CSB Case Management & Care Coordination Training Series: *Psychological Safety in the Workplace*

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Advocates for Human Potential

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MHTTC
Mental Health Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

The purpose of the MHTTC Network is technology transfer—disseminating and implementing evidence-based practices for mental disorders into the field.

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SAMHSA
Substance Abuse and Mental Health
Services Administration

The MHTTC Network uses affirming, respectful and recovery-oriented language in all activities. That language is:

INVITING TO INDIVIDUALS PARTICIPATING IN THEIR OWN JOURNEYS

STRENGTHS-BASED AND HOPEFUL

PERSON-FIRST AND FREE OF LABELS

INCLUSIVE AND ACCEPTING OF DIVERSE CULTURES, GENDERS, PERSPECTIVES, AND EXPERIENCES

NON-JUDGMENTAL AND AVOIDING ASSUMPTIONS

RESPECTFUL, CLEAR AND UNDERSTANDABLE

HEALING-CENTERED AND TRAUMA-RESPONSIVE

CONSISTENT WITH OUR ACTIONS, POLICIES, AND PRODUCTS

MHTTC Network

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Central East (Region 3)

Delaware
District of Columbia
Maryland
Pennsylvania
Virginia
West Virginia

Central East (HHS Region 3)

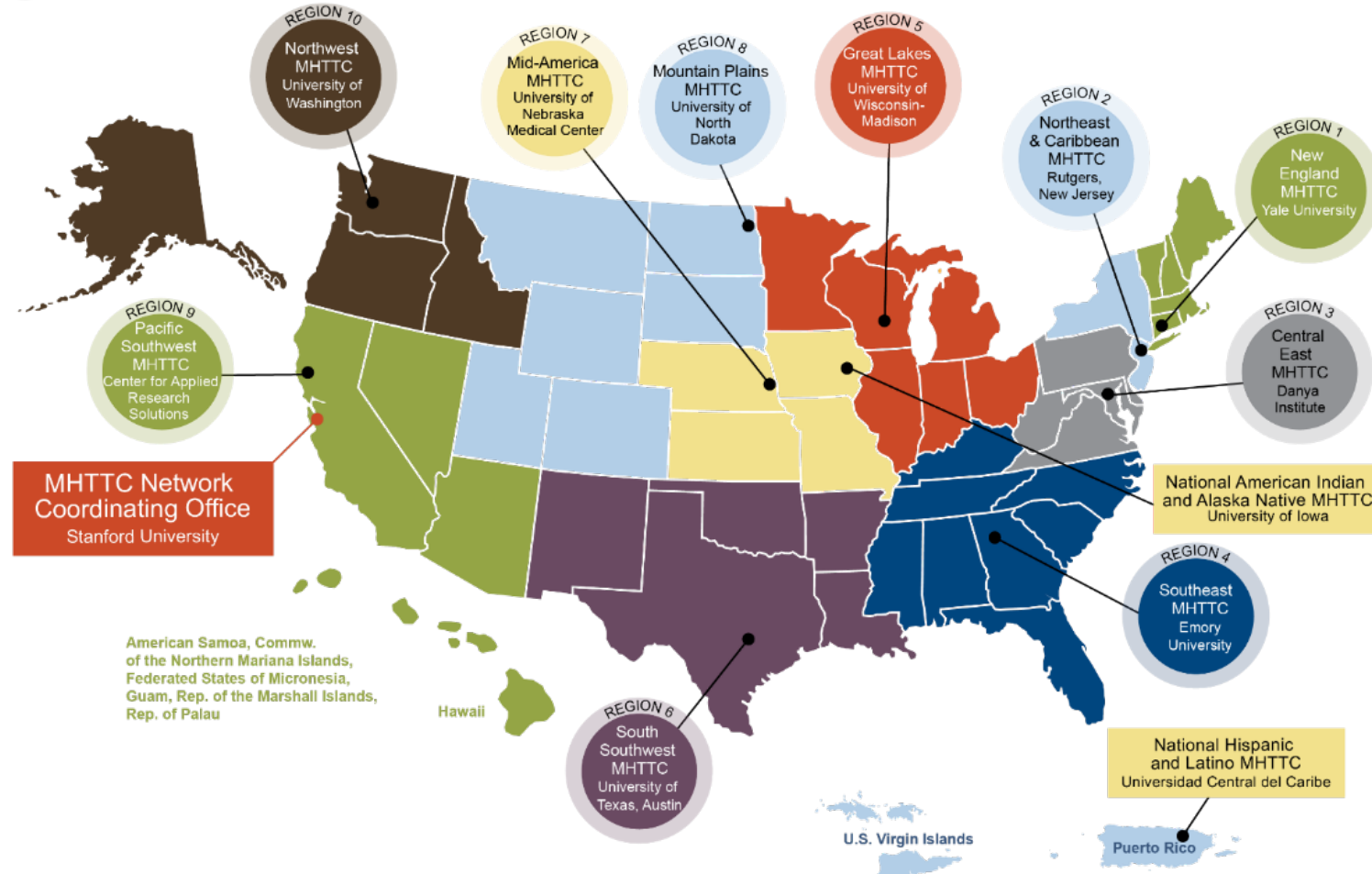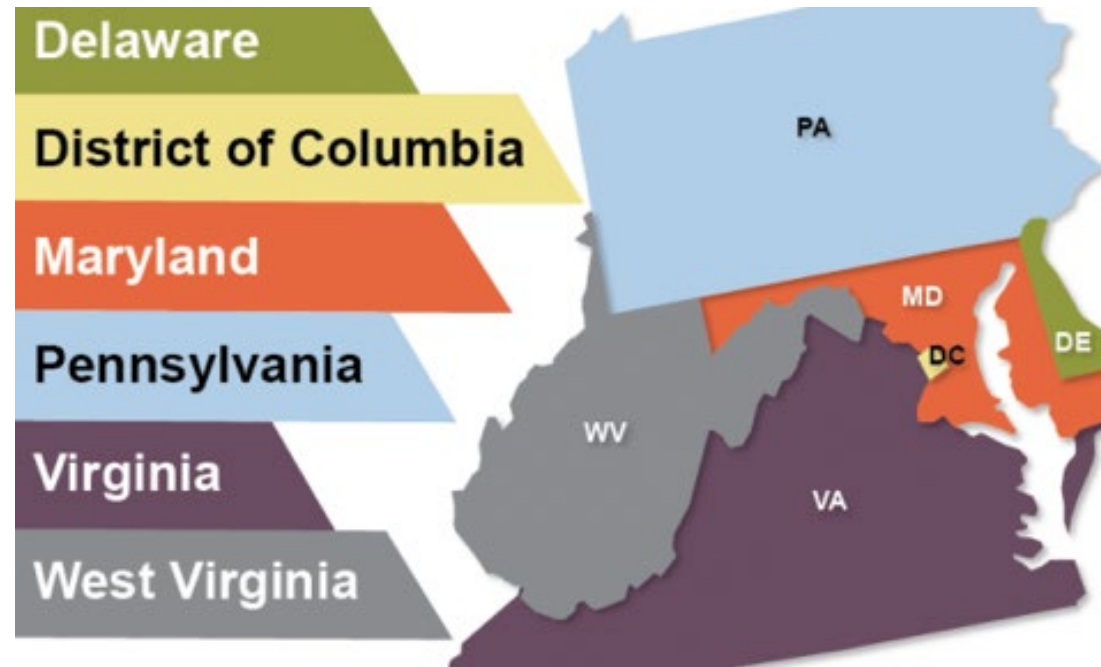MHTTC Mental Health Technology Transfer Center Network
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Evaluation Information

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Evaluation Link

Acknowledgment

Our Speaker

Tara Fischer, M.S.W., LICSW

Senior Program Manager II

Agenda

1. Welcome and collective compassionate agreement

2. Defining psychological safety

3. Four types of psychological safety

4. Recap and reminders

Our Collective Compassionate Agreement

Be present

Be brave

Step up/Step back

Be a teacher and a learner

Suspend judgment

Allow everyone to have their own experience

Take a break when needed

Pass if you don't feel comfortable sharing

What Is Psychological Safety?

