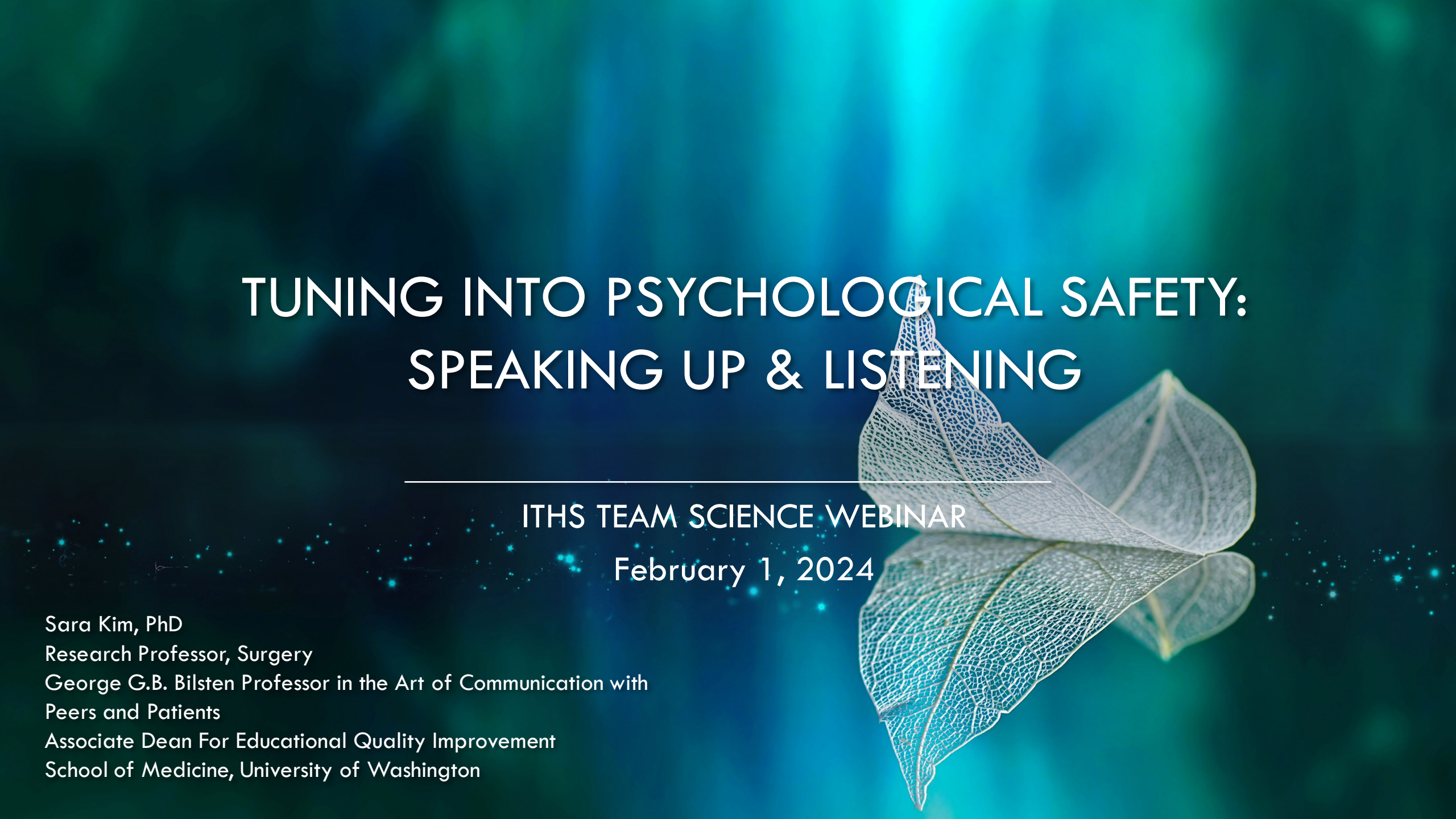


TUNING INTO PSYCHOLOGICAL SAFETY: SPEAKING UP & LISTENING



ITHS TEAM SCIENCE WEBINAR

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Peers and Patients

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In the South Pacific, a Humpback Whale Karaoke Lounge

- Humpback whales from different breeding grounds come together, share songs and learn from one another.
- Mix pitches and textures
- Songs change from year to year with new elements and phrases

A stack of three smooth, grey stones is positioned on the right side of the image. The stones are stacked vertically, with the largest at the bottom and the smallest at the top. The background is a sand mandala, consisting of concentric, wavy lines of sand that create a sense of depth and movement. The overall color palette is warm and earthy, with shades of beige and light brown.

