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Why does Psychological Safety matter to high performance?

- Learning
- Innovation
- Risk taking
- Knowledge and information sharing
- Safety
- Quality
- Employee wellbeing
- More . .

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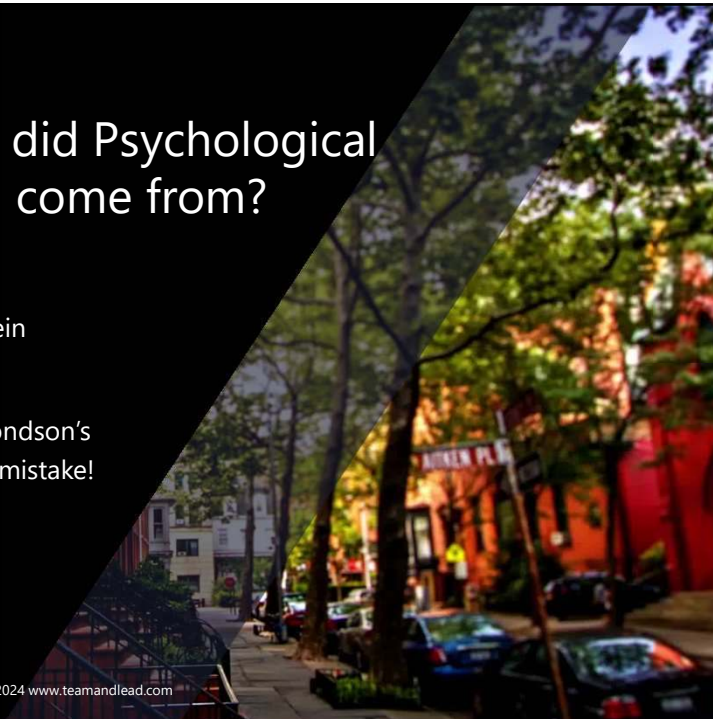


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Where did Psychological Safety come from?

- Edgar Schein
- Amy Edmondson's surprising mistake!

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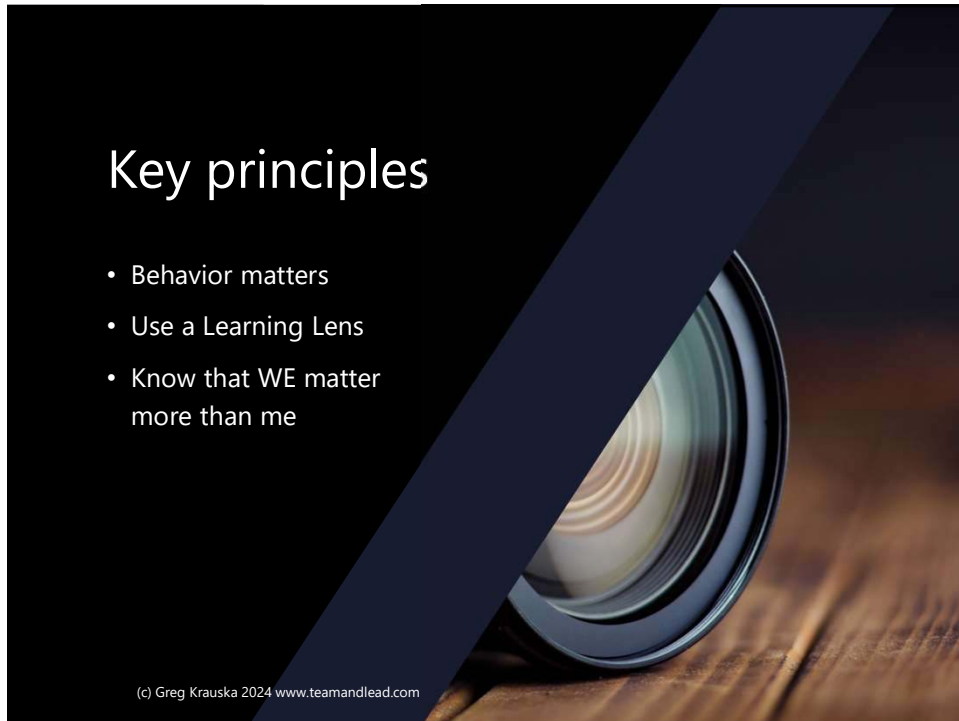


