

Building Psychological Safety and Wellness @ Work

Facilitated by:
Ross Gibson

February 11, 2021



o Welcomes

I'm out of bed and
I made it to the keyboard.
What more do you want?





**ON-THE-JOB SAFETY
BEGINS HERE**

THIS LOCATION HAS OPERATED

176

DAYS

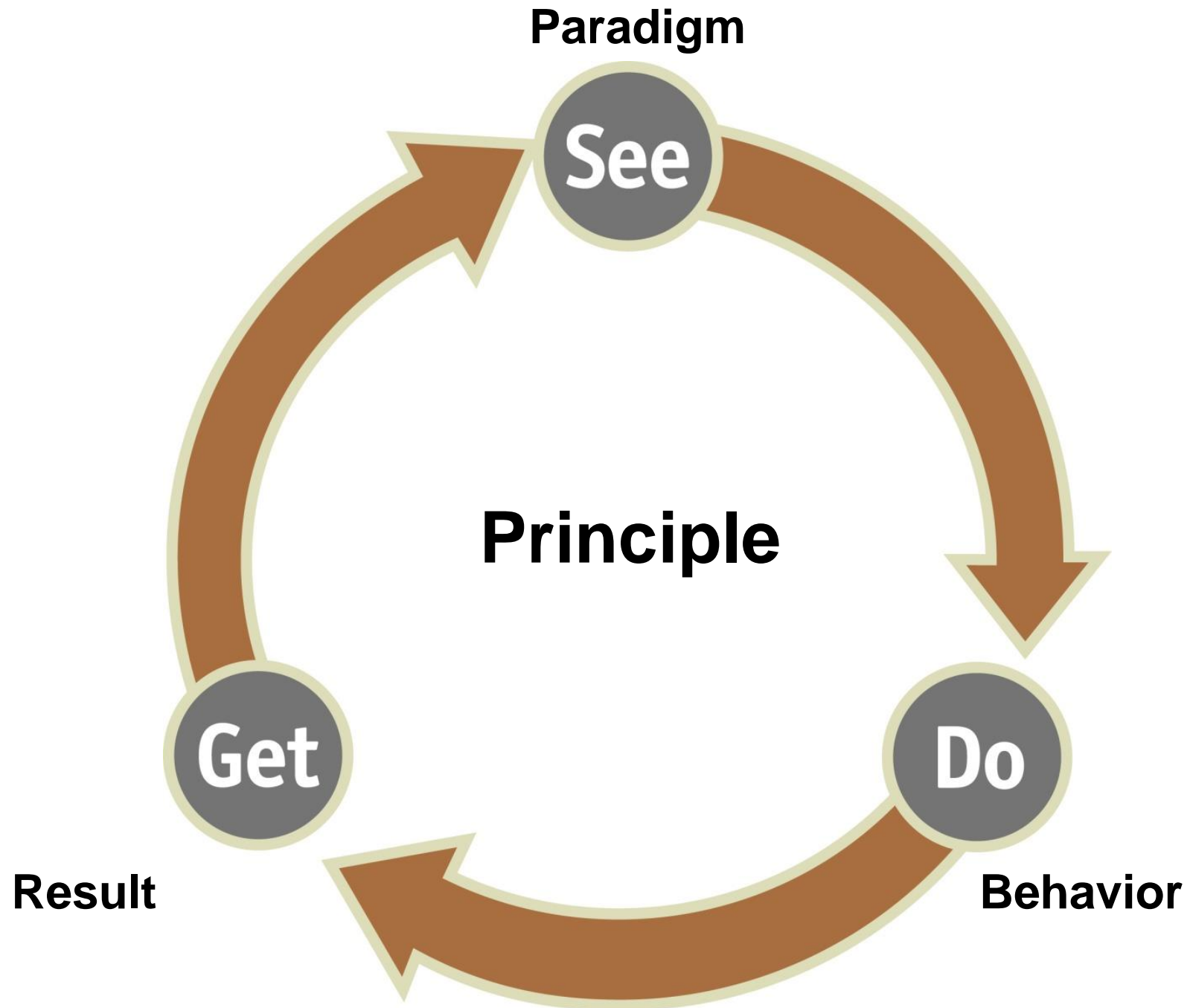
WITHOUT A LOST TIME ACCIDENT

**A Safe Workplace is
Everyone's Business.**

**Thank You
for Making it Yours.**



BULLSHIT





two words

Engagement

Culture

A definition.....

