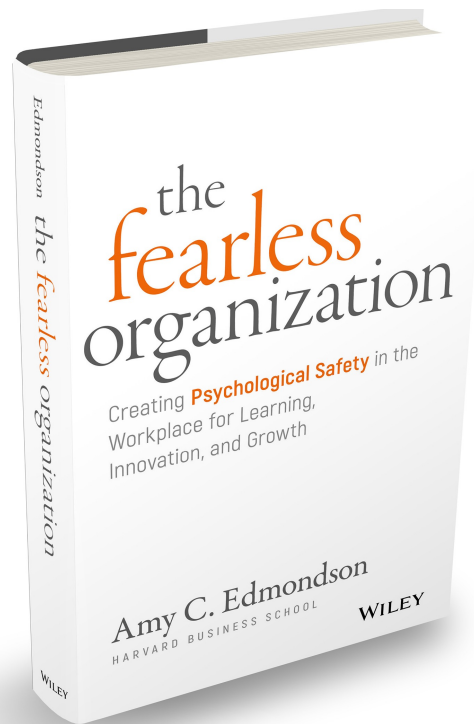


Is Your Team Having a High-Quality Conversation?

To determine whether it is, try employing a simple scale—such as one to five or low, medium, and high—to answer the questions below. You can use the examples of positive and negative behaviors to guide your ratings. Then review your responses to identify potential shortcomings and spark a dialogue on how to overcome them.

ATTRIBUTE	SELF-ASSESSMENT QUESTIONS	WHAT TO WATCH FOR
PEOPLE ARE CONTRIBUTING AND LISTENING	•Are people sharing information and opinions candidly? •To what extent do people seem to be holding back and saying only safe things?	Positive: Everyone appears engaged in the substance of the discussion. Negative: One person or a few people dominate the conversation.
ADVOCACY AND INQUIRY ARE BOTH PRESENT	•What's the balance between advocacy (to promote certain ideas) and inquiry (to understand them)? •Are people asking genuine questions that prompt others to respond with their ideas and concerns?	Positive: Good questions are frequent and expand understanding. Negative: People get stuck trying to prove their original points, regardless of new information.
MUTUAL LEARNING AND PROGRESS ARE HAPPENING	•Do I feel that I am gaining understanding of the topic as the conversation goes on? •Does the team seem closer to making a good decision?	Positive: The conversation is disciplined, systematic, and data-driven. Negative: The conversation goes around in circles.

PSYCHOLOGICAL SAFETY



A belief that the context permits interpersonal risks – that speaking up with ideas, questions, concerns, or mistakes will be welcomed and valued.

THINK OF IT AS FELT PERMISSION FOR CANDOR

TIMELY, CANDID VOICE AT WORK? CONSIDER THE ASYMMETRY!

	Speak Up	Hold Back
Who gains?	<i>The Organization</i>	Self
When?	<i>Delayed & Uncertain</i>	Immediate & Certain

THE TACIT CALCULUS LEANS STRONGLY TOWARD HOLDING BACK

BEING KIND VERSUS BEING NICE

Being Kind

- The harder way
- Candor is kind, respectful
- Facilitates high quality conversations
- Supports other's growth

