

Introducing A New GIT 6 Pilot Project!

GIT 6 Learning Series


Learning Series Vision: GIT6 acts as a Lamplighter, dutifully lighting the way for others, by increasing the knowledge of our teams in areas that influence our collective excellence and illuminate a path to a brighter future.





GIT6 Learning Series: Possible Topics

- **Psychological Safety**
- **Trust**
- **Engagement**
- **Motivation**
- **Inclusion**



GIT6 Learning Series: Shared Learning Objectives

Content:

- **What is it?**
- **Why does it matter?**
- **How to cultivate it?**

Psychological Safety Module

Greg Allen, EPA

&

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Psychological Safety Module Components:

- **30 Minute Interactive Pre-recorded Presentation**
- **Key Resources:**
 - **3 published articles from Edmondson/ Gallo/ Mortensen**
 - **Summary of Clark 2020 Book "The Four Stages of Psychological Safety"**
 - **Supplemental Article from Forbes**
- **Additional Learning Resources**

Chesapeake Bay Program Learning Series

Module 1: Psychological Safety

*Planting trust and
acceptance allows open
communication and
diverse ideas to flourish*



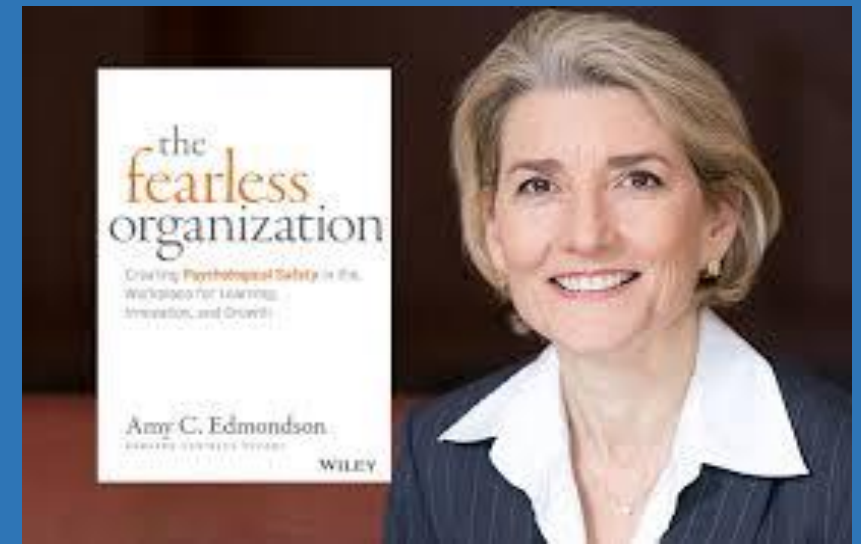
About the Chesapeake Bay Program Learning Series

*A collection of
resources focused on
key factors of
organizational
excellence*

The **portfolio** for each learning module:

- Recorded one-hour interactive self-directed presentation
- Worksheets and other tools to allow team engagement on the topic
- Key topical references to provide deeper investigation and additional learning resources

Defining Psychological Safety



“A belief that one will not be punished or humiliated with ideas, questions, concerns, or mistakes and that the team is safe for interpersonal risk-taking”

Amy Edmonson

Professor of Leadership and Management

Harvard Business School

Why is Psychological Safety Important ?



Engagement



Motivation



Team members feel that their contributions matter



Absence of fear, a culture that welcomes diversity, equity and inclusion



Increases creativity



Increases commitment and retention

Values expressed through the practice of psychological safety ...



- ✓ Collaboration
- ✓ Represent the interests of people
- ✓ Operate with transparency
- ✓ Seek consensus
- ✓ Engage the public
- ✓ Promote environmental justice

PRINCIPLES

The following principles are an overarching framework by which the Chesapeake Bay Program commits to operate. They encompass the partners' collective, core values and are intended to help guide us in our work as the Partnership develops policy and takes actions to achieve this Agreement's Goals and Outcomes.