ENGAGEMENT

..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

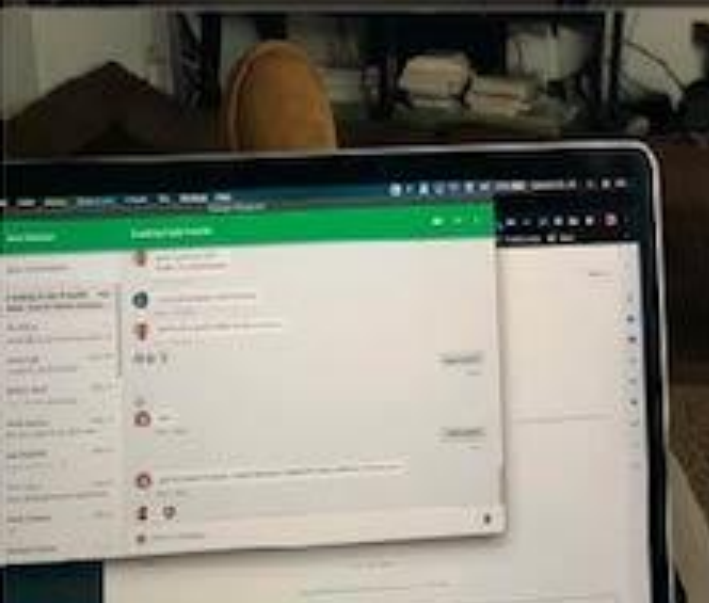
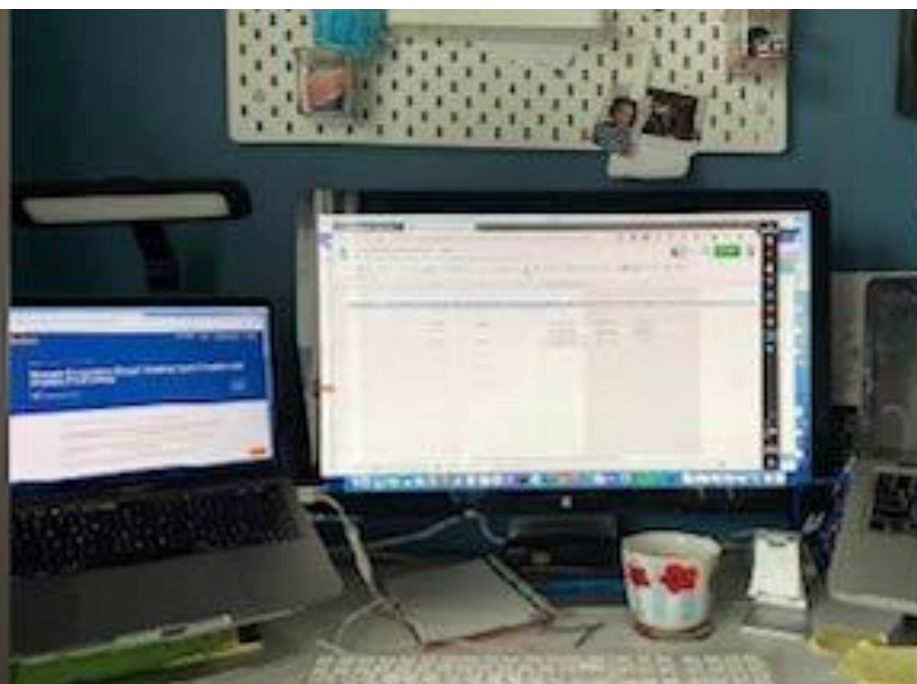
And another.....

