

I. Psychological Safety in Teams

A. Reflection

1. What does an inclusive organization look like? How does student voice contribute to inclusion? How do leaders contribute to make organizations inclusive?

- a) Comfortable to interact, express views
- b) Modeling the way

B. How do you know that an organization is inclusive? How does inclusion relate to leadership?

1. Multiple perspectives, mobilizing

C. How do you build psychological safety?

1. Amy Edmondson

- a) Do not withhold from making mistakes, rob others from learning experiences
- b) Quit managing impressions → contribute to creating a better situation

2. Definition:

- a) Belief that it is okay to speak up with ideas, questions, concerns, or mistakes, without fear of negative interpersonal repercussion
 - (1) Are the better teams more willing to discuss mistakes?
 - (a) Discuss why errors took place
 - (b) Active discussion and working towards reducing mistakes
 - (c) No casting of blame

3. Building it within a team?

- a) Frame work as a learning problem, not an execution
 - (1) Interdependence and unknown
 - (a) Rationale of speaking up
- b) Acknowledge fallibilities from the top end of leadership
 - (1) "I may have missed something, what do you guys think"
- c) Model security
 - (1) "Ask questions"

D. Establishing Psychological Safety:

1. Empowering others to contribute

- a) Recognition, solicitation of thoughts in different formats

2. Norming

- a) Make it safe, recognize another's humanity, establish mutual purpose and mutual respect, apologize when appropriate

3. Leveraging Conflict

- a) Work through fears, conflict does not have to end relationships, help others reframe conflict as a tool to work together to form solutions

4. Asking open-ended questions

- a) Norm inquiry as a way to better understand, use open ended questions in a way that does not shame or display judgment
- b) Form questions to make them less shallow, dig deeper! Try to get more information out of them!
 - (1) Tell me more about your perspective in that.
 - (2) Tell me more about what you meant.

5. Yes/And responses

- a) When one provides feedback listen and support and build on their thoughts without shutting them down
- b) Build upon their ideas that are beneficial, allows them to keep contributing without shutting them down

E. Mentimeter

- 1. What is one aspect of psychological safety that you feel you can confidently use in your organizations?
 - a) I can use empowerment of others to contribute as a way to create psychological safety through recognition and further their ideas through open-ended questions.