



THE 4 STAGES OF PSYCHOLOGICAL SAFETY



LEARNING GOALS

- 1. UNDERSTAND WHAT PSYCHOLOGICAL SAFETY IS AND WHY IT IS IMPORTANT IN TODAY'S WORKPLACE**
- 2. EXPLORE THE 4 STAGES OF PSYCHOLOGICAL SAFETY AND HOW THEY CREATE ENGAGEMENT AND MOTIVATION IN SUPPORT OF RETENTION AND RECRUITMENT**
- 3. LEARN ABOUT DIFFERENT STRATEGIES TO CREATE PSYCHOLOGICAL SAFETY IN YOUR ORGANIZATIONS INCLUDING IN VIRTUAL SETTINGS**
- 4. CREATE AN ACTION PLAN TO APPLY THE 4 STAGES OF PSYCHOLOGICAL SAFETY IN YOUR ROLE AS A LEADER**

PSYCHOLOGICAL SAFETY and WORKFORCE



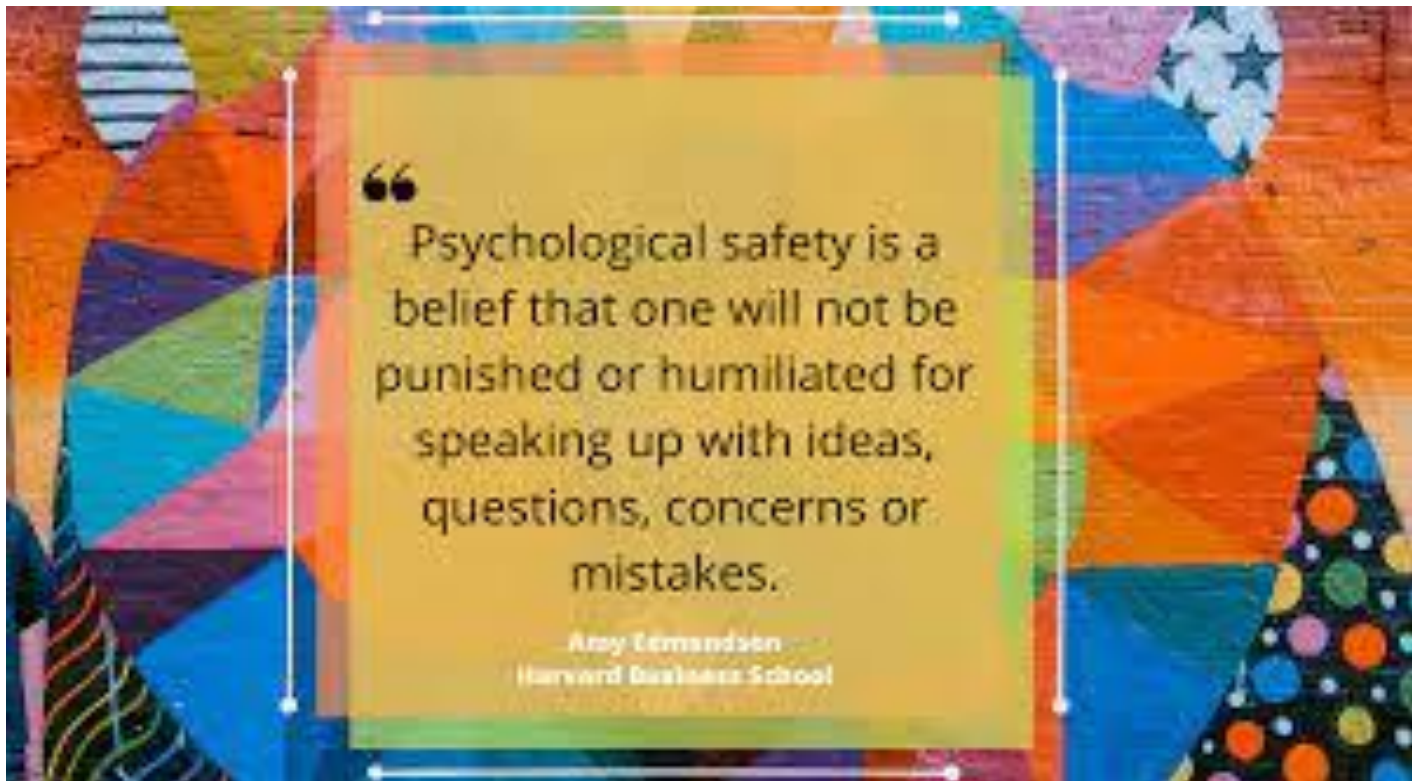
**Culture eats
strategy for
breakfast**

-Peter Drucker



NewAgeLeadership.com

WHAT IS PSYCHOLOGICAL SAFETY?