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Key principles

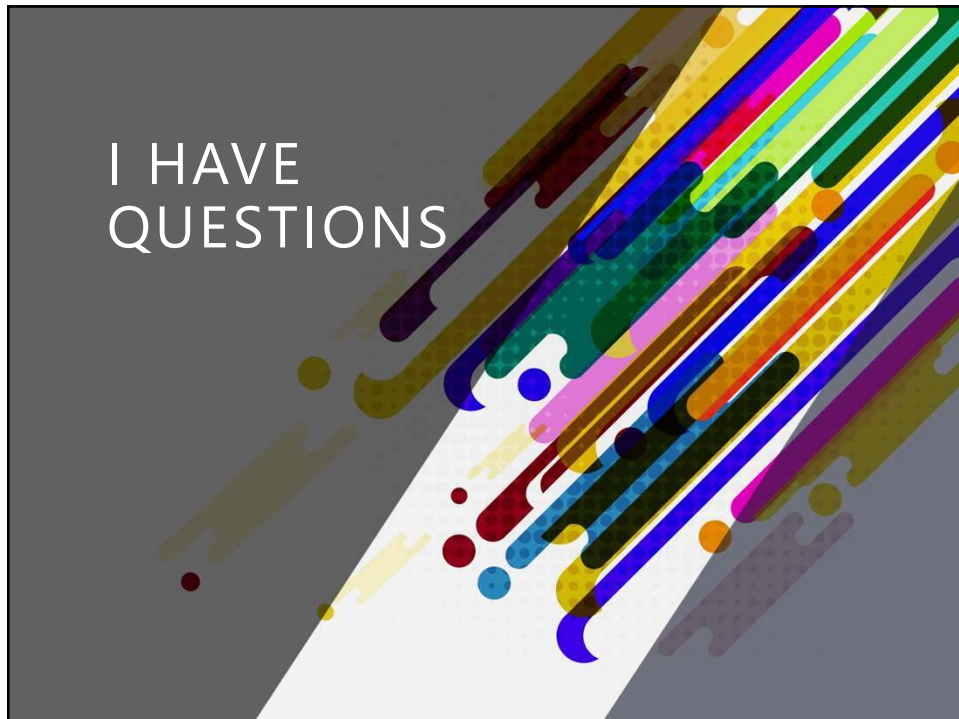
- Behavior matters
- Use a Learning Lens
- Know that WE matter more than me

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I HAVE QUESTIONS



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1. Who are WE?

- *Traditions: How did we get here?*
- *Relevance: What is our purpose?*
- *Identity: What makes us special?*
- *Belonging: What do we expect of each other?*
- *Effectiveness: How do we add value to the mission?*

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2. Who am I on this team?

- *What is my role on the team?*
- *How do I add value? What is my contribution?*
- *How do I respond when things don't go as expected*
 - At my worst?
 - At my best?
 - On a typical day?



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3. What does the team need from me as a leader?

- *Is the work clear?*
- *Do I speak of failures in the right way?*
- *Do I emphasize purpose?*
- *Have I shown myself to be held accountable?*
- *Do I celebrate intelligent failures?*
- *Do I set clear boundaries*

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How do we know when we are doing it *better*?

- We disagree more
- We ask questions to understand
- Conversations after the meeting aren't whispers of what was unsaid.
- Fewer negative surprises
- Challenge is balanced with support
- Team members show up as accountable

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Get started: a few ideas

- Reflect on the team, yourself and your role as leader.
- Note how you show up in meetings.
- Seek out those already doing it well.
- Choose to reward learning.
- Give yourself some grace.

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Remember,

- Behavior matters
- Use a Learning Lens
- Know that WE matter more than me

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Let's continue the conversation!

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Some Tips (Be sure to generate your own, too!)

- When faced with a challenge, ask:
How might I help?
What are you up against?
What are your concerns?
Anything else?
- Celebrate bad news.
- Ask more than tell.
- Ask questions you don't know the answers to
- Use After Action Reviews to learn and improve
- Design meetings for dialogue
- Understand interdependencies - internal and external
- Emphasize that success in our situation requires curiosity and humility for all of us.
- Put candy on your desk, make sure people take it and stick around for the conversation!
- Throw a failure party (for intelligent failures)
- Reframe the language – and make sure the behavior matches
- Ask why
- Evaluate how systems and processes can help
- If you are the leader, contribute last

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