

Psychological Safety: It's not just for snowflakes

7th Annual Education Symposium
September 15th, 2020

Kristi Kleinschmit, MD
Jennifer O'Donohoe, MD

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Disclosures

- None of the presenters has anything to disclose

Pretest

I understand the concept of psychological safety

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

I value psychological safety

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

I actively cultivate psychological safety on the
teams that I am part of/lead

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

Educational Objectives

1. Define the primary tenants of psychological safety
2. Demonstrate a way to assess the psychological safety of trainees and faculty
3. Practice implementing strategies that improve psychological safety
4. Explore obstacles and solutions to enhancing psychological safety



What is psychological Safety?

- Amy Edmundson, PhD, professor at Harvard Business School
 - Medical errors
 - Team dynamics
 - Communication
 - Reporting

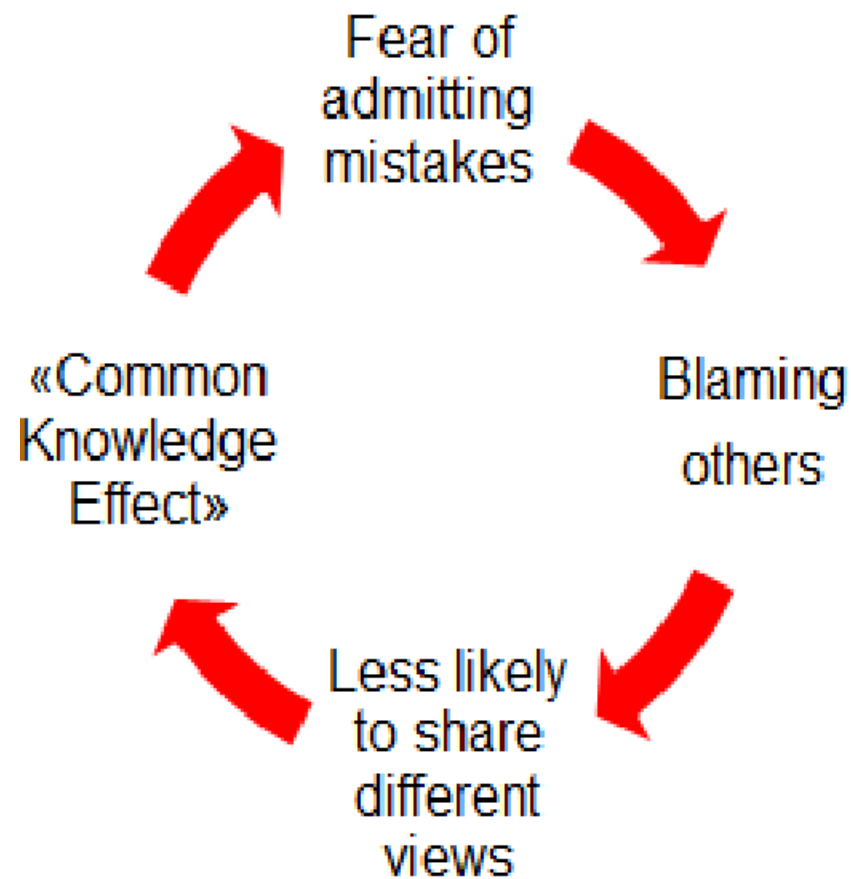


What is psychological safety?

