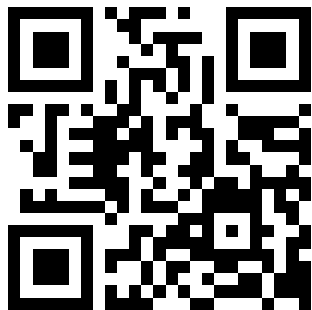


Preparations for Psychological Safety Game

- Form groups of 4-5 people (no more, no less)
- I have 10 sets of the game so 50 people max
- Rearrange chairs to play game; you need some space on the floor
- Get a set of the material from the table in front of the room
- We will start at 1:30 pm
- Look for this slide:
<https://twitter.com/hashtag/AVC2019>

Psychological Safety Game



Tsutomu Yasui
a.k.a Yattom

<https://games.yattom.jp/safety>





Tsutomu Yasui a.k.a. Yattom

twitter:@yattom <https://www.facebook.com/yattom>

Programmer

Java Python Ruby JavaScript TDD

Agile Coach

Workshop, Introduction, Tech Assistance

Create games to play

Agile Treasure Hunt Game

The Kanban Game



#Transformation

Organized by



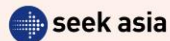
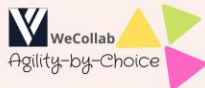
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Psychological Safety Game

Make groups of 4-5 people each. Consider a group as ‘team in action’. (It’s better to form a group with real team members.)

Now think about situations where troubles or incidents hit the team. How your colleagues react? And how those reactions affect the team?

In this game, you play a role in those ‘situations.’ With experiences come from those situations in hand, let’s understand what is Psychological Safety and how it works.

※ There is no winning/losing in this game. The purpose of the game is to understand through experience.



※ Photographing are welcome. Please share them! I’ll also take photos.

Let's play



I forgot

I skipped an important
meeting

Nhầm lẫn

Tôi đã quên một cuộc họp
quan trọng

勘違い

大事なアポ
すっ飛ばしちゃった！



発言



Take it easy

Bình tĩnh

落ち着いて

Help me out

I'm stuck and can someone
please help me?

Giúp đỡ

Tôi đang gặp vấn đề ai đó
chỉ tôi với

わからない

誰か助けて
お願い

Pick one



Don't say it to me

Đừng nói với tôi

わたしに
言わないで



Let's think together

Chúng ta cùng suy
nghĩ nhé

一緒に
考えよう




(Click tongue and
don't say anything)

(Tặc lưỡi và không
nói gì cả)

(舌打ち。
なにも言わない)

Pair with an Option

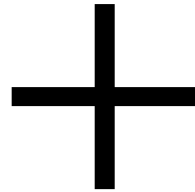
 **Voice** V24

Never mind

Đừng bận tâm

気にしないで
いい

Psychological Safety Game © 2018 yattom



 **Option** V31

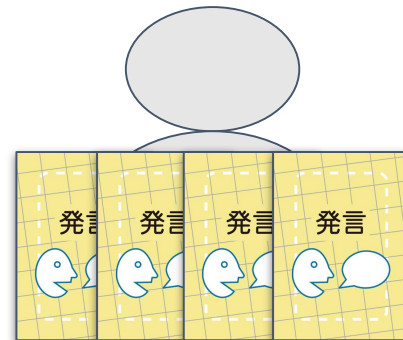
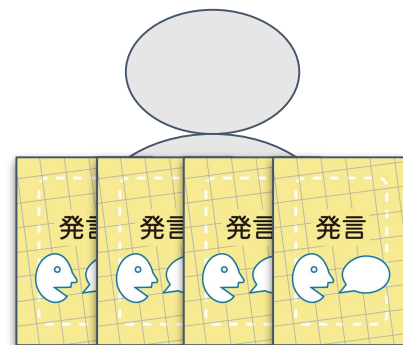
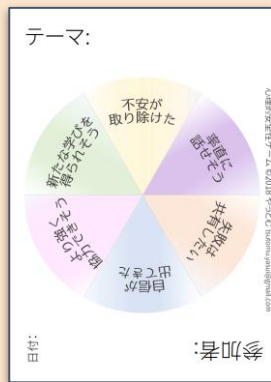
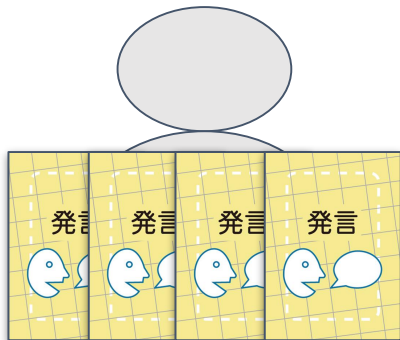
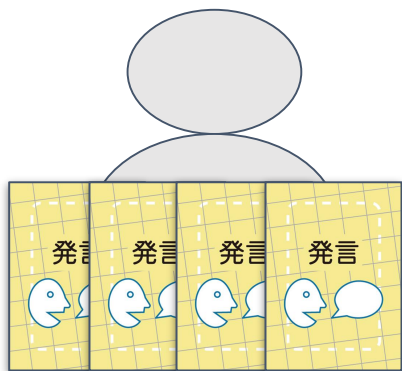
Talk with a sigh

