'Psykologisk tryghed'
på Dansk

The role of Psychological Safety in Safety and Learning

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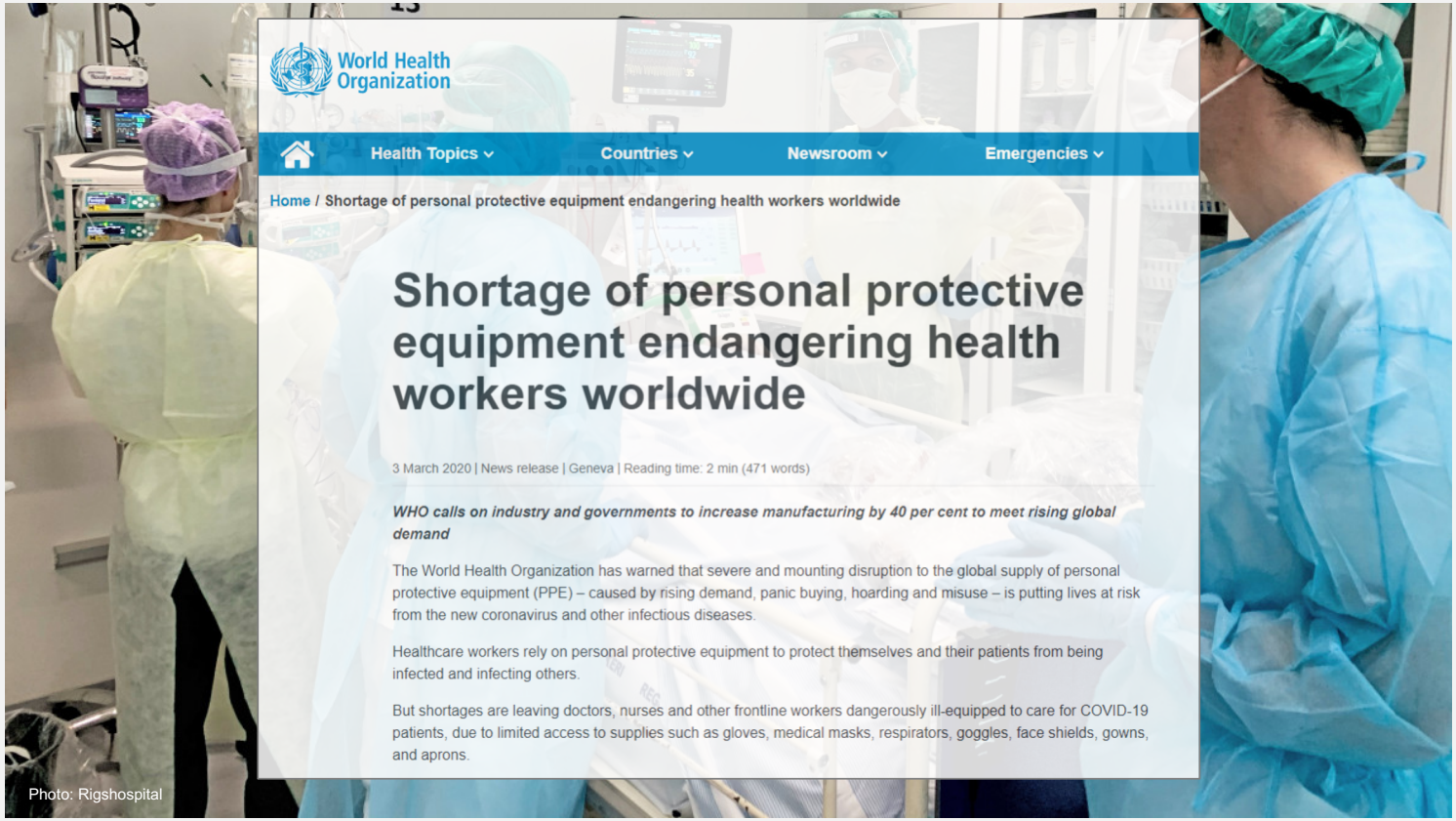

https://arbejderen.dk/

Psychological Safety

What is it and why is it important?

