CREATING CONTEXT FOR SAFETY BEHAVIOR

Context drives behavior

Blame fixes nothing

Leaders' response matters

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Context Drives Behavior

Source: 5 PRINCIPLES OF HUMAN & ORGANIZATIONAL PERFORMANCE, Todd Conklin, PhD

When someone makes a mistake, it is often held against them.

Newcomers must conform to be accepted and new ideas and different perspectives are rarely given much credence.

Even though there is an open-door policy, the manager rarely hears about difficult issues or problems.

People who figure it out for themselves are lauded. Asking for help is considered a weakness.

PSYCHOLOGICAL SAFETY

Amy Edmondson

Novartis Professor of Leadership and Management
Harvard Business School

"Psychological safety is a shared belief among a group of people that it is safe to take interpersonal risks."

Source: Harvard ManageMentor

Dr. Martha Acosta - Internal educational use only

FEAR OF BLAME

ATTITUDE TO RISK & FAILURE: The degree to which the organization has the capacity to make mistakes and take calculated risks

INCLUSIVITY & DIVERSITY: The degree to which people can be themselves, and are welcomed for this

FEAR OF REJECTION

FEAR OF BEING JUDGED OR MAKING OTHER FEEL STUPID

WILLINGNESS TO HELP: The degree to which people are willing to help each other

OPEN CONVERSATION The degree to which difficult and sensitive topics can be discussed openly

FEAR OF CONFLICT

Source: *https://fearlessorganization.com/*

Robin Ely

Diane Doerge Wilson Professor of Business Administration
Harvard Business School

DEFENSE OF EGO

"The guy that was in charge was the one who could basically out-perform and out-shout and out-intimidate all the others. . . . If you didn't posture yourself in a position of power, then you set yourself up for ridicule."

- Deck operator

WELL-BEING OF ALL

"When we need to get to the root cause of a problem or to troubleshoot something, we talk freely to each other rather than worrying about what he thinks of me."

- Mechanic

Source: Harvard Business School Case study

SAFETY RESULTS

Decline in accident rate by 84%

1995: 13.1 recordable injuries per million person-hours worked

2004: 2.1

Increase in:

Level of productivity (number of barrels),

Efficiency (cost per barrel), and

Reliability (production "up" time)

Reduction in pollution to <.1% of allowable levels

Source: Harvard Business School Case study

PRIORITIZING THE PROTECTION OF EGO

PRORITZING THE WELL-BEING OF ALL

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No matter my status, my perspective and ideas are of value.

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I know the process is designed to be safe and effective, but if it isn't working or if conditions change, I need to bring it up and discuss changes.

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I have to make my numbers no matter what if I want to move up in my job

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We are tracking things to continuously improve, so it's important to report accurately and completely.

ORGANIZATIONAL CONTEXT

Linda Hill

Wallace Brett Donham Professor of Business Administration,
Harvard Business School

ROLES	PROCESSES & PROCEDURES
What identities can I safely have? What creates status and power? How do I contribute?	What are the things I can and can't do? How do we achieve a shared purpose?
COMMUNICATION	**MEASUREMENT**
How do we interact with each other? When, how, and with whom do we communicate?	How do we define success? What will we monitor, reward and punish? How will data drive decisions?

Source: Adapted from Being the Boss

ROLES
+ Δ

PROCEDURE
+ Δ

COMMUNICATION
+ Δ

MEASUREMENT
+ Δ

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Former Sr. Advisor to the Associate Director,
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Blame Fixes Nothing

Source: 5 PRINCIPLES OF HUMAN & ORGANIZATIONAL PERFORMANCE, Todd Conklin, PhD

BLAME IS INCOMPATIBLE WITH SAFETY

BLAME CYCLE

Lack of information, increased biases, poor decisions, more mistakes

Fear of admitting mistakes, asking for help and accepting accountability

Less likely to speak up, ask questions or give advice

Blame and recrimination when something goes wrong

Source: James Reason

SAFETY CYCLE

Better innovation, decision-making, learning agility and accountability

Recognizing fallibility, asking questions and seeking help

Openly share ideas and information, admit mistakes, calculate risks

Curious about problems, open to feedback, learning from failure

Source: Amy Edmondson

I often worry that people are being careless or irresponsible.

Dr. Martha Acosta - Internal educational use only

I would rather not hear about problems, mistakes, or bad news.

I sometimes accept blame that I don't deserve in order to protect my team and preserve relationships.

When someone gives me advice, I sometimes hear it as criticism of my abilities of my decisions.

