

A group of diverse people, including men and women of various ethnicities, are shown in a warm, indoor setting. They are smiling and embracing each other, conveying a sense of camaraderie and teamwork. The background is slightly blurred, focusing attention on the group's interaction.

How to create high performance teams

2012

**Google's Project Aristotle -
Psychological safety the critical
factor to team performance**

Google's Secret Recipe



2012



As leaders, it is your job to convey high standards and to enable people to reach those high standards.

AMY EDMONDSON



#GLS20

Can I be myself? Can I speak up? Can I make mistakes? Can I take risks?

Psychological Safety



“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”

-Amy Edmondson

The myths

- **...*about being nice***: conflict would (and should) inevitably arise, no matter how perfect the work environment is; psychological safety is about being honest and about letting people on different sides of a conflict express their opinions;



- **...*a personality factor***: work climate affects different people in similar ways; regardless of whether they are introverts or extroverts, most workers would speak their mind up in a psychologically safe environment;



- **...*just another word for trust***: though similar concepts, the key difference between trust and psychological safety is that the latter is not experienced at personal, but at a group level. In addition, as Edmondson says, “trust is about giving others the benefit of the doubt, and psychological safety relates to whether others will give you the benefit of the doubt when, for instance, you have asked for help or admitted a mistake.”



- **...*about lowering performance standards***: psychological safety is not about being “comfortable” at work or about creating “anything goes” environment.



- **.....*Comes from the top- down***: Good management is an important aspect of team dynamics, but psychological safety is ultimately about the whole group.

A high-angle, close-up photograph of several people's hands reaching up to form a circle. The hands are of various skin tones and are wearing different types of clothing, including light blue shirts, white shirts, and a dark jacket. The background is blurred, showing more people and a grey floor. The overall tone is warm and collaborative.

Why psychological safety?



FORBES > SMALL BUSINESS > ENTREPRENEURS

Avoid Risk, Make Innovation Possible: Psychological Safety As the Path To High-Performance

Jim Ludema and Amber Johnson Former Contributor ©

Sep 24, 2018, 10:42am EDT



TWEET THIS



When your team lacks #PsychSafety your company loses out. Risk goes up, performance goes down. More via @ValuesDriven:



If psychological safety can make a difference at Google, it can in your business too. Data, tips from @ValuesDriven:



McKinsey
& Company

People & Organizational Performance

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Psychological safety and the critical role of leadership development