Breakout Room (5 min.—four people to a room)

Co-create a definition of psychological safety.

Challenge: Be quick—5 min. to develop a definition.

Report Out in the Chat

Psychological safety is…

Psychological Safety

"The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk taking."

(Edmondson, 1999)

Poll: How psychologically safe did that breakout room activity feel?

- Very high psychological safety
- High psychological safety
- Medium psychological safety
- Low psychological safety
- Very low psychological safety

We Sense Psychological Safety in Our Bodies

Discerns whether situations and people are safe

Is an autonomic nervous system response

Neuroception

Impacted by trauma and bias

Contributes to the fight, flight, freeze, fawn response

(Dana, 2021)

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Activates brain's pain center

Self-preservation
Risk management
Pain avoidance
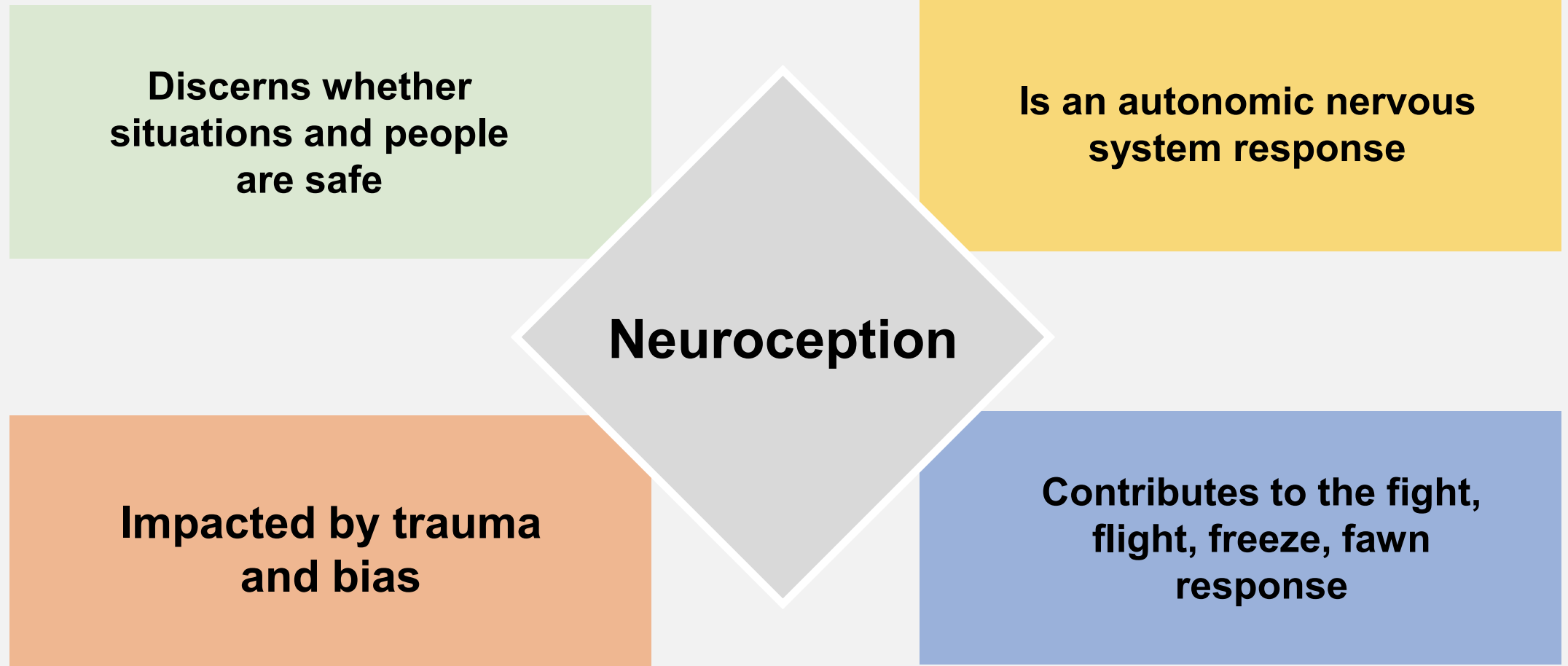
Low Confidence

