Business Metamorphosis: 50 Tools to Coach Your Way to Success

An essential manual for Enterprise Business Transformation: Your practical guide

By

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Also, by Chandan Lal Patary

101 ENTERPRISE BUSINESS TRANSFORMATION CASE STUDIES

THE PRODUCT OWNER GUIDEBOOK: A PRAGMATIC REFERENCE MANUAL FOR MATURING PRODUCT COACHING

A GUIDEBOOK OF COACHING HIGH-PERFORMANCE TEAM

WE CAN LEAD: A GUIDEBOOK OF PERSONAL LEADERSHIP AND SELF-COACHING

THE SCRUM MASTER GUIDEBOOK: A REFERENCE FOR OBTAINING MASTERY

THE AGILIST'S GUIDEBOOK – A REFERENCE FOR AGILE TRANSFORMATION

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About the Author

Chandan Lal Patary, lives in Bangalore, Karnataka, India, with his wife and two kids. He had commenced his career as an apprentice engineer in an Electrical Machine repairing company. He had started his software career as a Software Trainer, subsequently played various alternative roles like Test engineer, Developer, Technical Lead, Project Manager, Program Manager, Global Program Manager, Engineering Manager, and as an Agile coach for the last several years.

He has been conducting research on Organizational Development and Transformation for a decade. He is a practitioner and captures his analysis and shares his views through his writing.

His focus areas are **Organizational Transformation and Business Agility, Innovation, Strategy, Execution excellence, and** correlation **with People Leadership** and the impact of all these into Organizational growth.

He is working as an **Enterprise Agile Transformation Coach and Change Agent**.

He has **two decades** of deep experience in developing software products across various domains and has executed many large projects.

He has worked in product development for industries such as retail, oil and gas, banking software, healthcare, aerospace, building automation, power automation, and industrial automation. He has also worked on large-scale application development projects that are real-time mission critical.

He has worked with start-ups and large companies like **GE Medical Systems, Honeywell, ABB, Société Générale**, **Royal Dutch Shell, Samsung, and H&M.**

He has worked with team members of the **USA, Germany, Sweden, China, Australia, Finland, Switzerland, France, and Poland, London**, **Korea**, and **the Netherlands,** which has shaped his knowledge, personality, and skills.

He is a certified PMP since 2008 and Green Belt certified holder since 2005. He is an agile practitioner, a Certified Scrum Master since 2011, and SAFe Agilist since 2017.

He has completed a **Bachelor of Engineering** from the National Institute of Technology (National Institute of Technology–**Agartala, Tripura, India**) in Electrical Engineering-1998.

He completed a one-year **Executive General Management Program** from the Indian Institute of Management-Bangalore (IIM-B), Karnataka, India, in 2007.

He is the author of the best-selling books, The Agilist Guidebook – A Reference for Organizational Agile Transformation (2018), The Scrum Master Guidebook – A Reference for Obtaining Mastery (2019), We Can Lead – A Guidebook of Personal Leadership and Self-Coaching (2020) , A guidebook of coaching High-performance team (2021), The Product Owner Guidebook (2022) and, 101 Enterprise Business Transformation Case studies(2023)

He has written seven various free e-books that are accessible for download at SlideShare. On LinkedIn, he has posted more than 800+ blogs. As a speaker at different conferences, he has delivered more than 20 talks. He has more than 30 presentations on SlideShare covering a range of subjects. In numerous domestic and international journals, he has published more than 20 technical papers. 21 Dzone papers that he has written.

He has earned many rewards in all the enterprises he has served for. He has received PM World Journal, 2017 Editor's Choice Awards for the paper "*Increasing Business Agility through Organizational Restructuring and Transformation*".

His Free e-books,

1. "*Coaching Sutra for Agile coaches*", has got 3000+ views, 192+ downloads, from SlideShare

2. *"Leadership skills for Scaling Agile"*, has got 3000+ views, 109+ downloads from SlideShare
3. *"The Complete Reference book for Motivating self "*, 1528 views, 47 downloads, SlideShare
4. "The Agile Transformation Case Studies", has got **3000**+ views, **592** downloads

All the **20+** years he has worked on software product development projects and companies have taught him how to build better software while working with world-class team members.