CULTURE

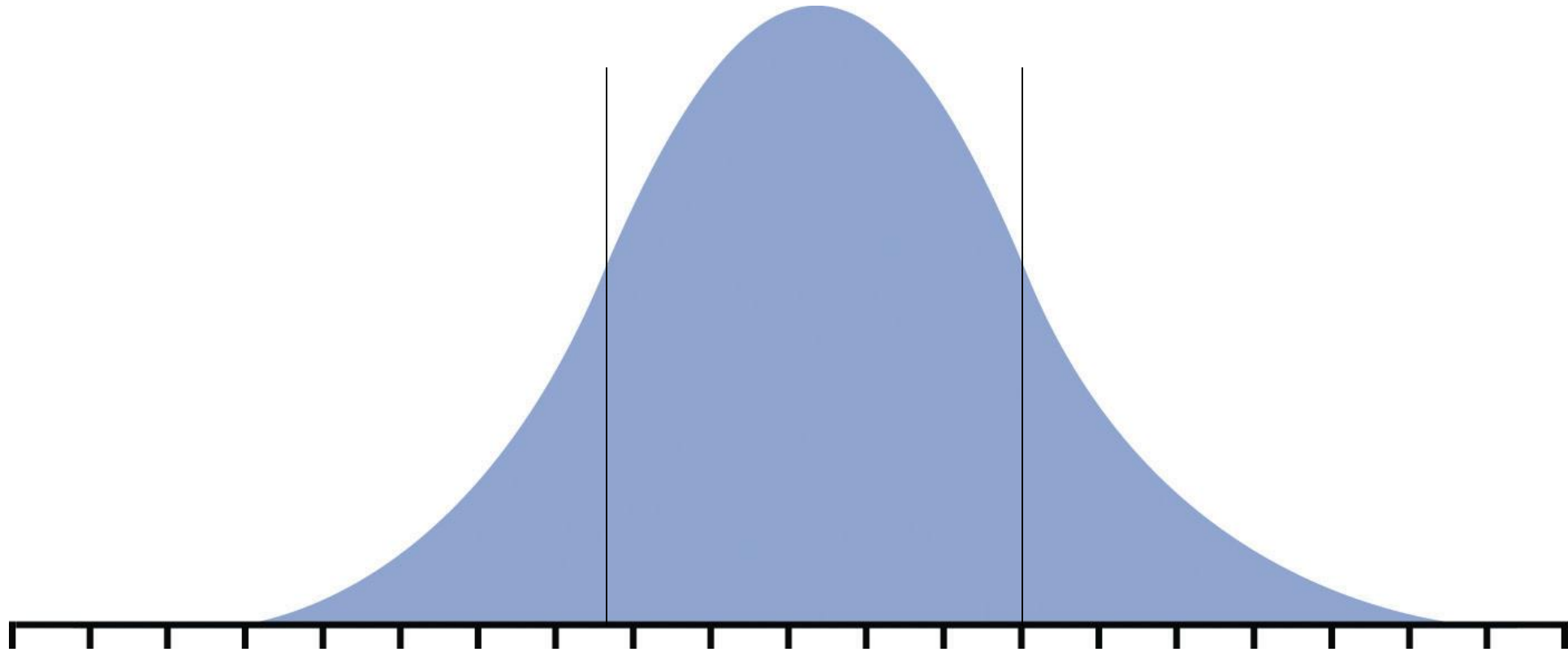
...an organization's spoken and **unspoken**
values, norms and systems

