

PSYCHOLOGICAL SAFETY IN THE WORKPLACE

**WHAT IT IS AND HOW YOU KNOW IF
YOU ARE CREATING IT**

David Lee, M.Ed.
HumanNature@Work

HAVE YOU EVER...

Found yourself feeling upset or resentful about something your boss said or did, but didn't dare bring it up?

Not understood something that was said in a meeting but didn't want to let on?

Had an idea you thought was great, but kept quiet because you thought it would be dismissed as crazy...or just dismissed?

Thought some change your boss or the "Higher Ups" initiated was not a good idea, but kept quiet for fear of being seen as "being negative"?

WHY

PSYCHOLOGICAL SAFETY INFLUENCES WHETHER EMPLOYEES...

- **Talk to their manager about what's bothering them or... become a ROAD Warrior or...leave**
- **Feel bonded to their supervisor, team, and employer, and therefore...**
- **Bring up obstacles to their being able to do their job well or just suck it up and...**

PSYCHOLOGICAL SAFETY INFLUENCES WHETHER EMPLOYEES...

- **Report accidents, injuries, unsafe conditions, and near misses or...**
- **Admit when they don't know something or need help or...**
- **Show initiative, including offering out of the box, potentially game changing ideas or...**
- **Address inappropriate behavior immediately rather than leave and sue**

WHAT IT IS

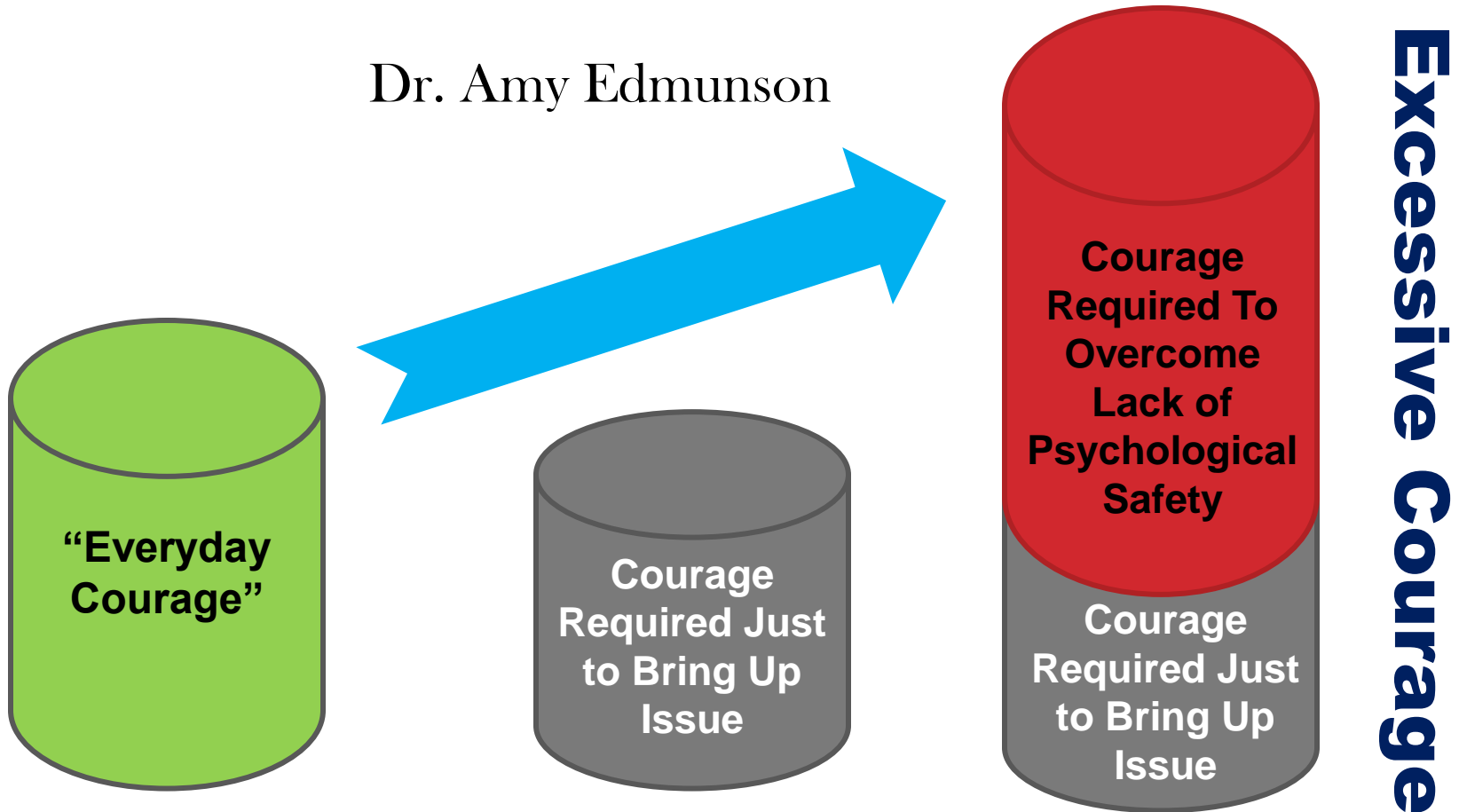


“Psychological safety is a sense of permission for candor at work. It's the belief that you can speak up with ideas, concerns, questions, problems, mistakes, and your colleagues or your boss won't reject or embarrass you for it.”