Low Ownership

Low Problem-Solving

High Fear

High Self-Censoring

Impact on People

Low Productivity

Low Innovation

High Attrition

Impact on Organization

(Clark, 2020)

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Types of Psychological Safety

There are four types of psychological safety, and they help people feel safe to…

01	**02**	**03**	**04**
Be included	**Learn, grow, and make mistakes**	**Share and contribute**	**Challenge the status quo**

(Clark, 2020)

1. Inclusion Safety

Inclusion means having affiliation or connection to a group.

| Being asked for input | Being trusted, involved | Comfort and reassurance that you matter |
| Acceptance, shared identity, belonging | Being valued for your unique qualities and experience | Collaboration among diverse groups |

(Clark, 2020; HUD, n.d.)

Breakout Room: Help Cultivate a Safe Container

Select a timekeeper.

Each person has 2 minutes to answer.

Longest first name goes first.

Just listen. Do not comment.

1. Share a time when you were included in a way that felt safe *(in a process, decision, activity at a past/present job)*.

2. What helped you feel that way?

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Report Out

What helps people feel safe to be included?

Examine your biases

Create diverse teams

Look for ways to practice inclusion

Repeatedly show acceptance

Provide acts of service

Be kind, serve and sacrifice

BUILD TRUST

Where there is no trust, there is no inclusion.

Fostering a Culture of Inclusion Safety

(Clark, 2020)

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Inclusion Safety Is Owed, Not Earned

Should be freely given if you are human and harmless

Is a human right

Is dynamic, fragile, perishable

(Clark, 2020)

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2. Learner Safety

Learner Safety

In every learning context, consciously or not, we assess interpersonal risk.

(Clark, 2020)

Will people laugh?

Will I look stupid?

Will they ignore me?

Will I make a mistake?

Can I be myself?

Will I damage my reputation?

Will I hurt my prospects?

Do your team members experience learner safety?

Low Learner Safety

Self-censor and disengage

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High Learner Safety

Ask questions	Share ideas	Solicit feedback
Experiment	Make mistakes	At edge of expertise

(Clark, 2020)
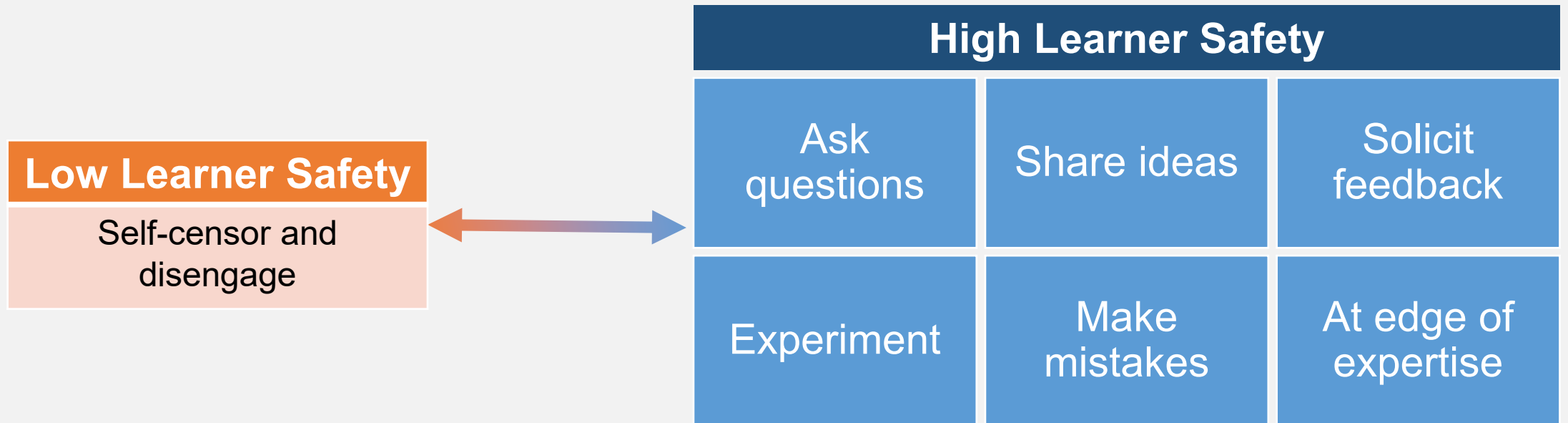
To Foster a Culture of Learner Safety

Those with low ego and uncommonly high emotional intelligence have the easiest time cultivating learner safety.