Attention

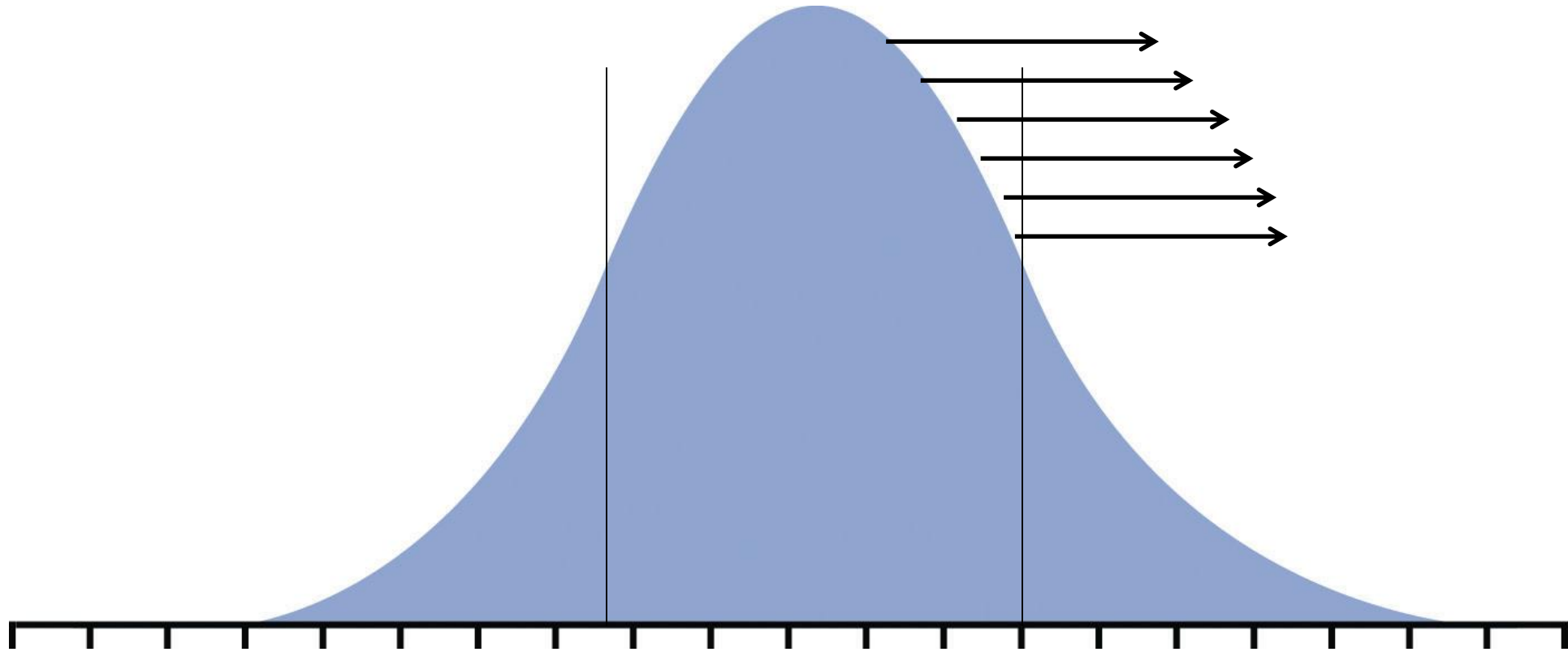
Intention







Engagement



Engagement: MOVE THE MIDDLE!

People leave managers



not companies.

~Marcus Buckingham

70%



**The Biggest
Mistake
Organizations
Make**





Need more proof?

- 1) **Cost of turnover (it is usually higher than you might believe)**
- 2) **Cost of ROAD warriors (they might not be what you think)**





Trust
(Trusting & Trustworthy)
Honest
Positive
Caring
Listens







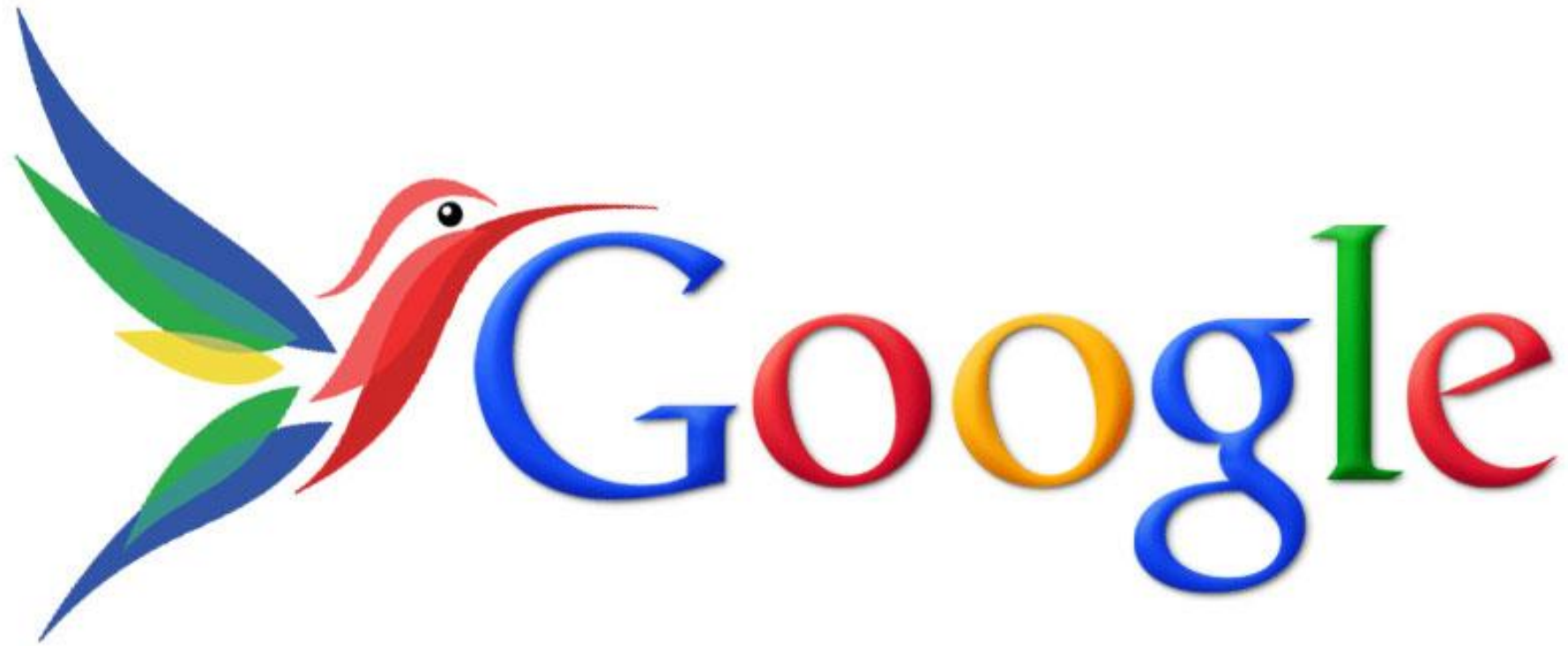
**DANA-FARBER
CAUSED DA
DAMAGE TO**

When 39-year-old E
Farber Cancer Insti
breast cancer, it se
cancer care. In fact
Boston Globe hea
overdose of a powe
suddenly....



