

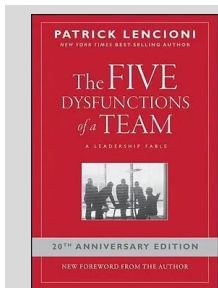
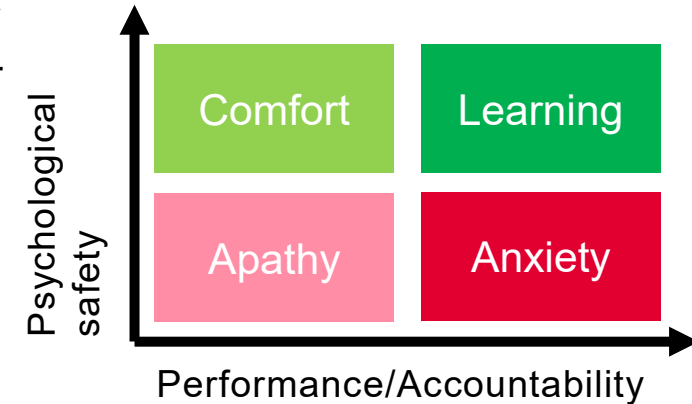
Deep Dive Session 3

Corporate Culture: an asset for mastering complexity

Martin Heierle

Journey to psychological safety

- **Why?** It creates an environment where people feel challenged and work collaboratively to achieve ambitious goals. It means that people believe they must speak up at work for the team's greater success. When team members feel safe to express themselves, take calculated risks, and share their ideas openly, productivity, innovation and business results improve.
- **What?** «Psychological safety is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and the team is safe for inter-personal risk taking.» Amy Edmondson.
 - It is not primarily about feeling good, it is about high performance.
 - “When I fail, I don’t have to hide it”
 - “I feel safe to disagree with my manager and peers”
 - “I feel safe to ask for help”
- **How?** Holding people accountable is essential for getting the best from people, but without psychological safety it can create an environment characterized by stress and anxiety. The key is in balancing psychological safety and accountability. Frame work as a learning problem, not as an execution problem.
- **How to measure?** Psychological Safety Index Questionnaire



Book recommendation:

«The Five Dysfunctions of a Team» by Patrick M. Lencioni.

The book is an easy read and describes many pitfalls that teams face as they seek to become a high-performance team. It contains clear guidance how to build trust, resolve conflicts, ensure commitment as a team, to hold each other accountable and to focus on results.