1. How do we experience psychological safety at workplaces?

2. What are impactful strategies for speaking up and listening?

3. What one new practice can I commit to following up on from today's session?

The Origin of Psychological Safety

Edgar Schein &
Warren Bennis
(1965)

Sources of anxiety
during organizational
change

Amy Edmondson
(1999)

Team-level belief
facilitating learning
behaviors at work



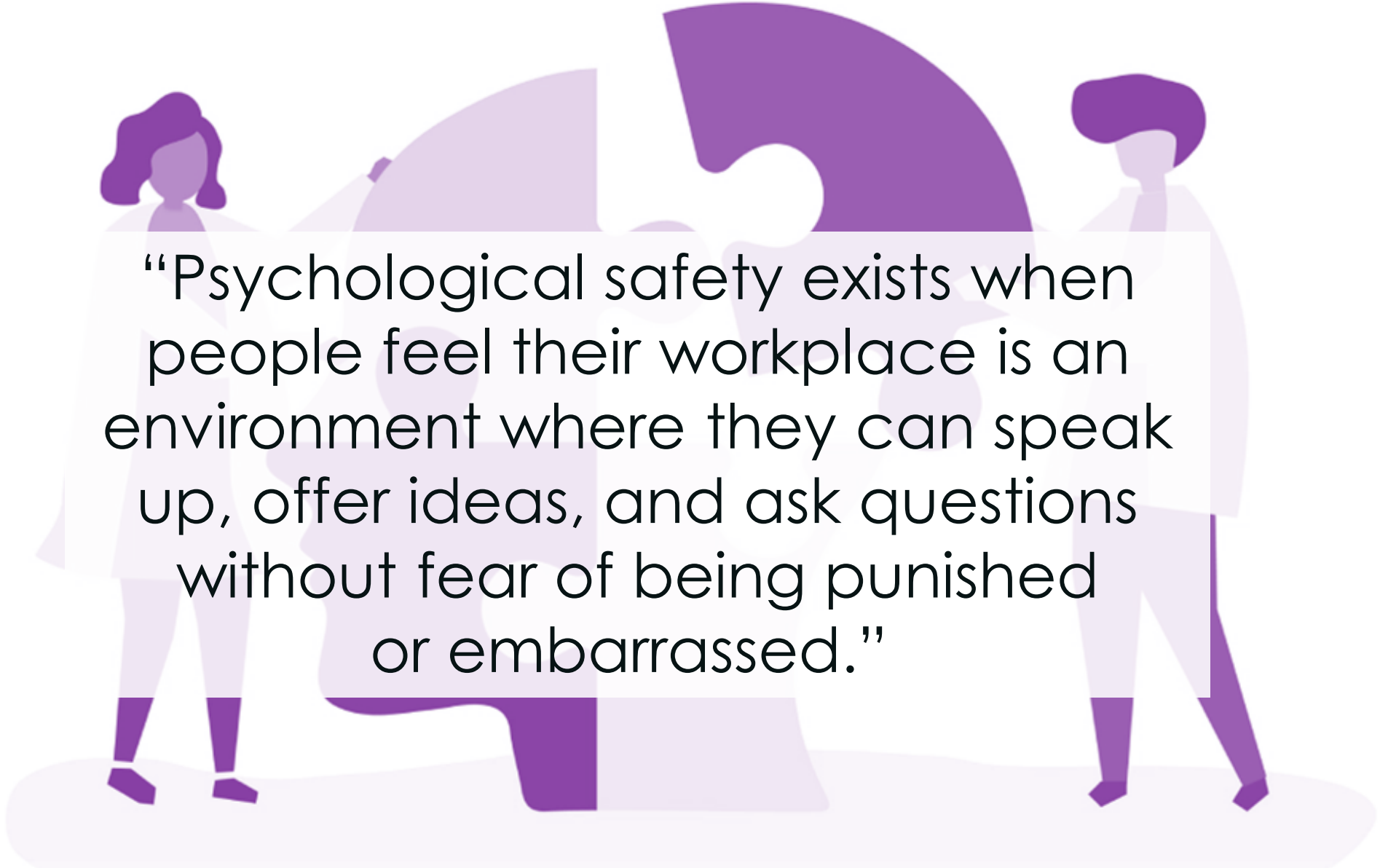
William Kahn
(1990)

Sources of engagement
and disengagement at
work

Schein, Edgar H., and Warren Bennis. *Personal and Organizational Change via Group Methods*. New York:Wiley, 1965.

Kahn, William A. *Psychological Conditions of Personal Engagement and Disengagement at Work*. *Academy of Management Journal* 33.4 (1990): 692–724.

Edmondson, Amy. *Psychological Safety and Learning Behavior in Work Teams*. *Administrative Science Quarterly* 44.2 (1999): 350–383.