While he was employed by the company Datex Ohmeda, he first had genuine experience creating software products (now known as GE Datex Ohmeda). He had spent seven months in Finland working with top-notch software architects. He spent more than three years developing a method for tracking the patient's vital signs in urgent situations. He has amassed excellent learning experience in software architecture and real-time system development.

His subsequent outstanding experience was gained while working as a software developer for Honeywell Aerospace's top-notch aviation software division. Many businesses, including Airbus and Boeing, had received products from him for cockpit systems. He had spent seven months working in Redmond, Seattle, at the Honeywell office. For this crucial product development, he collaborated with a large number of aerospace systems engineers and outstanding software architects. In the Honeywell plant in Seattle, he has taken flight tests with the Honeywell aircraft. For him, it was a wonderful experience! On this product, he had labored for more than three years.

His subsequent experience to a top-tier environment was with the Sweden-based ABB Power automation unit. Also, he collaborated with the team members who had developed this system many years earlier while visiting Sweden and Vasteras's office. They are an incredible team with a strong product that has been developed over time. He gained considerable understanding of Distributed Agile software product development in a mission-critical setting through this product development experience. He has spent more than three years developing this.

He has a ton of stories about how these products came to be. His life was drastically altered by the three products that he personally assisted in developing.

In addition to these initiatives, he was engaged in other management roles that provided him with a variety of opportunities to establish stronger teams for the creation of software products. He has experience working with the Honeywell HVAC system, the ABB Industrial Automation control system products, the Société Générale (SG) banking system, the Oil and Gas products in Shell, the Consumer Electronics & Mobile Products in Samsung, and the Retail Omni channel Products in H&M.

He stumbled into being a coach! The Head of Global Product Management from Finland recommended Chandan to his management while he was serving as the global program manager for one of the Industrial Automation projects that Chandan should be their agile coach. His adventure as an agile coach started at this point in January 2012. His purpose in life was to effect transformational change. He's having fun in the part, too.

Chandan is passionate about building a "**Body of Knowledge (BoK)**" for others to support and improve.

Purpose: Share the research I am carrying out with all so that they can reuse a few of my conclusions and workout the Challenges. Collectively we build up a body of knowledge (**BoK**), **KNOWLEDGE TREE – GUIDEBOOKS**

Vision: Let us share all our challenges and results associated with organization transformation **Mission**: Pursue building all the discoveries on a periodic basis to focus on these challenges and disseminate knowledge with all.
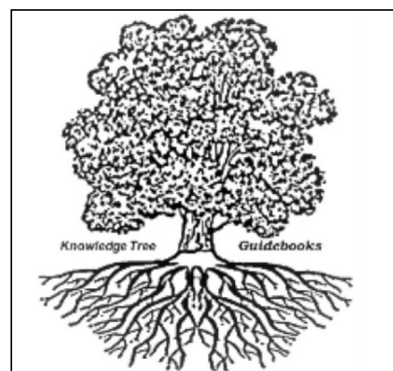
Acknowledgments

The contributions of numerous people have influenced this book. I want to thank everyone who offered feedback, shared tales, or offered suggestions. This book was inspired by all of my friends and coworkers from both my current and past businesses. In order to write this book, I would like to thank all the Scrum masters, Agile coaches, and leaders with whom I have had contact or who I have interviewed. I'd like to thank everyone of my fans and readers on social media for leaving me comments and suggestions so I can get better.

The wonderful people I have had the pleasure of getting to know and working with contributed to this book in a truly collaborative manner. It is an honor for me to work with such supportive coworkers. They offer motivation to write more effectively and pointers for doing study.

The hundreds of team members and clients that I have had the privilege of working with and listening to, coaching, advising, and learning from have allowed me to advance in my proficiency.

I would like to thank all of my colleagues with whom I have discussed ideas and confirmed my knowledge. I appreciate the constant support and criticism from all 28000+ of my LinkedIn contacts.