(Clark, 2020)

Modeled

Communicated

Rewarded

Learning needs to be…

Taught

Recognized

Measured

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Mind Map:

How do you foster a culture where it's safe to learn?

Model

Communicate

Recognize & Reward

LEARNING

Educate

Monitor

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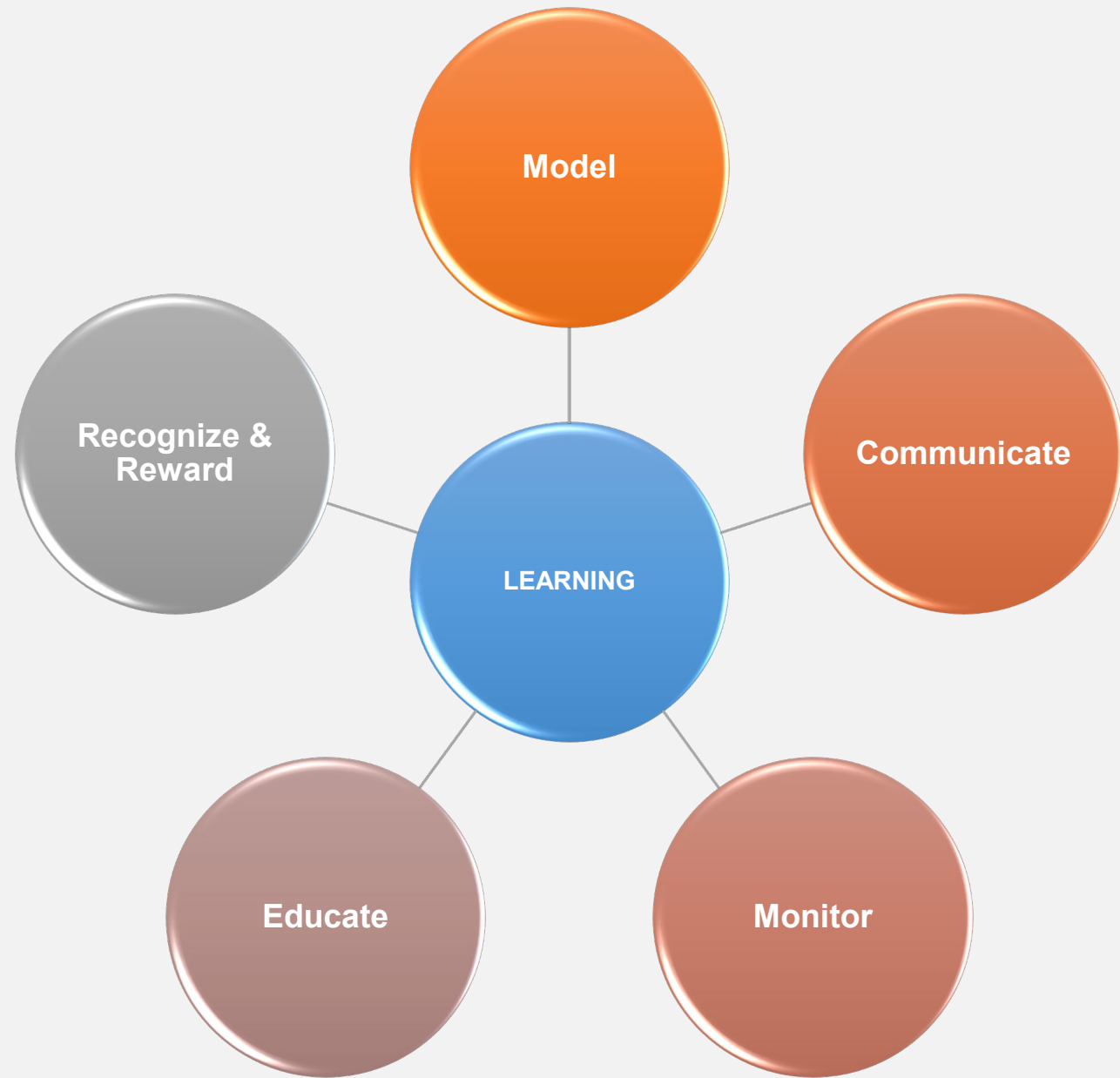
3. Contributor Safety

