

Building Psychological Capacity in Safety Systems



Audience: Leaders (managers, supervisors, project managers, team-leaders, etc.) who manage teams of any size in high-reliability organizations.

Format: Three live virtual sessions plus on-the-job impact exercises and peer coaching

Class time: Six hours (three 2-hour webinars) plus three hours of on-the-job practice

This three-part virtual workshop helps leaders in high-reliability organizations to: 1) Create psychological safety in any type of team; 2) Drive complex thinking in teams for adaptability and innovation; 3) Develop emotional resilience to navigate complexity, ambiguity and conflict.

SESSION 1: Making Work Safe for Emotional Risk and Reward

This session takes a practical approach to developing psychological safety. We will address:

1. Why psychological safety is the single most important attribute of high-performing teams and a critical capacity for human systems safety.
2. How to recognize the conditions and situations where leaders must actively create psychological safety.
3. How to create an action plan for developing and maintaining an environment of psychological safety in any type of team or situation.

The session will include a small-group idea generation to begin developing an action plan for psychological safety.

SESSION 2: Complex Thinking Skills to Improve Human Systems Safety

In this session we will explore ways to build cognitive complexity in teams and group interactions. We will address:

1. How to encourage diversity of thought and help teams see conditions and problems from different points-of-view so as to reduce blind spots and encourage idea generation.
2. How to test assumptions and look for unexpected outcomes in order to identify more robust controls and to reveal latent risks and weaknesses in operations.
3. How to use micro-experimentation as a way to manage uncertainty and ambiguity, and to improve performance.

This session will include small-group discussions to identify micro-experiments for building complex thinking.

SESSION 3: Emotional Resilience for Leading High-Reliability Teams

In this session we will focus on emotions as our brain's adaptation system and build skills to become more emotionally resilient and less emotionally defensive. We will address:

1. How our emotional brain drives behavior and why we shouldn't always believe what we think.
2. How to reduce emotional defensiveness in ourselves and others in order to improve communication and create psychological safety.
3. How to use emotions to resolve difficult conflicts, solve complex problems and address emergent situations.

This session will include small-group coaching, preparing participants to practice emotional resilience building techniques and to create an action plan for developing emotional resilience.