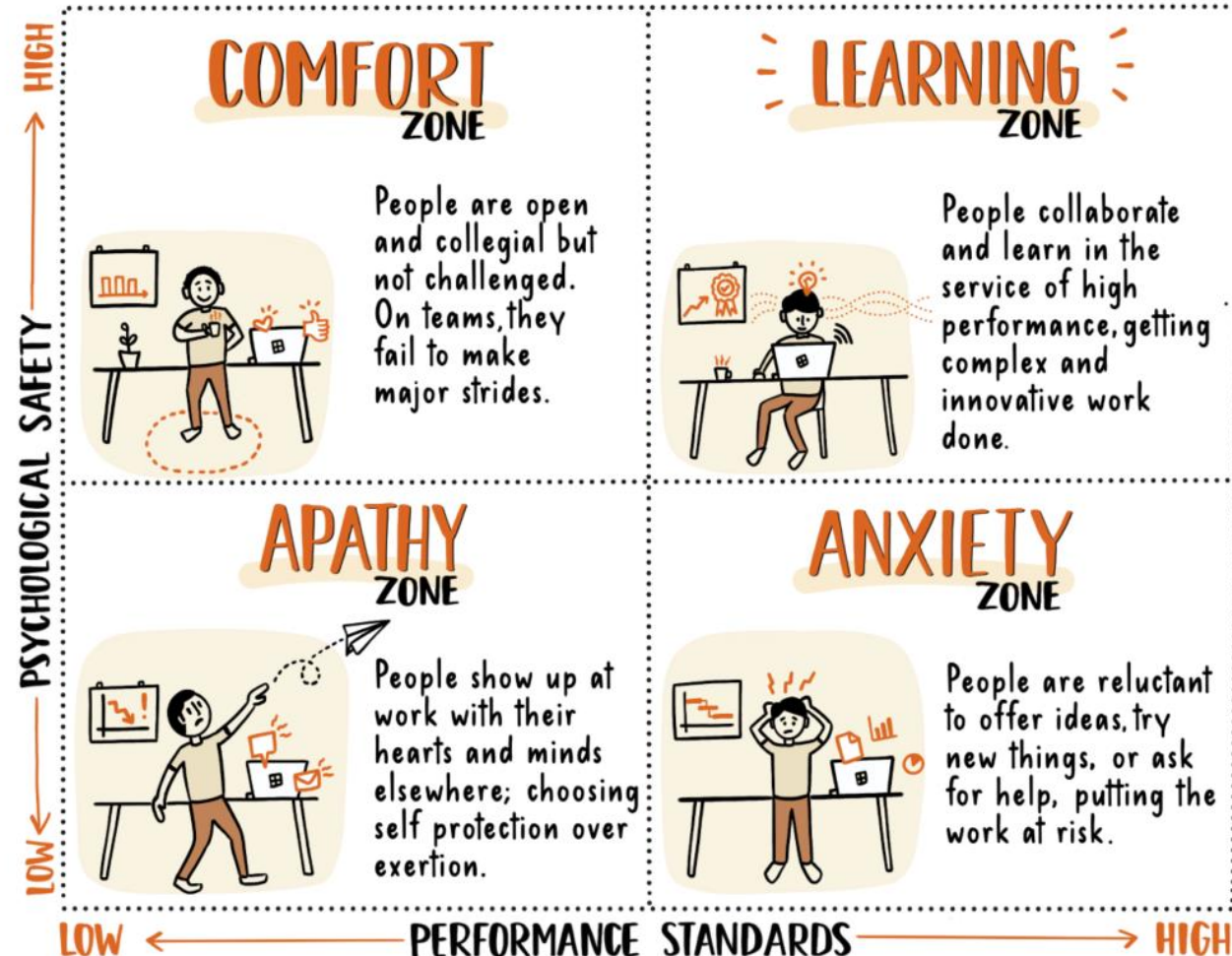
February 11, 2021 | Survey





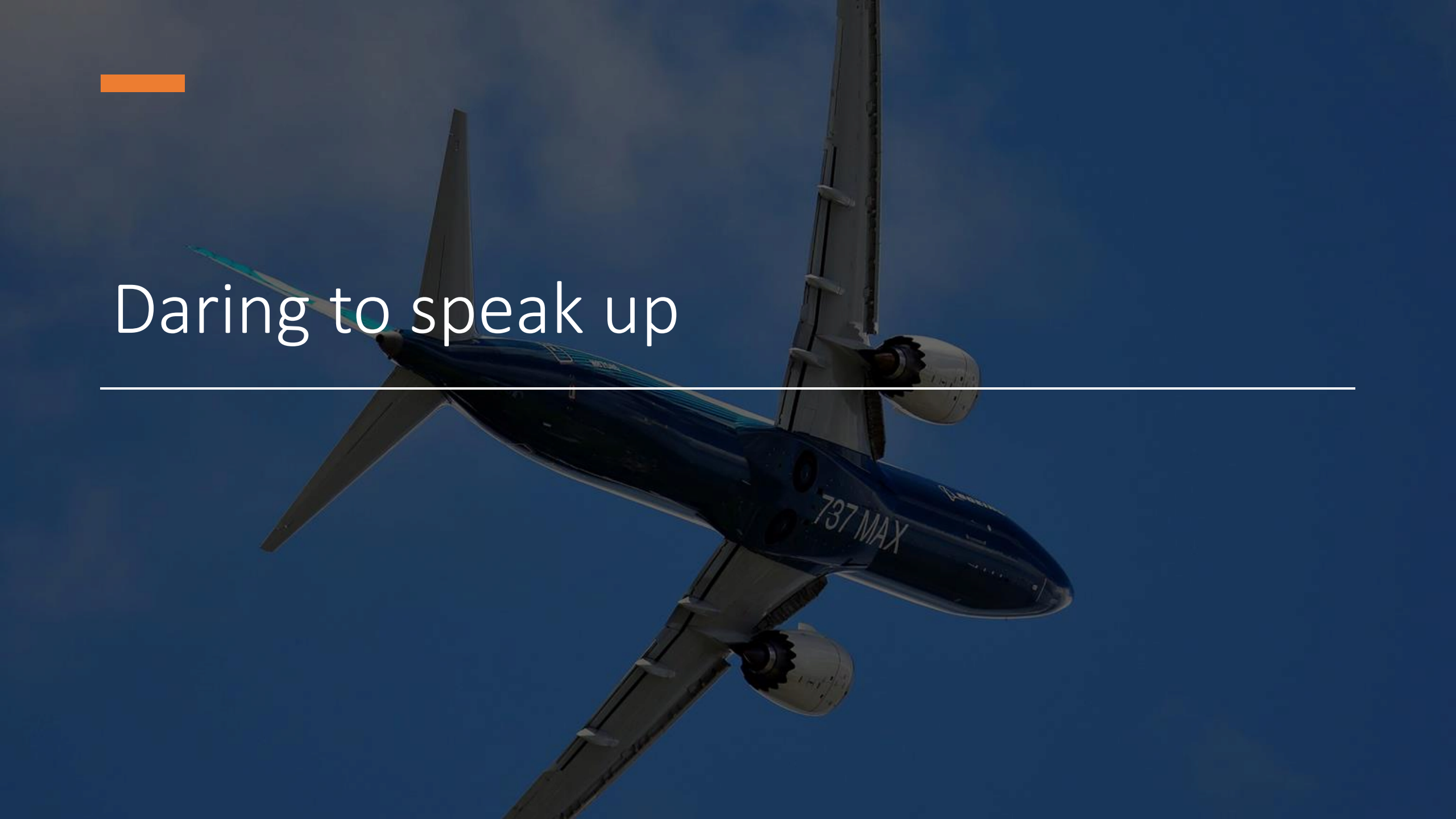
HOW psychological safety RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON