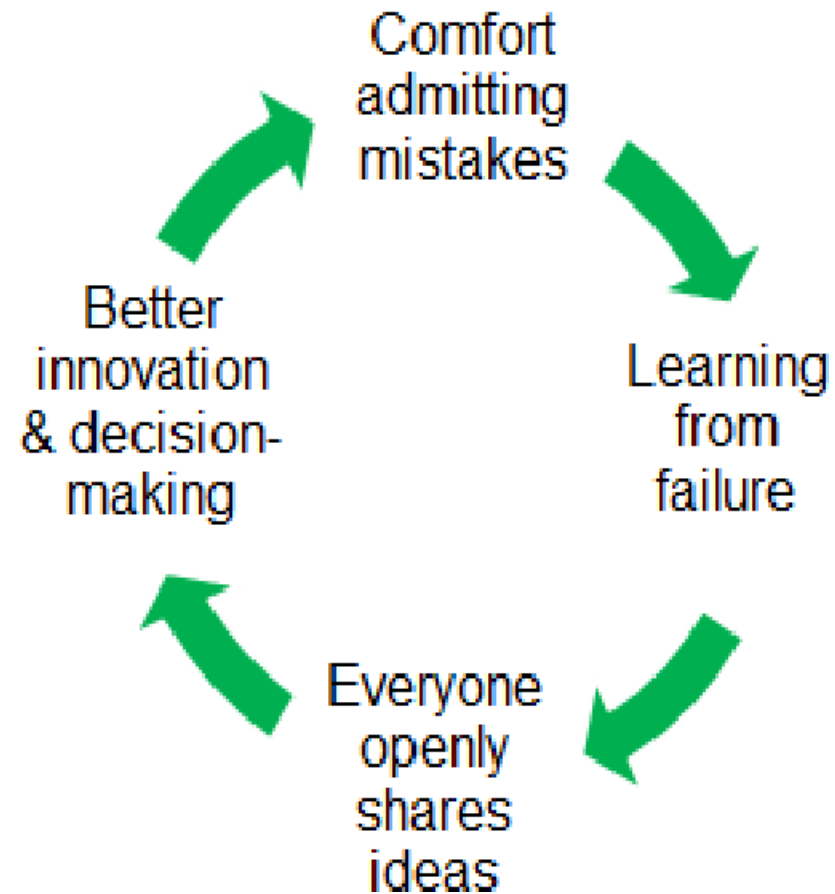
- Amy Edmondson's definition:
 - “a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes”
 - “a climate in which people are comfortable being (and expressing) themselves”



Psychological Danger



Psychological Safety



Psychological Safety

- Google studied effective teams
- Psychological safety was the most important
 - Team members feel safe to take risks and be vulnerable in front of each other



Psychological Safety

- A whistleblower is alleging that Health and Human Services staff who were deployed to help Americans evacuated due to coronavirus outbreaks did not have proper protective equipment or training.
- After raising concerns, the whistleblower alleges that they were admonished for "decreasing staff morale and accused of not being a team player, and had their mental health and emotional stability questioned."



No one wants to be:	Advice we hear:
Ignorant	Don't ask questions
Incompetent	Don't admit weakness or a mistake
Intrusive	Don't offer ideas
Negative	Don't critique the status quo

Source: https://www.youtube.com/results?search_query=psychological+safety+ted+talk+amy+edmondson



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Brainstorm the Do's of Psychological safety



Do's of Psychological Safety

- Eye contact
- Listening
- Pause for the response
- Recognize achievement/success
- Growth mindset
- Modeling vulnerability
- Be brave
- Accountability
- Acknowledge expectations
- Authentic in the moment
- Check-ins
- Transparency -understanding everyone's agenda
- Create space for opinions and ideas
- Defer judgement
- Give people the benefit of the doubt
- Culture of appreciation

Don'ts of Psychological Safety



Don'ts of psychological safety

- Shame/blame
- Pulling rank
- Quick rejection of an idea
- Ignore signs that someone is struggling
- “Humor at” or inside jokes
- Lack of transparency – dishonesty
- Insular jargon
- Interrupting



Psychological Safety Assessment

- Edmondson 1999
- Taken from Team Learning Climate Assessment
 - Psychological Safety
 - Team Learning Behaviors
 - Work Team Outcomes



For this assessment, chose a team you are part of and take the assessment about that team.

In this team, it is easy to discuss difficult
issues and problems:

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

When someone makes a mistake in this team,
it is often held against them

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

In this team, people are sometimes rejected
for being different

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

Members of this team value and respect each
other's contributions

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

It is easy to ask members of this team for help

- A. Strongly Disagree
- B. Disagree
- C. Neutral
- D. Agree
- E. Strongly Agree

Role Play Vignettes

- Groups of 5 or 6
- Each group will act out 1-2 scenarios (groups will have different scenarios)
- Introduce yourselves and assign roles in alphabetical order by first names
- If you are not assigned a role, please review the entire scenario and turn off your video – you will function as an observer/director if needed
- Read your role (or the entire scenario) and act out the scenarios as written
- Please discuss as a group the aspects of the scenario that did and did not support a psychologically safe team environment
- Role play again in a way that improves psychological safety
- If there is time, discuss situations you were in that lacked psychological safety