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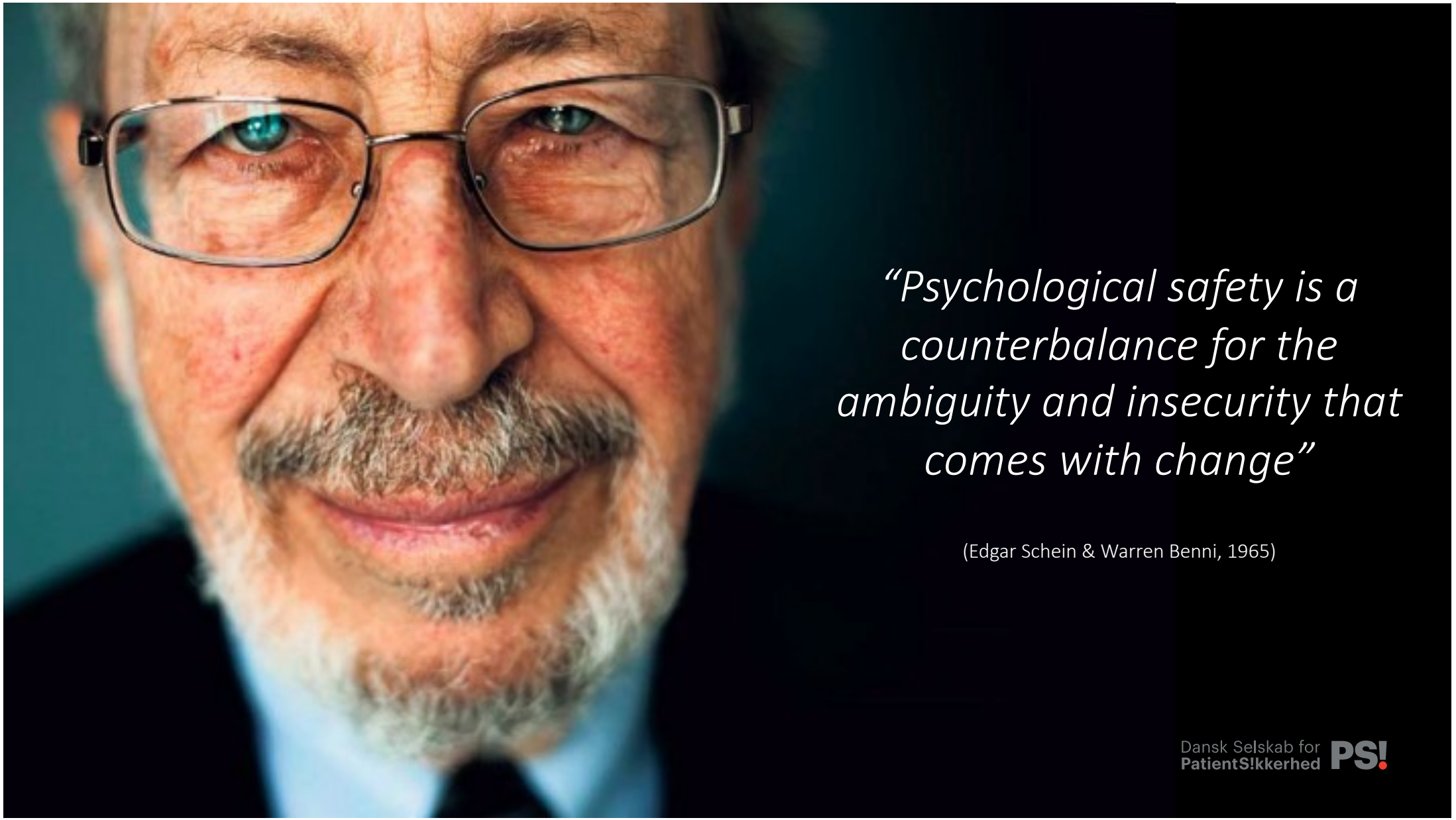
“Psychological safety is a counterbalance for the ambiguity and insecurity that comes with change”
(Edgar Schein & Warren Benni, 1965)
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It helps to explain why employees…

Share information and

knowledge

Collins & Smith, 2006; Siemsen et al. 2009

It helps to explain why employees…

Speak up with **suggestions** for **improvements**

Detert & Burris, 2007; Liang et al. 2012

It helps to explain why employees…

Take initiative to try new ideas

Baer & Frese, 2003

It helps to explain why employees…

Have a sense of **confidence** that the team will not

embarrass, reject or **punish**

someone for **speaking up**

Detert & Burris, 2007; Liang et al. 2012

Psychological Safety…

Enables teams

to learn and perform

Bunderson & Boumgarden, 2010; Carmeli 2007; Carmeli & Gittell 2009; Edmondson 1999; Tucker et al. 2007;

Low levels of psychological safety…

Lead to climates with high job demands and low job control, that in turn impact on employees' emotional exhaustion and psychology distress.