THE PARTNERSHIP WILL:

- **Collaborate** to achieve the Goals and Outcomes of this Agreement.
- **Achieve Goals and Outcomes** in a timely way and at the least possible cost to the public.
- **Represent the interests of people** throughout the watershed fairly and effectively, including a broad diversity of cultures, demographics and ages.
- **Operate with transparency** in program decisions, policies, actions and reporting on progress to strengthen public confidence in our efforts.
- **Use science-based decision-making and seek out innovative technologies and approaches** to support sound management decisions in a changing system.
- **Maintain a coordinated watershed-wide monitoring and research program** to support decision-making and track progress and the effectiveness of management actions.
- **Acknowledge, support and embrace local governments** and other local entities in watershed restoration and protection activities.
- **Anticipate changing conditions**, including long-term trends in sea level, temperature, precipitation, land use and other variables.
- **Adaptively manage** at all levels of the Partnership to foster continuous improvement.
- **Seek consensus** when making decisions.
- **Use place-based approaches**, where appropriate, that produce recognizable benefits to local communities while contributing to larger ecosystem goals.
- **Engage the public** to increase the number and diversity of people who support and carry out the conservation and restoration activities necessary to achieve the Goals and Outcomes of the Agreement.
- **Explore using social science** to better understand and measure how human behavior can drive natural resource use, management and decision-making.
- **Promote environmental justice** through the meaningful involvement and fair treatment of all people, regardless of race, color, national origin or income, in the implementation of this Agreement.

Barriers to establishing and cultivating psychological safety ...

What can get in the way of providing a psychologically safe environment in organizations?

- Criticism and punitive behaviors
- Interrupting, dismissing ideas, and being dismissive
- Complacent leaders
- Fear of vulnerability and transparency
- Hierarchical structures

Nurture, cultivate and grow our culture of *psychological safety ...*



Admit Fallibility



Make Clear All Voices Matter



Actively Invite Input



Respond Constructively

Gallo (2023)

Nurture, cultivate and grow our culture of psychological safety ...

Admit Fallibility



Admit to fallibility by being vulnerable and demonstrating that it is encouraged to be open about mistakes.



Be humble and accept that no single person has the best ideas.



Tell stories about how you and others have identified areas for personal improvement based on feedback



Emphasize the importance of learning from mistakes.

Gallo (2023)

Nurture, cultivate and grow our culture of psychological safety ...



Most people feel safer when they hold back and keep their ideas and opinions to themselves



Discuss why we need to hear from all, why their viewpoint matters, and how it will affect the outcomes of the work



Great Phrases for Leaders and Facilitators:



"We are looking forward to hearing from everybody on this important topic!"



"We can better understand the sentiment of the group when hear from everyone"

**Make Clear
That All
Voices Matter**

Nurture, cultivate and grow our culture of psychological safety ...

Actively Invite Input



Assume people won't always share what they are thinking and provide best ideas unless invited



Tell stories about how you and others have identified areas for personal improvement based on feedback



Emphasize the importance of learning from mistakes.



Great Phrases for Leaders and Facilitators:

"You are a key team member and your perspective is important";
"What are you seeing?"



"What are your thoughts on this?"; "Where do you stand on this idea?"

Nurture, cultivate and grow our culture of psychological safety ...

Respond Constructively



Having an authentic desire to hear the best ideas provides a growth mindset and allows leaders to regulate emotions and be grateful for input.



When team members know they have been heard, they are more likely to commit to a plan of action



Adopt a learning mindset



Replace blame with curiosity

Pause the video and use the attached infographic...

- Reflect on where you believe your team is on the scale of Performance Standards vs Psychological Safety.
- If with your team, discuss where the group feels the team is.
- Considering the 9 Tips for Leaders, are there tips to focus on to move the team to a place of stronger psychological safety?

Psychological Safety

The Only Cheat Sheet You Need

Amy Edmondson's Psychological Safety Model



9 Tips for Leaders to Create Safety in Teams

1. Start with Trust

Build trust by being vulnerable. It shows your team it's ok to be human.

Action: Be the first to share a personal story or mistake you made.

2. No Blame Game

When errors happen, focus on finding a solution instead of blaming others.

Action: Ask, "How can we fix this?" instead of, "Who did this?"

3. Active Listening

Give full attention when someone is speaking and ask sincere questions.

Action: In your next meeting, recap what someone says before your reply.

4. Normalize Failure

Use failures as a learning experience. It's not something to be ashamed of.