Small Group Report Back

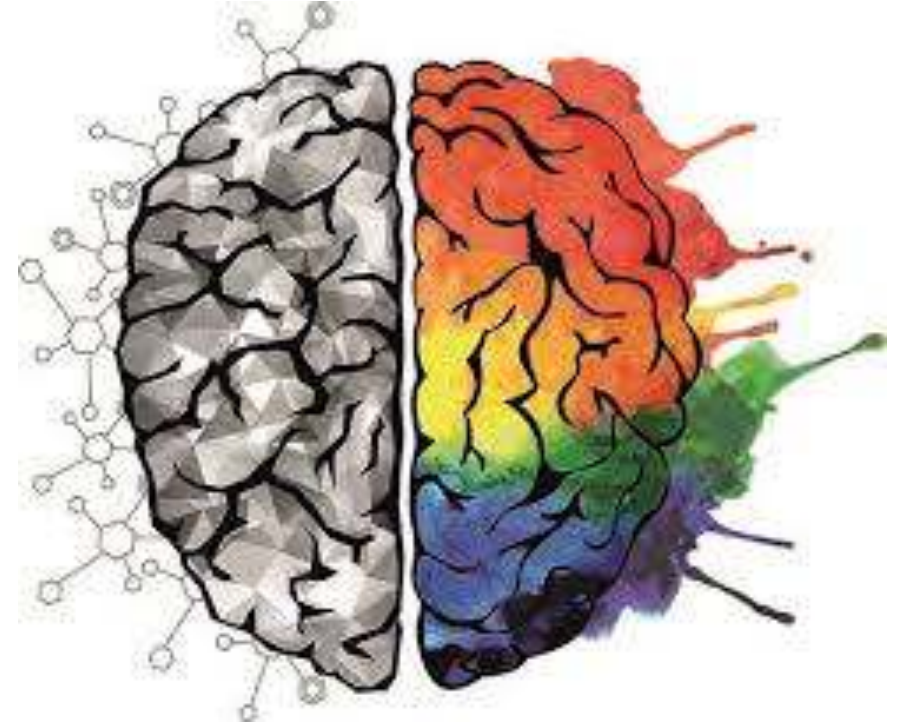
How do we create psychological safety?