Thở dài 1 hơi rồi
nói

ため息をついてから
言う

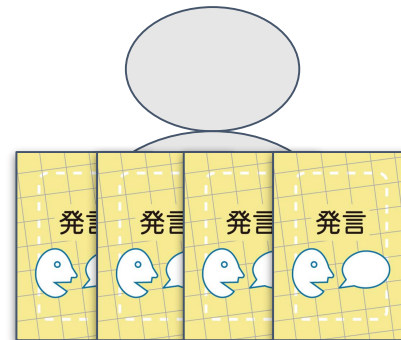
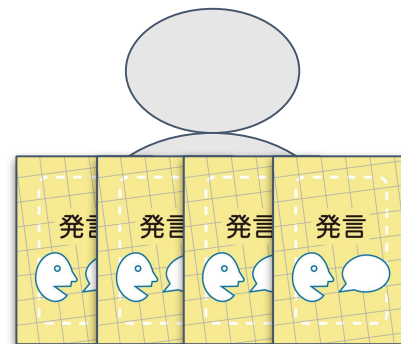
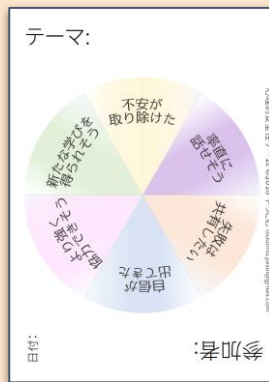
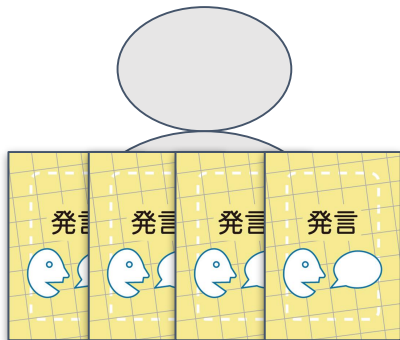
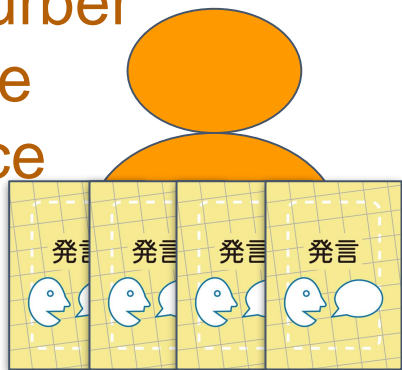
Psychological Safety Game © 2018 yattom

