

TEAM HEALTH: QUICK START GUIDE

"Problem-solving is a team sport." ~ Dr. Amy Edmondson

The best teams practice. ~ Stephanie Fleming



5 KEYS TO HIGH PERFORMING TEAMS

PSYCHOLOGICAL SAFETY AS GATEKEEPER TO TEAM EFFECTIVENESS

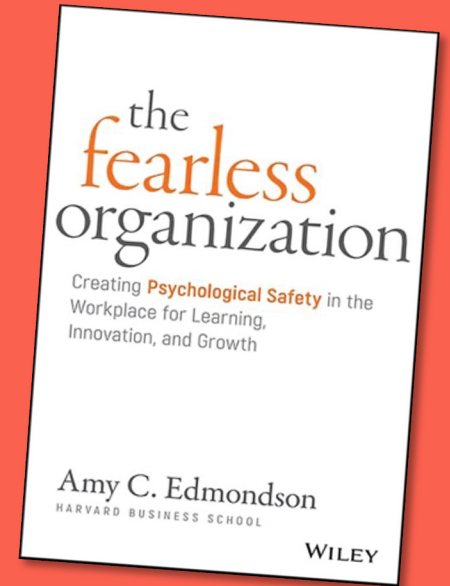
Contributes 43% to team effectiveness



The Definition:

PSYCHOLOGICAL SAFETY

A BELIEF THAT ONE WILL
NOT BE PUNISHED OR
HUMILIATED FOR SPEAKING
UP WITH IDEAS, QUESTIONS,
CONCERNS OR MISTAKES.

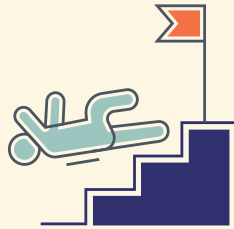


ANATOMY OF PSYCHOLOGICAL SAFETY



INCLUSION AND DIVERSITY

Team members that feel included are more inclined to speak up, contribute and add to the group.



ATTITUDE TO RISK & FAILURE

Teams that hold mistakes against each other risk a lack of control and forward momentum. We cannot innovate..



WILLINGNESS TO HELP

Teams become unsafe when people are not able to help each other or feel appreciated by team members.