My sincere gratitude goes out to all of the prior supervisors and mentors who have molded, supported, and encouraged my professional progress over the past two decades.

I am profoundly grateful for the valuable leadership lessons I've learned from remarkable individuals throughout my journey. Each mentor and colleague has contributed uniquely to my growth, imparting insights that have shaped my leadership philosophy. From understanding the

importance of empathy to navigating complex challenges with resilience, these lessons have been instrumental in my professional development. I owe a debt of gratitude to each of them for the opportunities they provided and the wisdom they shared.

A heartfelt expression of gratitude extends to my beloved wife, children, and parents, who have been unwavering pillars of support throughout my endeavors. Their encouragement, love, and understanding have played an indispensable role in my ability to overcome challenges and achieve milestones. My wife's unwavering support has been my anchor, providing the strength needed to navigate the complexities of leadership. My children's boundless enthusiasm has infused joy into my journey, reminding me of the significance of passion and purpose. Lastly, my parents' guidance and wisdom have been a constant source of inspiration, instilling in me the values that guide my leadership approach.

Completing this task was not an individual achievement but a collective effort, and I am immensely grateful for the profound impact my family has had on my personal and professional growth. Their presence has touched every aspect of my life, making this accomplishment a shared success.

Introduction

Shyam now serves as the Product Manager for a startup specializing in medical software product development. His mentor, Thomas, is a Business Transformation Coach who has been guiding him. Thomas had previously coached Ram to expedite his entry into the world of product development.

In the following conversation, we have documented the entirety of their coaching discussions, with a focus on the critical aspects that require attention.

A story about tool usages.....

Once upon a time in a quaint village nestled between rolling hills, there lived a skilled blacksmith named Oliver. Oliver's workshop was renowned throughout the land for crafting the finest tools.

One sunny morning, a young farmer named Emily visited Oliver's workshop. She had a problem. Her farm's soil had become incredibly hard and stubborn, making it nearly impossible to plow and plant crops. Her fields lay barren, and her family's livelihood was in jeopardy.

Emily explained her predicament to Oliver and expressed her hope that he might have a tool to help her. Oliver, with a twinkle in his eye, welcomed Emily inside his workshop. He had just the tool in mind—a specially designed plow with reinforced blades, tempered to tackle even the toughest soil.

As Emily held the plow in her hands, she felt the weight of its potential. She knew this tool could make all the difference for her farm. With gratitude in her heart, she purchased the plow and returned to her farm.

With the newfound tool in hand, Emily began to plow her fields. To her amazement, the soil yielded easily, parting as if it had been waiting for this very moment. Emily could hardly contain her joy as she planted her crops, knowing that this tool was the key to her family's future.

Seasons passed, and Emily's farm flourished. The tool Oliver had crafted continued to serve her faithfully, making her work more efficient and productive. Soon, her bountiful harvests garnered the attention of neighboring farmers, who marveled at the transformation of her once-sterile land.

Emily shared her secret—a simple tool, carefully designed and crafted by Oliver. Word of the miraculous plow spread, and soon, other farmers sought out Oliver's tools for their own needs.

As more and more people visited Oliver's workshop, he realized the profound impact his tools could have on the lives of others. He expanded his range of tools, each one designed to address specific challenges faced by the villagers, from woodcutters to potters to builders.

With Oliver's tools in their hands, the villagers unlocked new possibilities and achieved feats they had never thought possible. The village itself thrived, becoming a bustling hub of innovation and productivity.

And so, the story of Oliver's tools spread far and wide, reminding everyone that the right tool, crafted with care and skill, could transform not only the task at hand but also the very course of one's life. It became a tale of how tools, in the hands of those who knew their worth, could bring about positive change, growth, and prosperity.

This book has been crafted from years of hands-on experience and extensive experimentation with various tools. Within these pages, you'll discover a selection of the very tools that have empowered me to excel in my work.

As of all us know, four stages of acquiring a new skill or knowledge area:

🫠 Unconscious Incompetence: In this stage, you don't know what you don't know. You're unaware of your lack of skill or knowledge in a particular area.

