

Welcome to

Psychological Safety: The Foundation for a Connected & Engaged Team

THE TRAINING WILL BEGIN SHORTLY! WHILE YOU'RE WAITING...

 **Icebreaker Question**
(answer in the chat)

“What’s one thing a leader can do that makes it safer—or less safe—for people to speak up?”



Survey & Certificate of Completion

Available following the training.

Connect With Us!



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SCAN TO LEARN MORE



Hi, We're CalTrin!

Who we are

- The California Training Institute
- Funded by the State of California, Dept. of Social Services, Office of Child Abuse Prevention (OCAP) to support child abuse prevention through professional development and extended learning opportunities.
- Designed for staff of family strengthening and child abuse prevention organizations in California, including Family Resource Centers, Child Abuse Prevention Councils, community-based organizations, and other child and family serving systems.

What we offer

- Live webinars & small group training
- Virtual, self-paced courses
- Job aids & other resources



UPCOMING TRAININGS

mark your calendars!

Visit caltrin.org to view and register for upcoming webinars or workshops



February 4: Cultural Competency



February 18: Child Trafficking 101



February 5: The Role of Accountability in the Coaching Process



February 19: Protective Factor of the Month: Parental Resilience



February 11: Stewards of Children



February 20: Intro to the ASQ:SE-2

Before We Begin...

BEFORE



Access the notetaking slides now! The link can be found in the chat.

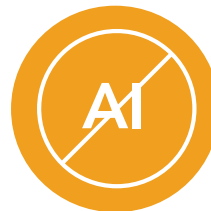


This presentation is being recorded.

DURING



Review interactive features for today's session. Locate the controls on the toolbar at the bottom of your screen.



AI assistants are not allowed in CalTrin trainings due to California privacy laws.

AFTER



Complete the survey at the end of this webinar to receive your Certificate of Attendance.



A follow-up email will be sent to all participants within two days.



Psychological Safety: The Foundation for a Connected & Engaged Team

Presented by Dan Comer, MA





Dan Comer, MA

Workforce Manager,
The Kempe Center

- 40+ years in human services; co-creator of Principles of Partnership
- National trainer/coach in family engagement, leadership, resiliency & change management
- Former clinical instructor at UNC School of Social Work
- Trained in solution-focused practice, coaching, leadership & facilitation
- Joined Kempe Center in 2016; now Workforce Manager for Colorado Child Welfare Training System



PSYCHOLOGICAL SAFETY

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

—Amy Edmondson, Harvard Business School Professor

A shared belief held by members of a team that the team is safe for interpersonal risk taking.

A culture where you bring your whole selves to work, speak your mind, be curious, try new things, and are not penalized for making mistakes or taking risks.



PSYCHOLOGICAL SAFETY IS NOT...

- Being 'nice'
- Being politically correct
- Coddling people who want to play victim
- Absolving ourselves (or others) of accountability so we don't hurt feelings
- Being soft, permissive, indulgent, or singing kumbaya!



SUPERVISORS AND PSYCHOLOGICAL SAFETY

- You are the most important person driving the establishment of psychological safety on your team.
- All eyes are on you, and everything you do/say (don't do/say) is heavily weighted when interpreting the level of psychological safety on your team.
- The human brain is working against you: if you don't make it explicitly clear that it's safe, it will be assumed that it is unsafe.
- You're a human too! (imperfect, overwhelmed, and you work within a larger system – one that may or may not have a good level of psychological safety)

WHY SHOULD I CARE?

- ❑ If the people on our teams are not speaking up with ideas, questions, concerns, or mistakes, we will be doing a poor job of serving families because we won't be:
 - learning,
 - doing critical thinking,
 - or getting creative in our approaches or in looking for resources.
- ❑ Psychological safety can often make or break teams.
- ❑ Feeling safe to express themselves, without fear of retribution, plays a pivotal role in bolstering team resilience.
- ❑ If I feel psychologically safe, I am more likely to collaborate effectively, which in turn enhances the team's ability to adapt to challenges and setbacks.