Flow of the game



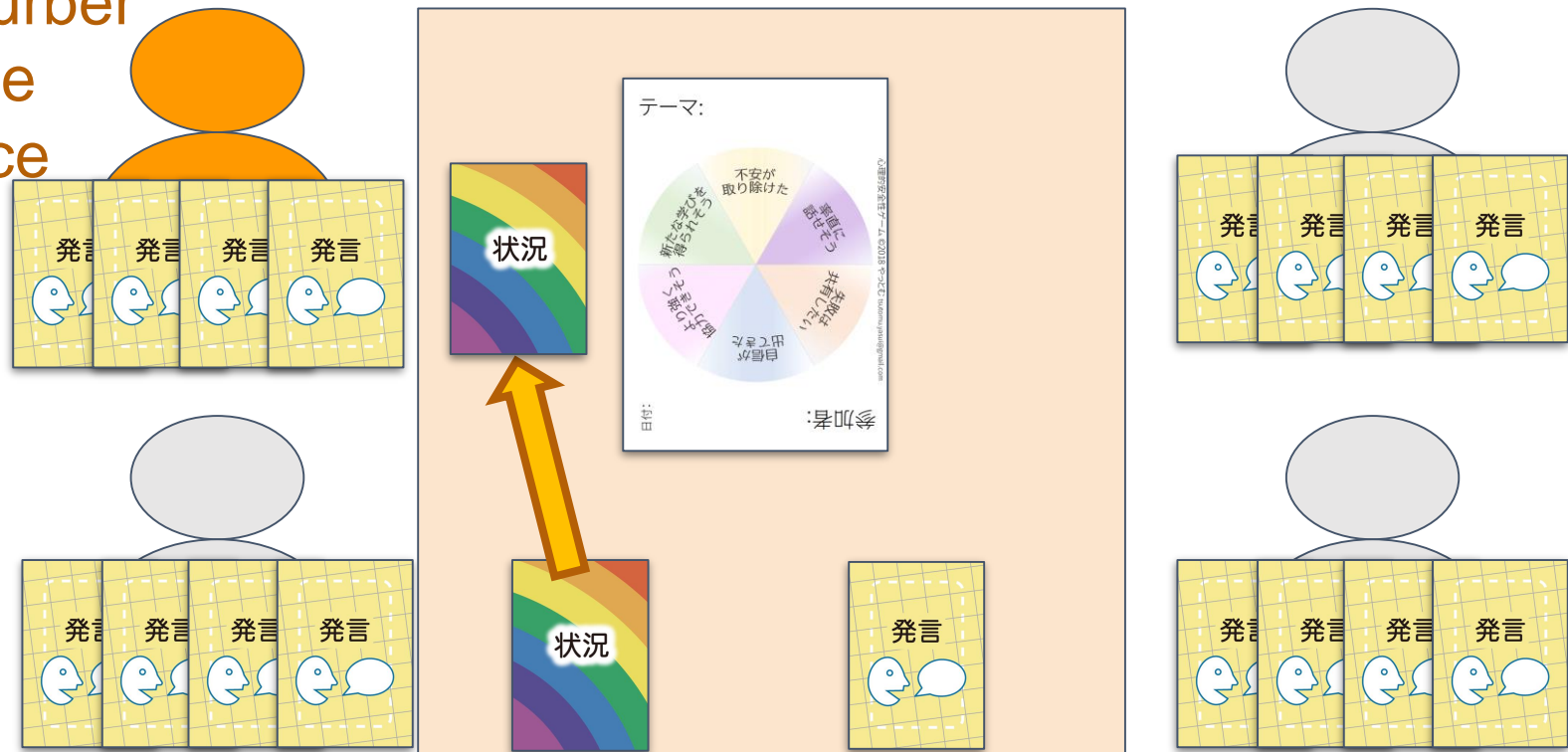
Flow of the game

Disturber
of the
peace



Flow of the game

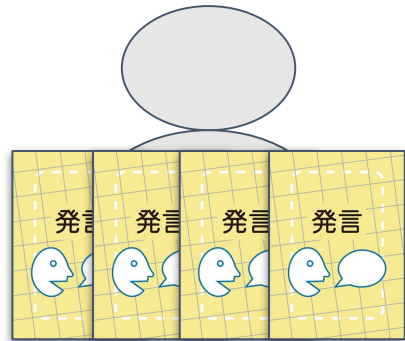
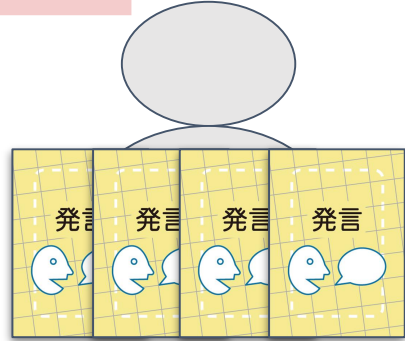
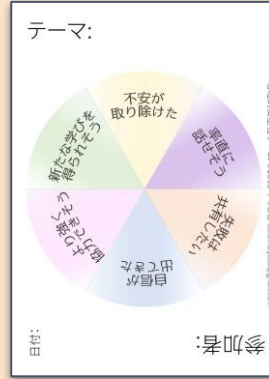
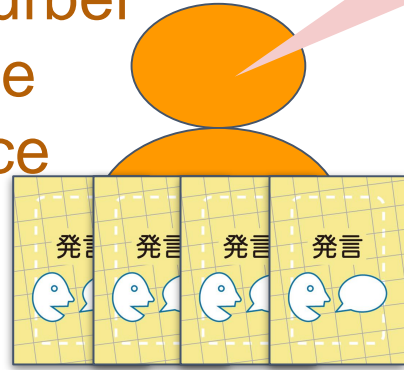
Disturber
of the
peace



Flow of t

Help me out
I'm stuck and can
someone please help me?

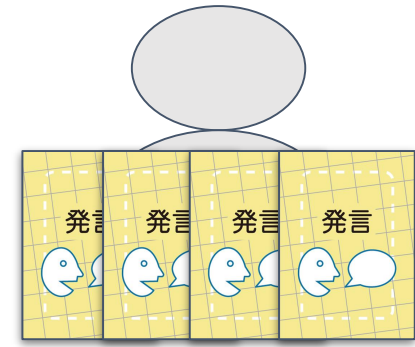
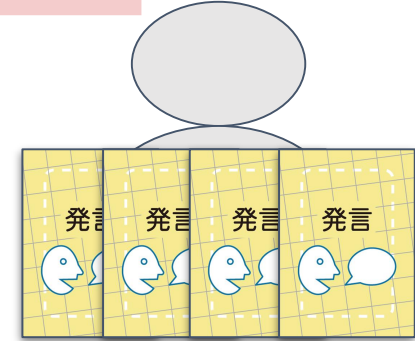
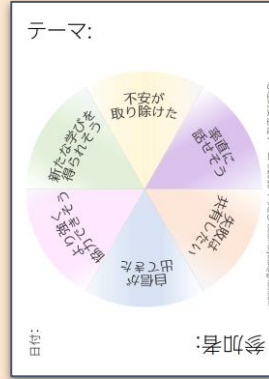
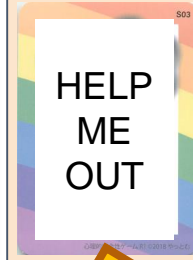
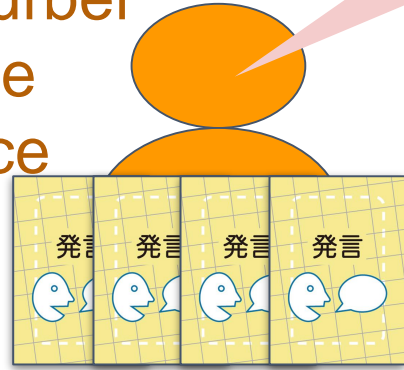
Disturber
of the
peace



Flow of t

Help me out
I'm stuck and can
someone please help me?

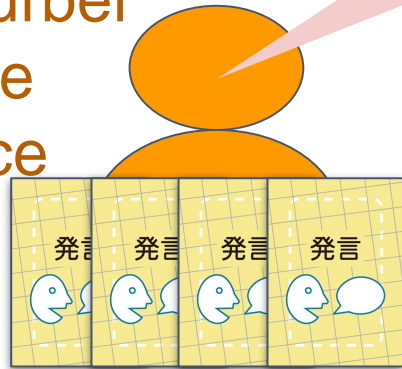
Disturber
of the
peace



Flow of t

HE----LP ME! I'm stuck with this Vue.js thing and I have no idea where to look!

Disturber
of the
peace

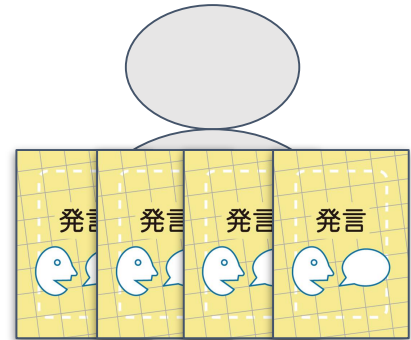
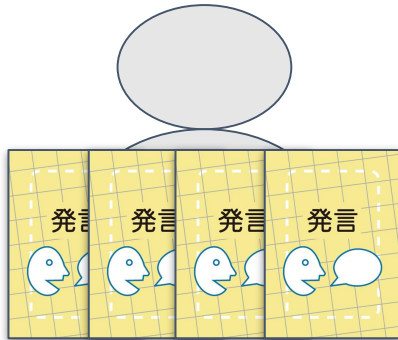
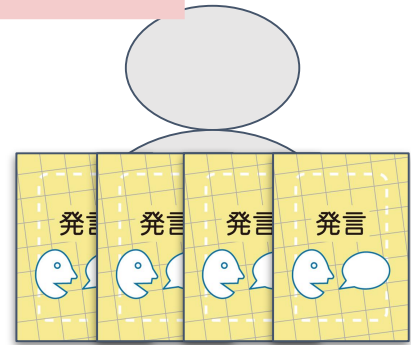


