

Psychological safety

What is psychological safety?

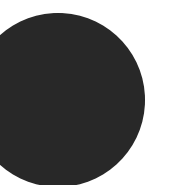
- 1 A climate in which people are comfortable being (and expressing) themselves.
- 2 The belief that you won't be punished when you make a mistake.
- 3 To know that others will have your back.

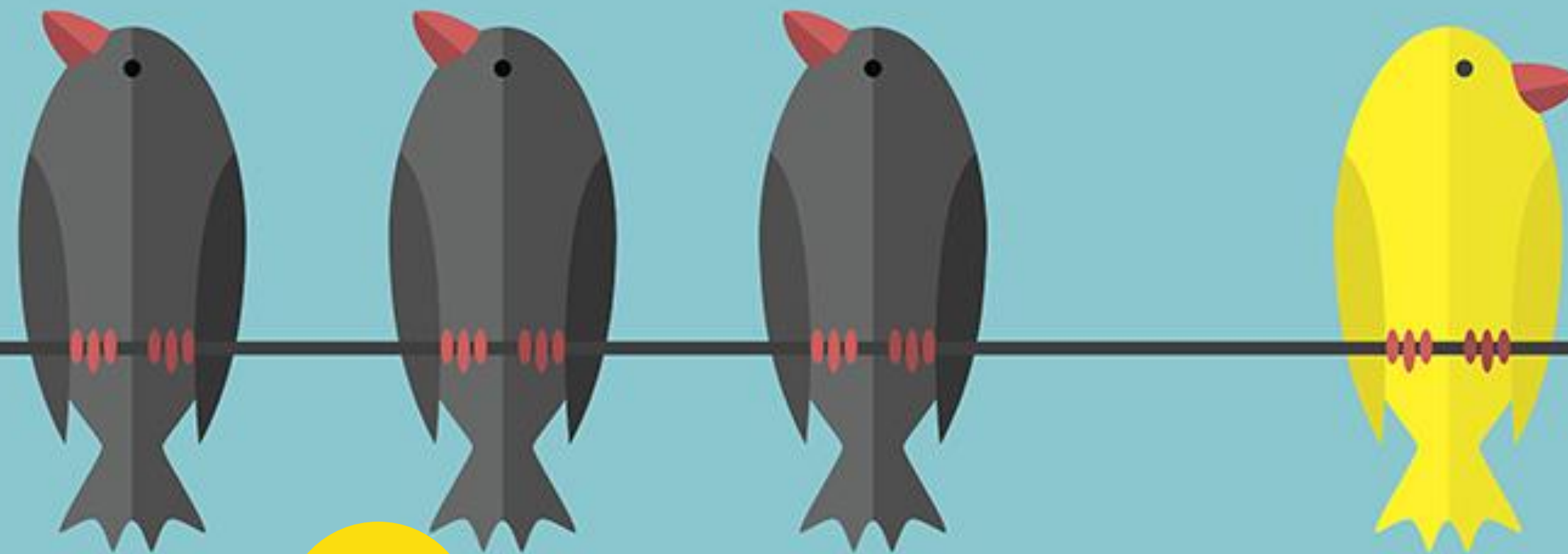
Dr Amy Edmondson
Harvard Business School





*Psychological safety
must be lived and
experienced at every
level of the
organisation*