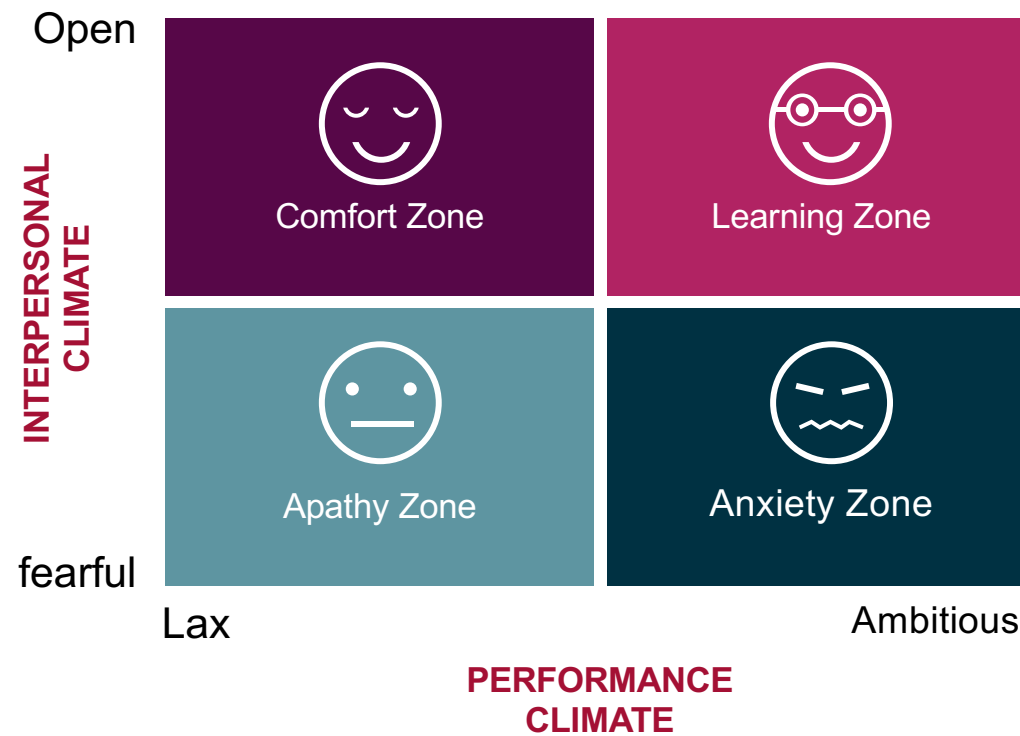
Being Nice

- The easy way
- A way to avoid engaging
- Facilitates routine interactions with strangers & colleagues
- Supports others' staying stuck

Being Kind is both a value and a skill

It means caring enough to support others in achieving their potential

NO TRADEOFF BETWEEN HIGH STANDARDS AND PSYCHOLOGICAL SAFETY



PSYCHOLOGICAL SAFETY IS NOT

Being nice

A guarantee that all your ideas will prevail

A license to whine

Freedom from conflict

Lower standards

The goal



HIGH-QUALITY CONVERSATIONS: MORE THAN JUST SPEAKING UP

- Everyone is engaged – either **contributing** or **processing**
- A healthy mix of advocacy and inquiry
- A sense of mutual learning and progress



CONTEXT MATTERS



CONSISTENT



VARIABLE



NOVEL

UNCERTAINTY

FAILURE

NECESSITY OF EXPERIMENTATION

Failure: An outcome that deviates from a desired result

Mistake: An unintended deviation from existing knowledge, procedures, rules, or policies

And all failures are not alike...

THREE TYPES OF FAILURE



1

Basic Failures

- Where we know how to do it right, but a single mistake results in a failure (large or small)



2

Complex Failures

- Multiple factors—small deviations that would not on their own produce harm – *combine* to produce a failure in a familiar context



3

Intelligent Failures

- Undesired results of deliberate, thoughtful forays into novel territory

FOUR AND A HALF ATTRIBUTES OF INTELLIGENT FAILURE



Bonus: The failure's lessons are identified, shared, & used

LEADERSHIP THAT BUILDS PSYCHOLOGICAL SAFETY

1. Framing the Work

- Call attention to **Attributes of the Work** that require mutual learning

2. Inviting Participation

- **Use Inquiry;** Set Up Structures & Processes

3. Responding Productively

- Express Appreciation, **Destigmatize Failure**, Sanction Clear Violations

PSYCHOLOGICAL SAFETY: DISTRIBUTED RESPONSIBILITIES; SHARED BENEFITS

	Responsibilities	Benefits
Organizational	• Emphasize the need for voice • Offer leadership training and development • Recognize learning-oriented leaders • Reward speaking up, intelligent failure, etc. • Catch and correct leadership problems	• Better teams • More Innovation • Error reduction • Better performance • Higher employee retention
Individual	• Speak up • Be brave • Expend effort • Listen • Be forgiving	• Learning • Personal growth • Problems you care about get solved • Better relationships at work • Reduced burnout • Joy

How Do We Change Our Thinking to be More Effective in an Uncertain World?

Classic Management Mindset

Brings answers

Sets targets

Emphasizes planning

Evaluates

Deeply engrained...

Scientific Mindset

Brings questions

Sets direction

Emphasizes learning

Enables

A fundamental mindset shift...

THINK LIKE A SCIENTIST