**ERDOSE
MNIST,**

3 at Boston's Dana-
month treatment for
limits of high-stakes
death of Lehman, a
mistake: a massive
heart, causing it to fail



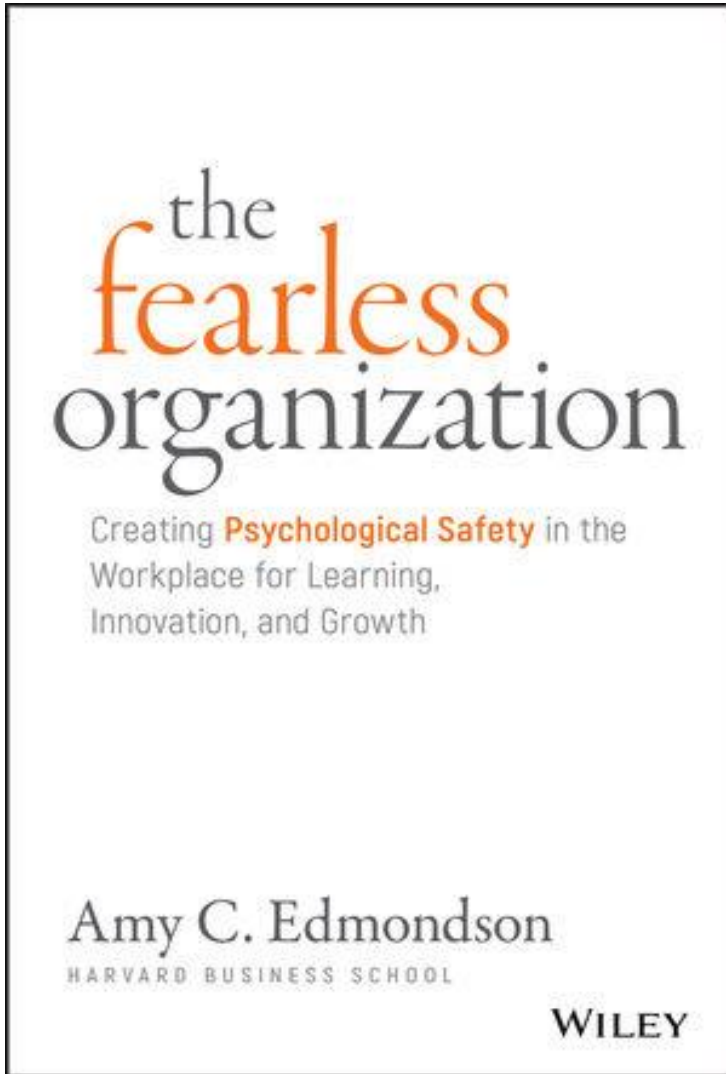


**SAFE
PLACE**





Amy C. Edmondson, Ph.D.
Harvard Business School



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.

the fearless organization

Creating **Psychological Safety** in the
Workplace for Learning,
Innovation, and Growth

Amy C. Edmondson

HARVARD BUSINESS SCHOOL

WILEY

the
fearless
organization

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“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.”

~Amy Edmondson, The Fearless Organization

How Safe are US Airlines?

- 1990-2001

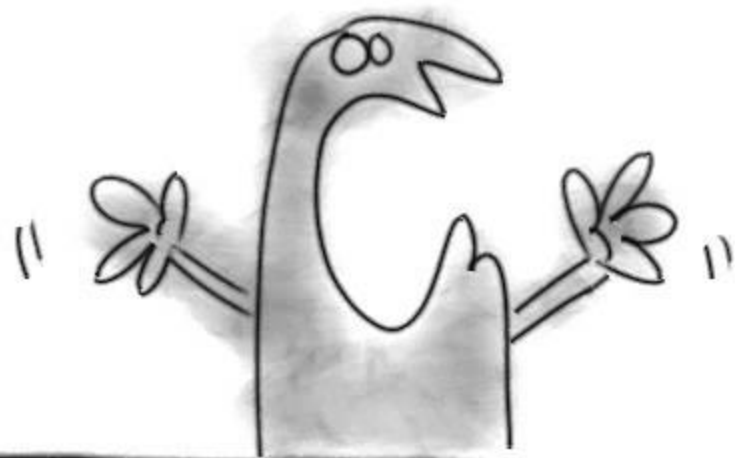
- 129 deaths per year
- 9.3 million flights per year
- Rate = 13.9 deaths per million flights

