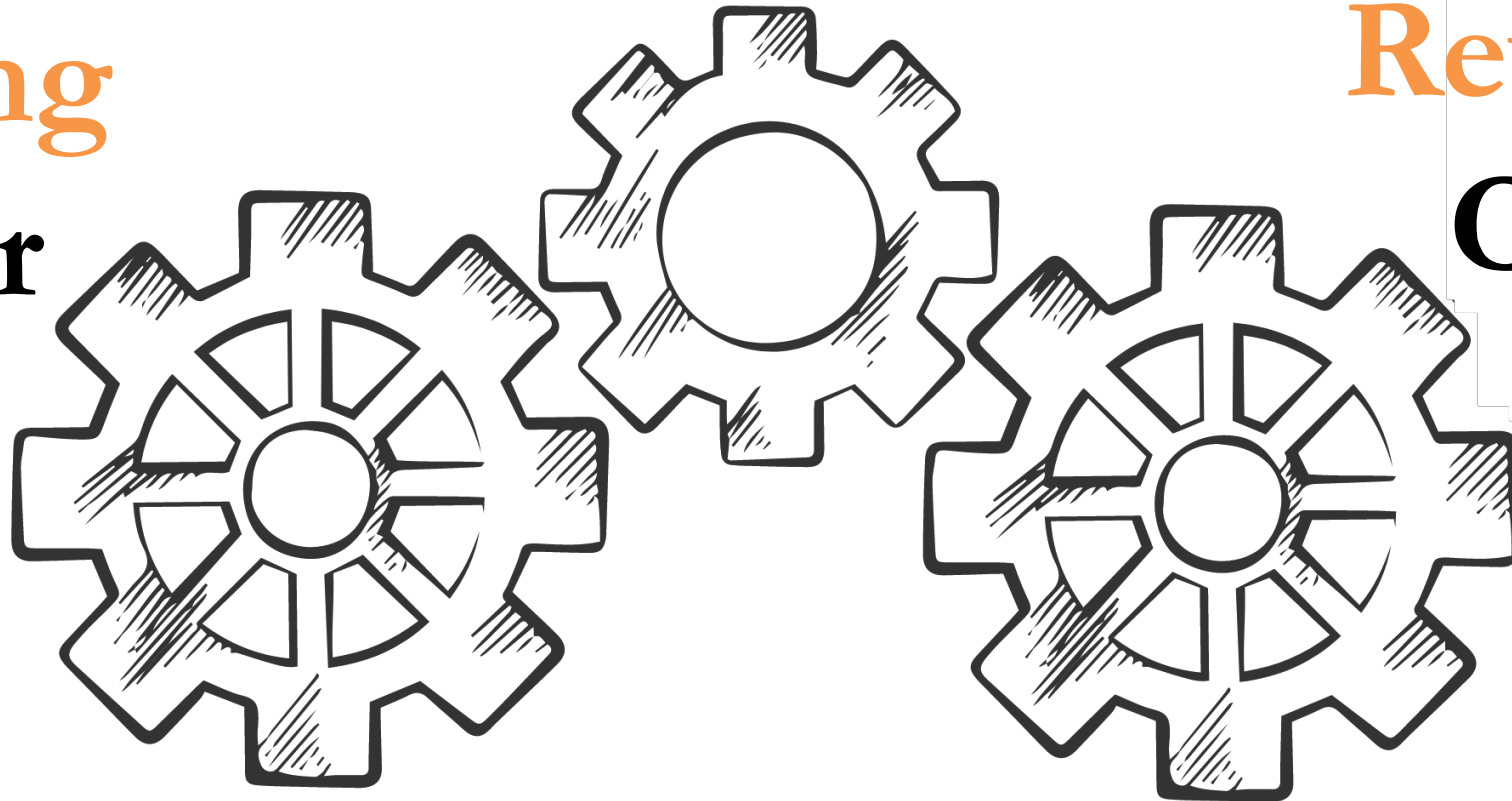
**Candor**

Modeling

Rewarding

**Candor**

**Candor**



TIMOTHY R. CLARK

THE 4 STAGES OF  
PSYCHOLOGICAL  
**SAFETY**

Defining the Path  
to Inclusion and Innovation

## 4. CHALLENGER SAFETY

**Can I be candid about change?**



## 3. CONTRIBUTOR SAFETY

**Can I contribute and create value**



## 2. LEARNER SAFETY

**Can I learn and grow?**



## 1. INCLUSION SAFETY

**Can I be my authentic self?**

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# KaiNexus Webinars

## NEXT WEBINAR:

### Change Management & Continuous Improvement

Oct 2nd, 1 pm ET

Melissa Sherman



# blog.kainexus.com

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## The Fundamental Principles of Kaizen Project Management

March 8, 2024

The continuous improvement methodology of Kaizen was once closely associated with industrial and automotive manufacturing. That's because...