Psychological Safety, Diversity and Inclusion

Research has shown that psychological safety moderates the relationship between team diversity and team innovation and performance by making it easier for teams to leverage the benefits of diversity through more open conversations and more respectful, engaged interactions. ([Caruso and Woolley, 2008, in Edmondson and Lei, 2014.](#))

A low-angle, upward-looking shot of a Boeing 737 MAX aircraft in flight. The plane is dark blue with white engines and is angled upwards towards the top right of the frame. The sky is a clear, deep blue. The text "Daring to speak up" is overlaid in white, sans-serif font on the left side of the image. A thin white horizontal line is positioned below the text. In the top left corner, there is a small orange rectangular graphic element.

Daring to speak up

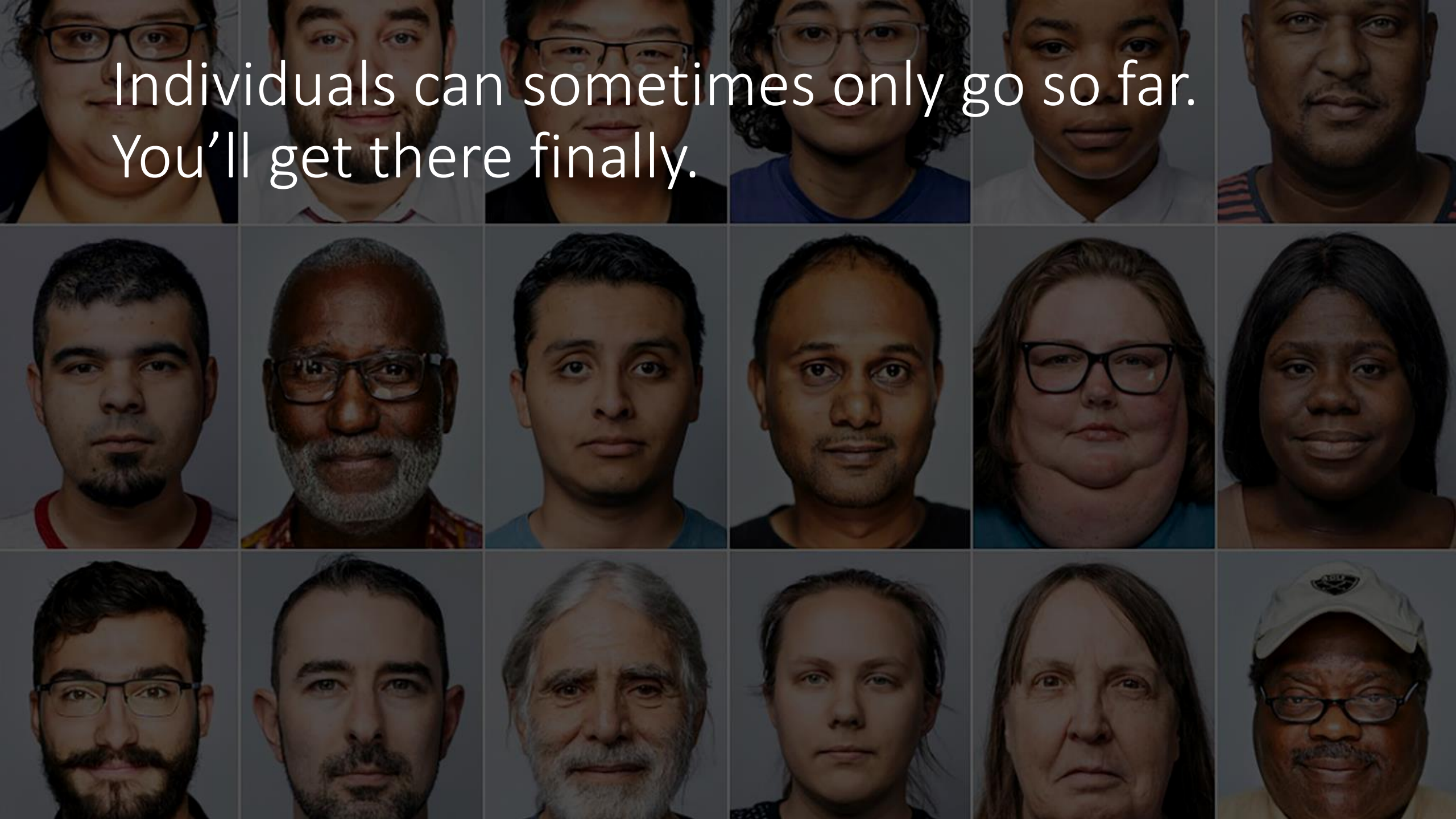


Tips to stop you
getting frustrated

It doesn't
always look
the same
in teams



Individuals can sometimes only go so far.
You'll get there finally.



Balance Coherence and Alignment



