


From "Me to We:" How psychological safety can help build a great team

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So Why are you here?



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my story

OF SELF



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The "real" meg

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Rule #1 for teamwork:
Learning from, with, and about

Interprofessional Education (IPE) is:
"when students from two or more professions learn about, from, and with each other to enable effective collaboration and improve health."

Interprofessional Practice (IPP) occurs:
"when multiple health workers from different professional backgrounds work together with patients, families, care givers, and communities to deliver the highest quality of care."



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How We
Introduce Ourselves

Often when meeting people for the first time, particularly in a work environment we can default to describing ourselves by our resumes.



Academics



Work experience



Roles + Position



Expertise




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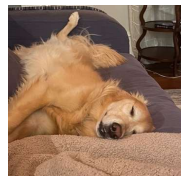
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CV

ACADEMIC TRAINING



VS.



WHO I AM
WHAT I CARE ABOUT

NARRATIVE

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What keeps us from showing our authentic selves?



Reason's Swiss cheese model



Levels of defence


LATENT CONDITIONS
poor design,
processes,
management
decisions
etc...

Patient Safety Incidents

ACTIVE ERRORS


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What Psychological Safety...



Is

- Disagreement with civility
- Distinguish between ideas and individuals
- Embrace Discomfort
- Own intentions and impact
- Discuss what constitutes respect
- Reflect on what challenge entails
- Accept and expect non-closure



Is Not


- Agree to disagree, "tolerance"
- Assume positive intent
- Toxic positivity
- Respect = not critiquing or challenging consensus
- permanent/static/universal

Adapted from Argy and Clemens, 2013

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Psychological Safety 37

I can deal with tension or conflict without any fear of damaging the relationship




[BenLinders.com/PsychologicalSafety](https://www.benlinders.com/PsychologicalSafety) (c) BenLinders

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RELATIONAL LEADERSHIP @ CAROLINA

a community of practice for transformation




Summer 2024 Relational Leadership Institute Dates

Monday, June 3	Thursday, June 13
Tuesday, June 4	Friday, June 14

8:30 am - 4:30 pm each day (on Zoom)

Relational Leadership @ Carolina (RL@C) is a human-centered and transformational leadership development program designed to foster inclusive, equitable work and learning environments.

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Transformation happens one relationship at a time.

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What is the personal cost when we don't have psychological safety?

Effect on Patients

- a. Alienation
- b. Disparities
- c. Workforce that doesn't reflect them

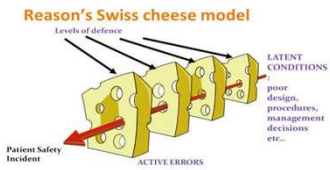
Effect on Providers

- a. Increase in burnout
- b. Higher rates of depression & anxiety



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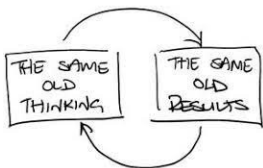
There is also a cost to the health care system.



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And this impacts teams

....And innovation



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Rule #2 for teamwork: Building psychological safety to speak up

Have you ever clearly defined roles and team norms in a group?

- Did you hold folks accountable? How?

Have you ever asked:

- What's the one thing I could do/change to make working with me easier?
- What brings you joy?—and reflected if that is different than their role?

Gratitude:

- How do you display it?



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Building Psychologically Safe Teams



QUESTION WITH
CURIOSITY



COUNSEL WITH
EMPATHY



PRACTICE WITH
COMPASSION



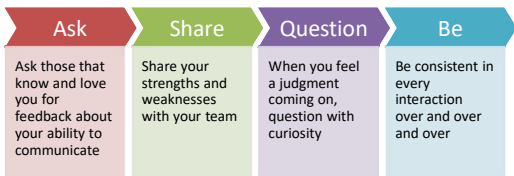
SHARE YOUR
AUTHENTIC SELF



ENCOURAGE
ACCOUNTABILITY

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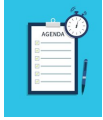
Strategies to build psychologically safe teams



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Group Norms/Practices

Develop with the team
Ask new team members to review/add/edit
Post for all to see
ACCOUNTABILITY



OUCH!