😬 Conscious Incompetence: This is the stage where you become aware of your lack of skill or knowledge. You recognize that there's something you need to learn or improve upon.

😐 Conscious Competence: At this stage, you've acquired the skill or knowledge, but it requires conscious effort and concentration to perform correctly. You have to think about what you're doing.

😲 Unconscious Competence: In the final stage, the skill or knowledge has become second nature. You can perform it effortlessly and without conscious thought.

How do you develop "Conscious Competence"? 🐺

👨‍🎓 Self-Assessment: Start by assessing your current level of competence in the skill or knowledge area you want to improve

👨‍🎓 Seek Knowledge: actively seek out information, resources, and training related to the skill or knowledge area. This might involve taking courses, reading books, or watching instructional videos.

👨‍🎓 Practice Regularly: To move from conscious incompetence to conscious competence, practice is essential. Dedicate time to practice the skill consistently, focusing on improving your proficiency.

👨‍🎓 Receive Feedback: Seek feedback from mentors, coaches, peers, or experts in the field. Constructive feedback helps you identify areas for improvement and refine your skills.

👨‍🎓 Reflect and Self-Correct: Periodically review your progress and reflect on your performance. Identify areas where you still need to consciously think about what you're doing and work on honing those aspects.

👨‍🎓 Develop a Routine: Incorporate the skill or knowledge practice into your daily or weekly routine. Consistency is key to achieving conscious competence.

👨‍🎓 Teach Others: Teaching what you've learned to others is an effective way to reinforce your own understanding and move toward unconscious competence.

👨‍🎓 Apply the Skill: As you progress toward unconscious competence, start applying the skill in real-life situations. Practical experience will solidify your competence.

👨‍🎓 Monitor Progress: Continuously monitor your progress as you work toward unconscious competence. Celebrate milestones and adjust your learning strategies as needed.

Unlock Your Conscious Competence: Explore this insightful case study book that can validate your journey. This Tools Guidebook can help to enhance the knowledge.

Enhance Your Coaching Skills

Coaching is a comprehensive approach that involves various components to help individuals, teams, and organizations achieve their professional and business-related goals. The key components of business coaching include:
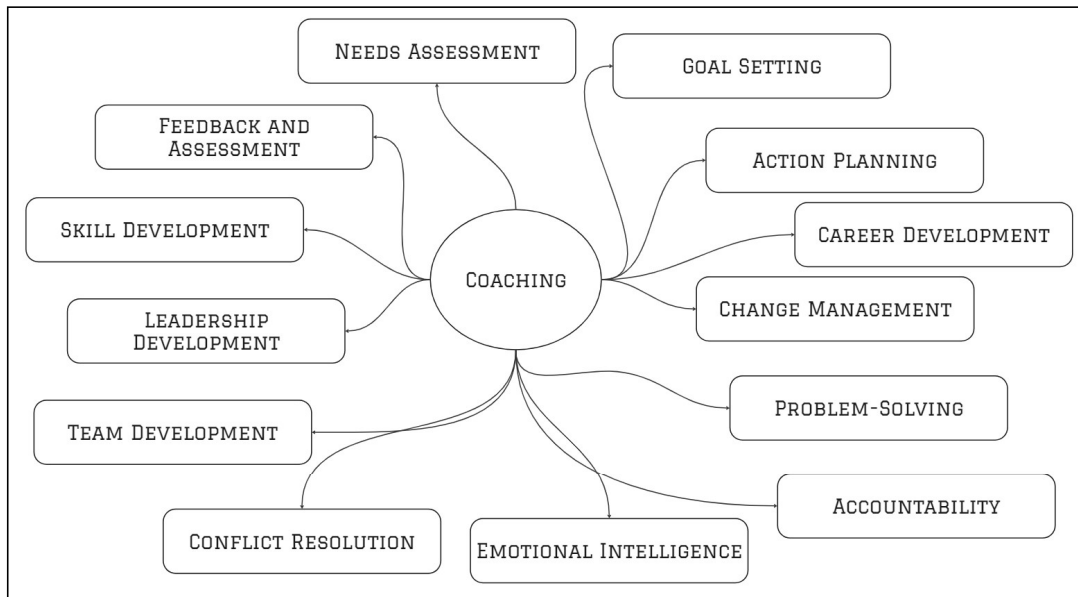
ICF coaching skills:

Top 5, I have chosen for myself to strengthen in 2024:

1. **Powerful Questioning:**
    - I would like to ask questions that expose the information needed for maximum benefit to the coaching relationship and the team members
    - I would like to ask questions that manifest active listening and an understanding of the team members' perspectives

- I would like to ask questions that elicit discovery, insight, commitment, or action (e.g., those that challenge the team members' assumptions)
- I would like to inquire open-ended questions that create greater clarity, possibility, or new learning
- I would like to ask questions that drive the team members toward what they desire, not questions that ask for the team members to validate or glance backward.

2. Establishing trust and intimacy with team members

- I would like to establish a safe, supportive situation that generates ongoing mutual respect and trust
- I would like to show sincere concern for the team members' welfare and future.
- I would like to deliberately demonstrate personal integrity, honesty, and sincerity.
- I would like to establish clear agreements and keep promises.
- I would like to demonstrate respect for team members' perceptions, learning styles, and personal being.
- I would like to provide ongoing support for and champion new behaviors and actions, including those involving risk-taking and fear of failure.
- I would like to ask approval to coach team members in delicate, fresh areas.

3. Designing Actions

- I would like to set up with the team members opportunities for continuing learning, during coaching and in work/life situations, and for taking new actions that will considerably effectively lead to agreed-upon coaching results.
- I would like to brainstorm and support the team members to establish actions that will enable the team members to demonstrate, practice, and deepen new learning.
- I would like to support the team members to concentrate on and systematically explore specific concerns and opportunities that are paramount to agreed-upon coaching goals.
- I would like to engage the team members to explore alternative ideas and solutions, evaluate options, and make related decisions.

- I would like to promote active experimentation and self-discovery, where the team members apply what has been discussed and learned during sessions immediately afterward in his/her work or life setting.
- I would like to celebrate team members' successes and capabilities for subsequent growth.
- I would like to challenge team members' assumptions and perspectives to bring about new ideas and find new possibilities for action.
- I would like to advocate or bring forward points of view that are associated with team members' goals and, without attachment, engage the team members to consider them.
- I would like to help the team members "Do It Now" during the coaching session, providing immediate support.
- I would like to encourage stretches and challenges but also a convenient pace of learning.

4. Planning and Goal Setting

- I would like to build up and sustain an effective coaching plan with the team members.
- I would like to consolidate collected information and establish a coaching plan and development goals with the team members that address concerns and major areas for learning and development.
- I would like to establish a plan with results that are attainable, measurable, specific, and have target dates.
- I would like to make plan adjustments as warranted by the coaching process and by changes in the situation.
- I would like to help the team members identify and access different resources for learning (e.g., books, and other professionals).
- I would like to identify and target early successes that are important to the team members.

5. Managing Progress and Accountability

- I would like to maintain attention to what is significant for the team members and leave the responsibility to the team members to take action

- I would like to precisely request the team members actions that will advance the team member toward his/her declared goals.
- I would like to demonstrate follow-through by challenging the team members about those actions that the team members have committed to during the previous discussion(s).
- I would like to acknowledge the team members for what they have done, not done, learned, or become aware of since the previous coaching discussion(s).
- I would like to effectively prepare, organize and review team members' information obtained during discussions.
- I would like to keep the team members on track between sessions by paying attention to the coaching plan and outcomes, agreed-upon courses of action, and topics for future discussion(s).
- I would like to concentrate on the coaching plan but am also open to adjusting behaviors and actions based on the coaching process and shifts in direction during discussions.
- I would like to move back and forth between the big picture of where the team members are heading, setting a context for what is being discussed and where the team members wish to go.
- I would like to promote team members' self-discipline and hold the team members accountable for what they say they are going to do, for the results of a planned action, or for a definite plan with analogous time frames.
- I would like to develop the team members' ability to make decisions, address key concerns, and develop himself/herself (to get feedback, determine priorities and set the pace of learning, reflect on and learn from experiences).
- I would like to emphatically confront the team members with the fact that he/she did not take agreed-upon actions.