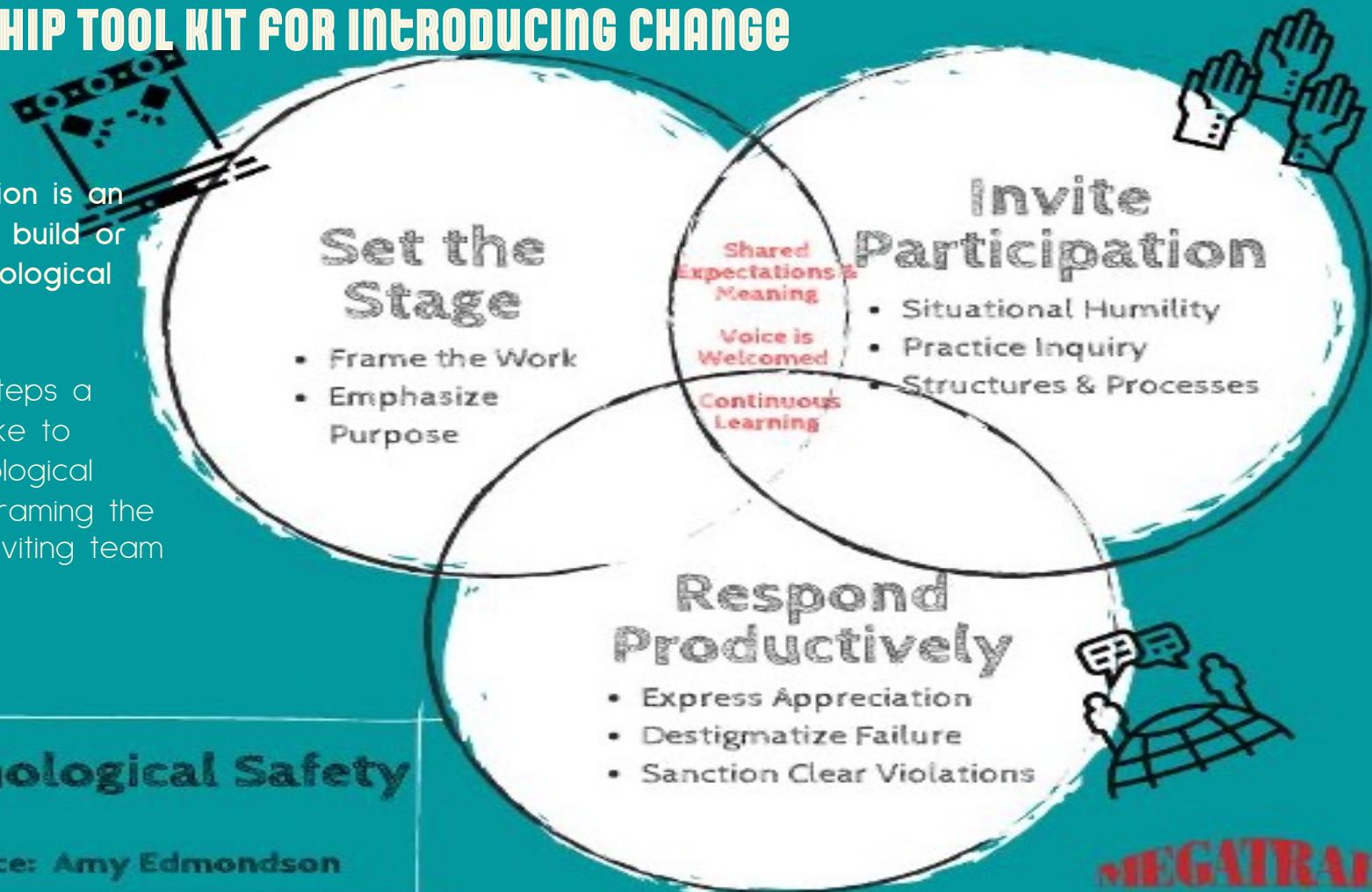
OPEN CONVERSATION

A team that has open and candid conversations is able to tackle hard problems better.

LEADERSHIP TOOL KIT FOR INTRODUCING CHANGE

Every interaction is an opportunity to build or destroy psychological safety.

These are 3 steps a leader can take to create psychological safety WHILE framing the change and inviting team participation



Psychological Safety

Source: Amy Edmondson

TEAM & LEADER PRACTICE

1. **Facilitate Team Guiding Principles** with your team covering all 4 components of psychological safety.
 - o What does everyone need to be vulnerable and feel supported, respected?
 - o What does acceptable and unacceptable behavior look like?
 - o How will unacceptable behavior be addressed?

TEAM & LEADER PRACTICE

2. **Transform to a learning team culture** by destigmatizing failure. Helps team become more comfortable with taking calculated risks. Becomes part of the creative and innovative process.
 - o Be forward-thinking and model curiosity. Ask, *What have we learned?* vs. "What happened?!"
 - o Initiate *Team Rituals* to celebrate failures and learnings ~ failure parties, for example

TEAM & LEADER PRACTICE

3. Promote productive conflict and open conversation

- Try *Pro-Con Competitions* with ideas, strategies, and solutions.
 - At your next meeting when an idea is being considered, have half your team argue FOR the idea. Have the other half argue against it, challenge it and find weaknesses. Then switch.
 - This is a great way for your team to exercise expressing dissent and to bring up issues in a less threatening manner.
- *Positively acknowledge* team members who make courageous and respectful challenges to the status quo.
 - This will demonstrate that it's ok to disagree or to bring up problems.
 - Pro Tip: Watch your facial expressions and body language and keep it neutral.

EXAMPLE: TEAM GUIDING PRINCIPLES

- We hold all stories or personal material in confidentiality
- Each person is treated with respect and dignity
- When we disagree, we focus on the idea, not the person
- We encourage a diversity of opinions on all topics
- We don't need to be articulate to express ourselves
- We acknowledge that there is often a gap between intention and impact

TO MEASURE PSYCHOLOGICAL SAFETY

1. It is difficult to ask other members of this team for help. /R
2. No one on this team would deliberately act in a way that undermines my efforts.
3. Working with members of this team, my unique skills and talents are valued and utilized.
4. People on this team sometimes reject others for being different. /R
5. If you make a mistake on this team, it is often held against you. /R
6. It is safe to take a risk on this team.
7. Members of this team are able to bring up problems and tough issues.

Amy C. Edmondson, The Fearless Organization, Likert Scale 1-7, Chronbach's Alpha .97

TO MEASURE ACCOUNTABILITY

1. We hold ourselves and our team members accountable for results.
2. I know how my work contributes to the goals of (my company).
3. I have a career plan in place that I am working towards.
4. I seek opportunities to develop skills relevant to my interests.
5. I regularly seek feedback from my manager.
6. I ask for the resources I need to ensure I can meet my goals.
7. Our leaders are held accountable for company performance.

Curated by CultureAmp.com Qualitative Measurement. Include with other team health questions.

MORE READING AND SOURCES

- [The Fearless Organization](#) by Amy C. Edmondson
- Amy Edmondson *Tedx Talk*: [Building a Psychologically Safe Workplace \(12 min\)](#)
- [Google's Project Aristotle](#) *New York Times*
- [How to Foster Psychological Safety on Your Teams](#) by re:Work (Google)
- *Beyond Buzzwords and Bystanders: A Framework for Systematically Developing a Diverse, Mission Ready, and Innovative Workforce* by Dr. Kimberly Young-McLear, Dr. Sharon Zelmanowitz, Cmdr. Royce Warner James, Ph.D, Lt. Dani Brunswick
- Measuring accountability: <https://www.cultureamp.com/blog/measure-workplace-accountability>
- [CEO Excellence](#) by Carolyn Dewar, Scott Keller, and Vikram Malhotra
- [Trusted to Thrive](#) by Marie-Claire Ross
- [ACMP Innovation Lab Approach for the UNFPA Project Emergent Change Model and Action Design Research](#) Posted by Louise Harris in *ACMP Connect*
- [Losing from day one: Why even successful transformations fall short](#) by McKinsey & Company, December 2021



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