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Sharing Stories and 1:1s

Be curious
What drives you?
What excites you?
Where do you see yourself in the team?
What is one thing....
Be prepared---giving and receiving feedback

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Appreciate the team

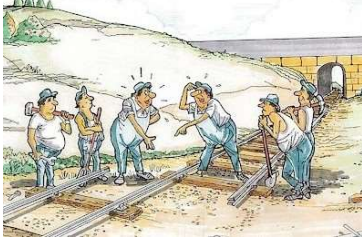
- How do you show gratitude?
- Recognize (and appreciate) our differences
- Manage conflict (this can lead to innovation!)



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Rule #3 for Teamwork: It's not as easy as you think...

"A team of experts, does not make an expert team"
Salas et al (1992). Toward understanding of team performance and training



www.quora.com
Arenson, 2016

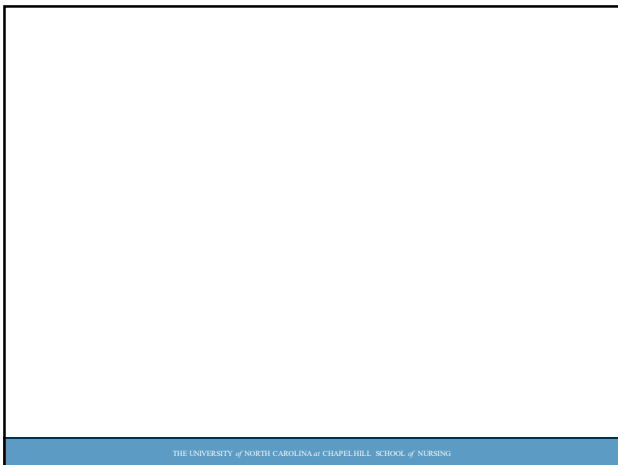
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Let's reflect

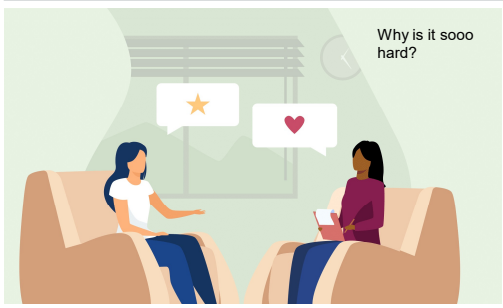
How confident were you going into this exercise?
How many of you knew the answer to everything I asked?
• How did it feel when you were wrong?
How many of you didn't see anything I asked, but saw other things?
How many of you knew the answer, but didn't respond?
• Why?
Other thoughts?



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Now..let's talk about feedback...



Why is it sooo hard?

Why is it sooo hard?

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Providing Feedback

When getting ready to give feedback, these steps will help you be more effective.

- Declare Intentions**
Understand and clarify what you are hoping to get out of providing feedback. It may help to give them time to prepare.
- Check your mindset**
Start from a place of opportunity and growth.
- Observations + Impact**
Make it specific, clear, relevant, and constructive. Avoid judgement or assumptions about motivations.
- Check in**
Let the person process. Ask them if they have any thoughts or questions. Expect/accept resistance.

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Receiving Feedback

When receiving feedback, listen for

- Establish connection**
Affirm shared value of wanting to get feedback to grow and thank the person for sharing, particularly if there are substantial power differences.
- Check your mindset**
Listen for content, not delivery, and put aside emotional reactions. Avoid explaining your rationale, or focusing on intent over impact.
- Ask questions**
Ask for details to help with understanding, focusing on future actions and steps.
- Set goals**
Create a plan to respond to feedback and set a timeline to check back.

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Tools for Feedback

Don't just rely on an annual review or the informal conversation. You can build feedback into how you work together in tangible ways.

- Direct**
 - One-to-ones (ex: performance reviews, monthly check-ins)
 - Group Discussions (ex: plus/deltas, gap analysis, forums, focus groups)
- Anonymous**
 - Surveys (ex: evaluations, happiness/pulse surveys)
 - Ongoing Idea collection (ex: feedback drop-boxes, "parking lots")

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What Opportunities do you see?



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