## Examples of the 8 Wastes of Lean Across Industries

February 26, 2024

One of the most critical concepts in Lean organizations is the idea that it is essential to eliminate waste. Why is it so central to the...



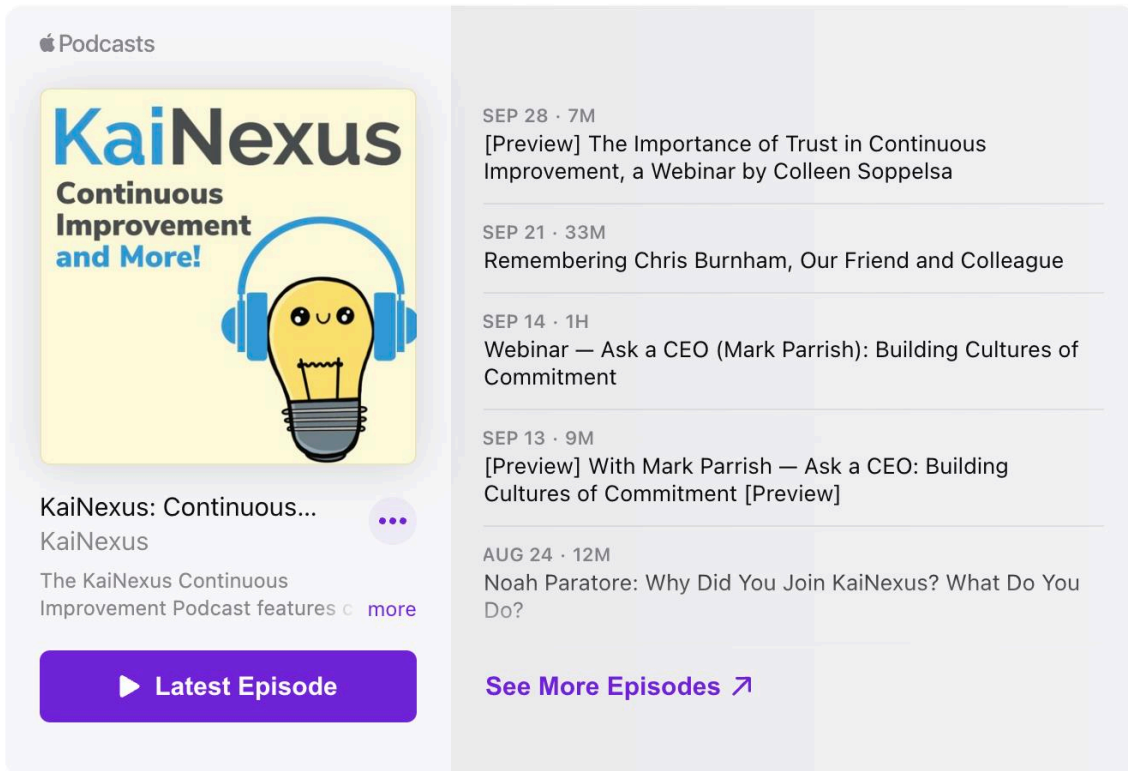
## Elevate Excellence: Unveiling 9 Quality Improvement Techniques

February 22, 2024

I often find myself falling into the common trap of believing that if something is worthwhile, it is necessarily difficult. I think we all...



# The KaiNexus Podcast



The screenshot shows the Apple Podcasts interface for the KaiNexus podcast. The main image features the text "KaiNexus Continuous Improvement and More!" above a cartoon lightbulb wearing blue headphones. Below the image, the text reads "KaiNexus: Continuous..." and "KaiNexus". A description states "The KaiNexus Continuous Improvement Podcast features c more". A purple button with a play icon and the text "Latest Episode" is visible. To the right, a list of episodes is shown with their dates and durations:

- SEP 28 · 7M  
[Preview] The Importance of Trust in Continuous Improvement, a Webinar by Colleen Soppelsa
- SEP 21 · 33M  
Remembering Chris Burnham, Our Friend and Colleague
- SEP 14 · 1H  
Webinar — Ask a CEO (Mark Parrish): Building Cultures of Commitment
- SEP 13 · 9M  
[Preview] With Mark Parrish — Ask a CEO: Building Cultures of Commitment [Preview]
- AUG 24 · 12M  
Noah Paratore: Why Did You Join KaiNexus? What Do You Do?

A link "See More Episodes ↗" is located at the bottom of the episode list.

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# Q&A Time

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<http://www.markgraban.com/KaiNexus2024>

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- **Podcast:** [MistakesPodcast.com](http://MistakesPodcast.com)

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