HELP ME OUT

テーマ:

状況

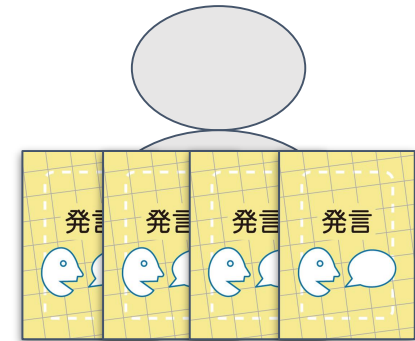
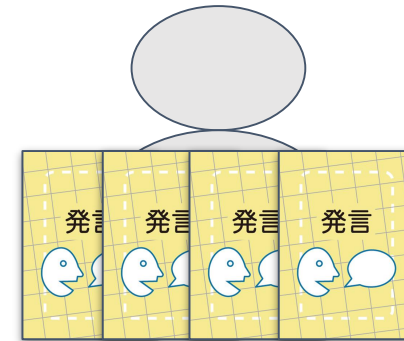
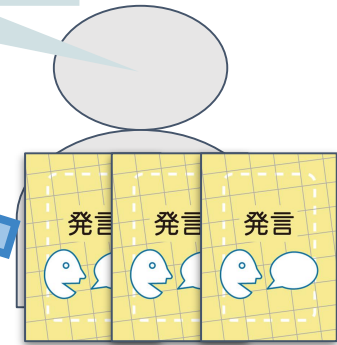
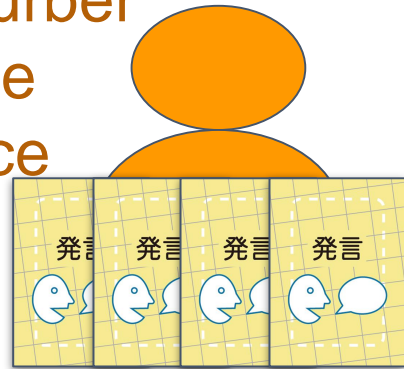
発言



Flow of the game

..... tsk
(click tongue)

Disturber
of the
peace



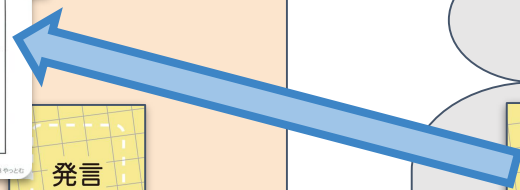
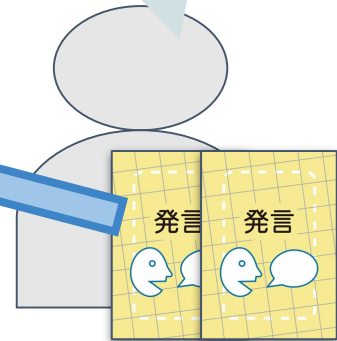
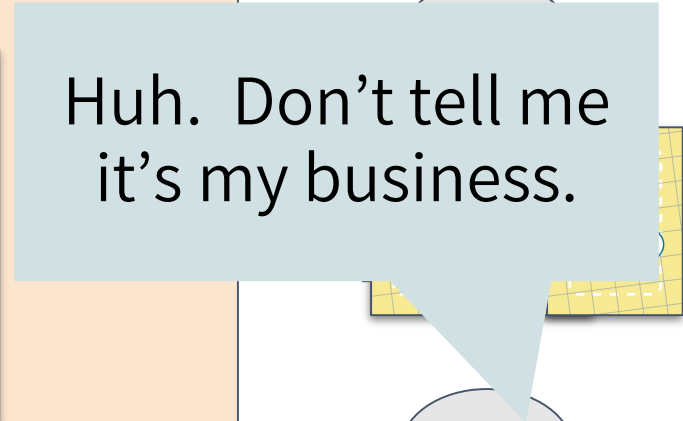
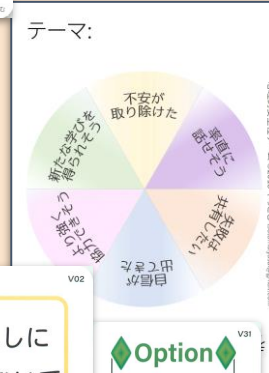
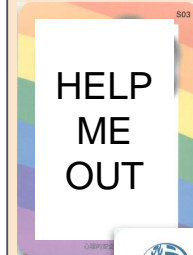
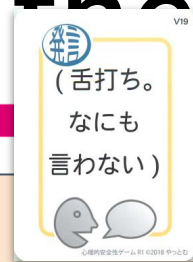
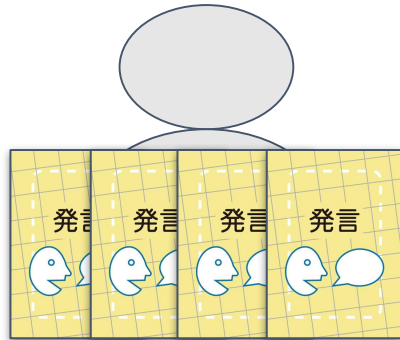
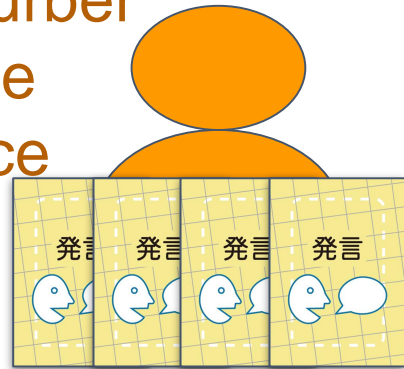
Flow of the game