A photograph of a paved road with a yellow center line, receding into the distance. The road is flanked by dark, leafless trees. In the far distance, a bright sunset or sunrise is visible through the trees. A large, semi-transparent white circle is overlaid on the right side of the image, containing the text "There often need to be bumps" with a horizontal line under the word "bumps".

There often need
to be bumps



Focus on the group
Interpersonal relationships

It's needs
maintenance (or
in other words
it's never done)

☒ DONE!



What steps do we
recommend you
include

A photograph of several young children in a classroom setting, focused on a hands-on activity at a dark table. They are using colorful sticks (pink, blue, green) and beads (orange, pink) to create structures. In the background, there is a blue tray with compartments and a small hourglass. The scene is brightly lit, and the children are wearing white shirts. A semi-transparent circular overlay is positioned on the right side of the image, containing text.

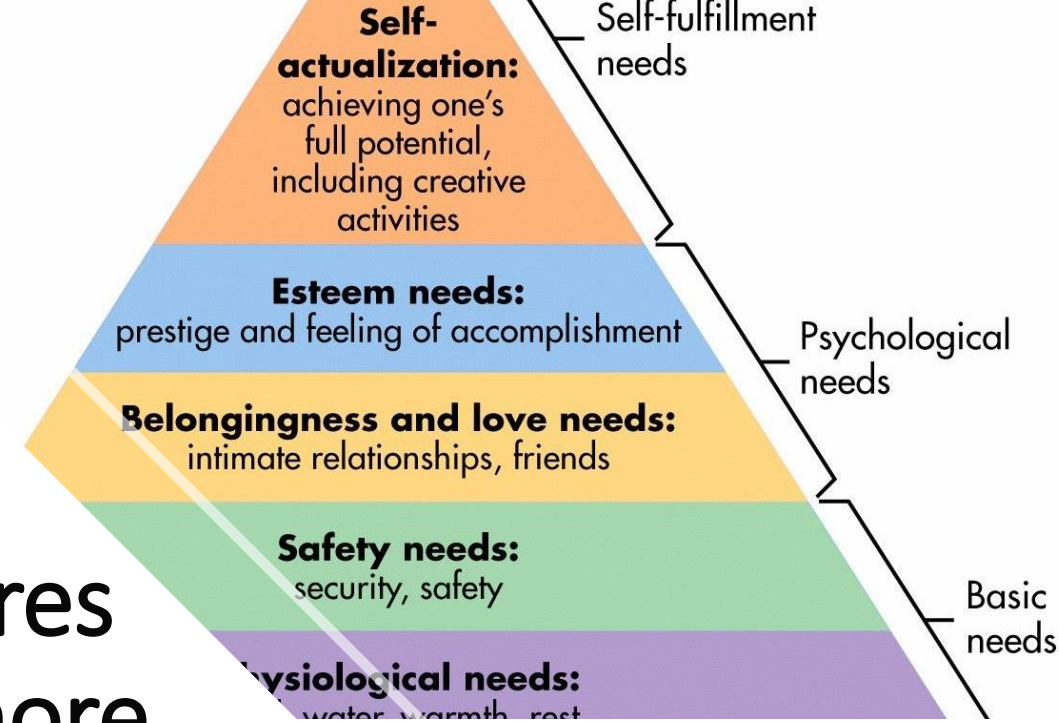
It needs to be
experiential and by
living and doing