The team whom I am coaching, they are having focuses on the short term, high-priority delivery assignment.
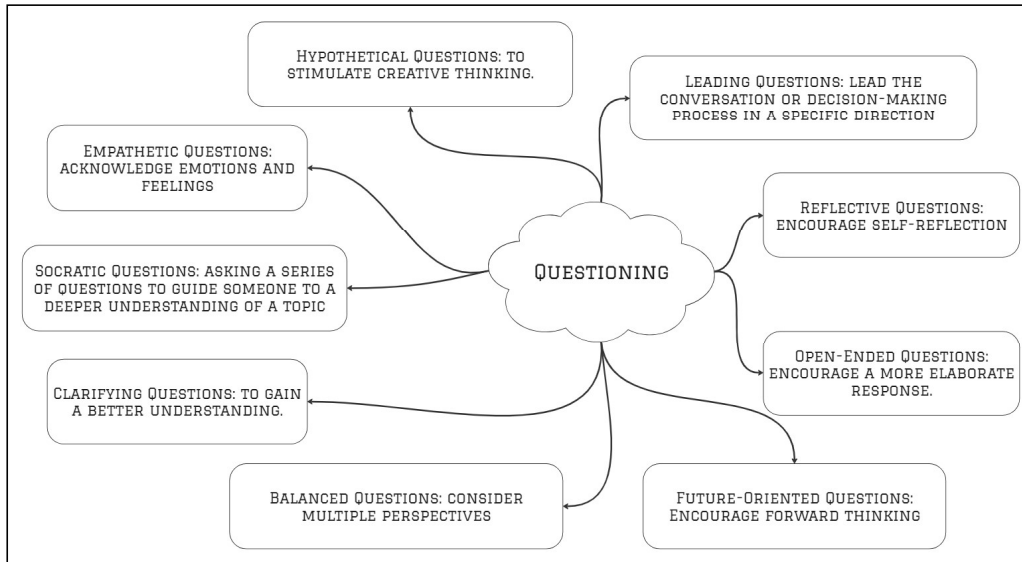
Coaching Conversation Checklist:

- What are the current Challenges the Individual is passing through?
- What he/she is like to achieve?
- What are their diverse goals? Growth plan?
- What he/she is going to do in the long run?
- Does he/she agree to share everything? If yes, are we as a coach granted to challenges the individual to discover more and deeper?
- Can Individual explain some stories related to the current situation? Can he/she reflect and reveals more?
- When I as a coach asking question, my particular curiosity is to identify better so that I can help that individual to perform better and satisfy the required goal
- In the dialogue, does an individual realize what are the current issues? What are the alternatives individual has?
- We as coach by understanding the context, can we offer alternatives? What are the possibilities?
- Does the individual feel comfortable to describe those situations?
- How can we as a coach establish the trust with the individual, so that whatever they are sharing it will not harm them?
- Individual is in a comfort zone, how can he/she stretch themselves?
- The coach needs to list down what coach has understood after the discussion. Is there any dependency on others?
- What is the willingness of the individual to change? How much he/she can stretch? If not, what are the constraints or barriers? What are the commitment may be small steps?
- I as a coach share many stories where I have observed the suggestion is working which perhaps individual can experiment with
- The wording I as a coach use in the optimistic, positive, and influencing.
- I look into the plan the individual is preparing, the SMART approach has been reflected. Check for any vagueness, the plan has to be clear.

After using each tool, let's complete this template to ensure our learnings are solidifying.

What actions are you going to take from this lesson? Please write (DO THIS NOW).

1. [SITUATION]_____

2. [ACTION]_____

3. [RESULT]_____

Thinking Question:

Asking ourselves the appropriate question at a suitable moment in just one of the self-coaching moments – or a sequence of questions as we express pause, get mindful, and reflect – can be extremely powerful, just as it can be with others.