Disturber
of the
peace



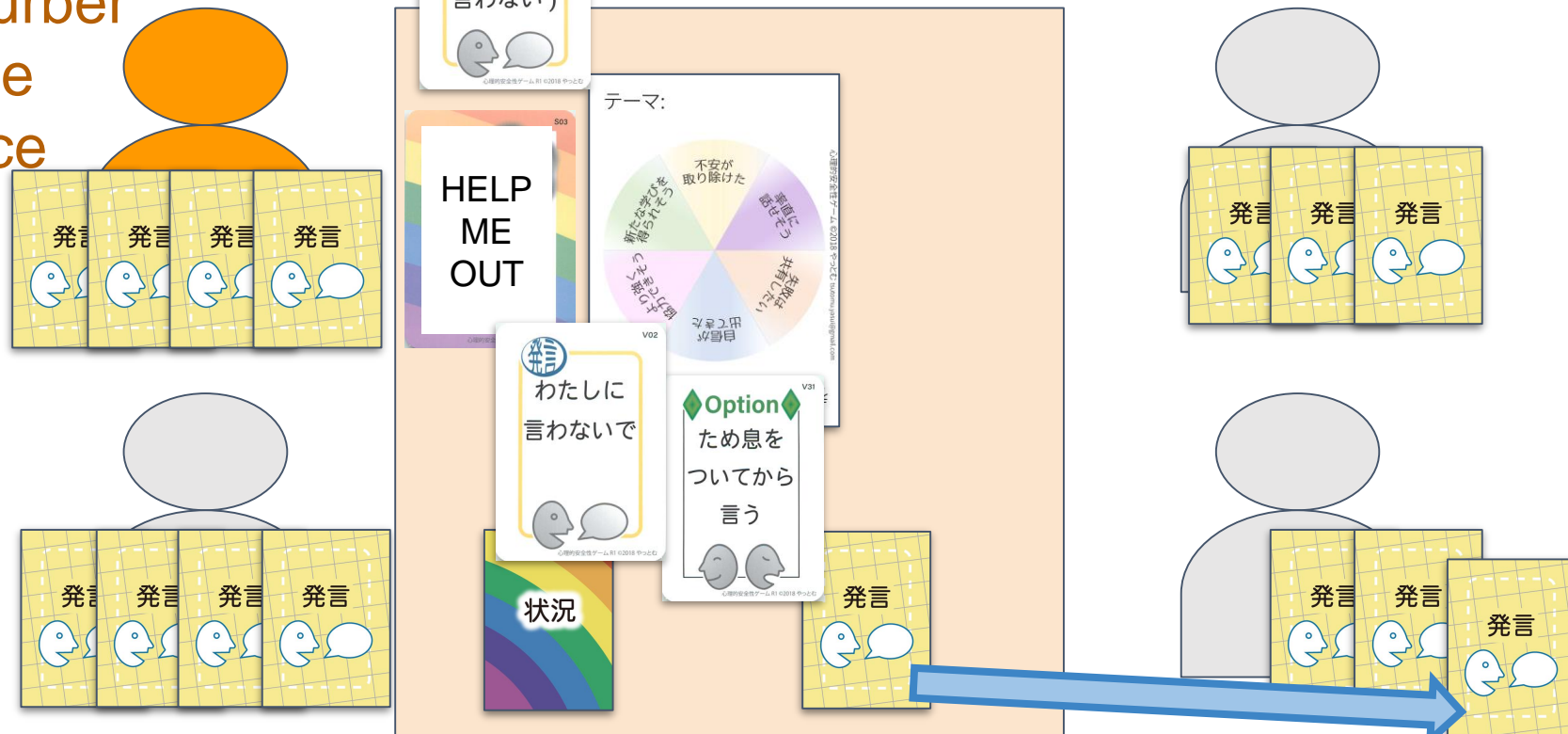
Flow of the game

Disturber
of the
peace



Flow of the game

Disturber
of the
peace



Flow of the game

Disturber
of the
peace



Flow o

(Express your feeling and thought in short words.)

Disturber
of the
peace



Flow o

I'm bit hurt ...
But I'm alright.

Disturber
of the
peace

The central area contains several communication cards and a circular diagram. At the top left, an orange figure has a speech bubble pointing to the text "I'm bit hurt ... But I'm alright." Below it are four yellow cards with the word "発言" (발언) and a speech bubble icon. In the center is a card with "HELP ME OUT" and a rainbow border. To its right is a circular diagram with six segments: "不安が取り除けた" (Anxiety removed), "楽になっ" (Relieved), "話をきいて" (Listened), "気持ちを" (Feelings), "伝えよう" (Let's express), and "新しい気持ちで" (With a new feeling). Below the diagram is a card with "Option" and "ため息を ついてから 言う" (Sigh after saying). Other cards include "一緒に考えよう" (Let's think together), "わたしに 言わないで" (Don't tell me), and "状況" (Situation) on a rainbow background. At the bottom right is a single yellow card with "発言" and a speech bubble icon.

Three grey figures are shown holding communication cards. The top figure holds three yellow cards with "発言" (発言) and a speech bubble icon. The middle figure holds three yellow cards with "発言" (発言) and a speech bubble icon. The bottom figure holds three yellow cards with "発言" (発言) and a speech bubble icon.

Flow o

(Imagine how the team in the future looks like.)

Disturber
of the
peace



Flow o

(Imagine how the team in the future looks like.)

(Place stones for each questions in appropriate boxes. Yes Very Much (left) to Not At All (right).)

Disturber
of the
peace

HELP ME OUT

状況

Option
ため息を
ついてから
言う

一緒に
考えよう

わたしに
言わないで

発言

発言

発言

発言

発言

発言

発言

発言

発言

Flow of the game

The central game board features several elements:

- HELP ME OUT** sign: A white sign with a rainbow border and the text "HELP ME OUT".
- テーマ:** (Theme): A circular wheel divided into six colored segments (blue, yellow, purple, pink, green, light blue) with Japanese text: "あなた", "周囲に", "自分", "相手", "自分", "相手".
- 状況** (Situation): A rainbow-colored sign at the bottom.
- Card V19:** (舌打ち。 なにも 言わない) (Shouting. I won't say anything).
- Card V08:** 一緒に 考えよう (Let's think together).
- Card V02:** わたしに 言わないで (Don't talk to me).
- Card V31:** Option ため息を ついてから 言う (Sigh before saying).