WHY IS IT IMPORTANT?

The Cost\$ of a Breach of Psychological Safety.

- 48%** Intentionally decrease their work effort.
- 47%** Intentionally decreased time spent at work.
- 38%** Intentionally decreased the quality of their work.
- 80%** Lost work time worrying about incident.
- 63%** Lost time avoiding the offender.
- 66%** Said that their performance declined.
- 78%** Said that their commitment to the organization declined.
- 12%** Said that they left their job because of the uncivil treatment.
- 25%** Admitted to taking their frustration out on customers.

WHY IS IT IMPORTANT?

The Retention and Recruitment Cost\$ of a Breach of Psychological Safety.

It costs 50% of an employees' salary to replace them.

It costs 33% of an employees' salary for their exit.

75% of the reasons for employee turnover can be prevented.

16% decrease in retention for employees who aren't comfortable giving upward feedback.

Benefits of Psychological Safety for Human Services.

Reduces stress and mitigates burnout.

Promotes equitable workplaces where everyone feels values.

Increases retention.



WHAT PSYCHOLOGICAL SAFETY IS **NOT**

1. It is not about **being nice**.
2. It is not a **personality** factor.
3. It is not another word for **trust**.
4. It is not **immunity** from consequences.
5. It is not **enough** for high performance.
6. It is not **lowering** performance **standards**.

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STANDARDS/ACCOUNTABILITY

Low

High

High

Comfort Zone

Learning and
High Performance
Zone

Low

Apathy Zone

Anxiety Zone

HOW DO YOU CREATE PSYCHOLOGICAL SAFETY AT WORK?

Amy Edmondson
Harvard Business School

UNIVERSITY
INSIGHT



AMY EDMONDSON'S GUIDANCE

1. Set the stage

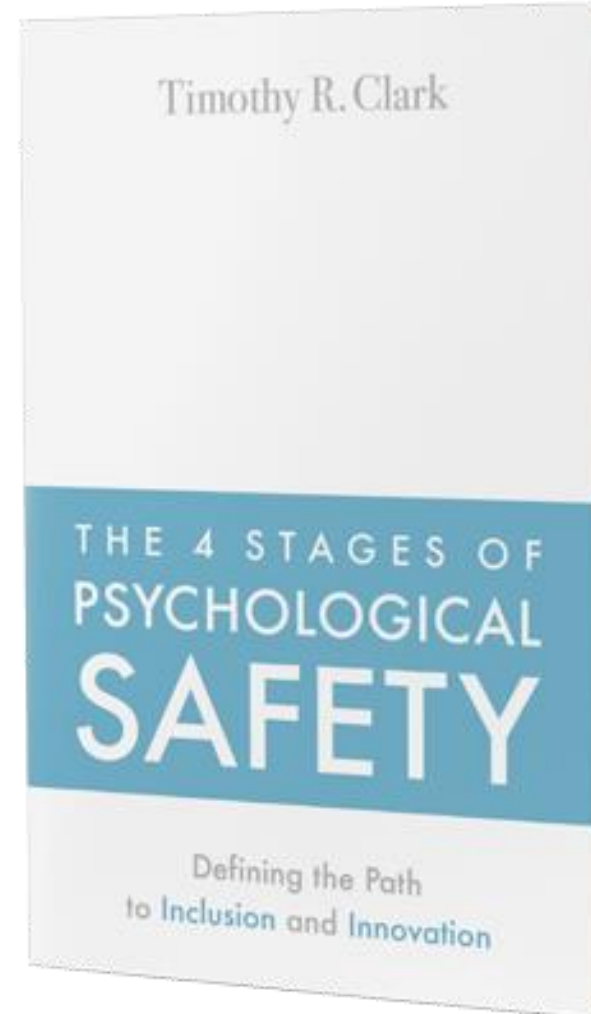
- Be clear and transparent about what you face
- Provide rationale for why their voice is needed
- Frame and re-frame the situation and the work