Leadership Development Tools

The term **"leadership development tools"** refers to a wide range of instruments, methods, plans, and curricula that are carefully designed to improve and hone the skills, aptitudes, and innate qualities of people in leadership roles. The main objective of these tools is to strengthen and enhance the many aspects of leadership by developing not only the necessary abilities but also personal development and increasing the overall efficacy of leadership activities.

They are applicable to a wide range of situations, meeting the requirements of both people looking to improve their leadership abilities and organizations looking to include these resources into their formal leadership development programs. Their importance cannot be emphasized; these resources serve as the cornerstone of readiness, giving executives the necessary aptitudes and flexibility to face and successfully negotiate the complex issues present in today's modern, dynamic business environments.

1. **Psychological Safety a Coaching Tool**
2. **Shared Vision as a coaching tool**
3. **Commitment as a Coaching Tool**
4. **Nurturing Hope a coaching Tool**
5. **Expanding Self Organization, a coaching tool**
6. **Fostering Innovation and Creativity a Product Coaching Tool**

Tool 1: Psychological Safety a Coaching Tool

> **"The most important factor in creating psychological safety at work is leadership behavior."**
>
> **– Timothy R. Clark**

Psychological safety is important in group coaching, as it can help create an environment in which all members feel comfortable sharing their thoughts, feelings, and experiences with the group.

When individuals feel psychologically safe in a group setting, they are more likely to participate, share openly, and engage in group activities and discussions, which can lead to more effective group coaching outcomes.

To use psychological safety as a group coaching tool, coaches can do the following:

Set ground rules: Coaches can establish ground rules that promote a safe and supportive environment. These can include guidelines for respectful communication, active listening, and confidentiality.

Foster open communication: Coaches can encourage open communication by creating a space in which all members feel comfortable sharing their thoughts and feelings. This can involve active listening, empathetic responses, and providing opportunities for each member to contribute.

Emphasize inclusion: Coaches can emphasize the importance of inclusion and respect for diversity within the group. This can help create a sense of belonging and promote a culture of mutual support.

Model vulnerability: Coaches can model vulnerability by sharing personal experiences and challenges. This can help create a safe and supportive environment in which all members feel comfortable being vulnerable and sharing their own experiences.

When a team takes actions that demonstrate psychological safety has improved, it can be an indicator that the team is working together more effectively and collaboratively.

Here are some actions that may demonstrate that psychological safety has improved within a team:

Increased participation: When team members feel safe to share their ideas and opinions, they are more likely to participate actively in discussions, meetings, and decision-making processes.

Open communication: Teams with high psychological safety tend to communicate openly and honestly with each other. They are able to give and receive feedback without fear of judgment or retaliation.

Constructive conflict: Psychological safety allows for constructive conflict, where team members can disagree with each other in a respectful and productive manner. This can lead to better decision-making and innovation.

Accountability: In a psychologically safe team, team members are more likely to take responsibility for their actions and hold themselves and others accountable for their work.

Collaboration: Teams with high psychological safety tend to work collaboratively, sharing knowledge and resources to achieve common goals.

Risk-taking: Psychological safety can encourage team members to take risks and try new things without fear of failure or negative consequences.

Support: A psychologically safe team is supportive of its members, providing encouragement, guidance, and assistance when needed.

These actions can demonstrate that psychological safety has improved within a team, leading to better communication, collaboration, and performance.

Psychological safety can be difficult to implement in some cultures for several reasons:

Cultural norms: Certain cultures prioritize hierarchy, authority, and conformity, making it challenging for team members to challenge power and view psychological safety as a threat to traditional norms and values.

Fear of failure: In cultures where failure is stigmatized or seen as a personal weakness, team members may be hesitant to take risks or share their ideas, for fear of being criticized or punished for their mistakes.

Lack of trust: Trust is crucial for psychological safety, often cultivated over time through personal relationships, making it challenging to establish among team members from diverse cultural backgrounds or values.

Communication styles: Communication styles across cultures can vary, making it challenging to establish clear expectations for respectful behavior and communication.