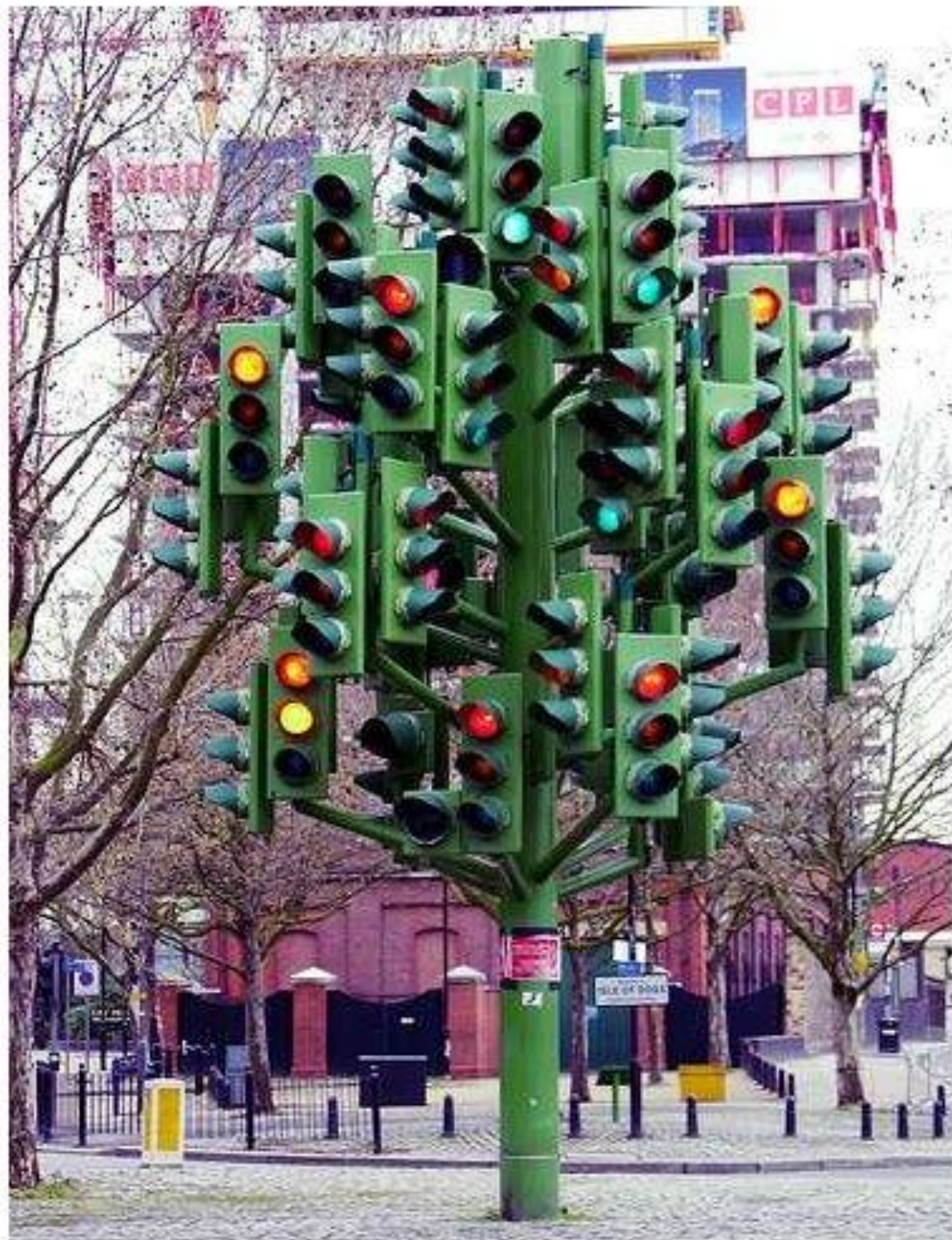
- 2002-2010

- 18 deaths per year
- 10.6 million flights per year
- Rate = 1.74 deaths per million flights

= 87%↓

Now What?!!