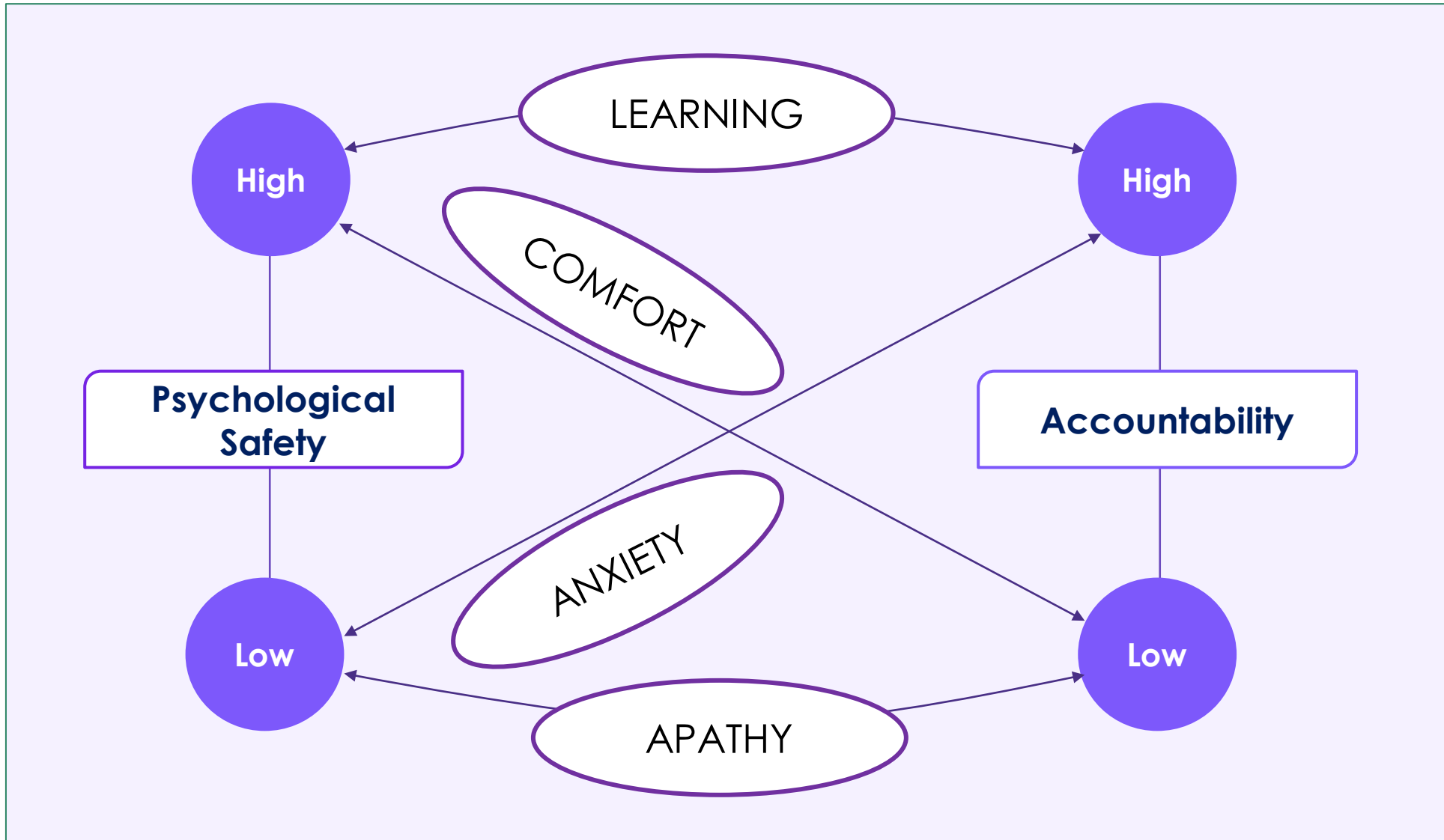


“Psychological safety exists when people feel their workplace is an environment where they can speak up, offer ideas, and ask questions without fear of being punished or embarrassed.”

Edmondson AC. The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth. John Wiley & Sons; 2018 Nov 20.

Edmondson AC, Bransby DP. Psychological Safety Comes of Age: Observed Themes in an Established Literature. Annual Review of Organizational Psychology and Organizational Behavior. 2023 Jan 23;10:55-78.

Psychological Safety = Key to Creating a Learning Organization



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Speaking Up

Raising concerns for the benefit of patient safety and care quality upon recognizing risky or deficient actions associated with incomplete information, mistakes, or judgement lapses of other team members.

