

LeaderImpact Podcast – Episode 37 - Keri Schwebius - How to Create a Psychologically Safe Workplace

Release Date – June 21, 2023.

Episode Summary:

Keri is the President of Ellevate Executive Coaching, and co-author of a leadership book called, *Mind the Gap; Navigating your Leadership Journey*. She is a Certified Executive Coach with a Master of Arts in Leadership and a Graduate Certificate in Executive Coaching from Royal Roads University. She is incredibly grateful for all the blessings she has been given in her life and always brings a down-to-earth approach to every engagement. Her purpose is to make a difference in the world and she does this by partnering with others who want to improve their workplaces. Keri was our guest in Ep. 19 and she has been invited back to talk about psychological safety.

How to Contact Keri:

- ellevatecoaching.com

Books/Authors Mentioned:

- Amy Edmunson - *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*
- Marshall Goldsmith
- Brene Brown
- Tasha Urich - TED Talk
- Kim Scott

Show Notes:

0:00 - Show introduction

0:45 - Keri's introduction

1:29 - Introduction to psychological safety

- 1:55 - definition

2:40 - What it is not

- 3:04 - Not about being nice. What can happen is that we are too nice to provide feedback that may hurt a person's feelings
- 3:39 - Not the same as trust. The whole group feels safe
- 3:56 - Not about lowering standards. Still have to hold people accountable, but let them speak more freely
- 4:53 - Not about the person but about the idea

5:08 - What it looks like when it is not there

- 5:15 - Looks like fear.
- 5:27 - Keri's example of an annual employee survey and being asked who was responsible for her department's low scores.
 - 6:48 - Fear of speaking up
- 6:59 - Keri's example of asking a question to the board chair. Then being reprimanded by her supervisor for asking her question.

8:18 - What happens when it is there

- 8:24 - Feel comfortable and safe to share your ideas
- 8:41 - Share feedback. How to do it better next time
- 9:05 - People feel safe trying new things
- 9:11 - Admit mistakes or point out problems

9:36 - How to create psychological safety

- 10:04 - Starts with leaders and employees have to participate
- 10:23 - Can be seen as a risk
- 10:40 - Amy Edmondson - 3-step process
 - 11:00 - Setting the stage. Setting the expectation and being clear. People need to know what is expected of them. What happens when mistakes happen? Not just once but all the time.

- 11:48 - Inviting participation. Asking all the time. In an open-door policy, the door may be intimidating to some people. In meetings, ask quiet people to share their perspectives.
- 13:58 - Responding productively. Reinforcing behaviors you are looking for. Acknowledge people who respond well. Respond accordingly and appropriately when someone makes a mistake.

13:38 - How to respond to negative team members

- 14:27 - Depends on the situation and the people in the room. Probably best to do it in a private situation

15:18 - Benefits of creating psychological safety

- 15:31 - Financial benefits. Avoid mistakes. Example of the Boeing 737 MAX project because people failed to speak up even though they had concerns.
- 17:15 - More creativity and innovation. Be open to people's perspectives and ideas.
- 18:02 - A feeling of belonging, which helps with retention

18:47 - How to create a safe environment

- 19:00 - It is a journey that requires constant work to adapt and grow. Skills to work on.
- 19:42 - Humility. Leaders feel they need to have answers because of the role they are in but they don't allow others to bring their ideas forward and contribute. Admit when you make a mistake.
- 20:36 - Curiosity especially when you have a lot of experience. Don't ask as many questions because you do know a lot. Find others' perspectives.
- 21:32 - Listen to people's answers. Don't listen to respond, but listen to understand. Be fully present in a conversation.
- 22:57 - Ask for opinions and feedback.
- 23:28 - Model vulnerability.
- 23:56 - Self-awareness. 95% of people think they are self-aware but only 10-15% actually are. Manage reactions. Be aware of how you respond.
- 25:32 - Be aware of your language. Using "but" when responding. It is a negative word when trying to be people to respond
- 27:32 - Have a growth mindset. Reframe failures and learning opportunities. Share lessons learned.
- 28:48 - Focus on the behaviors not on the person.

29:54 - How Keri incorporates her faith into her coaching

- 30:42 - Not telling a coachee what to do, but getting them to reflect.

- 31:22 - Who she is being for them is a reflection of what she believes. Affects how she shows up for her clients.
- 32:22 - Wants her clients to have the best.

33:18 - How to contact Keri

34:22 - Show outro