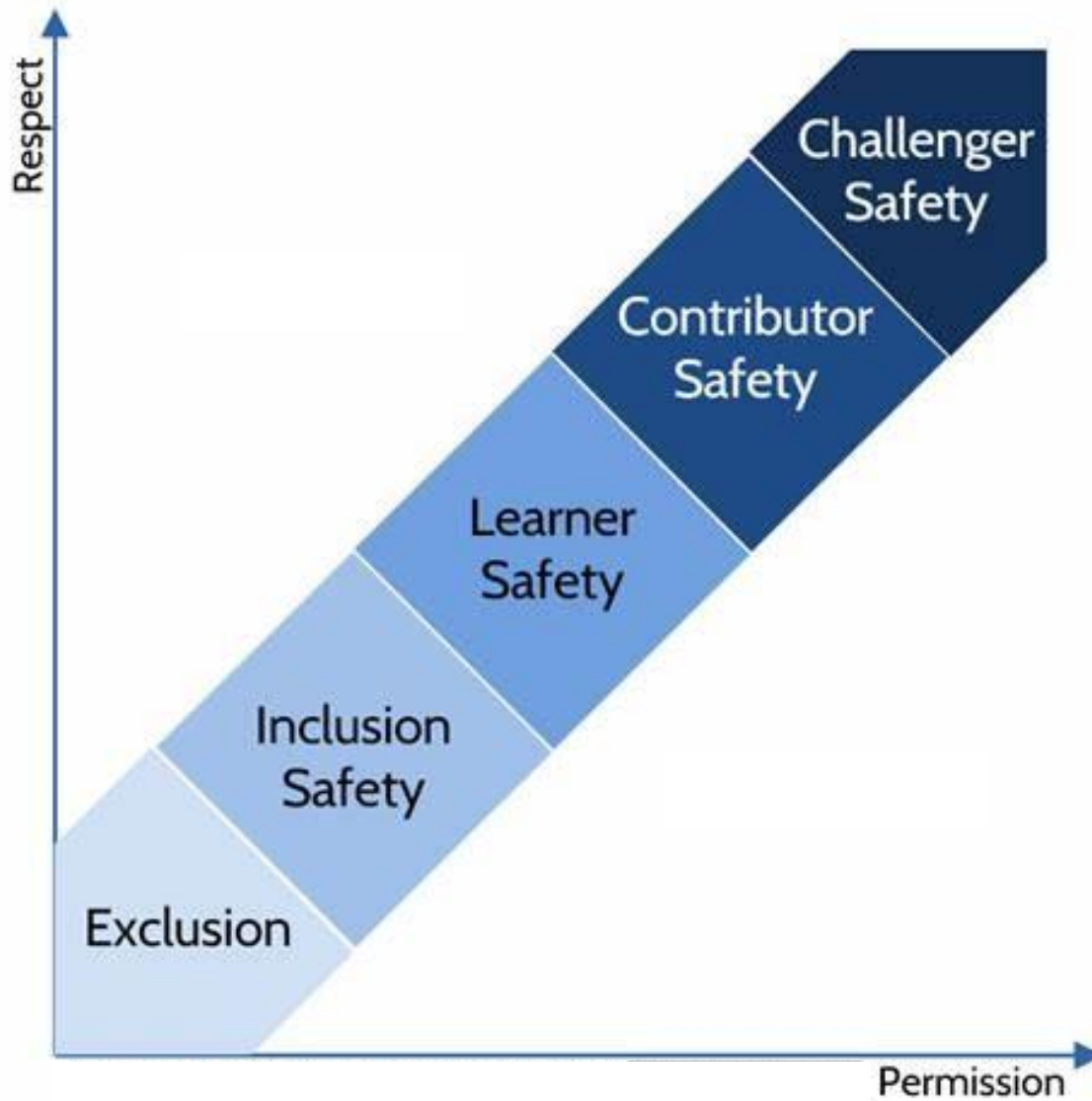
2. Be proactive

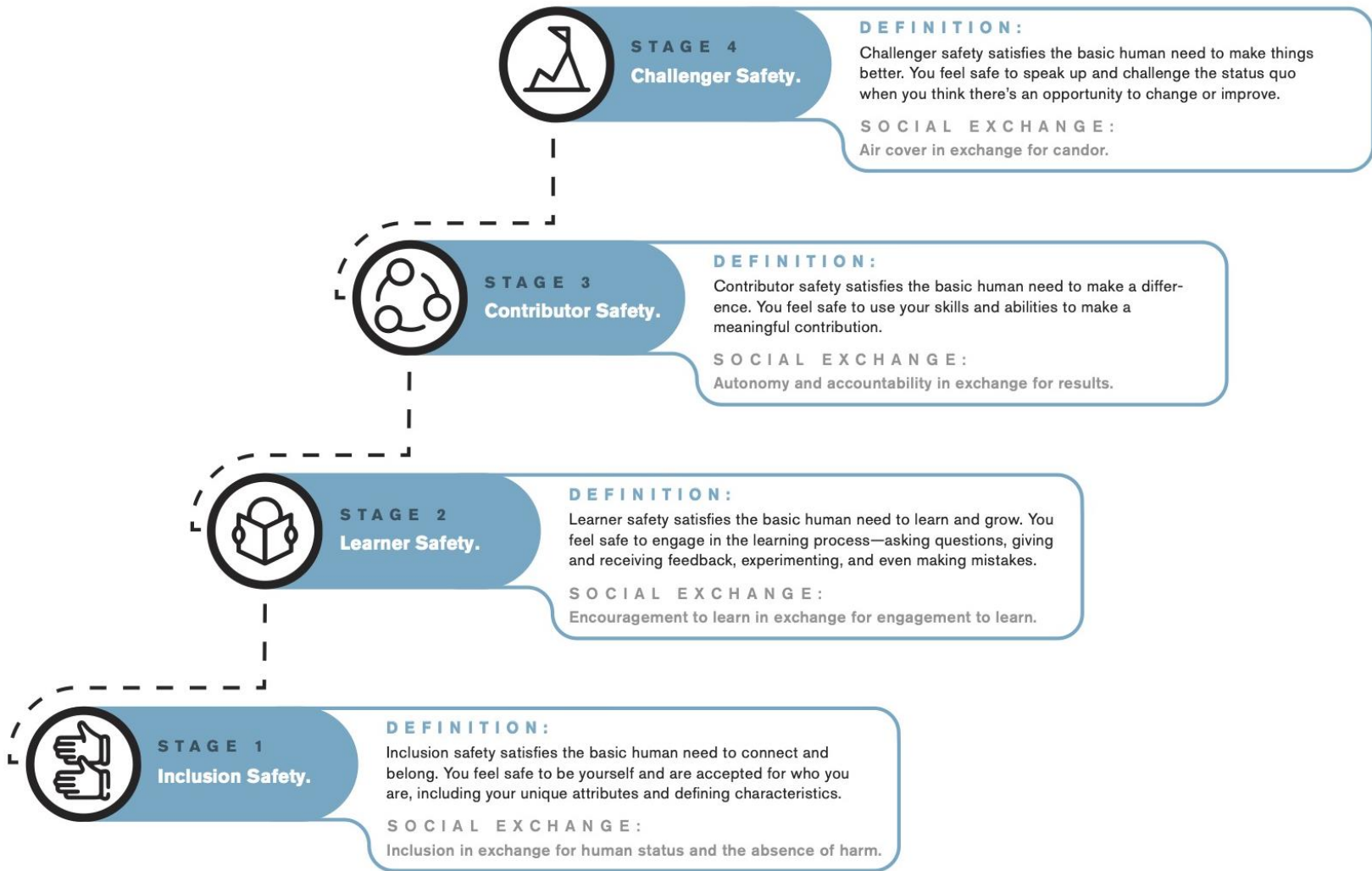
- Actively invite voice
- Ask powerful questions
- Make it difficult for people to remain silent

3. Respond properly

- Do not shoot the messenger
- React in forward-looking, appreciative manner







(Source: Timothy R. Clark, The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation (Berrett-Koehler 2020).



