FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership

Workbook: Psychological Safety

getflowtrained.com/playbook/psychological-safety/

Psychological Safety

At the individual level of analysis, psychological safety relates to how individuals feel secure and capable of changing.

As a team construct, psychological safety is associated with the collective's shared belief that team members are safe and candid with one another, do not ridicule one another, respect one another's opinions especially when different from that of the other members, and can question orders without fear of being penalized.

Building psychological safety can be achieved by using three general steps: setting the stage, inviting participation, and responding productively.

The common knowledge effect occurs when there is a lack of or low levels of psychological safety in which team members are unwilling to share information or knowledge. This provides a contrast between psychological safety (learning from failure, information sharing, improved decision-making, comfortable admitting mistakes), and psychological danger (blaming others, information sharing bias, common knowledge effect, fear of admitting mistakes).

In the following exercise, identify a common or reoccurring situation in your organization (e.g., team meeting, organizational meeting, brainstorming activity). During this common or reoccurring situation, identify the three steps that could be taken to begin building psychological safety among the participating members.

Psychological Safety	
Describe the common or reoccurring situation.	
Is there a team/group charter or a guide for conduct during this activity? **If yes, provide information regarding charter or guide for conduct.** **If no, identify the steps to include a charter or guide for conduct for these activities.**	
Explain how you could frame or reframe the work and information discussed during this situation.	
Explain the steps that could be taken to invite more participation from all participating members.	
Practice using powerful questions. List three powerful questions that could be used during these activities to help gain more engagement from the participants. Provide follow-up information on how these powerful questions worked. Adjust the questions as needed.	

Psychological Safety (cont.)	
Explain the steps that can be taken to show your appreciation of other's participation and work. How might others learn to express appreciation in the same group?	
One month post-evaluation: After practicing the above items for one month, document any notable changes and any adjustments that may be necessary.	
Six months post-evaluation: After practicing the above items for six months, document any notable changes. Identify what changes improved engagement and what changes did not improve. Utilize the techniques that produced positive changes in future activities and continue working on building psychological safety in your organization.	

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with psychological safety.

Connect the Helixes	
Select a scenario or problem that would benefit from implementing high levels of psychological safety.	
Identify three methods from complexity thinking that could support building psychological safety and give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

Connect the Helixes	
CT Method 3:	
Identify three methods from the team science helix that could work with or support building psychological safety and give a brief description about how they complement one another.	
TS Method 1:	
TS Method 2:	
TS Method 3:	
Provide a description explaining which methods from each of the three helixes (with psychological safety being the DL method) work best for the scenario/ problem identified earlier.	