Dr. Amy Edmondson

“My aspiration is to remove the need for excessive courage in the workplace.”

Dr. Amy Edmondson





“Feeling Psychologically safe means I believe I can share openly and unguardedly with you my ideas, feelings, reactions, opinions, and imperfections, without fear of immediate judgement, unwanted advice, disinterest, ridicule, or hostility, and instead, be met with a true desire to understand.”

David Lee

WHAT IT IS
NOT

- 1. Being “Nice”, Sugarcoating, or Pretending to Agree**
- 2. Making “I got triggered” or “I feel uncomfortable” equal “You did something wrong”**
- 3. A Guarantee We Won’t Feel Anxious or Uncomfortable**

HOW DO YOU KNOW WHEN SOMEONE IS PSYCHOLOGICALLY SAFE?



PSYCHOLOGICALLY SAFE PEOPLE DON'T

Immediately judge what you share (including giving their seal of approval from a position of superiority)

Give unasked for advice

Tell you that you shouldn't feel the way you do

Tell you how you should feel

Tell you what you are feeling or the underlying drivers of your feelings and/or behavior (e.g. playing Freud)

Ridicule your opinion or "explain" why it's wrong

Equate difference of opinion with you being bad/flawed

PSYCHOLOGICALLY SAFE PEOPLE DON'T

Indicate through comments or questions they hadn't heard what you had said (weren't listening?)

Joke about what you shared

Use what you shared as material to tease you or hurt you

Present their opinions as absolute truths

Immediately point out why they think your idea or opinion is wrong

Interrupt

PSYCHOLOGICALLY SAFE PEOPLE DON'T

Shift the focus with “I know exactly what you mean!” and then go on a long monologue

Use sarcasm to make a point or get back at someone

Attack when issues are brought up or feedback given

Use their position power or an innately strong, forceful personality to dominate others and squelch dialogue

What else?

PSYCHOLOGICALLY SAFE PEOPLE DO

Listen carefully; listen to understand

Give facial and vocal cues that they are listening

Ask questions that indicate they are listening and care

Ask questions that come from a place of sincere interest and concern, not prying or info-gathering for their counter argument

Acknowledge that they feel defensive rather than act it out

Are mindful of having a voice tone that conveys openness and safety

What else?

- 1. Study the Dos and Don'ts.**
- 2. Share and discuss with your team, friends, and/or family.**
- 3. Pay close attention to your interactions. Notice what others do that either foster Psychological Safety or diminish it.**
- 4. Pay close attention to your words, non-verbals, and responses from the “Psychological Safety Lens.”**



- 5. Ask for feedback from people you respect about what you do well and where you can improve.**
- 6. Make use of the resource links in the following slides**
- 7. Feel free to reach out to ask for questions (info on subsequent slide)**



RESOURCES

BOOKS and VIDEOS

Fearless Conversations by Susan Scott

The Fearless Organization by Dr. Amy Edmunson

The 4 Stages of Psychological Safety by Timothy Clark

Check out Videos, and Podcast Interviews with Dr. Amy Edmunson, Susan Scott, and Dr., Stephen Porges

BOOK, ARTICLES AND RECORDINGS OF MINE

[Dealing with a Difficult Co-Worker: Courageous Conversations at Work](#)

[Courageous Conversations at Work](#) – recording from a conference presentation

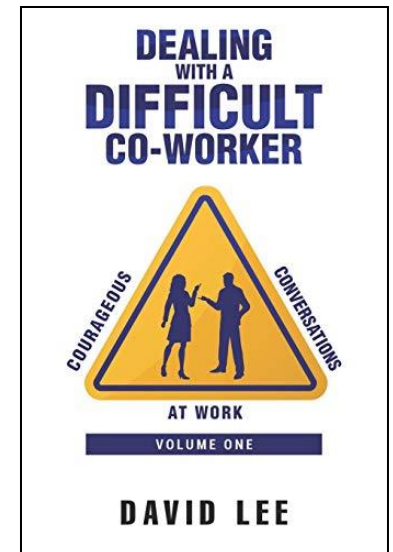
[Overview of 4 Stages of Psychological Safety by Timothy Clark](#)

[Can We Talk for a Change: How to Foster, Honest, Open Communication](#)

[Get the Feedback You Need by “Mentioning the Unmentionable”](#)

[Psychologically Safe Cultures Need Courageous Leaders](#)

[How to Bring Your Best Self to a Difficult Conversation](#) - webinar



TO ASK QUESTIONS OR CONNECT

Linkedin - www.linkedin.com/in/davidlee-maine

Website - www.HumanNatureAtWork.com

Email – David@HumanNatureAtWork.com

Phone – 207-298-4367