Saxifrage = Stone Breaker

Hospital Survey on Patient Safety Culture (447,584 Healthcare Professionals)

- I feel free to question the decision or actions of those with more authority. ➤ 49% of respondents (vs. UWMC 75%)
- I felt afraid to ask questions when something did not seem right. ➤ 65% of respondents (vs. UWMC 25%)

What Makes it Difficult to Speak Up

CONTEXT

- *Is this the right time/right place?*
- *Not sure if the patient is really at risk.*
- *What's the point of speaking up. No one backs up team members here.*

CONTENT

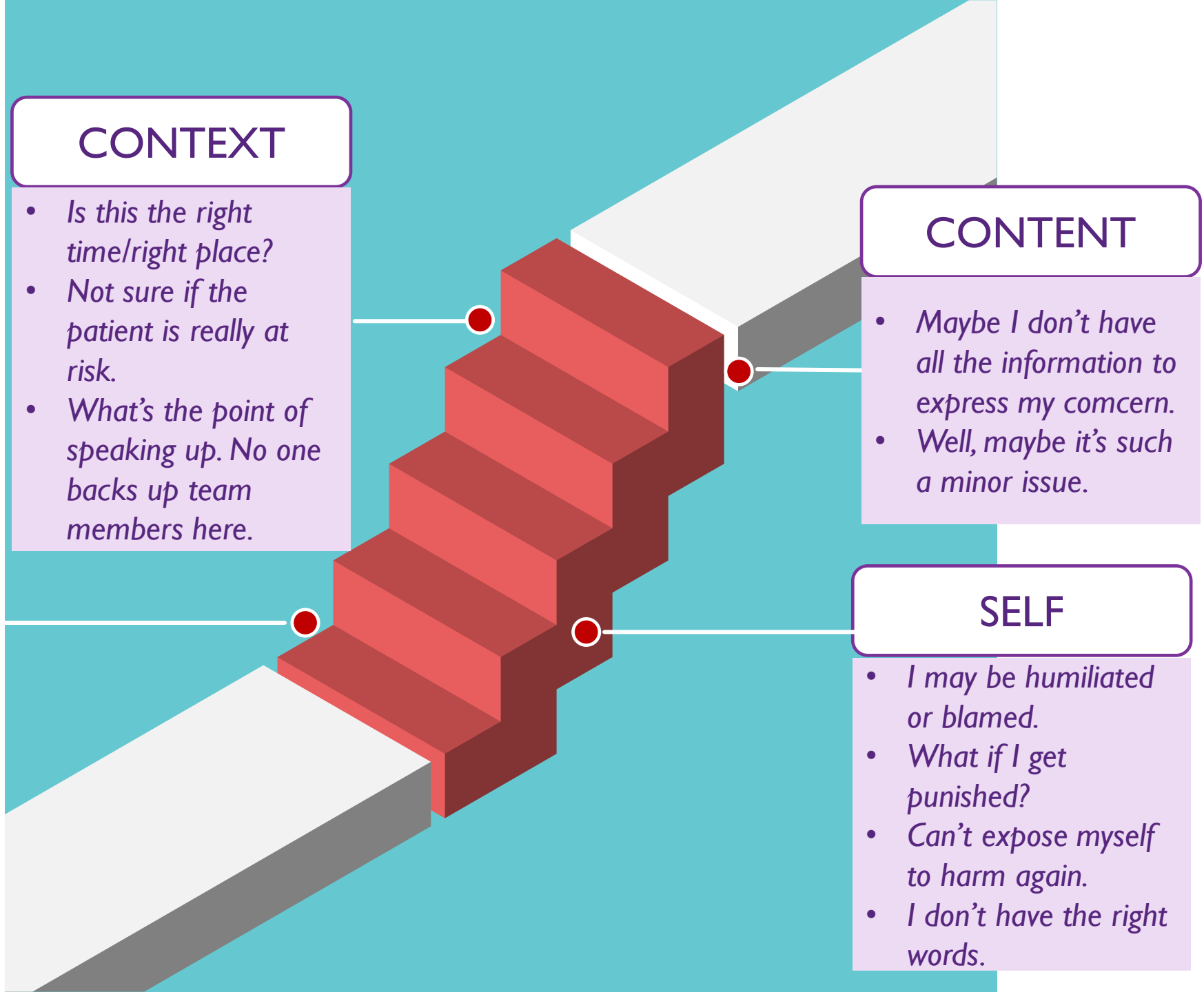
- *Maybe I don't have all the information to express my concern.*
- *Well, maybe it's such a minor issue.*