RETENTION

- 96% of employees with “good supervisors” feel they can **approach their supervisor with problems** (for those with good supervisors, that is how they determine if they have a good one!)
 - 57% of workers with “bad supervisors” feel they cannot approach their supervisor with problems.
 - A “good supervisor” is someone who creates a more psychologically safe environment.
-
- Respondents **least likely to exit** their organization strongly agreed with the statement “I can easily approach my supervisor to ask for help.”
 - Respondents **most likely to exit** their organization disagreed with the same statement.

Source: Predictive Index. (2019, August). *2019 People management report: Study reveals the subtle ways managers sabotage their teams*. https://media.predictiveindex.com/wp-content/uploads/2019/09/30095543/2019_People_Management_Report_V3.pdf



Have you ever...?

- Been afraid to ask a question?
- Remained silent when you knew the answer to a problem?
- Had someone steal credit for something you did?
- Been ignored in a discussion?
- Been rudely interrupted in a meeting?
- Felt you were the target of a negative stereotype?
- Faced retaliation for challenging the status quo?
- Been publicly shamed or made fun of?
- Been punished for making an honest mistake?
- Been made to feel inferior?

PSYCHOLOGICAL SAFETY LEVELS

- Unlike trust, which happens between two people, psychological safety is **provided by the entire team**.
- It's **not** about being nice, but respectful.
- Psychological safety provides the right environment for
 - giving and receiving candid **feedback**,
 - admitting mistakes**, and
 - learning** from your colleagues.
- We must approach psychological safety as a spectrum—from low to high—rather than something that is either present or not.
- The ladder helps us visualize the aspiration to climb to higher levels. It's also a reminder that what comes up can come down. In the same way that you can increase psychological safety, bad behaviors can make you go down the ladder—or even fall from it.



PSYCHOLOGICAL SAFETY LADDER

LEVEL 3 INNOVATION

- I feel safe to **take risks** in this team
- We openly **share** and **learn from our mistakes**
- It's okay to **challenge the status quo**
- **Questions are always welcome** on our team

LEVEL 2 COGNITIVE DIVERSITY

- The team **encourages me to disagree** or think differently
- It's easy to **ask my colleagues for help**
- We can **bring up problems** and tough issues
- My **unique skills and talents** are valued and utilized

LEVEL 1 BELONGING

- We **know one another personally**, not just professionally
- It's okay to **talk about health issues and burnout**
- I'm **not afraid to ask questions** and share my thoughts
- I **feel welcomed** by my team

