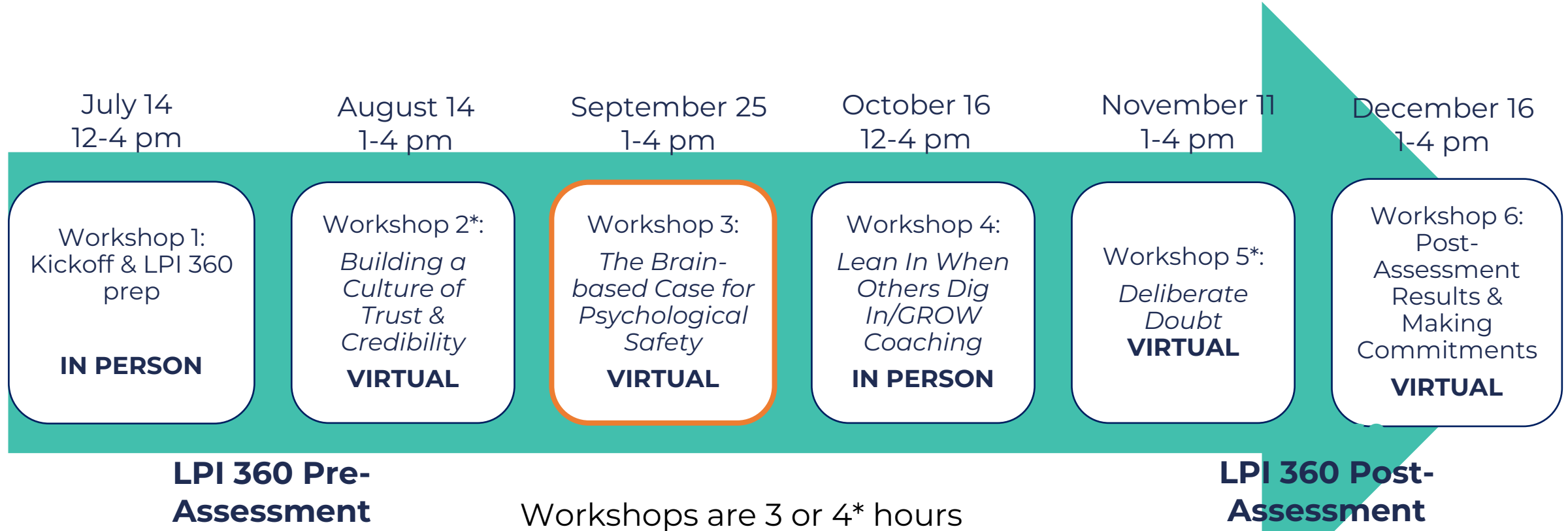


LEAD II

LEADERSHIP TRAINING

The Brain-based Case for Psychological Safety

LEAD Level 2 (For Graduates of LEAD)



Ongoing: Accountability Partnerships, Homework and Application Exercises

Today's Objectives

- Understand the concept of psychological safety and recognize when it is absent
- Learn strategies for fostering psychological safety

Connection Moment



Think about the last month. What's one leadership moment that made you think:

- That went better than I expected.
...or...
- I wish I could have that one back.

Action Items for Today's Workshop

- **Watch** | Doing Core Values – Bob Keiller – TedxGlasgow
- **Choose** | Your 2-3 Focus Behaviors
- **Reflect** | on these questions:
 - What was your biggest a-ha moment from Bob Keiller's Tedx talk as it relates to credibility?
 - What trust-building behavior did you commit to practicing more often and how is it going?

Breakout: Action **Items** Discussion

In pairs or small groups, discuss the following questions:

- Looking back over the past few weeks...
 - Where did you intentionally try to "do" trust instead of simply believing trust was important?
 - What did you learn?
 - What got in the way?
- **Choose a spokesperson** to report out on the idea that feels most valuable to your group today.

Trust answers the question, “Can I count on you?”

Psychological safety answers the question,

“Is it safe to be honest with you?”



What is Psychological Safety?

What 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.

Can you guess?

What percentage of today's leaders take proactive measures to ensure a psychologically safe workplace?



Only 26% of leaders take proactive measures to ensure a psychologically safe workplace.



Why Does It Matter?



Pair & Share Breakout



- When have you felt unsafe—or even uncertain—at work?
- What impact did it have?
- What happens to your thinking and decision-making in those moments?

What's Happening Here?



Critical Thinking...? Not So Much.

Feeling unsafe =
LOW or NO
critical-thinking
skills



Danger!

Our brain
attends to
danger FIRST.



A Very Brief History of Danger



Emotional Response

The amygdala protects us from danger by suspending rational thought when our emotional response to something is high.



Employees who feel tense, vulnerable, or any other negative response are **incapable of performing at their highest level.**





Which belief most commonly prevents teams from intentionally building psychological safety?

Breakout: Well-intentioned Leadership



Group 1, discuss Question A:

- Most leaders don't intend to reduce psychological safety. What are examples of well-intentioned leadership behaviors that can unintentionally reduce psychological safety?
 - Why might those behaviors feel reasonable to the leader in the moment?

Group 2, answer Question B:

- Psychological safety is often shaped by what happens after someone speaks up. What happens after someone speaks up that quietly shapes psychological safety?
 - Which leader responses unintentionally shut things down?

ALL Groups: Be ready to share 1 insight and 1 example (not a long list).



Psychological safety is shaped less often by big, dramatic moments.

It is more often shaped by **ordinary, well-intended leadership behaviors** and **how we respond in small moments**.