OTHERS

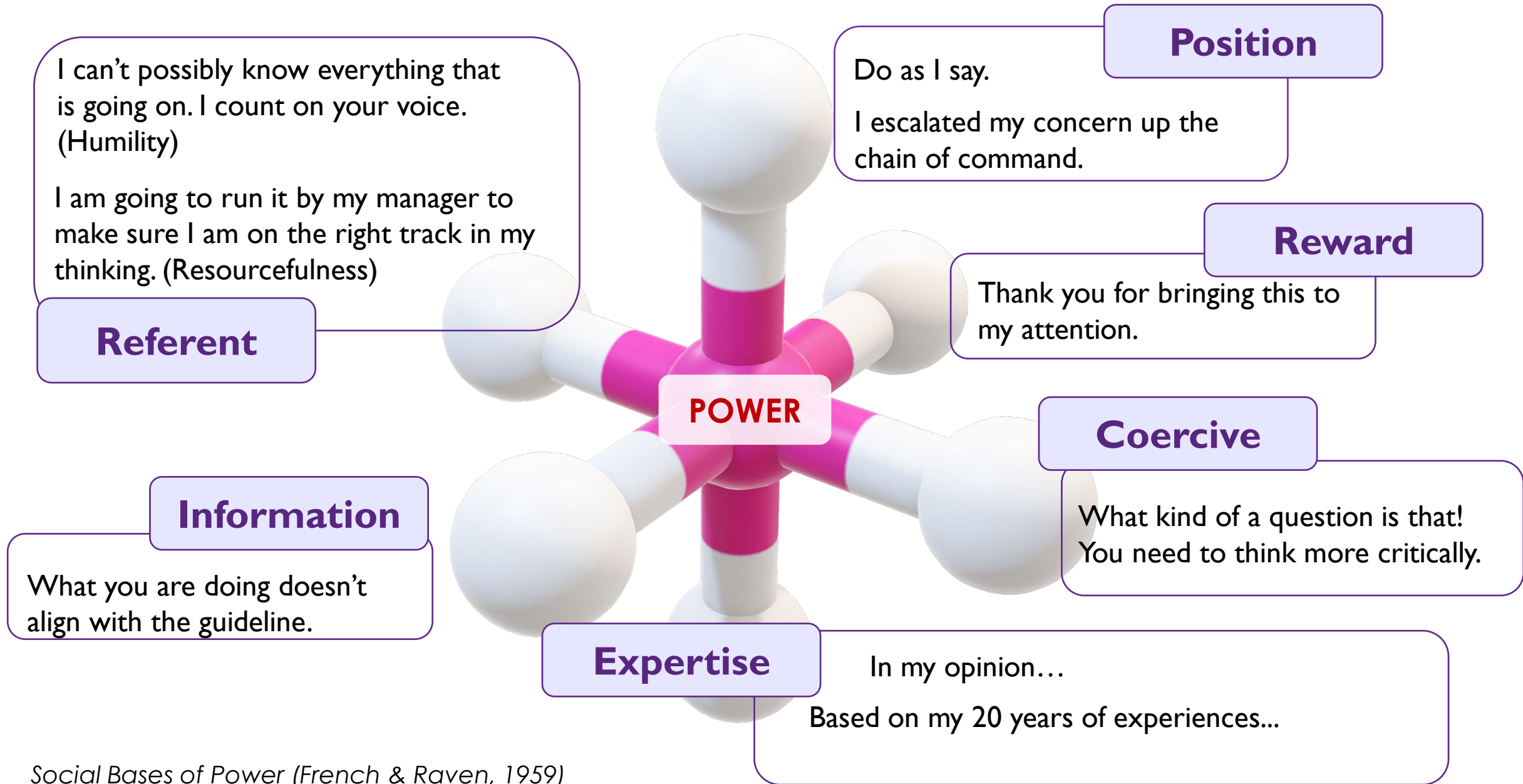
- *I don't want to embarrass my boss in public.*
- *She may react badly to what I have to say.*