What the team looks like

HIGH CONTRIBUTOR SAFETY		LOW CONTRIBUTOR SAFETY
Collaboration	← - - - - - - - - - - →	Competition
Alignment	← - - - - - - - - - - →	Fractures
Engagement	← - - - - - - - - - - →	Silence
Confidence	← - - - - - - - - - - →	Fearfulness
Risk taking	← - - - - - - - - - - →	Risk aversion
Fast feedback	← - - - - - - - - - - →	Slow/filtered feedback
Renewal/resilience	← - - - - - - - - - - →	Burnout
Manageable stress	← - - - - - - - - - - →	Debilitating stress
Self-efficacy	← - - - - - - - - - - →	Self-sabotage
Initiative/resourcefulness	← - - - →	Learned helplessness
Creativity	← - - - - - - - - - - →	Compliance

Contributor Safety Involves Mutual Trust and Accountability

Skills and abilities are recognized

Teamwork is emphasized

Performance is expected

Efforts are valued

Respect and permission are tied to value of contribution

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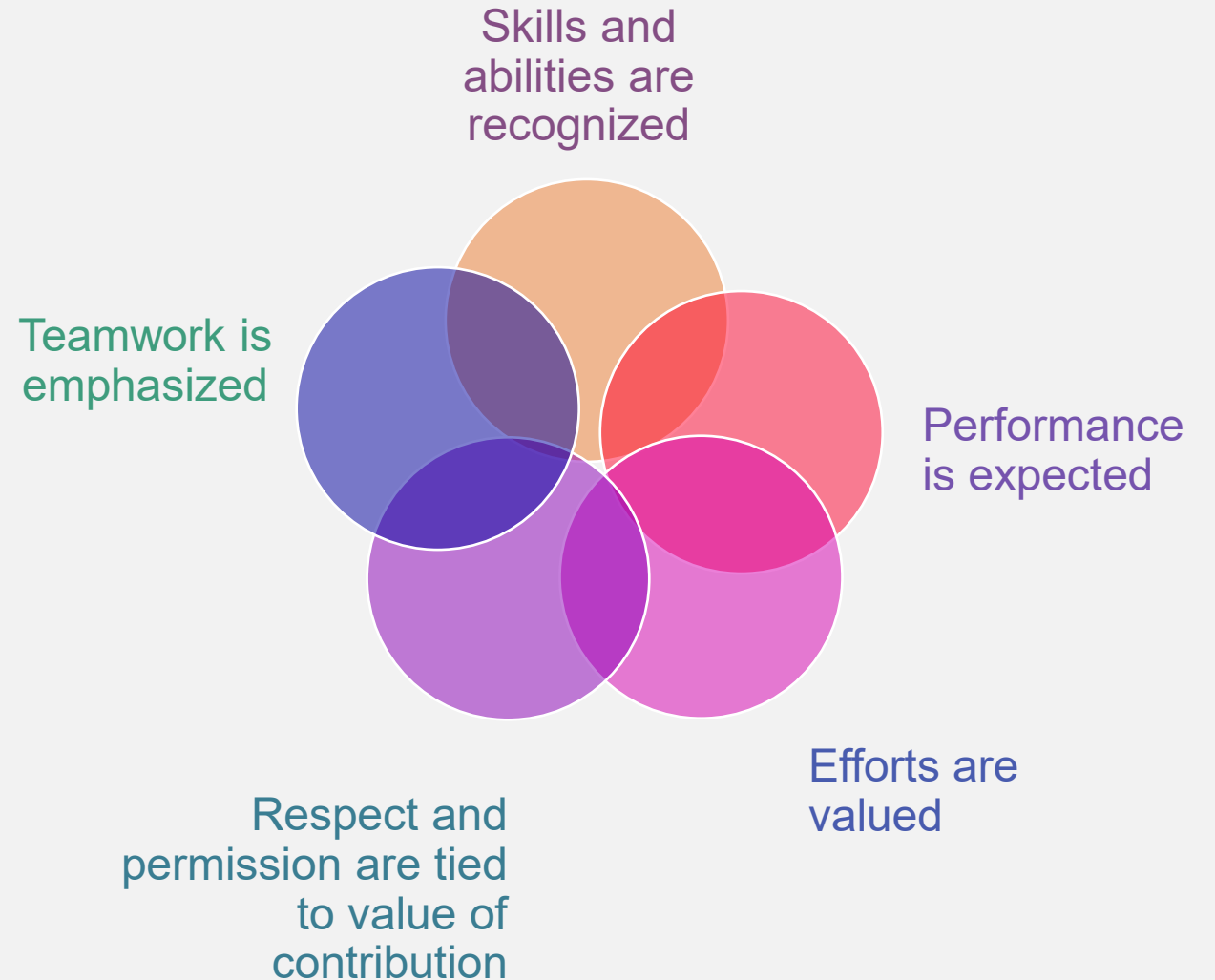
Contributor Safety Is Earned