A grey person icon with four yellow cards, each labeled "発言" (Statement) and featuring a speech bubble icon.

A grey person icon with three yellow cards, each labeled "発言" (Statement) and featuring a speech bubble icon.

Disturber of the peace

An orange person icon with three yellow cards, each labeled "発言" (Statement) and featuring a speech bubble icon.

A grey person icon with three yellow cards, each labeled "発言" (Statement) and featuring a speech bubble icon.

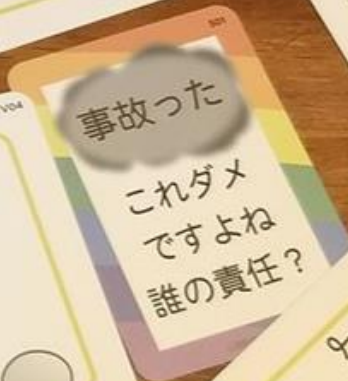
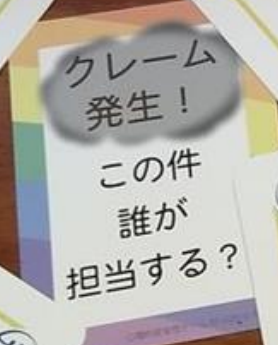
Tips



- Shuffle Voice and Option altogether
- Your hand is same as the number of people (4 people -> 4 cards, 5 people -> 5 people)
- Your hand gets smaller
 - After using an Option, take one from the stack
 - If your hand is all gone, take some from the stack
 - Stack up stones on the board (Never remove stones in a game.)
- Leave used situations and voices on desk or floor



Option
ほがらかに言う



Tips



- Play and act with your voice and options
- Care about your “psychological” response – emotions, feelings, and physical reaction – and express them
- Having a context makes playing game easier

Set up your context



Make groups of 4-5 people each. Consider a group as ‘team in action’. (It’s better to form a group with real team members.)

Make up your context of your team.

Ex)

- Scrum team
- New Business Creation unit
- a team organizing a party
- Organizer team of Agile Conference
- A team in bookstore
- etc.

Instruction for **Disturber of the peace**

- ① Take one situation card, read secretly
- ② Think up what to say and how, then act
- ③ Place the card on desk face up



Instruction for **Other members**

Each member follows 4-7 in clockwise

- ④ Pick one Voice card.
(Or one Voice and one Option.)
- ⑤ Think up what to say and how, then act.
- ⑥ Place the card(s) on desk face up around the situation card
- ⑦ If you used an Option, take a Voice card from the stack



Instruction for **Disturber of the peace**

- ⑧ Express your emotion and feeling in short words
- ⑨ Read questions on the board and place stones in appropriate boxes
(It is okay to consult with other members)
- ⑩ The people to the left will be the next Disturber of the Peace



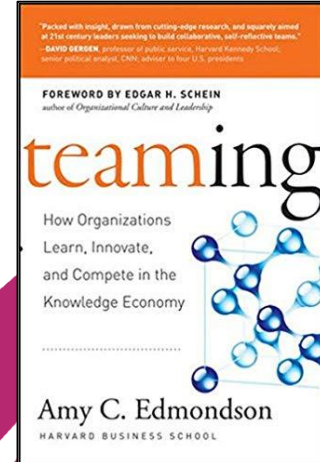
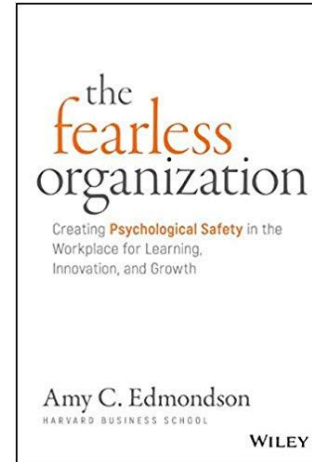
Psychological Safety

“a shared belief held by members of a team that the team is safe for interpersonal risk taking”

“Psychological Safety and Learning Behavior in Work Teams” Amy Edmondson, 1999

Amy C. Edmondson

<https://twitter.com/amycedmondson>



Google's internal research

- Project Aristotle
- Google tried to “discover the secrets of effective teams at Google.”
- It was found that the most important factor is Psychological Safety