STEP 1

Face the ladder and answer each question

- Yes
- Maybe
- No

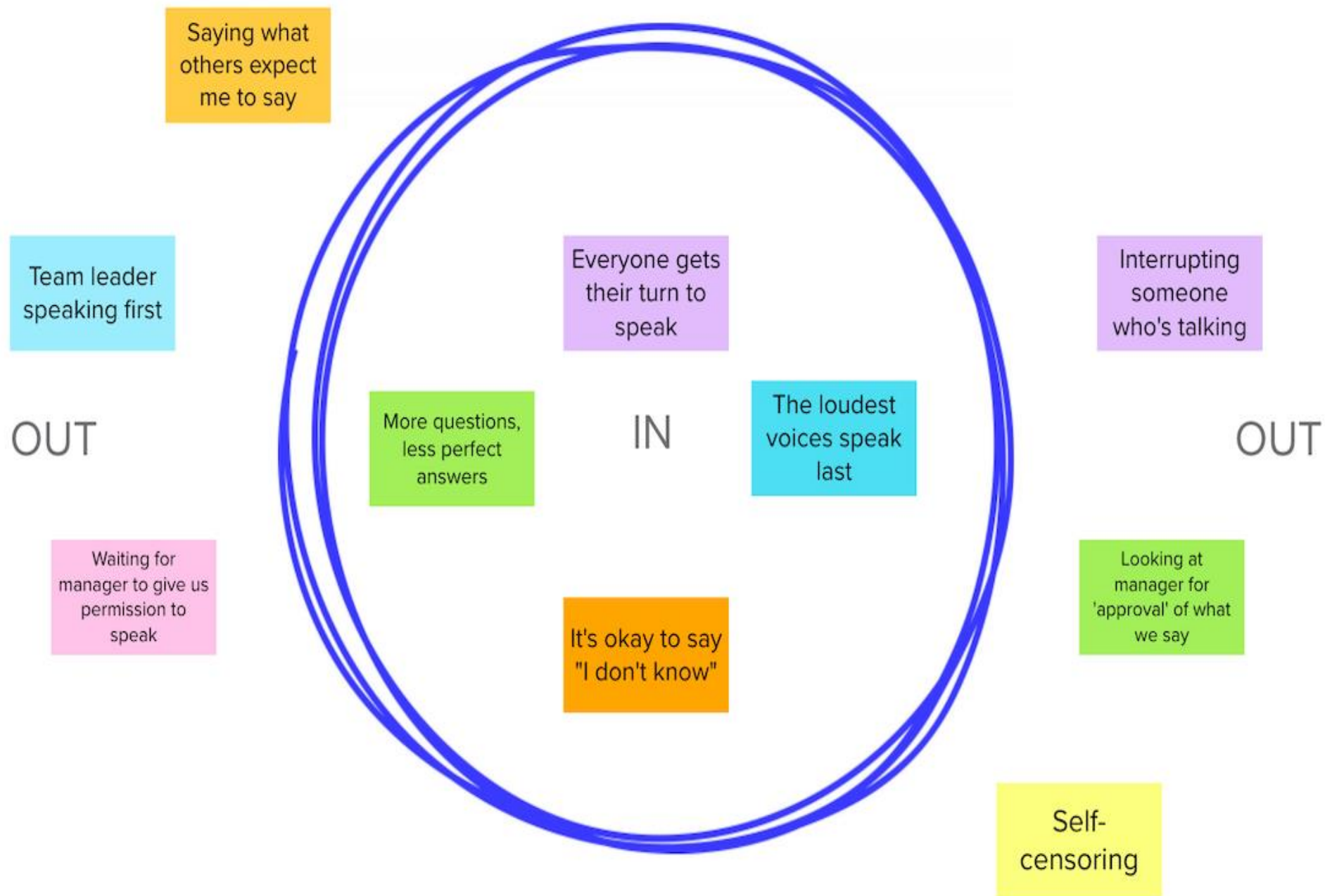
STEP 2

Assess each level.

- Strong: + + + +
- Weak: - - - -
- Broken: v v v v

STEP 3

Repair the steps by deciding the behaviors you want in, and the ones you want out.



Breakouts

What behaviors go IN and what behaviors go OUT in order to create a psychologically safe team?

Create two lists.

*** Reporter for your group is person with the shortest hair.**

Listen for...

- **Examples from different industries of problems that occur when there is low psychological safety**
- **Interdependence and uncertainty**
- **Impression management versus a climate of openness**
- **Where lack of psychological safety might cause problems in our work**

How do you build psychological safety?



Create an Action Guide

1. Turn to 'Psychological Safety Action Guide' on pages 4-6 of your workbook
2. Each small group will have 15 minutes to read the actions for building eight areas of psychological safety in the guide, THEN ADD ONE for each of the BLANK bullet points.
3. Suggestions should be something that can be seen or heard (i.e., behavioral) and something they could be held accountable for as a supervisor.
4. The person with the oldest car will be the reporter for their breakout group. Take notes!
5. If you feel safe, be creative as you can!



TWO

PSYCHOLOGICAL SAFETY SUGGESTIONS

- Frame work as a learning problem, not an execution problem
- Acknowledge your own falliability
- Model curiosity and asking questions

In Closing

- Thank you!
- Reach out if I can help:
daniel.comer@cuanschutz.edu
- kempecenter.org

Thanks for joining us!

WHAT'S NEXT?

- Survey and certificate in the chat now
- Follow-up email with resources within two days
- Watch your inbox for the next issue of *CalTrin Connect*



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