Psychological Safety
Joy in Work

Is it really all about the cake?

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Working together to achieve better health and wellbeing
The Pictures Check-in

• You’ll see there are post cards on the floor of the meeting room.

• Select one that “speaks to you” or that you are drawn to – for whatever reason.

• Then, find someone in the room and introduce yourselves and share why you selected that particular card.
Group Agreement

• Be present
• Personal material shared is confidential
• Everyone has the right to pass
• Everyone brings wisdom
• Listen to each other with curiosity and without judgement
• Diversity is honoured
• Be joyful and have FUN!
During our time together...

...we will

• Explore the importance of psychological safety within the workplace and why joy is an integral part of this
• Learn simple ways to build psychological safety in the workplace
• Look at the role that CAKE can play in building psychological safety
Psychological Safety

We are our own image consultants and best image protectors

To protect one’s image, if you don’t want to look:

<table>
<thead>
<tr>
<th>STUPID</th>
<th>Don’t ask questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOMPETENT</td>
<td>Don’t ask for feedback</td>
</tr>
<tr>
<td>NEGATIVE</td>
<td>Don’t be doubtful or criticize</td>
</tr>
<tr>
<td>DISRUPTIVE</td>
<td>Don’t suggest anything innovative</td>
</tr>
</tbody>
</table>

Source: Amy Edmondson
Psychological Safety

A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes

A shared sense of psychological safety is a critical input to an effective learning system


Amy Edmondson
Psychologically safe teams know that......

- Work is uncertain and frame it as a learning problem
- Leaders say “I may miss something. I need to hear from you”
- Leaders model curiosity and ask more questions

Amy Edmondson, Harvard Business School Professor
Psychological Safety

Source: Amy Edmondson
Review Meeting

Step 1 Celebrate Strengths

What has been your most significant accomplishment over the last 3 months?

It is important to surface both individual and team achievements
More psychological safety

• Fredrickson’s “Broaden-and-Build” theory maintains that psychological safety promotes positive emotions, which in turn broaden one’s modes of thought and action and thereby builds personal and social resources.

• Psychological safety enables individuals to engage in “creative individualism” – to engage in trial and error, to find personal connection, and to both unlearn and relearn new behaviours (Cameron, et al, pp. 323-324).

Reference needed
Isn’t this all a bit touchy-feely?

• Why can’t we equally value positive interactions? And not dismiss them as something sentimental that carries less value. It also implies that the praise is unrestrained or overstated

• Success at work also relies upon constantly learning, developing and improving and helping others to do the same
Safety leading to learning

“Man’s need for safety is greater than the need for love.”
Abraham Maslow

“A learning organisation is characterised by a social environment that supports employee engagement, creativity, inclusion, and support.”
Amy Edmondson
Improvement Ritual

This ritual is connected to the psychological safety building block that encourages leaders to model “fallibility” and to demonstrate that errors and/or incidents are an opportunity for individual and organisational learning.

• bring to mind a work-related error/incident or simply something that could have been done differently without actually revealing it publicly to your peers.

• What did you learn from this?

• What would you do differently next time?
Problem resolution
Making QI work for the team

• Problems are an untapped learning opportunity
• Missing supplies, information, medication
• Problems resolved by individuals and repeated day after day leads to cumulative impact of inefficient use of time, frustration and burnout
• Emphasis on individual vigilance discourages organisational learning
• Efficiency pressures lead to patching problems
• Empowerment of workers seen as solution for quality and productivity problems – needs to feed into team learning

Amy Edmondson
Joy in work

- Feel physically and psychologically safe
- Appreciate meaning and purpose in work
- Have choice and control over time
- Experience camaraderie with others
- Perceive work life to be fair and equitable
Burnout & Joy in the Workplace

- Control – sense of coherence
- Connection
- Camaraderie – Mutual trust

10 Things FAB Teams Do!

They...

1. Create a shared vision of the future, and move towards it together.
2. Challenge the status quo together, so no one has to face scary change alone.
3. Sign up to...
   (Change is built on a commitment to a different future, not performance management).
   - Communication: Talk! (Don’t rely on email)
4. Value and embrace difference and healthy conflict.
5. Help everyone in the team to feel safe and innovate.
6. Communicate... (and we don’t punish people if they fail).
7. Are kind to each other. Get to know each other as people - care about the little things (like tea and cake!)
8. Think the best of each other - so when something goes wrong you don’t blame other people’s incompetence.
9. Achieve win-win for all team members
10. Are highly productive - the sum is greater than its parts.

@HorizonsNHS
#Quality2017
3 Processes...

1) Checking-In

Over time, groups and teams familiar with the Check-in process can check-in on a question that has strategic relevance or is timely based upon the issues that the group is facing at the particular time.

2) Review Meeting

The goal of these meetings is to encourage and support individual reflective practice and team effectiveness. Recommended every three months.

3) Improvement Ritual

This ritual is connected to the psychological safety building block that encourages leaders to model “fallibility” and to demonstrate that errors and/or incidents are an opportunity for individual and organisational learning. A decision to address the fear of revealing errors is not easy and in most cases needs to be encouraged and modeled by the leader.
The Circle of Friends

• working together for a common goal

• strength derived from teamwork
“TAKE ME BACK TO MY CHILDHOOD...!”
So how was the session for you today?