THE LENCIONI MODEL

Patrick Lencioni



Some cultures need a bit more rational (theory)



Self-Determination Theory

Competence

need to be effective in dealing with environment

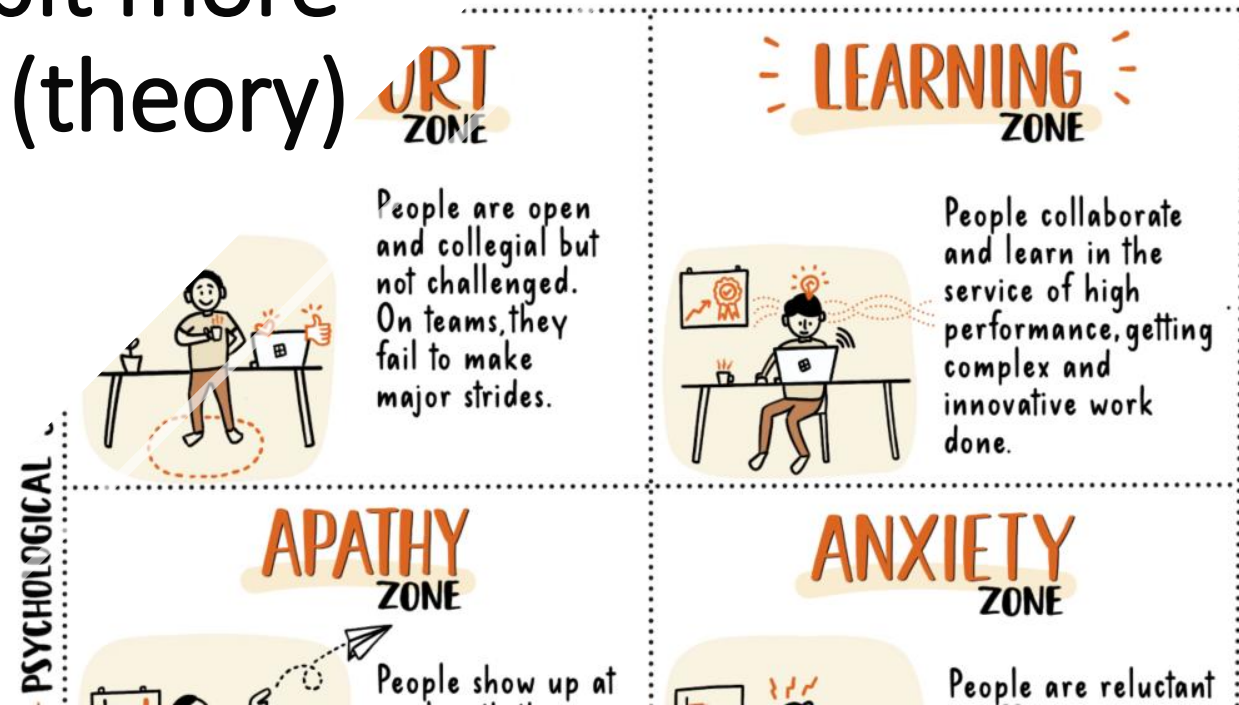
Humans' three basic needs

Autonomy

need to control the course of

Relatedness

need to have a close, affectionate relationships with others



Allow everyone
to be themselves
and be
appreciated for it



Focus on the positive



Include the key skills

(listening, daring to
speak, managing conflict
healthily....)



Leverage people's
intrinsic motivation





Clearly define boundaries and expectations

Define actions



Great things happen when people communicate well!

