

# ICBE

IRISH CENTRE  
FOR BUSINESS  
EXCELLENCE

*Where knowledge is shared and multiplied*

# WELCOME

ICBE Lunchtime  
Bite-Sized Webinar

*How To Create Cultures of  
Psychological Safety*

*by JJ O Riordan*

We will be starting in a few minutes

March 3<sup>rd</sup>, 2021 @ 1pm



[www.mlacademy.ie](http://www.mlacademy.ie)





# Why ?

# Presentation Outline



- **What is Psychological Safety**
- **Our Field-Tested Research on The Business Benefits of Psychological Safety**
- **The Leadership Skills Required to Create Cultures of Psychological Safety**



# What is Psychological Safety

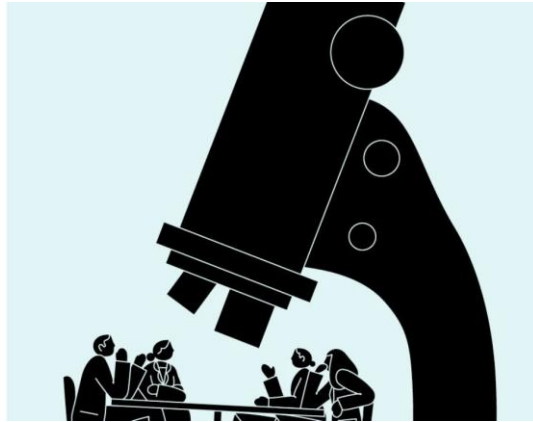
Current Knowledge of Psychological Safety ....

Please use the Chat Function .... Lots of Experience / Some Experience / Heard the Term / No Knowledge

# What is Psychological Safety

The New York Times Magazine

2



THE WORK ISSUE

## What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

**WARNING!**

## the fearless organization

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

Amy C. Edmondson  
HARVARD BUSINESS SCHOOL

WILEY

Amy Edmondson



Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.



# Our Field Tested Research

# Our Field-Tested Research

>30 Locations Worldwide

> 350 Senior Directors

> 550 Senior Managers



Leadership Journeys

Creating Cultures of Psychological Safety

# The Benefits of High Psychological Safety

- **89%** Improvement in The Quality of Team Collaboration
- **65%** Increase in Trust Levels among Team Members
- **72%** Higher Levels of Personal Empowerment & Ownership
- **53%** Faster & Higher Quality Decision Making through More Honest & Robust Dialogue & Debate
- **83%** Changed Leadership Horizon
- True Diversity & Inclusion & Higher Levels of Collective Intelligence



# The Cost of Low Psychological Safety



➤ **48%** Intentionally Decrease Their Work Effort

➤ **78%** said that their Commitment to their Organization Declined

➤ **25%** admitted to taking their frustrations out on Customers



# Psychologically Healthy Workplace Awards

The American Psychological Association's Psychologically Healthy Workplace program encourages organizations to adopt evidence-based practices that help employees and organizations thrive. By providing training and resources backed by psychological science, APA supports organizations in advancing employee health and well-being while increasing performance and productivity.



# **The Leadership Competencies Required To Build Psychological Safety**

# PSYCHOLOGICAL SAFETY

High Quality Collaboration

Nurture Robust Dialogue and Debate through Respectful Challenge

Build an Empowered Team through Coaching & Mentoring

High Trust Relationships – Professional Contracting Conversations

Embracing Vulnerability = Courageous Leadership

Self-Awareness = Ability to Manage our Inner State

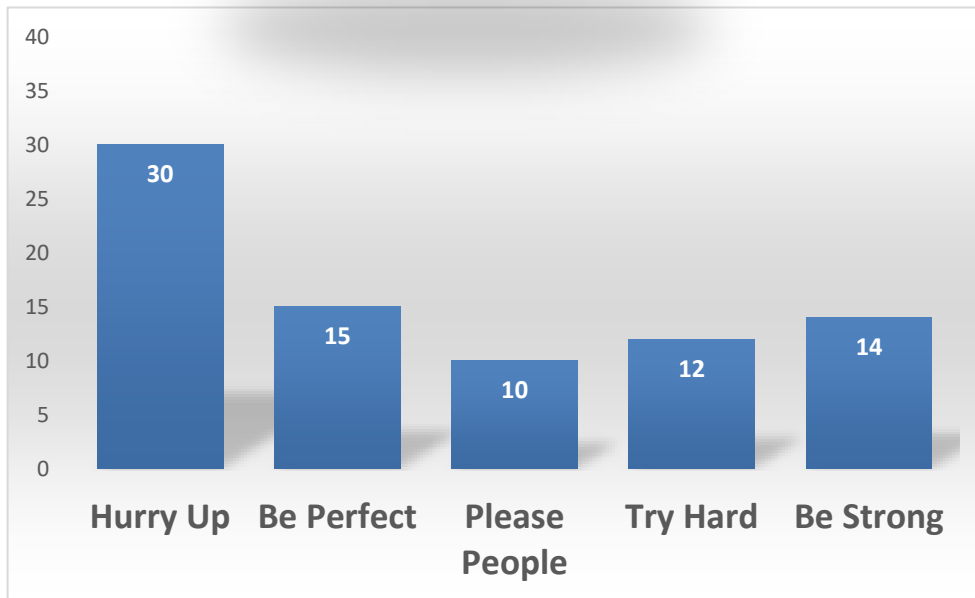
# The Unconscious Drivers of Leadership Behaviours