SELF

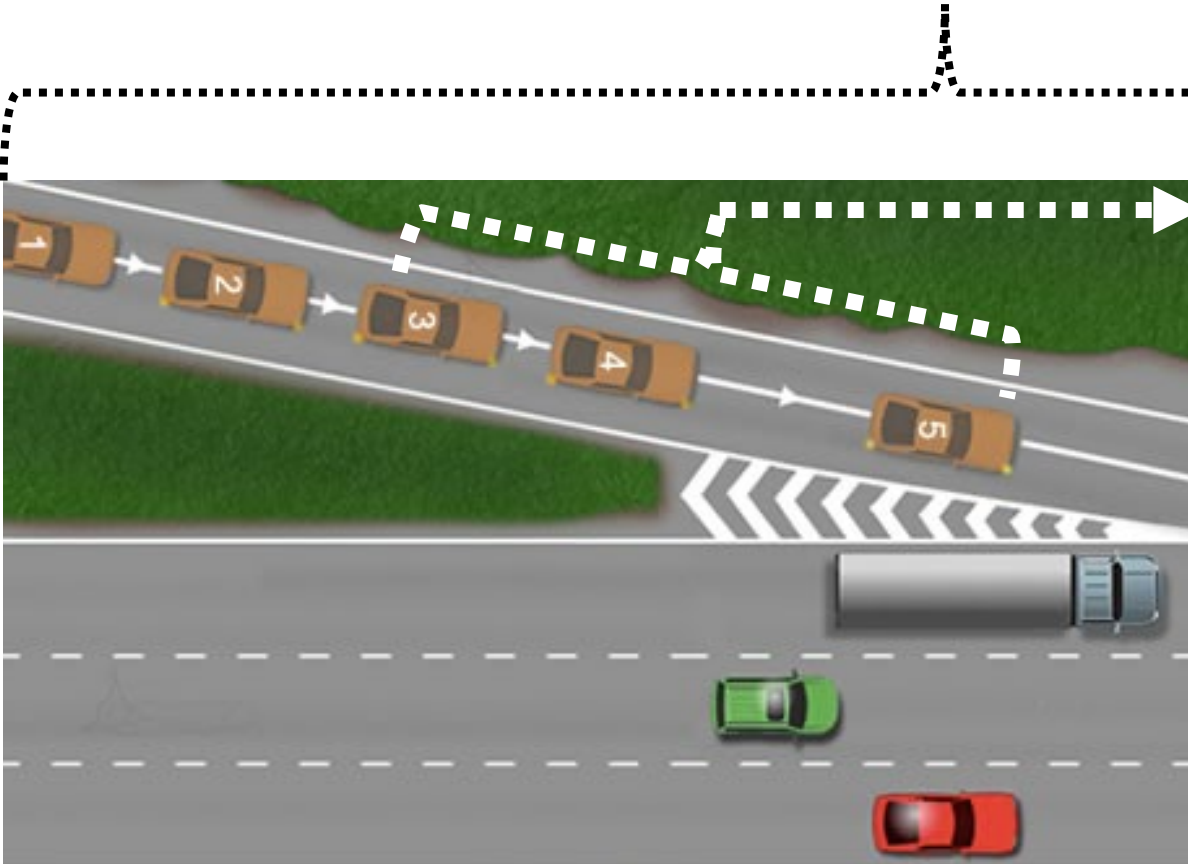
- *I may be humiliated or blamed.*
- *What if I get punished?*
- *Can't expose myself to harm again.*
- *I don't have the right words.*



What is Power?



Low Power Position: Merging onto Highway



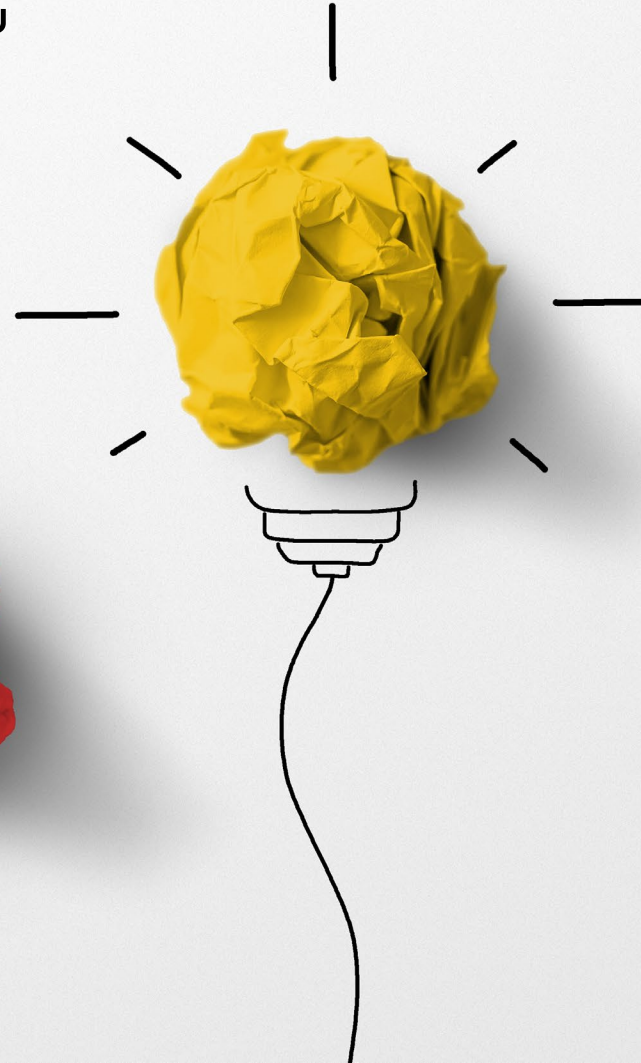
On Ramp Strategies:

- “I am new here but..”
- “I am curious..”
- “I have seen this done differently elsewhere.”
- ”Whenever I speak to this colleague, I talk to myself first: Be respectful. Keep it focused on the issues.”
- “I am fairly new in my job. It is difficult for me to speak up. I tell myself how exciting it would be to learn something new. This helps me engage in speaking up.”