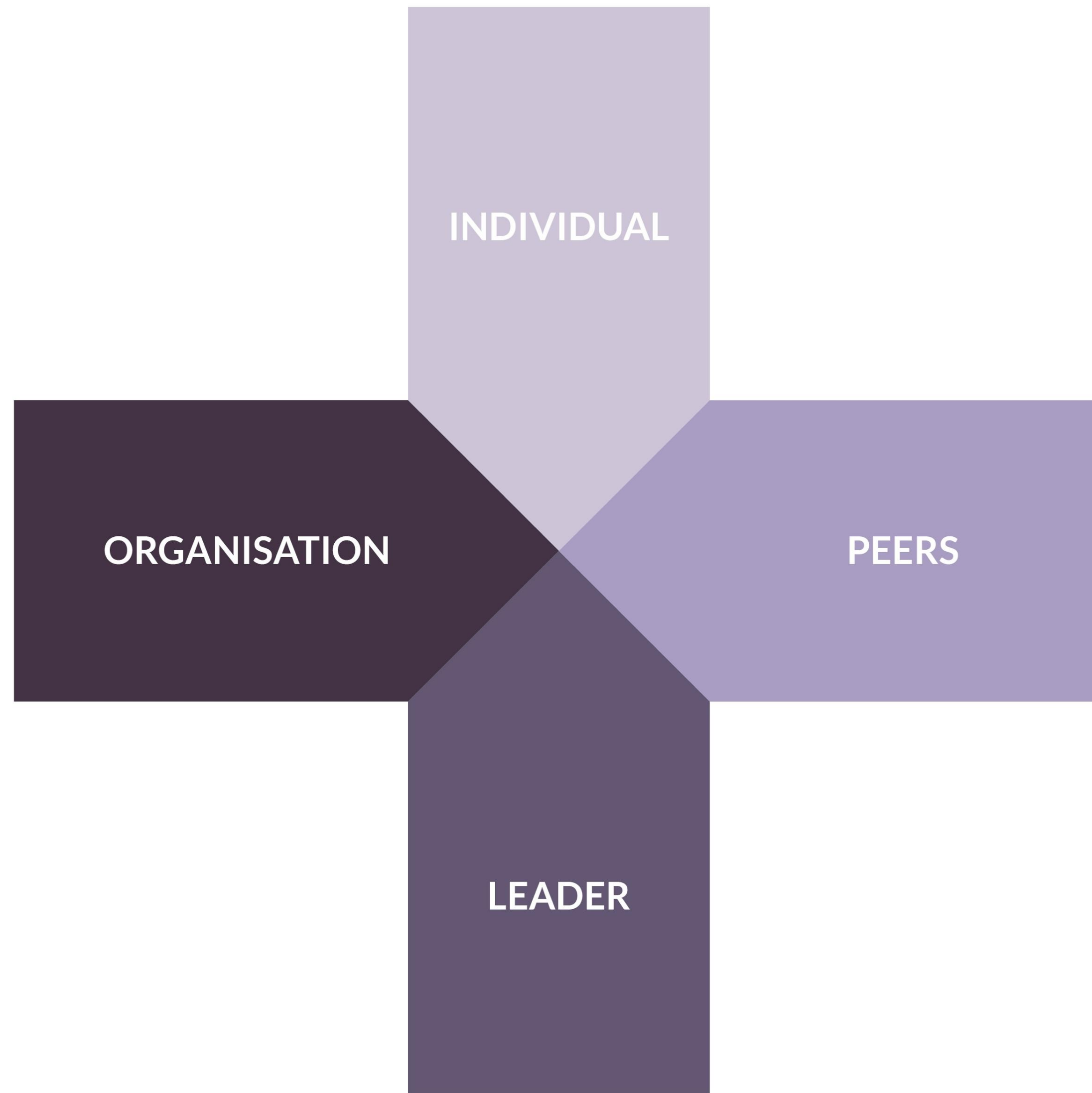
Leaders need safety too
Foster *and* experience

Assess first

- 1 Measure for baseline
- 2 Determine barriers and enablers
- 3 Take collaborative action



Action at all levels





Awareness and skill

BUILD KNOWLEDGE

COMMUNICATION

VALUE DIFFERENCE

ASK FOR HELP



Train Leaders

UNDERSTAND LEGAL DUTY OF CARE

ROLE MODELLING

DEVELOPING TRUST

COMMUNICATION



Build Safety Culture

EXEC ROLE MODEL

PROMOTE COLLABORATIVE AND
COMPASSIONATE MANAGEMENT

POLICIES AND PROCESSES EMPHASIS
FAIRNESS

ENABLE IMPROVEMENT

What gets in the way?

Our data on leaders



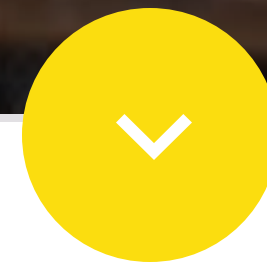
**Significantly lower
peer support**



**Significantly
greater work
demands**
(senior leaders = highest)



**Significantly
greater work-life
imbalance**



Emotion labour

“Effort it takes to keep your professional game face on when what you’re doing is not concordant with how you feel”

Dr Susan David
Harvard Medical School

Impact of emotion labour

Performance

- 1 Harder to prioritise
- 2 Distracted attention
- 3 Increased error rate
- 4 Take longer to do tasks
- 5 Produce lower quality outputs
- 6 Increased rigidity
- 7 Lower job satisfaction

Impact of emotion labour

Health and wellbeing

- | | | | |
|---|----------------------|---|-------------------|
| 1 | Emotional dissonance | 2 | Emotional fatigue |
| 3 | Insomnia | 4 | Loss of memory |
| 5 | Depersonalisation | 6 | Hypertension |
| 7 | Heart disease | 8 | Burnout |

What do we need to do?