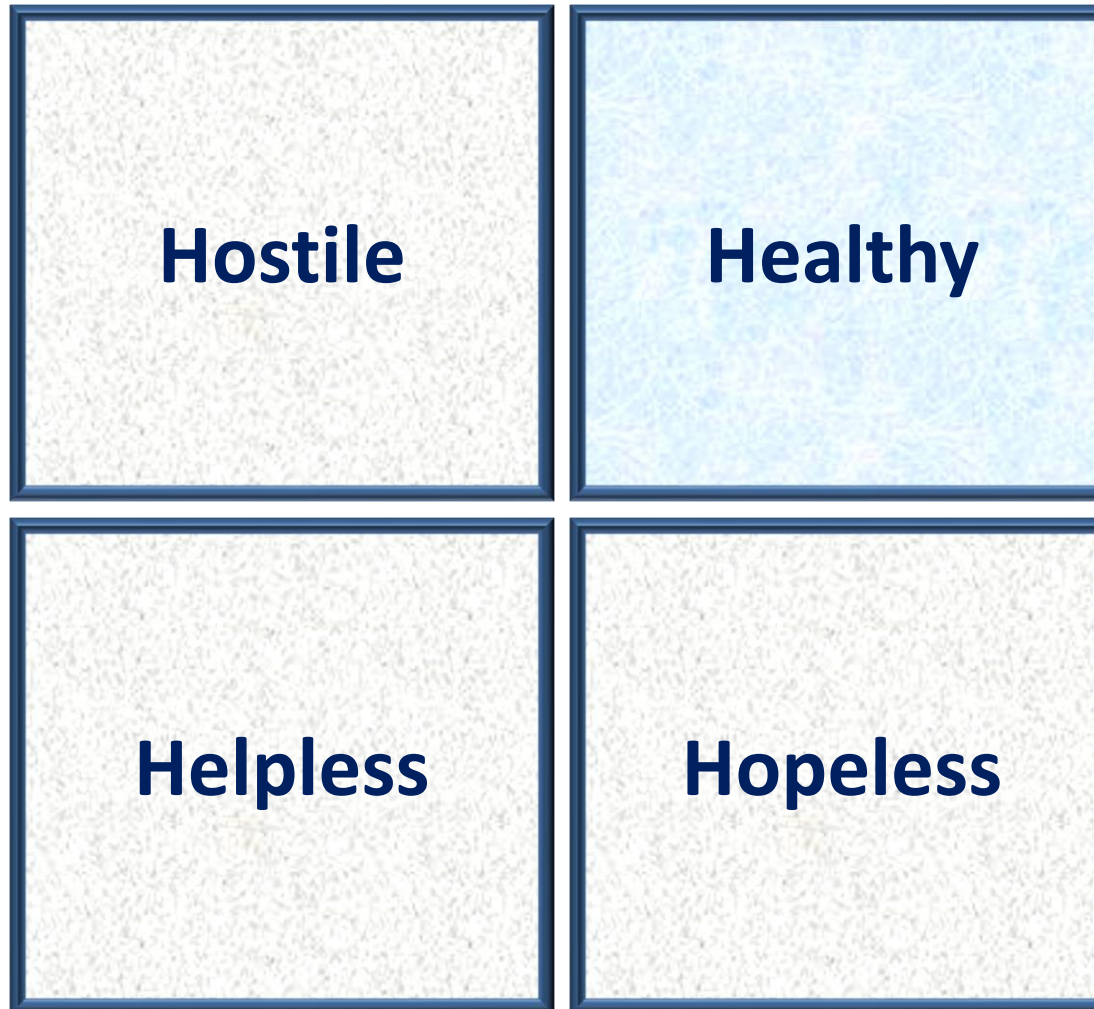
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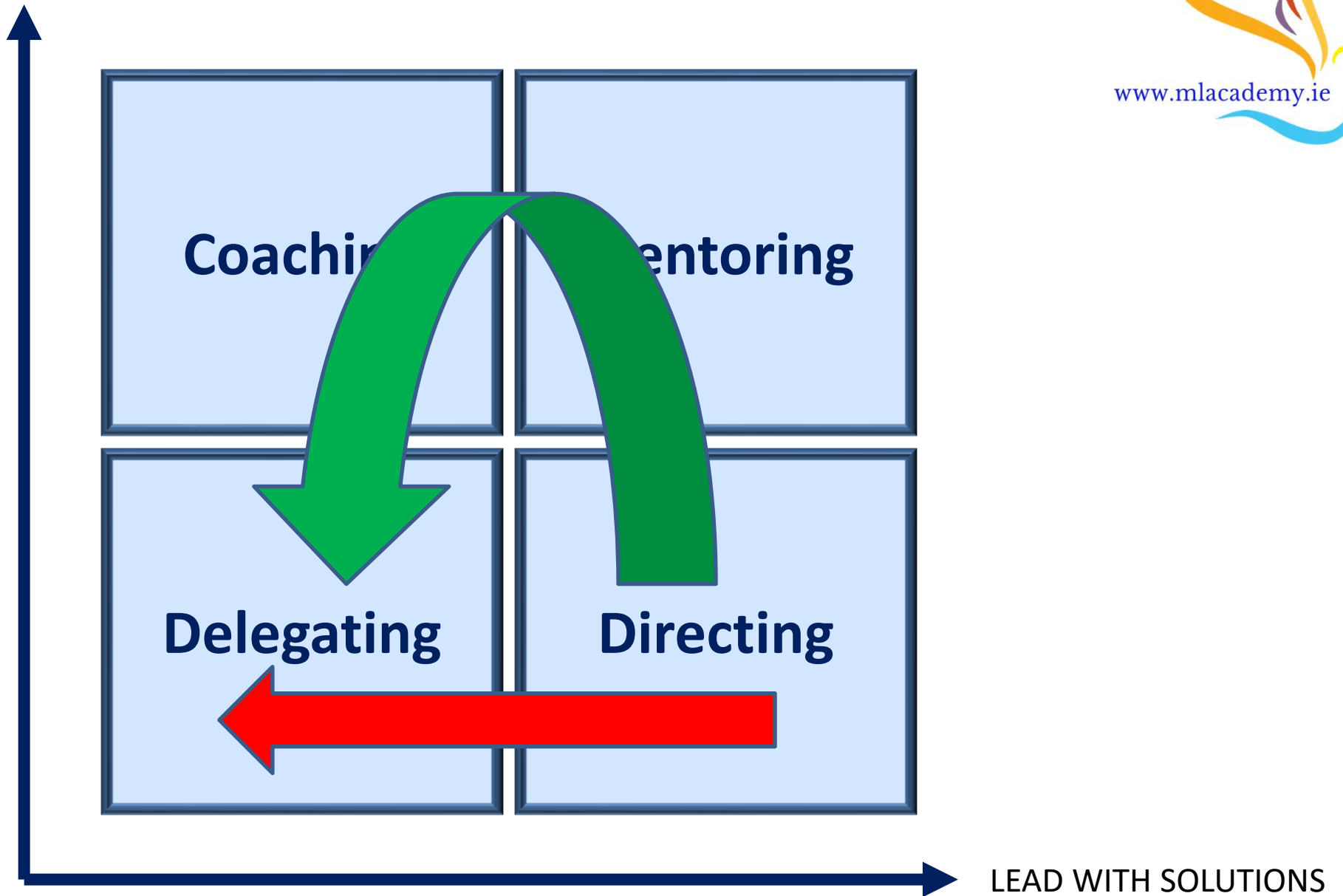
# High Impact Communications – Only One Effective Option



# Delegation NOT Abdication



LEAD WITH QUESTIONS



# Going Beyond Active Listening to Empathetic Listening

## Level One

### **Internal listening:**

Inner voice, own thoughts, opinions and views

## Level Two

### **Listening for understanding:**

For words

## Level Three

### **Deep listening:**

Beliefs, values, energy, emotions, intent and body language

# An Exercise completed within a Global Organization in 2019 in a Psychologically Safe Environment



**Courage is What it Takes to Stand Up & Speak**  
**Courage is What it Takes to Sit Down & Listen**

*The Trust Equation*

$$T = \frac{C + R + I}{S}$$

Trustworthiness =  $\frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$

Trusted  
Advisor  
(ASSOCIATES LLC)

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## March Issue: How to Measure Psychological Safety within your Organization

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# What are the behaviours of teams that have established high levels of Psychological Safety?

Low Psychological Safety	High Psychological Safety
Silence - Fear of asking questions	

A Culture of Innovation

An energetic & engaged workforce

True Diversity, Inclusion & Belonging

Robust Challenge is Wanted & Encouraged