High Power Position: Comfort Cruising

SPEAKING UP WORDS & PHRASES

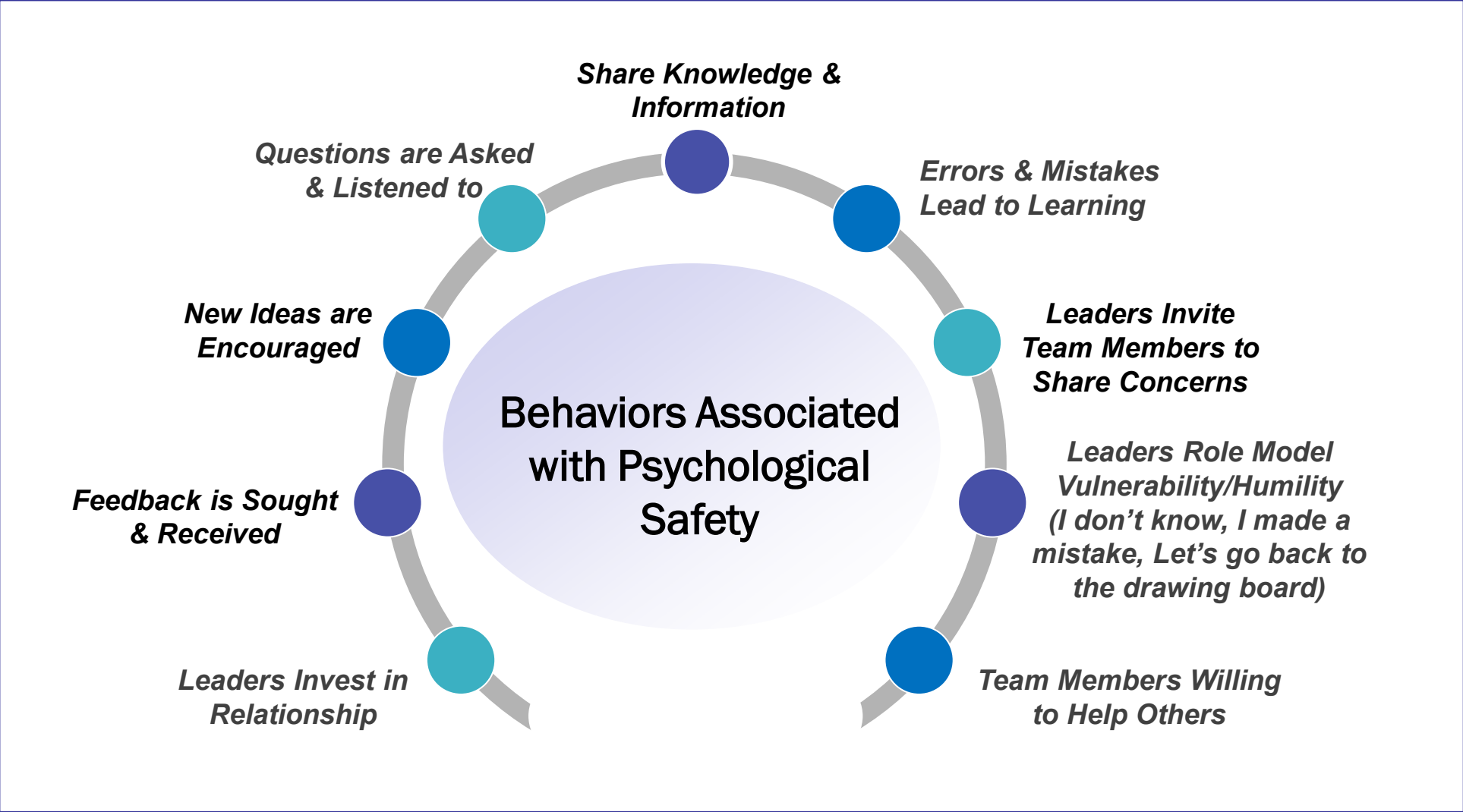
- In the chat, please add the words & phrases you typically use for speaking up.
- Feel free to add new words and phrases that come to mind at the moment.