- Acknowledge your own mistakes

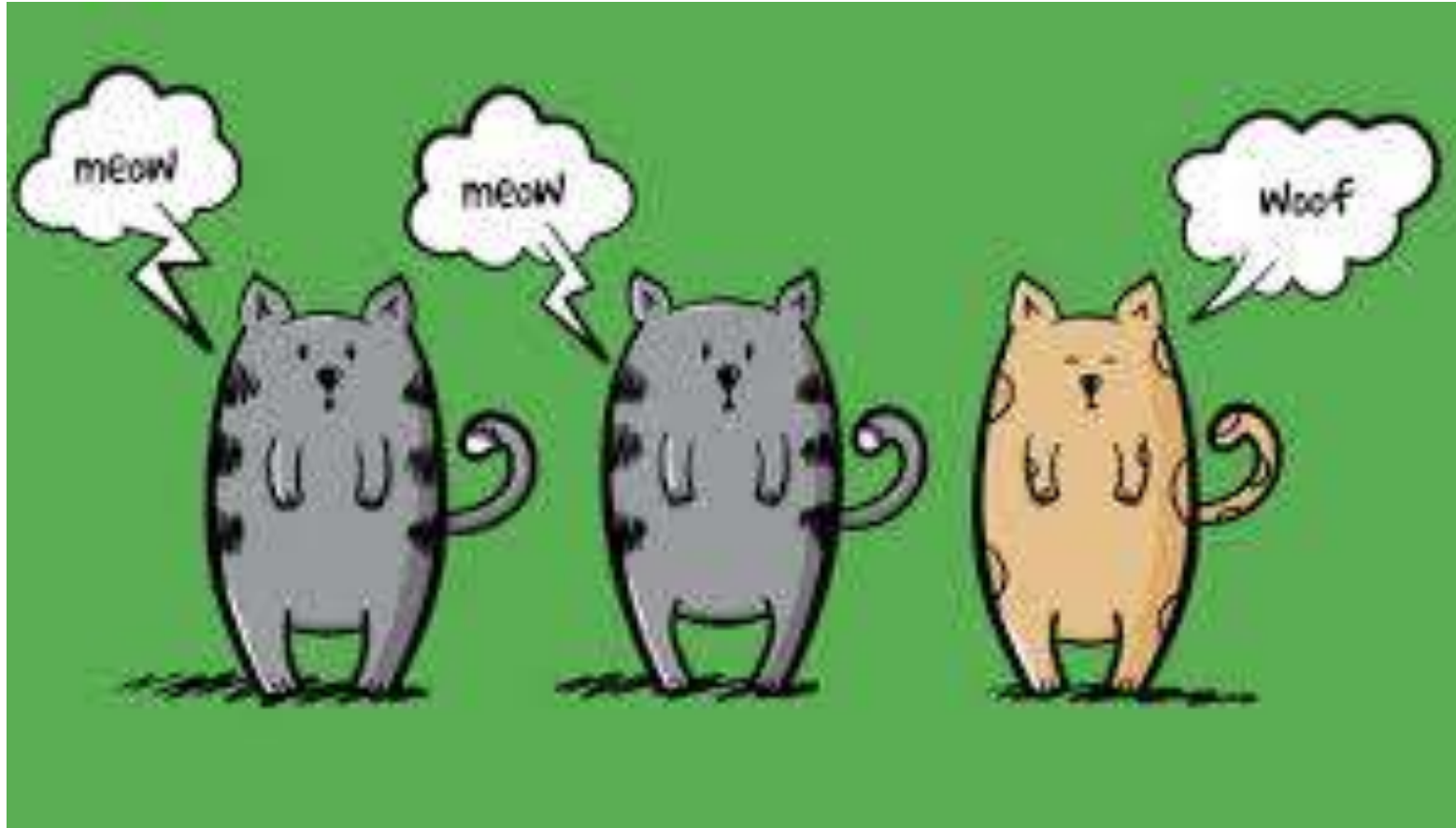


Creating Psychological Safety

- Frame the work as a learning process
 - There is uncertainty in what we do
 - It is essential that we rely on each other

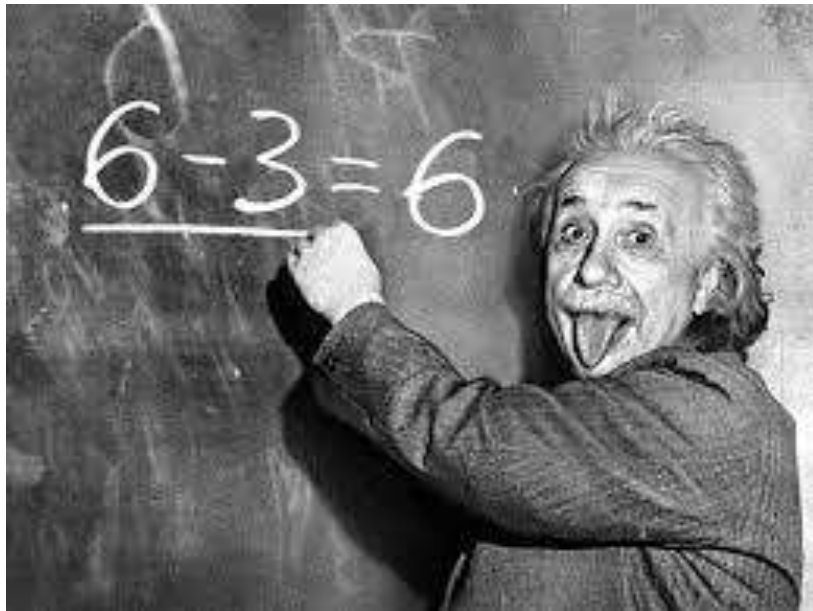


Establish Norms



Creating Psychological Safety

- Model curiosity



I HAVE NO SPECIAL
TALENTS. I AM ONLY
**PASSIONATELY
CURIOUS.**
-ALBERT EINSTEIN

STRENGTHS

- Help your team/trainees understand their own strengths
 - What can we count on each other for?
 - Strength Assessments



Team Care/Together Care

- Take care of each other
- Recognize if someone is acting different
- Check in on each other



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RELATIONAL SKILLS, KNOWLEDGE, AND MINDSET ARE ESSENTIAL TO A LEADER'S SUCCESS:

RELATIONAL LEADERSHIP

Relational Leadership is a cohort based program designed to develop competencies in self-management, fostering teamwork, coaching and mentoring others, and accelerating change.

**Who should attend:**

U of U Health faculty, staff,
and trainees interested in
leadership roles

**When:**

11:00am – 1:00pm
Every Monday
September 21- December
7, 2020

**Where:**

Zoom

**Cost:**

\$150.00

*Fee waived for select students & trainees

MULTIDISCIPLINARY ●

MULTI-GENERATIONAL ●

COHORT-BASED

[Register](#) to participate in Cohort 3

Questions? Contact Sara Rose, sara.rose@hsc.utah.edu

Resources and References

- <https://hbr.org/podcast/2019/01/creating-psychological-safety-in-the-workplace>
- <https://www.gallup.com/workplace/236198/create-culture-psychological-safety.aspx>
- <https://www.forbes.com/sites/jimbarnett/2019/06/19/how-managers-can-create-an-environment-of-psychological-safety/#79316c5f43bd>
- <https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>
- https://www.youtube.com/results?search_query=psychological+safety+ted+talk+amy+edmondson

Wrap up, Questions, and Post Survey

