

Less Illusion Through Inclusion

OOP 2021

Psychological Safety



1. Why it is important
2. How to check if it's there
3. How to foster it

Outstanding Teams

Results from Google's „Project Aristotle“

- fairly independent of individual performance factors
- strong connection to group culture
- top teams:
 - have evenly distributed contributions / talking
 - are very socially perceptive / empathic

**=> psychological safety
makes teams succeed**



Signs of Psychological Safety

In a workplace, psychological safety is the belief that the environment is safe for interpersonal risk taking.

1. Making mistakes: to be expected
2. Appreciative interactions
3. Clear purpose
4. Ambition to develop and learn

Fostering Psychological Safety



- frame the task as a learning problem
- acknowledge your own fallibility
- model curiosity and ask lots of questions



Idea Angel

PARADOX MINDSET*

**WE CRAVE CERTAINTY,
BUT EMBRACING CONTRADICTION
CAN BE MORE FRUITFUL**

* was shortened in the tutorial...

Willingness to see conflicting ideas as a chance to grow.

paradox mindset: helps us deal with constraints better, be more creative & less stressed

paradox mindset can be modeled by leaders & helps teams improve innovative work behavior

for a paradox mindset, you can apply the "Janousian Thinking Method" (below) and practice to ACTIVELY seek differences & explore them and leverage them to the benefit of the outcome.



1. Convert the problem into a paradox (diverse team - same but different)
2. Summarize the paradox to a booktitle (healthy assimilation)
3. Find an analogy (grafted apple tree)
4. Identify the unique feature (grafted apple tree: cut to fit, then grow)
5. Use an equivalent of the unique feature to trigger ideas (What for „cut to fit, then grow“?)
6. Elaborate the ideas into a solution (...)



Tools for Inclusion

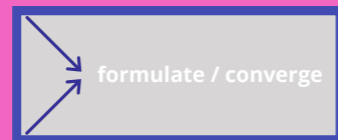
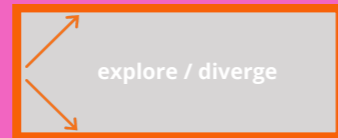
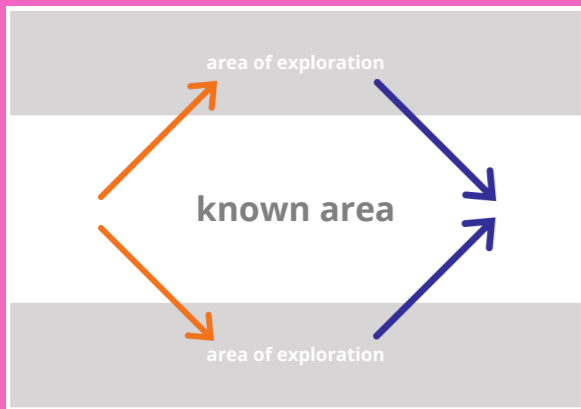
SOME GUIDELINES FOR INCLUSION

MAKE IT EXPLICIT - TALK ABOUT IT!

CAREFUL WITH EVALUATION

DEVELOP A HEALTHY ATTITUDE

FOSTER PSYCHOLOGICAL SAFETY



DO NOT JUDGE!

judgement can turn autonomous motivation into dependent motivation



Apply appreciative inquiry: Find the good stuff
Practice having a growth mindset: Seek to learn

Be an idea angel to include all the mindsources



Learning Log

Insights around Psychological Safety

How to apply this to existing teams? "Culture" change

start with yourself - acknowledge fallibility

have a clear purpose

Culture of Safety increases creativity and

Invest some time to keep the mix

consider other opinions

Mistakes will happen

Don't block an idea by a quikyly "no"

Boxes are always there

We should aware of the boxes

Think about a no

be careful with saying no

Insights around Blindspots & Boxes

Break out of the box

try to change the perspective

take a step back to see the bigger picture

Insights around "the Good Mix"

Mix, Mix, Mix

escape from the frame given by the brain

Frequently ask myself: "What do my team mate need to feel good in the team."

Everybody can make mistakes

be curious

mistakes are nromal

Think about reasons for not getting a good mix!

knowing the traps is important

think unusual

think out of the box

change perspective

be aware of your perspective (and that you take one)

protect ideas and those who bring them in

Idea Angel

Curiosity, ask lots of questions like a child -> it is a learning path

be aware of mistakes

ask questions

ask persons with other experiences or exp. levels

Learning Log

Virtual difficult

define meeting rules

developing ideas is like asking oneself

be humble

Insights around "How to include more Mindsources"

develop and grow a healthy attitude

asking questions ensures to understand the issue

Frustrating for both sides

Insights around "Walking in my Shoes"

you need both shoes

Insights around Paradox Mindset

cultural background impacts the problem solving approach

separate diverging / converging thinking processes actively

define collaboration rules

Not speaking out is frustrating and makes feeling anxious

moderation is important if participants don't respect each others time to speak

imbalance: moderator role often missing

interruption is frustrating

in groups a kind of moderation makes it easier (esp. for more silent persons)

persons are different from their cultural background => different view at the same problem

look at problems from all sides and levels

So eliminating inequality (e.g. gender) might result in fewer points of view?

separate diverging / converging thinking processes actively

define collaboration rules

use moderation techniques in meetings to "control" interruptions

giving time for receiving feedback (otherwise it's not a communication)

level of a problem: elements, source level(abstraction) change or ignore the context (seen so far)

be open

listen to everybodys ideas

go into details at the right time

For problem solving the one or other extreme could be useful depending on

finishing speaking out a though is satisfying and makes me feel appreciated

it takes courage to request being allowed to finish a thoght when interrupted



Want to know more...?

Psychological Safety by Amy Edmondson

- **TED Talk 2017** (<https://bit.ly/35JERCR>)

- **TEDx Talk 2014** (<https://bit.ly/2XHgQYJ>)

- **Book „The Fearless Organization“**

Project Aristotle by Google at Re:Work (<https://bit.ly/3nOVy62>)

**Agile Motivation / Self-Determination Theory by
Edward L. Deci & Richard M. Ryan**

**Appreciative Inquiry at the
Appreciative Inquiry Commons** (<https://bit.ly/3ivVIUf>)

**(Growth) Mindset by Carol Dweck &
Agile Mindset by Linda Rising**

Idea Angel inspired by Marci Segal

**My talk at LKCE 2019:
Agile Motivation - The Human Side of Kanban**

(and what psychological safety has to do with it) (<https://bit.ly/2N4GYdZ>)

Range by David J. Epstein

Janusian Thinking described by Michael Michalko

(https://www.creativitypost.com/article/janusian_thinking)

Unconditional appreciation: Unconditional Parenting by Alfie Kohn

Fotos from unsplash.com

Thank You!

slides for
download



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