Dwivedi, 2017

"An individuals perceptions of the consequences of taking interactional risks in a particular context"
https://www.youtube.com/watch?v=LhoLuui9gX8&t=5s

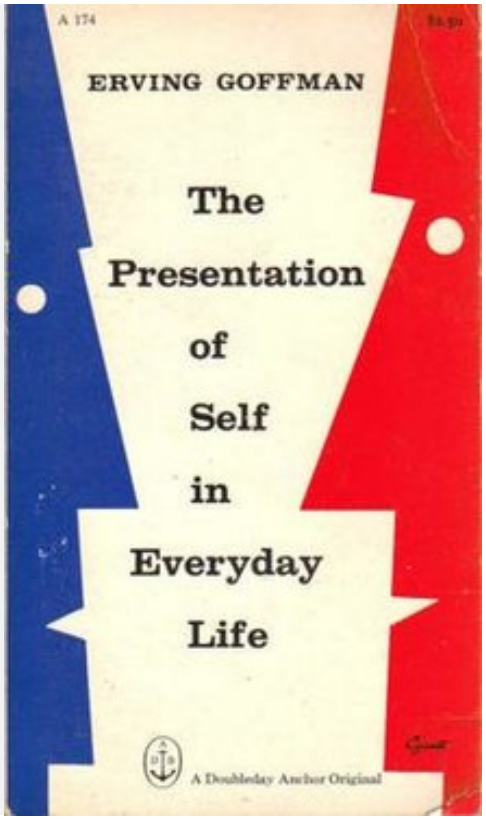
When we go to work…

No one wants to look:	It's easier to manage:
Ignorant	Don't ask questions
Incompetent	Don't admit weakness or mistakes
Intrusive	Don't offer ideas
Negative	Don't critique the status quo

Edmondson (2018) Fearless Organisation

Impression management

"A strategy for self protection"



Erving Goffman (1959) *'The Presentation of Self in Everyday Life'*

Model of antecedents & consequences of team Psychological Safety

Edmondson (1999)

Model of antecedents & consequences of team Psychological Safety

Edmondson (1999)

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Psychological Safety

Examples from the real world…

↑ Responsibility

↑ Scrutiny

↑ Support?

http://www.ihi.org/communities/blogs/_layouts/15/ihi/community/blog/itemview.aspx?List=7d1126ec-8f63-4a3b-9926-c44ea3036813&ID=195

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Coronavirus: Are hospital cleaners forgotten heroes in this crisis?

By Marianna Brady
BBC News, Washington

20 April

Coronavirus pandemic

Cleanliness and hygiene has never seemed of greater concern than it is now. So should the people making sure hospitals are free of germs be getting more of a voice?

On 26 March, Chicago stopped for a moment of gratitude amidst the growing coronavirus crisis. People took to their balconies, porches and rooftops cheering and ringing bells in the dark winter night.

https://www.bbc.com/news/world-us-canada-52359101

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18. juni 2020 - 16:13 Af Susanne Junker

TEMA CORONA I DANMARK

Rengøringsassistent død med covid-19:
Gjorde rent på coronaafsnit

En mandlig rengøringsassistent på Herlev Hospital blev i marts smittet med coronavirus og døde kort tid efter. Arbejdstilsynet er nu i gang med at afklare, om der blev begået fejl.

Facebook | Twitter | E-mail | Print

En mandlig rengøringsassistent i 50'erne døde i foråret efter at have gjort rent på en corona-afdeling på Herlev Hospital.

Det skriver A4 Arbejdsmiljø, der har fået aktindsigt i en række dokumenter hos Arbejdstilsynet. Tilsynet er nu er i gang med at afklare, om Herlev Hospital overholdt Sundhedsstyrelsens retningslinjer, ligesom det skal undersøges, om det er sandsynligt, at han blev smittet efter at have gjort rent på isolationsstuer med covid-19-patienter uden brug af værnemidler.

https://fagbladet3f.dk/artikel/gjorde-rent-paa-coronaafsnit

Hygiene is a team sport

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Psychological Safety

What can we do about it?