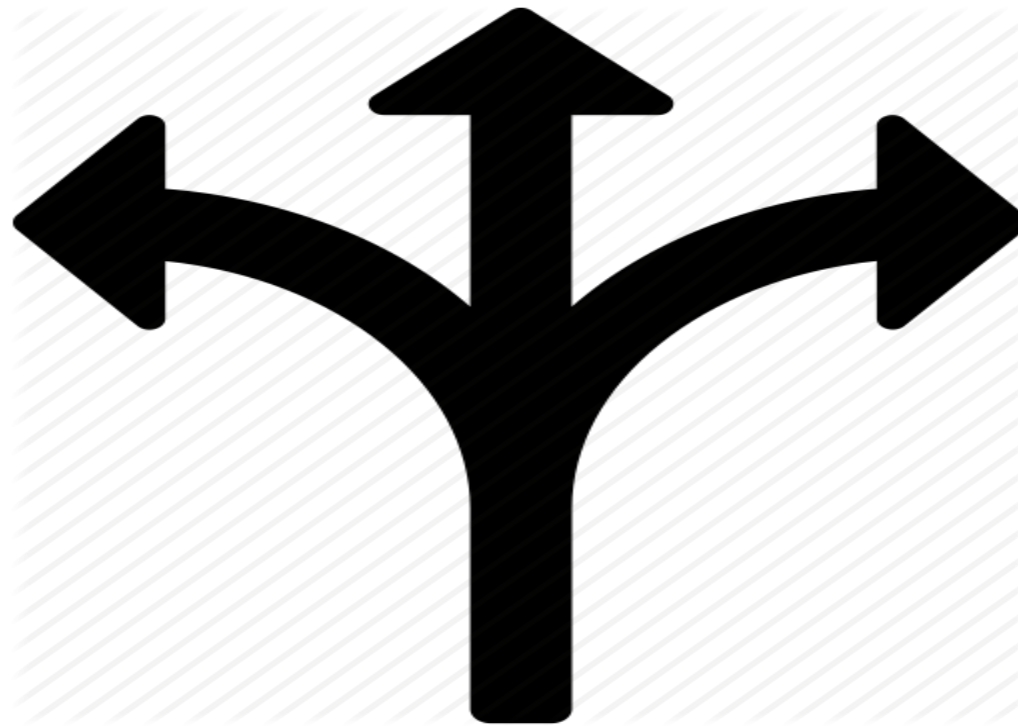


2

Inviting
Participation

Setting the
Stage

1



Responding
Productively

3

The Leader's Tool Kit for Building Psychological Safety

Category	Setting the Stage	Inviting Participation	Responding Productively
Leadership Tasks	Frame the Work <ul style="list-style-type: none"> Set expectations about failure, uncertainty and interdependence to clarify the need for voice 	Demonstrate Situational Humility <ul style="list-style-type: none"> Acknowledges gaps 	Express Appreciation <ul style="list-style-type: none"> Listen Acknowledge and thank
	Emphasize Purpose <ul style="list-style-type: none"> Identify what's at stake and for whom 	Practice Inquiry <ul style="list-style-type: none"> Ask good questions Model intense listening 	Destigmatize Failure <ul style="list-style-type: none"> Look forward Offer help Discuss, consider and brainstorm next steps
		Set up Structures and Processes <ul style="list-style-type: none"> Create forums for input Provide guidelines for discussion 	Sanction Clear Violations
Accomplishes	Shared expectations and meaning	Confidence that voice is welcome	Orientation towards continuous learning

MANTRAS

1

SET THE STAGE

"Expectation
is the root of all
heartache"

- Shakespeare

Tactical

Affective

Here is an example.

A red LED sign is mounted on a light-colored wall. The sign displays the text "Here is an example." in a white, serif font. A black cable runs vertically down from the bottom left corner of the sign to a power source on the floor. The sign is illuminated, casting a soft red glow on the wall behind it.



DELIVER WOW!

- Love what you do.
- Play well with others.
- Play by the rules.
- Share what you know.
- Be a good example.
- Lend a helping hand.
- Be adventurous & creative.
- Listen more than you talk.
- Do what you say you're going to do.
- Smile-it's free.
- Give back.

Remember

Our Customers are the reason we are here.

