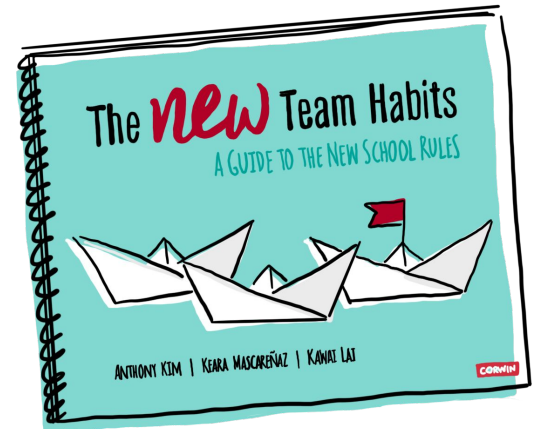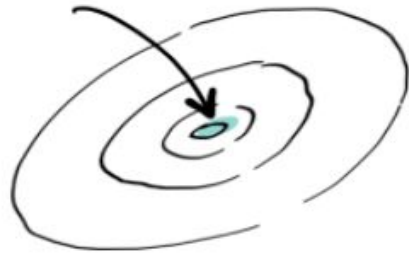# Breakout: Psychological Safety and Teams
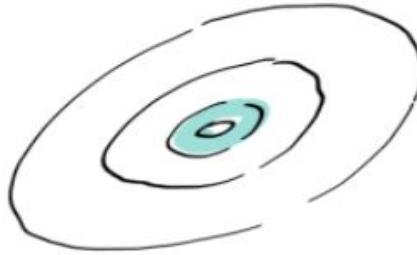
CHECK IN: What is one thing you currently do to build a positive culture with your team?
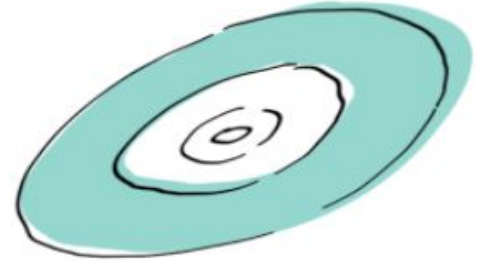

HABIT

We lead check ins

TINY RIPPLE

to increase presence

BIG RIPPLE

so that our team has more engagement + equal talk time in meetings

Today we will discuss:

What is psychological safety?

Why does it matter now more than ever?

How can we build it?

What is Psychological Safety

How do you build Psychological Safety

Capture notes

Amy Edmondson
Harvard Business School
Professor + TED speaker

What is Psychological Safety

- A shared belief held by members of a team that the team is safe for interpersonal risk taking

- Whether or not a particular work context was one in which people felt they could speak up, ask for help, offer an idea

- Trust

What else did you hear?

Amy Edmondson
Harvard Business School
Professor + TED speaker

In a <u>Low Trust</u> Environment

No one wants to look...	And they avoid this by...
IGNORANT	Not asking questions
INCOMPETENT	Not admitting weakness or mistakes
INTRUSIVE	Not offering ideas
NEGATIVE	Not challenging the status quo

In a High Trust Environment

Individuals and teams trust that they will **not** be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes

Asking questions

Admitting weakness or mistakes

Offering ideas

Challenging the status quo

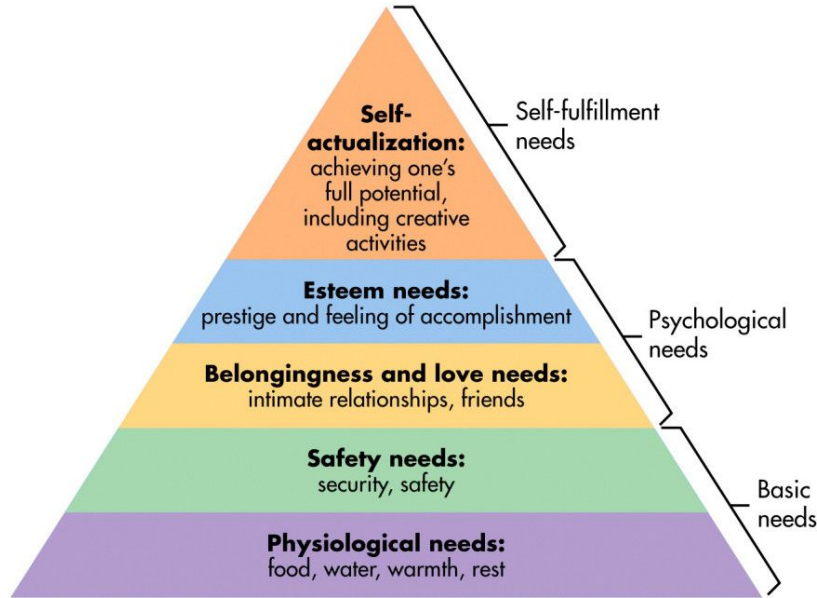# What do you need to do so you can...

BREATHE

- Be present

- Tap into genuine empathy

- Engage with others from a place of calm

Why does it matter now?

Some Possible Realities of Today

Maslow's Hierarchy of Needs

Drinking from the firehose

Some Possible Realities of Today

Building remote working skills + habits overnight

More distance for struggling relationships + new distance for strong relationships

Some Possible Realities of Today

Fears and uncertainty around safety, wellness, health

Top stories >

KHOU·11
'It makes no sense' | Mayor Turner disagrees with sending kids back to school
9 hours ago

NBC NEWS
'All the hospitals are full': In Houston, overwhelmed ICUs leave COVID-19 patients...
1 day ago

ABC13 Houston
Texas shatters daily record with 10,351 new coronavirus cases
7 hours ago

Navigating uncharted waters when it comes to education

How can we build it?