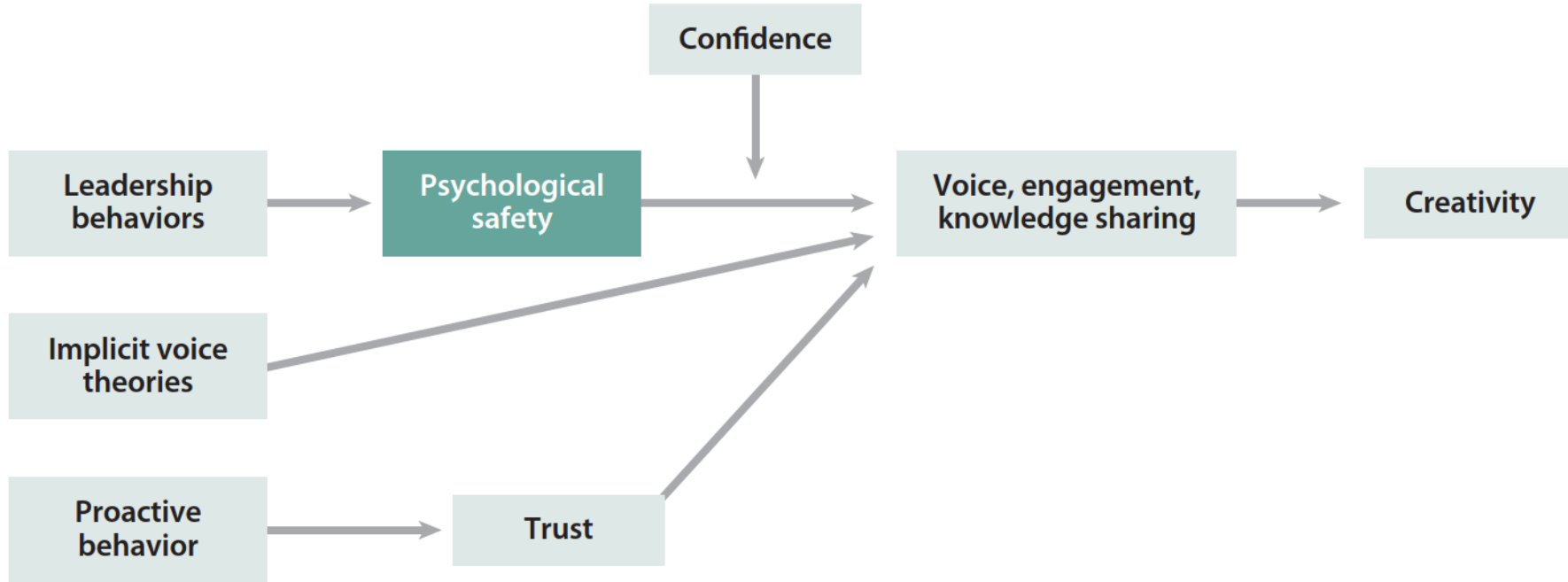


Figure 1

Relationships examined in individual-level research on psychological safety.

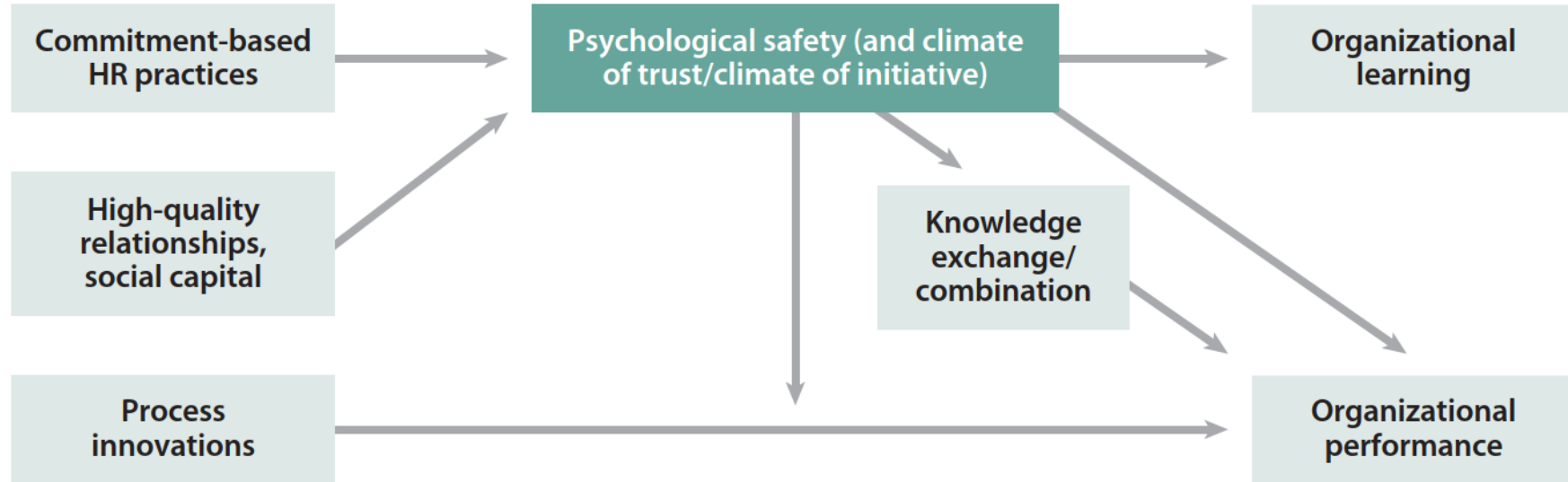


Figure 2

Relationships examined in organizational-level research on psychological safety. Abbreviation: HR, human resources.

