

PSYCHOLOGICAL SAFETY

The success of organizations requires engagement, respectful debate, shared commitments, and accountability to creating results.

Psychological safety, like engagement, isn't a single thing. It's a pattern of behaviors that support people in being included in solving problems to create success, in learning as they do so, in influencing others with their expertise, experience, and even mistakes, and in their willingness to let others influence them.

Psychological Safety and Engagement are:

THIS	NOT THIS
Working together toward a shared vision and goals	A free-for-all
Leaders set specific expectations / metrics / performance standards for success	People can do whatever they want to do
Performance management is done with the respect for the individual	There is no accountability, leaders coddle or overprotect individuals
There is support for learning from mistakes and for cleaning up any damage done	Leaders hands are tied when observing performance issues or poor role fit
A culture where people know that they <i>can</i> influence and <i>how</i> to do it	Individual emotion or dissent derails decisions
Specific questions guide dialogue to move decisions forward	Endless discussion and debate
Decisions are made with input from those most affected	Everyone has input on absolutely everything
Rationale is provided for all key decisions	Input "disappears" into the corner office
Team members grant each other permission to be themselves and avoid language or behavior that would deliberately demean, belittle, or ridicule others	False harmony