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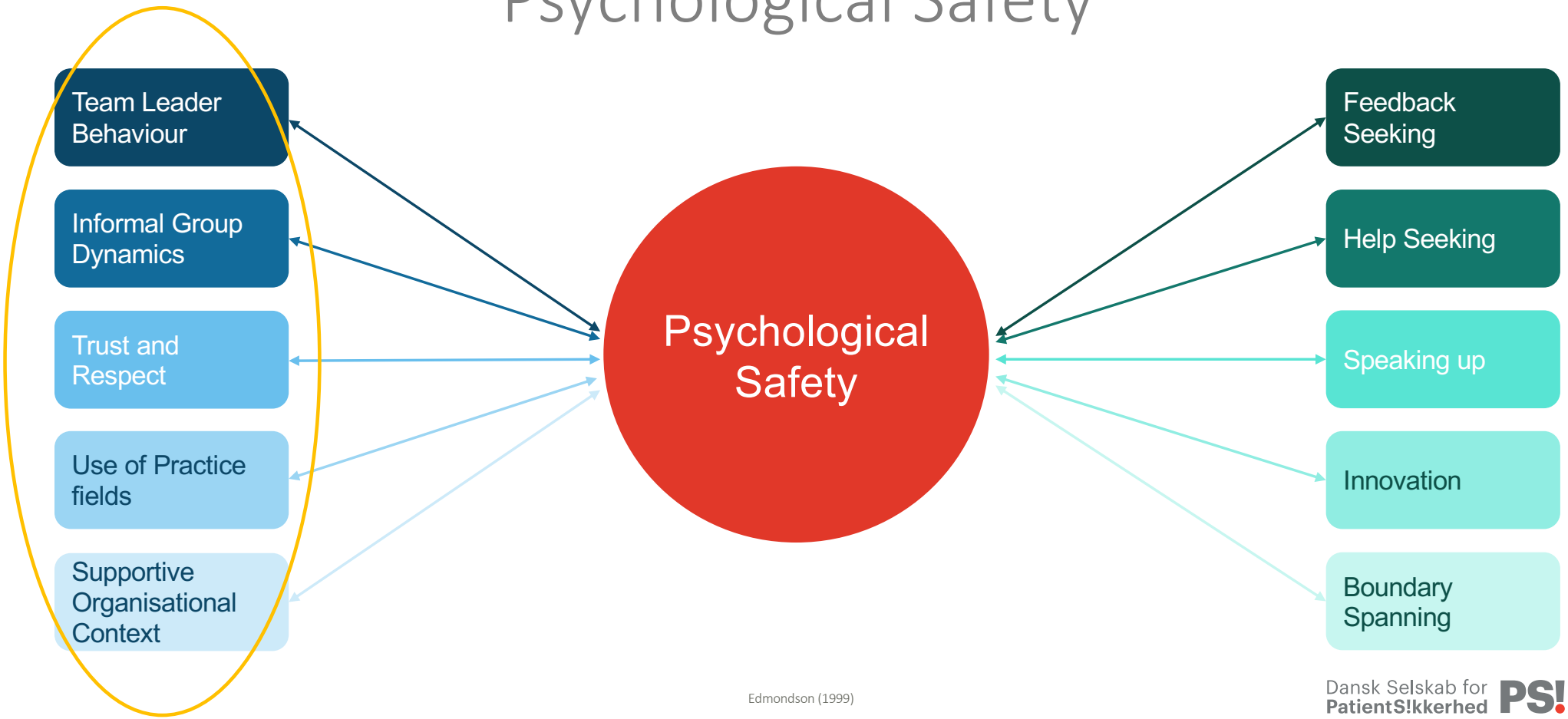
Model of antecedents & consequences of team Psychological Safety



Edmondson (1999)

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Your Psychological PPE

to Promote Mental Health and Well-Being

Institute for Healthcare Improvement

These recommendations are based on a review of published literature and the experience of health systems. For more information visit ihi.org.

Individual

- Take a day off and create space between work and home life
- Avoid publicity and media coverage about COVID-19
- Receive mental health support during and after the crisis
- Facilitate opportunities to show gratitude
- Reframe negative experiences as positive and reclaim agency

Team Leader

- Limit staff time on site/shift
- Design clear roles and leadership
- Train managers to be aware of key risk factors and monitor for any signs of distress
- Make peer support services available to staff
- Pair workers together to serve as peer support in a “buddy system”

http://www.ihi.org/resources/Pages/Tools/psychological-PPE-promote-health-care-workforce-mental-health-and-well-being.aspx

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Psychological Safety…

Does **NOT** imply a ‘cosy’ (hygge) environment with friends,

Nor the absence of pressure or problems

but…

Work conditions which focuses on Psychological Wellbeing and the factors that contribute to… **PSYCHOLOGICAL SAFETY**

Thank you

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