Action: Share a failure "What I Learned" segment in team meetings.

5. Diverse Voices

Actively solicit opinions from the less vocal, ensuring everyone is heard.

Action: Rotate mtg facilitators to give everyone a chance to lead and speak.

6. Open Door Policy

Make it known that anyone can approach you with ideas or concerns.

Action: Schedule "open office hour" weekly for team questions/concerns.

7. Consistent Check-ins

Regular 1:1 w/ team members makes it easier to discuss sensitive issues.

Action: Set up a bi-weekly 15-minute one-on-one with each team member.

8. Reward Risk-Taking

Celebrate when team members take calculated risks, even if they fail.

Action: Create a "Risk-Taker of the Month" award with a small incentive.

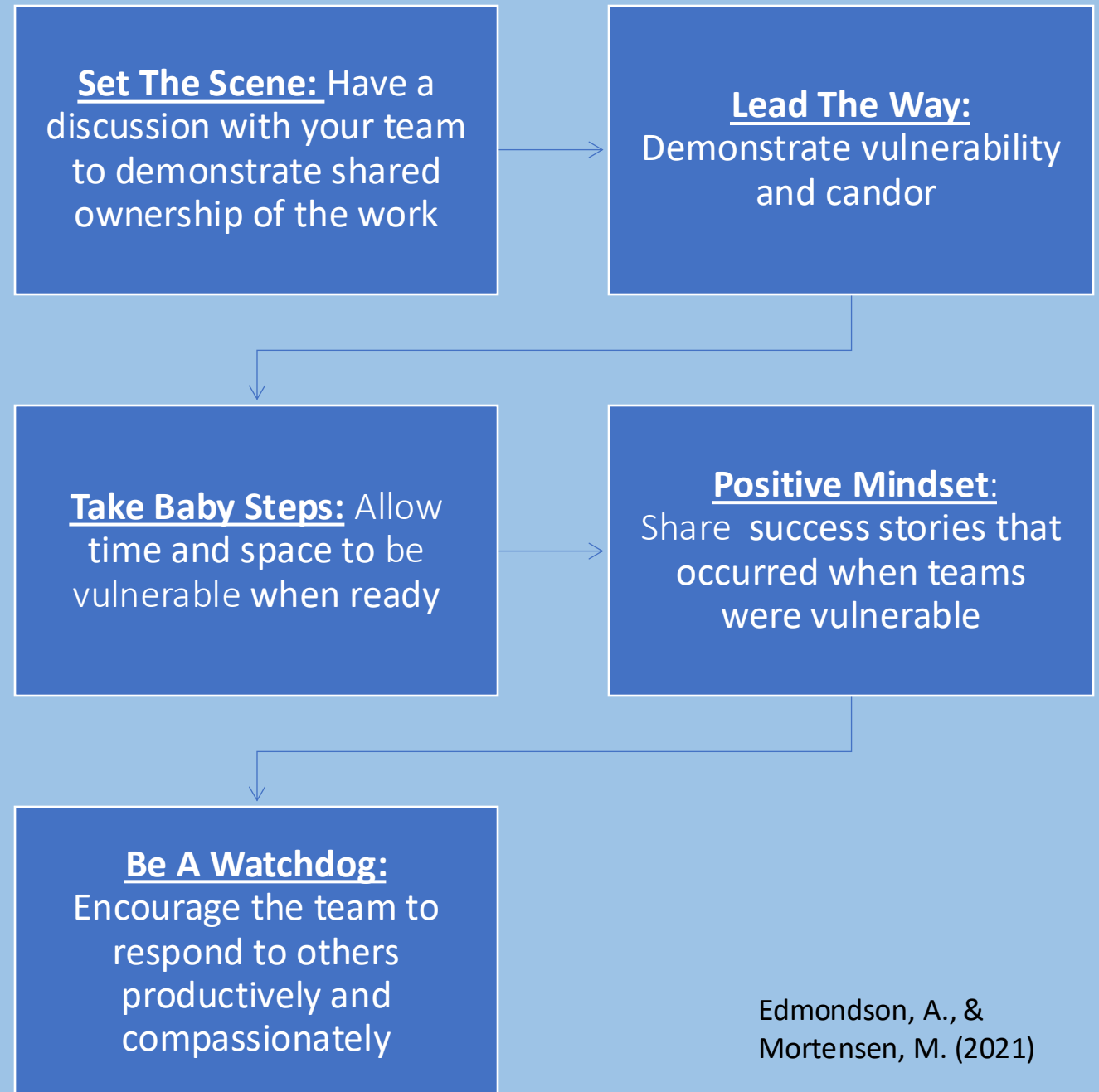
9. Address Issues Promptly

Ignoring concerns kills psychological safety. Tackle those issues head-on.