6 Leadership Habits That Foster Psychological Safety

Lead with questions.



Curiosity before certainty.

Normalize fallibility.



Progress over perfection.

Approach conflict as a collaborator.



Seek understanding first.

Build community & foster confidence.



Fuel contribution.

Ask for feedback often.



Invite the truth.

Set clear expectations & boundaries.
confidence.



Clarity creates

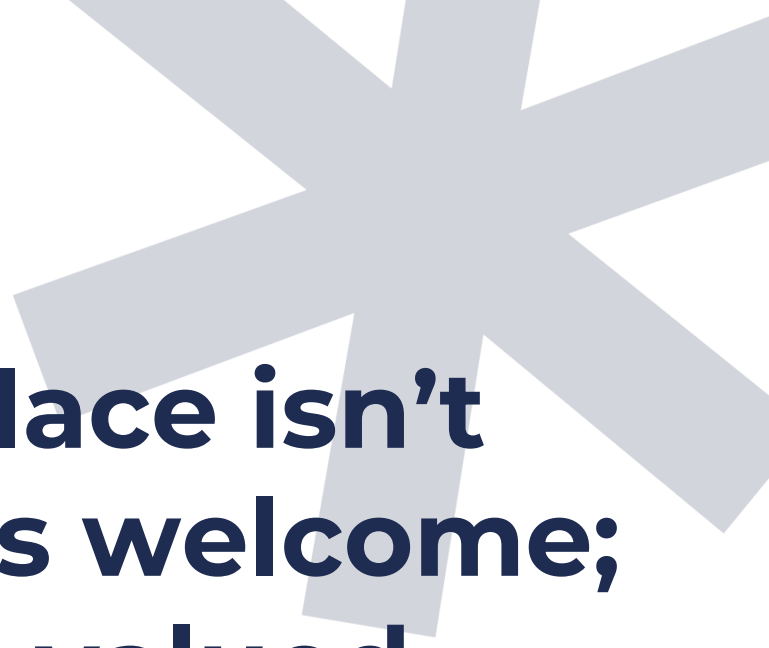
Let's Dive Deeper!

1. On your own, read the case study in your handouts.
2. With your group, complete the activity outlined in the instructions.

Let's Commit!

Based on today, what is one specific leadership behavior you want to practice more intentionally to strengthen psychological safety on your team?

“Starting this month, I will...”



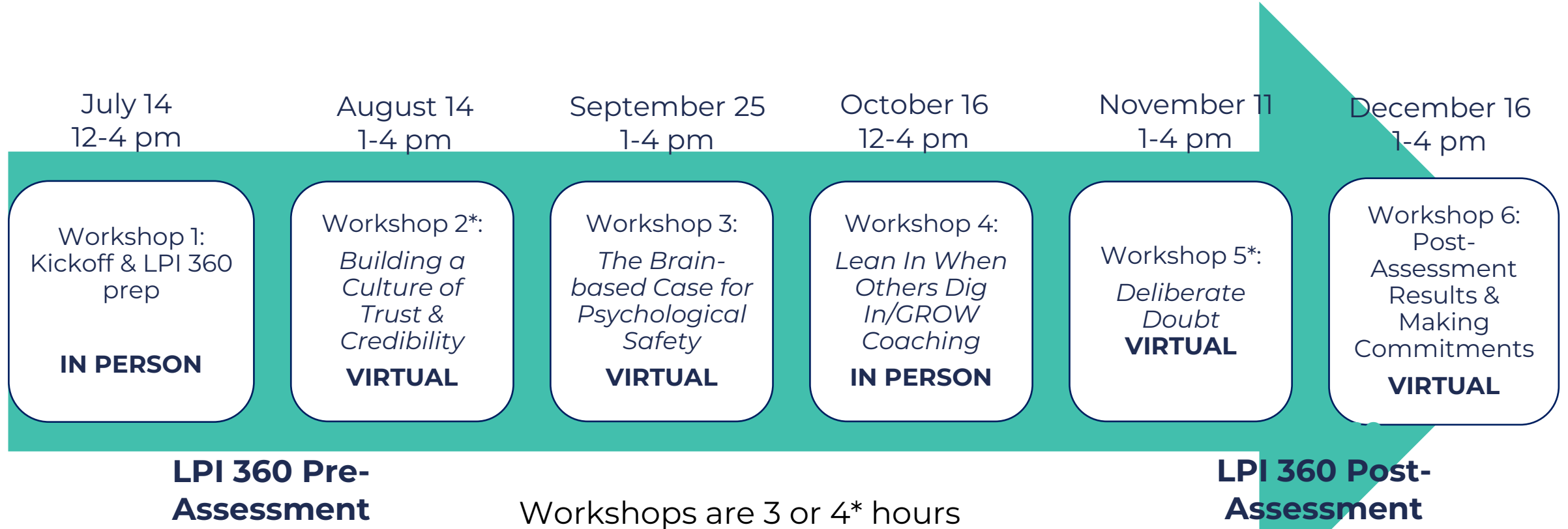
**A psychologically safe workplace isn't
just a place where everyone is welcome;
it's a place where everyone is valued.**

Action Items Prior to Next Workshop

- Meet with your Accountability Group. Discuss the following questions:
 - What leadership behavior are you **committing** to practicing more intentionally to create psychological safety on your team?
 - ☐ How and when will you do it? What roadblocks might you be able to anticipate and **plan for**?
 - ☐ If you're able to try it before you meet, **what did you learn** about what you would do the same or differently next time?
- Share your lessons learned with your manager.



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Questions?

