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Career Well-Being



Reduce Turnover – Increase Retention



Reduce Stressors -- Increase Safety



Reduce Absenteeism -- Increase Support

4

Managers Transform

BOSS



COACH



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The Research

One of strongest proven predictors of team effectiveness:

Social Evaluation Safety

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PSYCHOLOGICAL SAFETY

The belief that one can speak up without risk of punishment or humiliation

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Psychological Safety

Is the belief the work environment is safe for interpersonal risk taking - Amy C. Edmondson

Strong Organizations will have different pockets of high and low PS.

The differences in workplace climate shape behavior in subtle yet important and powerful ways.

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Safety

Good teams do not make less errors they report the errors .

Safety is shaped by Leaders – they can and must create it!

The climate is focused on shared goals rather than personal protection.

The climate is not based on personality type, random or elusive group chemistry

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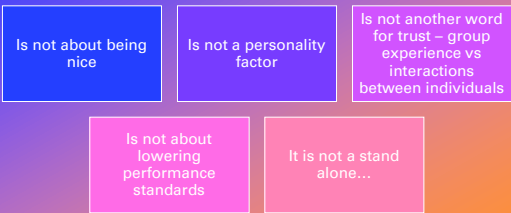
Google's Project Aristotle



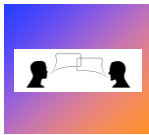
- Team composition was less important than the way the team interacts
- The single most important factor for high performing teams was Psychological Safety

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Social Evaluation Safety



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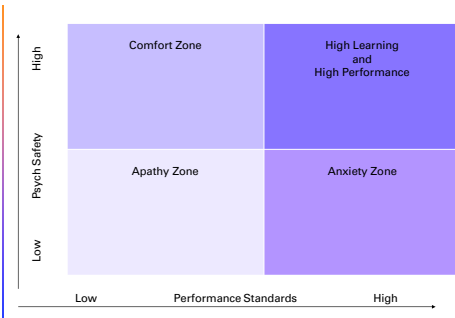
What does it look like....

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When it is absent...

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Silence at work

- Silence is common and an indicator
 - "do not want to be seen in a bad light"
 - "it won't matter anyway so why bother"
- Fear of
 - Retaliation
 - Damaging work relationships
 - Being viewed or labeled as negative

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What Silence Sounds Like

- Don't criticize something the Supervisor/Leader may have helped create
- Don't speak unless you have solid data
- Don't speak up if the Supervisor's Supervisor is present
- Don't speak up in a group with anything negative about the work to prevent Supervisor from losing face
- Speaking up brings consequences and risk to career

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The Power of Silence as a Barrier

It Benefits...

- Oneself
- Immediately
- High Certainty



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What the research shows

- Provides positive benefits for
 - Learning
 - Engagement
 - Performance

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Failure comes from

Only wanting to hear good news vs hearing the truth

Confusing setting high standards with good management

Creating an illusion of success that eventually leads to failures

A lack of leadership that ensures a climate of psychological safety permeates the workplace – allowing people to speak truth to power inside the organization

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Consequences

When people fail to speak up with their concerns or questions, the physical safety of clients or employees is at risk

A culture of silence is dangerous

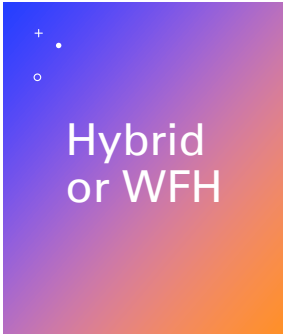
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Creating the PS Culture

Listening.....

It takes time to build but only seconds to destroy

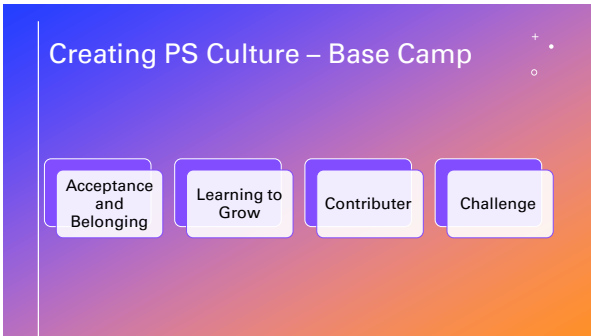
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Sorting out hybrid work arrangements will require managers to rethink and expand the domain of Psychological Safety.

Harvard Business Review <https://hbr.org/2021/04/what-psychological-safety-looks-like-in-a-hybrid-workplace>

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The stages of the climb

-  MAKE IT A PRIORITY
-  FACILITATE PROCESS OF EVERYONE SPEAKING UP
-  ESTABLISH NORMS FOR HOW FAILURE/MISTAKES ARE HANDLED
-  CREATE SPACE FOR NEW IDEAS
-  EMBRACE PRODUCTIVE CONFLICT




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Climbing Further

-  FRAME THE WORK
-  EMPHASIZE PURPOSE
-  SET UP STRUCTURES AND PROCESSES

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Climbing Further

-  PRACTICE INQUIRY
-  DEMONSTRATE SITUATIONAL HUMILITY
-  EXPRESS APPRECIATION

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Climbing Further

Destigmatize Failure Sanction Clear Violations

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Learning Organizations

ARE CONSTRUCTED ON THE FOUNDATION OF PS THEY ARE ABLE TO STAY RELEVANT THROUGH CONTINUOUS LEARNING THEY CAN THRIVE IN A VUCA WORLD

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Thank you

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