Action: When an issue is raised, allocate time to find solutions.



Steps for leaders to nurture, cultivate and grow our culture of psychological safety ...



Edmondson, A., &
Mortensen, M. (2021)

*How do teams and organizations demonstrate that Psychological Safety is a **priority?***

Cultural norms where teams celebrate supportive, open dialogue leading to new ideas and surprising outcomes!

Team members hold each other accountable for behaviors that do not support safe dialogue

Inviting feedback

Follow-up Actions to nurture, cultivate and grow our culture of psychological safety ...



Consider how you can routinely model the behaviors discussed in this learning module



Complete the self-assessment available at <https://fearlessorganizationscan.com/engage/free-personal-psychological-safety-survey>



Discuss with your team specific actions to undertake that could improve psychological safety



More learning resources available in the Learning Series Module 1 resources spreadsheet

References

- Edmondson, A. (2017). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. John Wiley and Sons.
- Edmondson, A., & Mortensen, M. (2021). What psychological safety looks like in a hybrid workplace. *Harvard Business Review*, April.
- Gallo, A. (2023). What is psychological safety? *Harvard Business Review*, Feb.
- Hutchison, J. (2020). *Psychological safety and transparent communication at work: Strengthening collaboration and innovation* [Video]. Zoom. Michigan State University WorkLife Office, April.

Key Resources and Additional Learning Resources

<u>Title:</u>	<u>Author</u>	<u>Type:</u>	<u>Description:</u>	<u>Key Takeaways:</u>	<u>Link:</u>	<u>Paid?</u>
The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth	Amy Edmondson from Harvard Business School	Link to Edmondson's book	Basic overview of Edmondson's book	Free personal assessment https://fearlessorganizationscan.com/engage/free-personal-psychological-safety-survey	Link:	Paid
What Psychological Safety Looks Like in the Hybrid Workspace	Amy Edmondson and Mark Mortensen	Article		Hybrid workspaces shift the dynamic of psychological safety	Link:	Free
What is Psychological Safety	Amy Gallo from Harvard Business Review	Article	Basic description of Psychological safety using language from Dr. Amy Edmondson	Psych Safety Definition: "is a shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences." Amy Edmondson coined the term while getting her PhD.	Link:	Free; Need subscription HBR after first 4 articles
Psychological Safety and Transparent Communication at Work: Strengthening Collaboration and Innovation	Jaimie Hutchinson from Michigan State University	Webpage with Recording from Huchinson	This is link to a brief overview of Hutchinson's work and a recording of their findings	Transparent communication allows psychological safety to flourish.	Link:	Free

Key Resources and Additional Learning Resources

What Psychological Safety is not	Forbes	Article	This article discusses the ugly side to psychological safety in the workplace; how the term is being tossed around and being used to justify lack of accountability, among other things. Timothy R. Clark, author of the Four Stages of Psychological Safety, made contributions to this article.	Psychological Safety is being used to justify lack of accountability, forcing individuals into favoring "niceness" over intellectual debate and discussion, and creating a culture of "coddling".	Link:	Free; Need subscription Forbes after first 4 articles
The Four Stages of Psychological Safety (Book Version)	Timothy R. Clark	Article/ Publishers website	The webpage covers important messages from Clark's book on the four stages of psychological safety. There is an option to buy the book.	Stage 1: Inclusion Safety/ Stage 2: Learner Safety/ Stage 3: Contributor Safety/ Stage 4: Challenger Safety	link:	Free; option to purchase book

GIT6 Feedback Requested:

Sample Questions for GIT6 Feedback:

- **Do you see this module being helpful?**
- **What CBP Groups do you see this benefiting the most?**
- **What else could GIT6 include in the Module?**