INCLUSION SAFETY

Worth
Precedes
Worthiness.



WHAT BEHAVIORS CREATE INCLUSION SAFETY?



ask

- Ask
- Invite
- Share

1. Breakout rooms with partners. Use handout.
2. Each person picks 2 behaviors to improve or start.
3. Discuss how to put the behavior into practice at work.
4. Role play doing one behavior each.



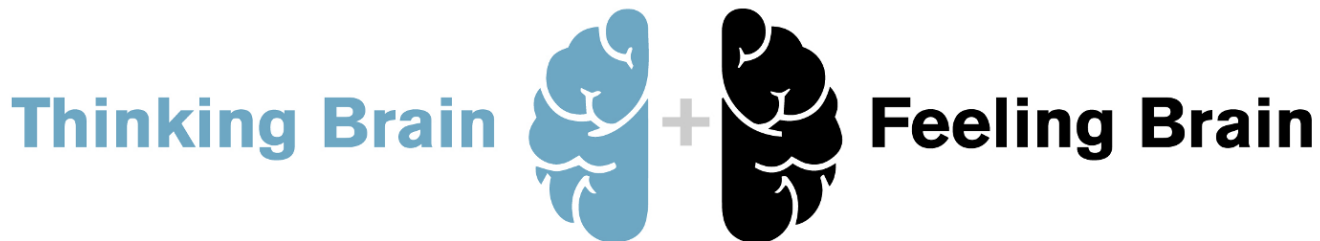
LEARNER SAFETY



**THINK
SAFETY**
it couldn't hurt

Encouragement to
learn in exchange for
engagement to learn.

Learning is intellectual & emotional.



A defensive emotional state causes cognitive impairment.

WHAT BEHAVIORS CREATE LEARNER SAFETY?

1. Breakout rooms with same partners. Use the handout.
2. Each person picks 2 behaviors to improve or start.
3. Discuss how to put the behavior into practice at work.
4. Role play doing one behavior each.
 - Model
 - Encourage
 - Protect