Resistance to change: Certain cultures may be more resistant to change, especially those valuing tradition or maintaining the status quo, and implementing psychological safety may necessitate significant organizational changes.

Implementing psychological safety in some cultures can be challenging due to deeply ingrained cultural norms, fear of failure, lack of trust, communication style differences, and resistance to change.

To be successful, it is important to understand these cultural factors and work to create an environment that is supportive of psychological safety while also respecting cultural differences.

Psychological Safety Plan	
Open Communication:	....
Non-Judgmental Atmosphere:	....
Respectful Interaction:	....
Embracing Diversity:	....
Constructive Feedback:	....
Risk-Taking:	....
Vulnerability:	....
Listening and Empathy:	....
Supportive Leadership:	....
Conflict Resolution:	....
Personal Growth:	....
Trust and Belonging:	....
Reduced Fear of Reprisal:	....
Focus on Solutions:	....
Employee Well-Being:	....

Here are some practical steps team leaders can exercise to improve psychological safety in a complex team setup where the team is delivering a mission-critical product:

Start by laying out exactly what psychological safety is and why it is so important for the success of your team. Share this significance with the team by demonstrating to them how it affects both their job and the project's final results.

Set an example of the required behaviors as a leader. Encourage candid dialogue, attentive hearing, and helpful criticism. Develop trust and provide a secure environment for your team by being open and honest about your own struggles, mistakes, and life experiences.

Establish polite, unambiguous rules for behavior and communication. To keep a safe atmosphere, make sure everyone understands and abides by these rules. Address any infractions as soon as they occur.

Promote cooperation and unity within the team. Provide avenues for collaboration and idea exchange to build trust and a sense of shared accountability for the project's success.

Encourage a culture of lifelong learning and development. Encourage your team to experiment, take chances, and learn from failures in order to foster psychological safety and lessen the fear of failing.

Assist your teammates on a regular basis. Be accessible to hear their worries, provide direction, criticism, and the required materials, establishing a safe space and building team trust.

How a leader used psychological safety to improve team communication:

Jaya was a team leader at a technology company. She had noticed that her team members were not communicating effectively with each other, leading to misunderstandings and delays in project completion. She realized that the team members were hesitant to speak up and share their ideas, concerns, and questions, as they were afraid of being judged or criticized by their colleagues.

To address this issue, Jaya decided to focus on building psychological safety within her team. She started by encouraging open communication and active listening during team meetings. She also established ground rules for respectful communication and encouraged her team members to share their thoughts and ideas without fear of negative consequences.

Jaya also emphasized the importance of feedback and created a culture of continuous improvement. She encouraged her team members to give and receive

feedback in a constructive and supportive manner, which helped to build trust and strengthen team relationships.

As a result of Jaya's efforts, the team members started to communicate more effectively with each other. They felt more comfortable sharing their ideas, concerns, and questions, which led to greater collaboration and innovation.

The team members also felt more confident in their ability to provide and receive feedback, which helped them to improve their performance and work more effectively as a team.

Overall, by focusing on psychological safety, Jaya was able to improve team communication, build trust, and promote a culture of continuous improvement within her team.

There are situations where it may not be the best approach. Here are some examples:

Safety critical environments: Balancing psychological safety with vigilance and procedure adherence is crucial in critical safety environments like emergency response teams, military operations, and nuclear power plants.

Highly competitive environments: Psychological safety may not be optimal in competitive environments like sales or sports teams, as team members may need urgency. Short-term projects with clear goals may require less psychological safety.

High-stress environments: In high-stress environments, such as emergency rooms or crisis situations, psychological safety may not be the primary concern. In these situations, team members may need to focus on getting the job done quickly and efficiently, rather than building trust and open communication.

Toxic team members: Toxic team members may hinder psychological safety efforts, necessitating addressing their behavior before focusing on building psychological safety.

While psychological safety can be a valuable tool for improving team effectiveness, it may not always be the best approach in every situation.

It is important to consider the specific needs and goals of the team when deciding whether to focus on building psychological safety.