PEOPLE CAN'T LIVE UP
TO THE EXPECTATIONS
THEY DON'T KNOW
HAVE BEEN SET FOR THEM

~ Rory Vaden



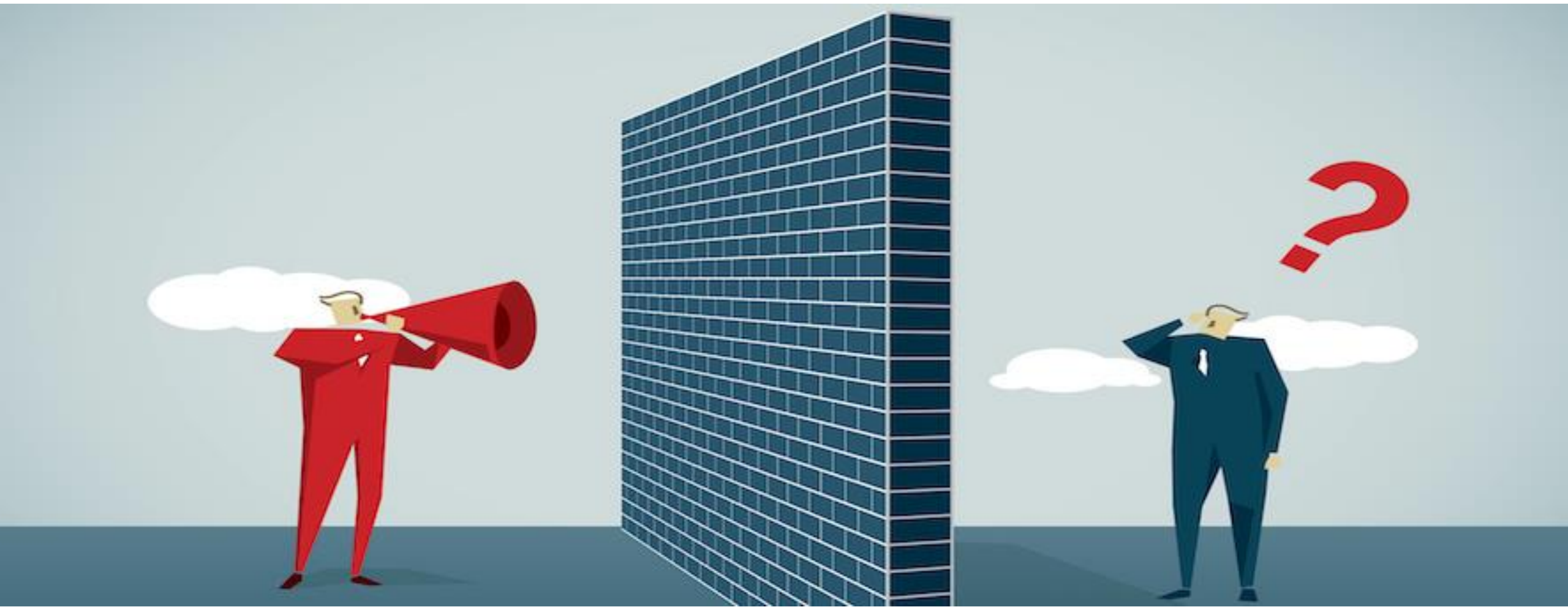
MANTRA # 1

“I set clear expectations.”

2



Inviting Participation





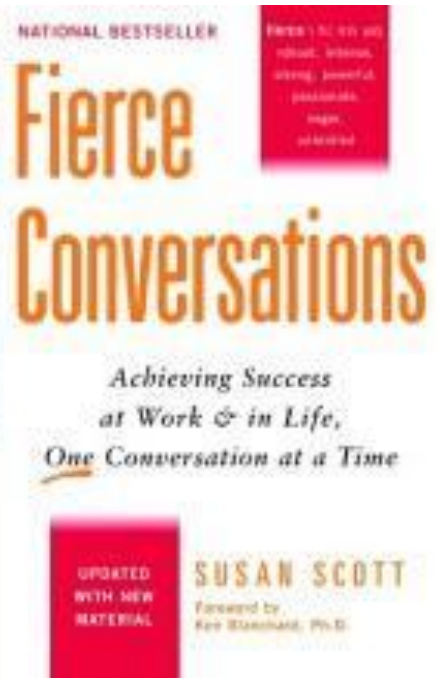
Dr. Stephen R. Covey

1932–2012

**“The deepest
hunger of the
human heart is
to be
understood.”**

...the conversation is the relationship...

~ Susan Scott









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

Is anyone listening?



MANTRA # 2

“I listen first to understand.”

3



Responding Productively



IN

OUT

The first thing for any leader is to inspire trust.

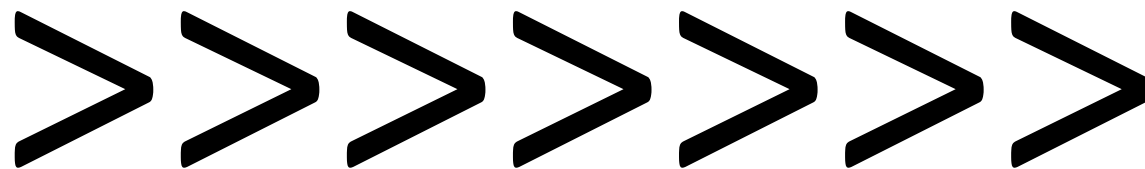
~ Doug Conant



+30,000

TOP SECRET

little



big



Trust is built in
very small
moments.

~ Brené Brown



Thank you



MANTRA # 3

“I give thanks genuinely and often.”

So.....

Bel ~~law~~ ors



Tool Kit

LAST WORDS



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

— *Padmasree Warrior* —





Thank You!

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