Motivation

Volition

Cognition

Emotion

Self-awareness

(Clark, 2020)

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Even when earned, the invitation to contribute can be withheld for illegitimate reasons.

- Arrogance/insecurity of leader

- Personal/institutional bias

- Prejudice/discrimination

- Insensitive, aloof, non-empathic team norms

- Mean-spirited comments, abuse, bullying

- Devaluation or retaliation in response to a contribution

- Being shamed or made fun of

- Microaggressions and other inappropriate behavior

- Taking credit for others' work

A toxic environment shuts down performance because people are preoccupied with psychological safety and self-preservation.

(Clark, 2020)

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Foster a Culture of Contributor Safety

How do my teammates contribute?

How can I get more comfortable with dissenting opinions/disagreement?

Am I being curious and asking "what" questions?

Should I be telling less and asking more?

Do I grant greater autonomy in exchange for results?

(Clark, 2020)

4. Challenger Safety

Challenging the Status Quo Is Risky

For the Organization

- Ambiguity
- Asking for failure
- Threat to structure
- Chaos

For the Individual

- Criticism
- Vulnerability
- Failure
- Not fitting in
- Emotional pain

(Clark, 2020)

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Not Challenging the Status Quo Is Riskier

Soliciting feedback, suggestions, and input doesn't work without challenger safety.

(Clark, 2020)

Foster a Culture of Challenger Safety

✓ **Encourage dialogue and emotionally tolerate dissent.**

✓ **Provide cover for candor—protection from retaliation, ridicule, retribution.**

✓ **Take care to mitigate caution.**

✓ **Expect tension and stress.**

✓ **Reduce social friction while increasing intellectual friction.**

✓ **Encourage new, strange, non-obvious connections.**

✓ **Let go of the need for status and the need to be right.**

(Clark, 2020)

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How Do/Will I Practice Fostering Psychological Safety?

INCLUSION SAFETY	LEARNER SAFETY	CONTRIBUTOR SAFETY	CHALLENGER SAFETY
o Examine my biases o Create diverse teams o Look for ways to include staff in decisions o Be kind, serve, and sacrifice	o Model o Educate o Monitor o Recognize o Reward	o Notice how teammates contribute o Get comfortable with disagreements o Ask more "why" questions o Talk less, ask more o Grant more autonomy in exchange for results	o Provide cover for candor o Reduce social friction o Increase intellectual friction o Encourage new, non-obvious connections o Let go of need to be right

BUILD TRUST: Boundaries – **R**eliability – **A**ccountability – **V**ault – **I**ntegrity – **N**on-judgment - **G**enerosity

(Brown, 2018)

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Appreciation

Contact Us

a program managed by

Central East MHTTC website

Oscar Morgan, Project Director

Danya Institute website
Email
240-645-1145

Let's connect:

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