What Makes a Team Effective

1 **Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.

2 **Dependability**
Team members get things done on time and meet Google's high bar for excellence.

3 **Structure & Clarity**
Team members have clear roles, plans, and goals.

4 **Meaning**
Work is personally important to team members.

5 **Impact**
Team members think their work matters and creates change.

re:Work

"Who is on a team matters less than how the team members interact, structure their work, and view their contributions."

Guiding Principles

Individuals

What does building psychological safety look like with each individual on my team? How might I differentiate my approach to support their needs and foster our 1:1 relationship?

Teams

What does building psychological safety look like for teams? How might our teams use this time to strengthen the systems + habits of their work?

Developing Others

How will I support other leaders to build psychological safety with the teams they lead or support? How will I help teachers build this remotely with students?

(1) Check-In

What is the emotional status of the group?

Build connections while physically distant.

Education Elements

Top 3 for Emotional Pulse:

- How are you feeling, and what's your energy level?
- What challenges are you facing? What wins (big or small) did you have this week?
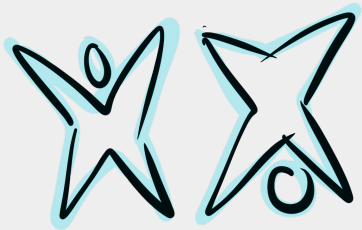- What skill would you like to develop or improve?

Top 3 for Shifting from COVID-19:

- If you could only eat one thing forever, what would it be?
- Show a picture that brings you joy.
- What are you reading, watching, or listening to that's awesome?

Want more? Check-In, Check-Out Toolbox

② Video On!

How can we connect with our team (and students, families, community) while physically distant?

- Schedule calls using Zoom or Skype

- Let participants know ahead of time that we'll all use our video

- Connect!
  - Read facial expressions
  - Call on team members who look like they have a question or have been quiet
  - Learn more about team members' home work space

New to this? Best Practices for Digital Learning + Virtual Meetings

Education Elements

③ Plan to Lead

How do you plan your meetings to lead to success?

Source: *The Wiseman Group*, Read more <u>here</u>

Education Elements

Be intentional about your team's remote work by focusing on these four conditions:
Context, Clarity, Co-Creation, + Connection

Context:
- Show the big picture
- Explain the "why"

Clarity:
- Define ownership
- Clarify what "great" work looks like, what does "done" look like, what *aren't* we doing
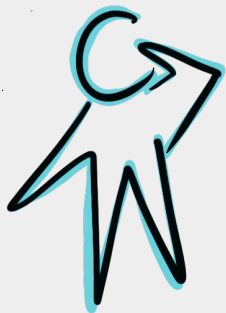
Co-Creation:
- Hold space to collaborate!

Connection:
- Check-In
- Celebrate

4 Schedule Updates

When will your team hear more information?

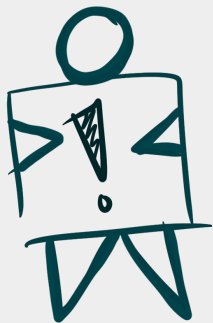What do they do if they have questions?

Education Elements

In times of uncertainty, information and plans change quickly. Clarity and transparency help your team feel safe + in the know.

- Schedule regular updates: consider 2x/wk
- Use various communication methods
  - One in writing (email)
  - One face-to-face (video call)
- Share update, even if it's that there is no update or change
- Provide space for team to ask questions
  - Anonymous feedback form
- What tweaks do we need to make transitioning to virtual work?

5 Admit Learnings

How might you model for your teams the idea of "failing forward" or iteration?

What examples are you setting for how your team will try new things?

- Share the things you're working on and/or working through
- Be clear about where it's "Safe enough to Try" or "OK to Fail"
- Model trying new things; talk through what you're trying and what you're hoping to learn
- Balance this and confidence in your as a leader

Psychological Safety Matters Across Teams

Teachers	School Leaders	District Leaders	All
Demonstrates care for students as people	Take an interest in the development of those you are leading	Share stories of mistakes you've made as a leader	Model vulnerability
Notice what students are doing well	Models making and learning from mistakes	Support the career trajectory of those you lead	Models making and learning from mistakes
Make time to check in with students emotionally	Circle back with people about ideas they've raised in the past	Ensure that each person has "equal" talk time during meetings	Check in at the beginning of each meeting
Add personal connections to content with video, images, or sound	Make time to check in individually with staff members	Have methods to process	Practice active listening by making eye contact and staying present

Just for Fun!

Plan "Spirit Days" for internal calls

Do a team book study; we just read *Rituals for Work*

End team meetings with shout-outs

Team shares photos and stories of family + pets

Host virtual Happy Hours or trivia nights with team

Create a space for caregivers + parents to collaborate

Team shares pictures of remote workspace

Capture New Ideas

Take me Back to the Agenda

Tweet 1 New Idea

@edelements

#NewTeamHabits

The new Team Habits

Responsive Leadership and Team Habits for Return to School

Virtual Leadership Institute | September 14-15, 2020

DAY 1: September 14

Time	
9:00-9:15	Opening Objectives + Agenda + Slides Connection Before Content
9:15-10:00	Intro to "SEPAD" Habits vs Goals
10:00-10:20	Meeting Habit • Check in questions
10:20-11:00	Leadership Connection: Why this matters now • Breakout 1: Psychological Safety + Teams • Breakout 2: Trauma-Informed Leadership
11:00-1:00	Break - Enjoy lunch and do what you need!
1:00-1:10	Connection Before Content
1:10-2:00	Learning Habit
2:00-2:45	Leadership Connection: Team Retrospectives • Breakout 1: Reflect on Mistakes • Breakout 2: Reflect on Return
2:45-3:00	Closing + Feedback: Rose, Bud Thorn