CONTRIBUTOR SAFETY

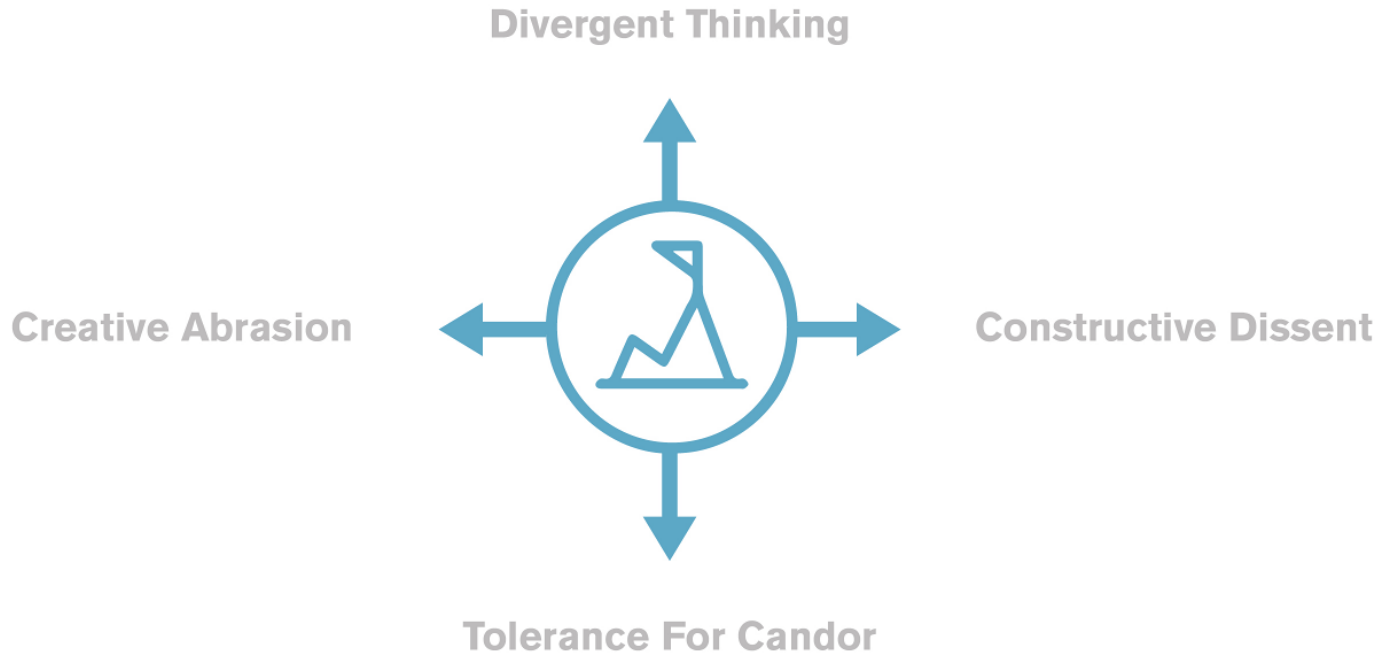


Autonomy with guidance
in exchange for results.

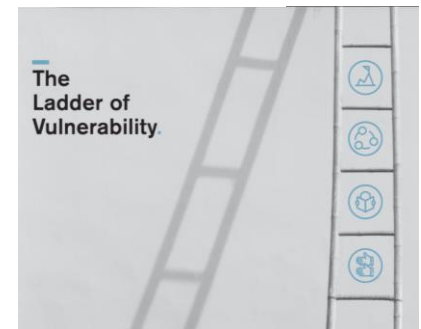
WHAT BEHAVIORS CREATE CONTRIBUTOR SAFETY?

1. Breakout rooms with same partners. Use the handout.
Use the handout.
2. Each person picks 2 behaviors to improve or start.
3. Discuss how to put the behavior into practice at work.
4. Role play doing one behavior each.
 - Explain the why
 - Assign the what
 - Delegate the how

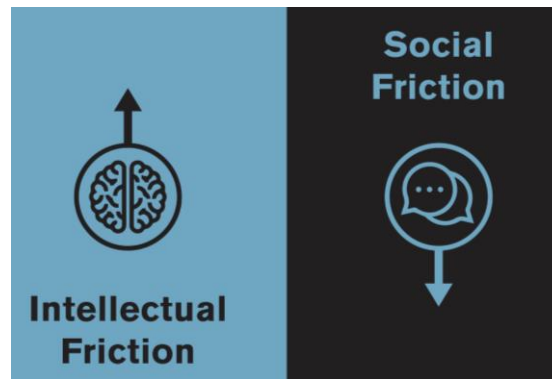
CHALLENGER SAFETY



Air cover in exchange for candor.



WHAT BEHAVIORS CREATE CHALLENGER SAFETY?



1. Pick a partner. Use the handout.
2. Each person picks 2 behaviors to improve or start.
3. Discuss how to put the behavior into practice at work.
4. Role play doing one behavior each.

4 STAGES OF PSYCHOLOGICAL SAFETY

WRAP-UP

**Be the cultural architect
of your workplace.**

- A pattern of thought or behavior in a person is a habit
- A pattern of thought or behavior in a team is a norm
- A collection of norms in an organization is a culture

**The single most important
factor in culture formation
is the modeling behavior
of the leader.**

12 WAYS TO ASSESS THE PSYCHOLOGICAL SAFETY OF A VIRTUAL MEETING:

1. Cameras
2. Personal check-ins
3. Formality
4. Respect
5. Agenda & Flexibility
6. Tell-to-Ask Ratio
7. Facial expressions & vocal characteristics
8. Humor
9. Distribution of participation
10. Acknowledgments & recognition
11. Challenge & dissent
12. Meeting size



Worth
Precedes
Worthiness.

QUESTIONS

FINAL EXERCISE

**WHAT STEPS/ACTIONS CAN YOU
TAKE TO CREATE MORE
PSYCHOLOGICAL SAFETY IN YOUR
WORKPLACE?**

**SMALL GROUP DISCUSSION
AND SHORT DEBRIEFS.**

RECAP OF LEARNING GOALS

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