Realistic role scope



Role clarity



**Work load demands
manageable**



Development

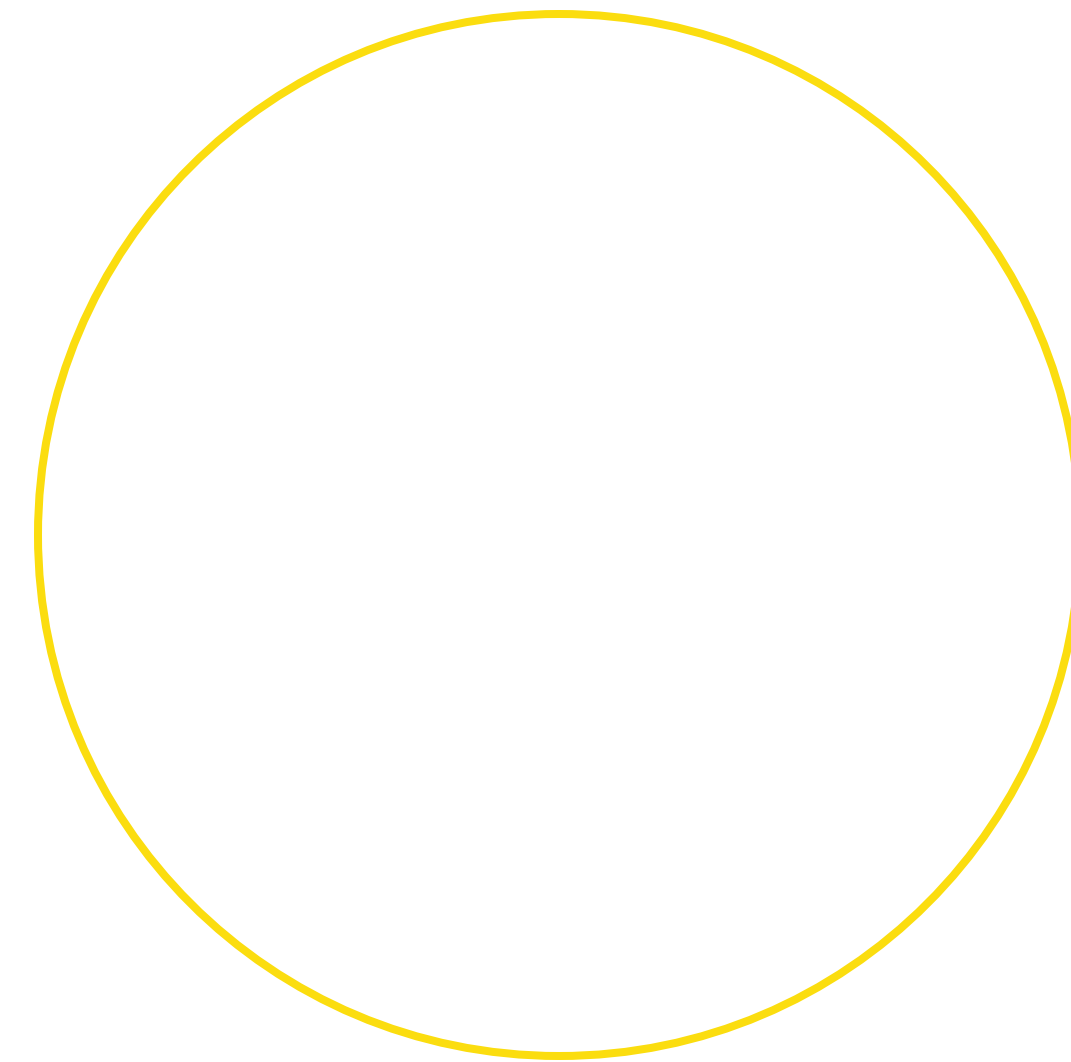
Prioritise leader wellbeing



Safe harbours



**Routines and rituals
– pause and recover**



Reflection



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