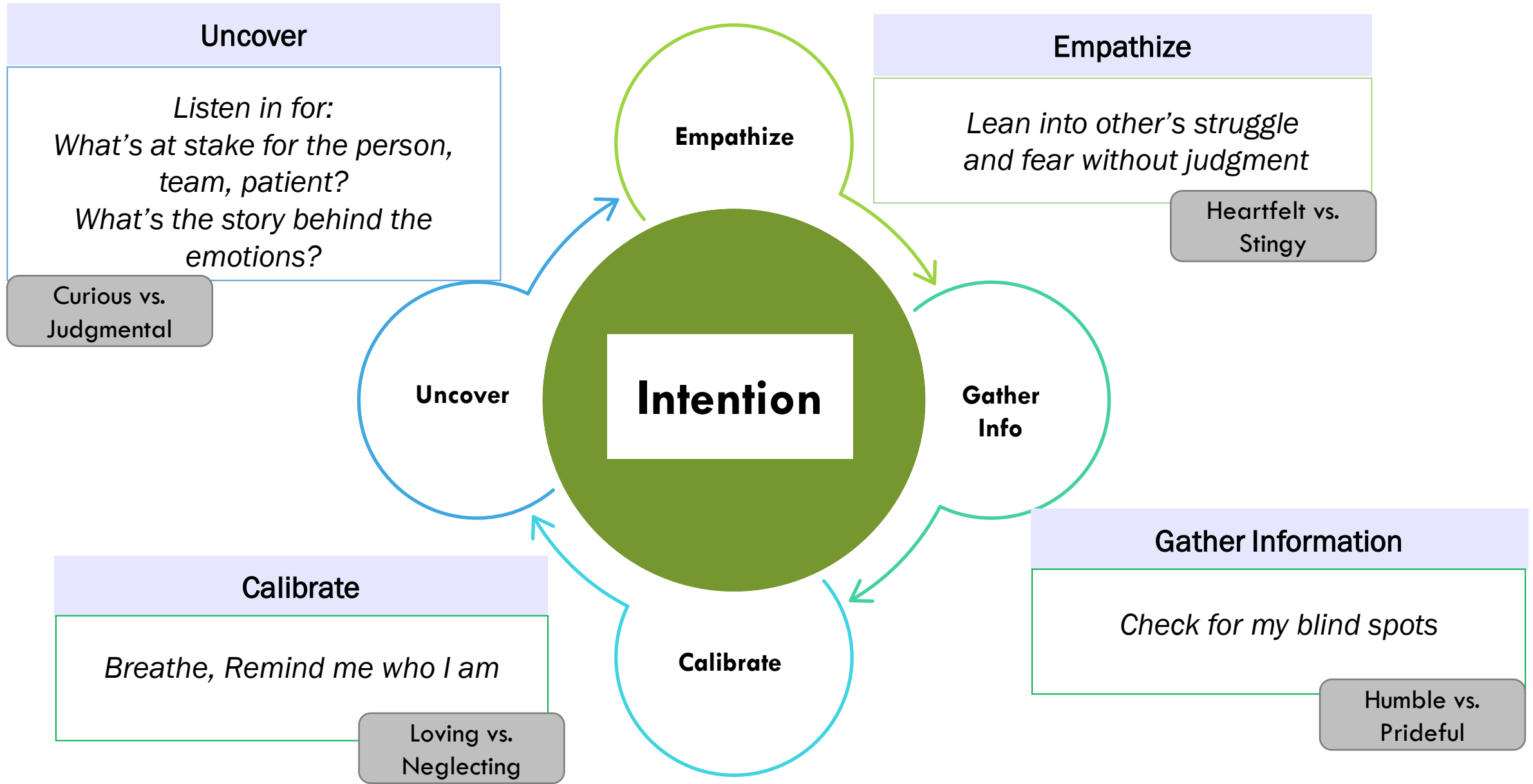


Listening

Attunes to the content of a message and non-verbal cues of speakers. Good listening is an act of creating a positive experience for the speaker.



Listen with Intention



Practicing Listening: Notice, Check In, Shift

Notice

Notice body language,
tone of voice,
facial expression

Being
Mindful

Check In

Ask the Person:
How are you experiencing
our conversation so far?

Being
Kind

SHIFT

Clarify purpose of feedback,
Watch your *labels*
(*unmotivated, hyper-sensitive*),
Commit to follow up

Being
Skilled



Words + Our Presence

Channel of Engagement

(pitch, tone, pace of voice, posture, eye contact inviting engagement)

Bedrock of Courage

(inquire, speak up, advocate)

Vault of Learning

(skills, remembrance of positive engagement, transcended negative events)

Shield

(reject, keep people guessing)

Shelter

(fear, uncertainty)

Storehouse

(trauma, hurt)

Listening Habits

- In the chat, please add how you cultivate and demonstrate respectful and curious listening skills.



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Reflect = Mirror Emotions

**Signal to others
you get how
others feel**

- That sounds frustrating/
disappointing.
- I hear how upset you are.
- I am sorry this is so tough on you.
- It's been a hard day.



**Signal to others how
you feel**

- You can imagine how
surprised I'm to hear that.
- It was disappointing to hear
you speak in that manner.
- This is getting hard. I need a
break.



What one new speaking up and listening skill
I will commit to practicing?

Thanko

Sara Kim

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