I try to cultivate friendly relationships with superiors, regulators, and others in authority so that they will give me the benefit of the doubt if something goes wrong.
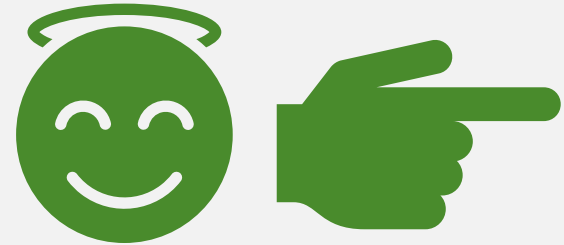
I'm sometimes so concerned about failure that I get stuck in analysis paralysis.
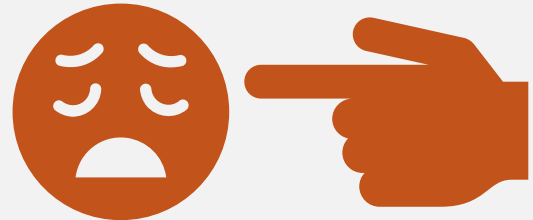
BLAME IS AN UNCONSCIOUS EGO DEFENSE

BLAME OTHERS

AVOID BLAME

BLAME YOURSELF

QUESTION YOUR BLAME NARRATIVES

Is it true?

In what context could the opposite be true?

When I think this, what am I like? How do I behave, how do I treat others? How do I feel about myself?

Does thinking this align with my values? Does it contribute to the well-being of all?

Without this thought, what am I like? How do I behave, how do I treat others? How do I feel about myself?

HOP PRINCIPLE

Todd Conklin

Author
Former Sr. Advisor to the Associate Director,
Los Alamos National Laboratory

Leaders' Response Matters

Source: 5 PRINCIPLES OF HUMAN & ORGANIZATIONAL PERFORMANCE, Todd Conklin, PhD

PSYCHOLOGICAL SAFETY DRIVES HIGH PERFORMANCE

HIGH

EMPATHETIC LEADERSHIP

Helplessness

PSYCHOLOGICAL SAFETY

Apathy

Anxiety

LOW

HIGH

PERFORMANCE STRESS
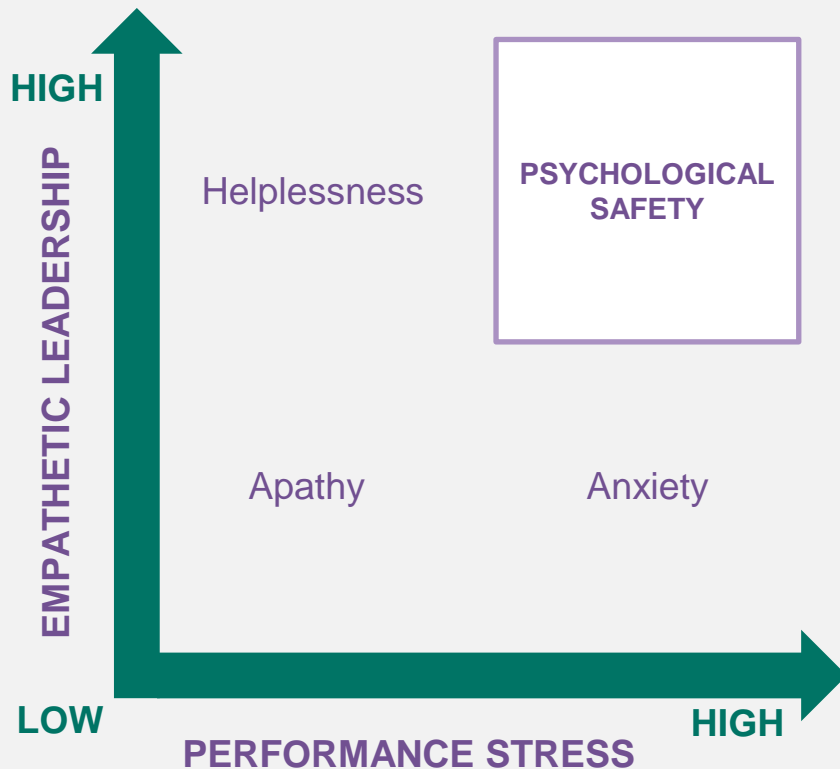
EMPATHIC LEADERSHIP

COGNITIVE EMPATHY: the ability to understand another person's **PERSPECTIVE** (curiosity)

EMOTIONAL EMPATHY: the ability to feel what someone else **FEELS** (vulnerability)

EMPATHETIC CONCERN: the ability to sense what someone else **NEEDS** from you (compassion)

Source: Daniel Goleman

PSYCHOLOGICAL CAPACITY FOR SAFETY

Expectations and conflicts around safety and failure are openly and honestly discussed

Leaders and workers admit and recognize their fallibility

Unexpected outcomes are discussed and learned from

Difference and diversity drive problem-solving

Latent weaknesses and emergent hazards are addressed with curiosity, not fear or blame

ORGANIZATIONAL — How well do we respond to strategic pressures and address systemic weaknesses?

OPERATIONAL — How well do we identify hazards and create barriers and controls against them?

How well do our cultures and mindsets promote openness, curiosity, and creativity?

PSYCHOLOGICAL

THANK YOU!