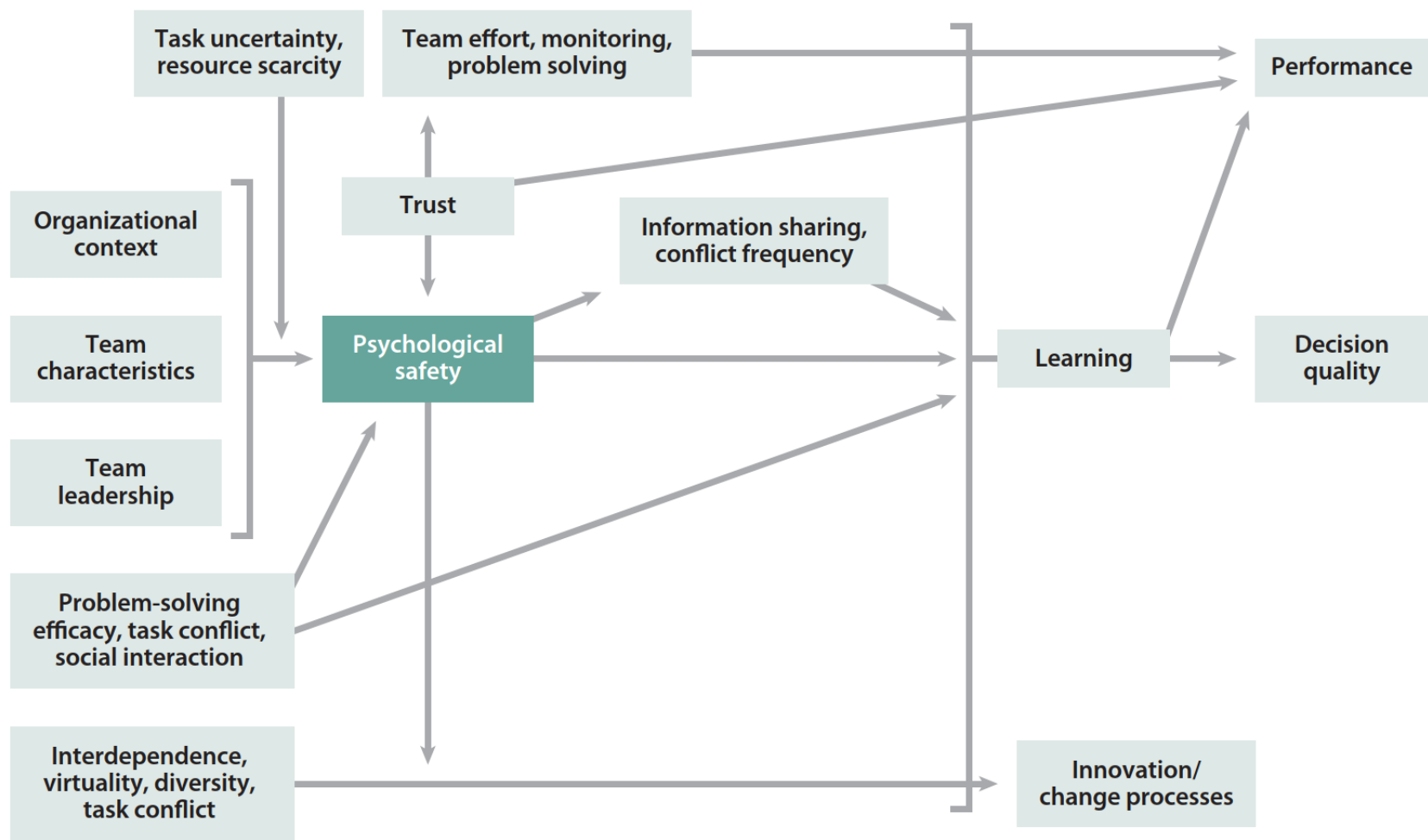
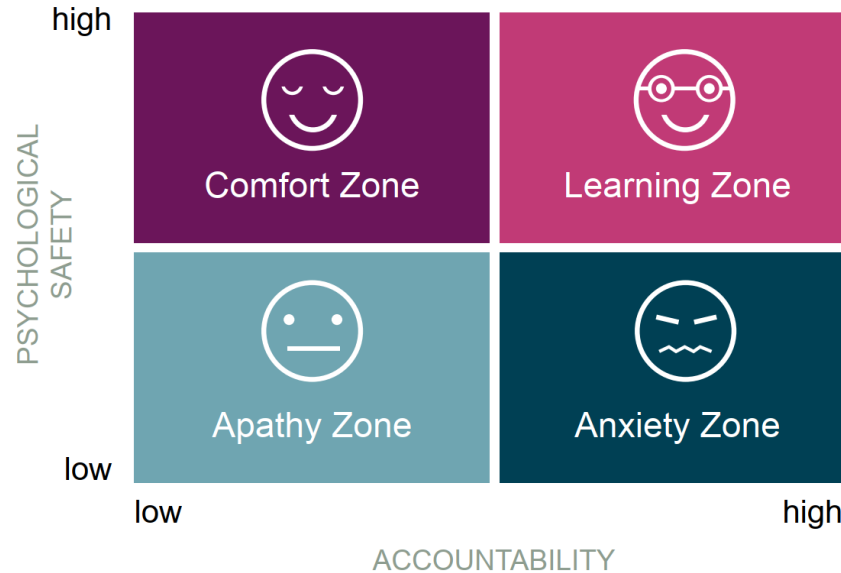


Figure 3

Relationships examined in group-level research on psychological safety.

Psychological Safety & Accountability



THE POWER OF TEAMING

TEAM UP FAIL WELL LEARNS FAST

<http://strongminded.nl/wordpress/wp-content/uploads/Teaming-Amy-Edmondson.pdf>

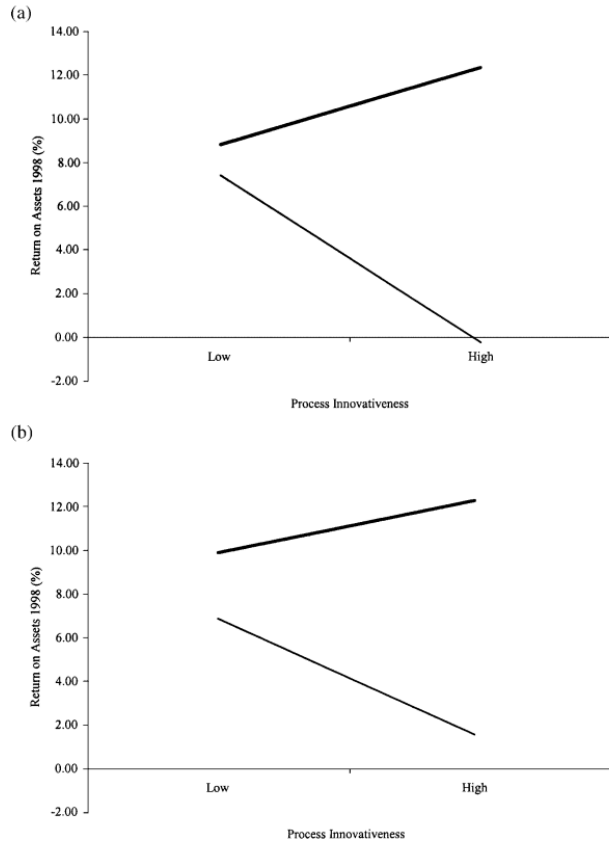


Figure 1(a). Interaction of climate for initiative (— low climate; — high climate) and process innovativeness on return on assets 1998. (b) Interaction of climate for psychological safety (— low climate; — high climate) and process innovativeness on return on assets 1998

- Research innovation, initiative, climate of initiative, psychological safety, and performance of organization.
- Evaluate effectiveness of BPR, TQM, JIT, etc. by ROA (Return On Assets) of organization
- Data gathered by enquete from 47 companies of 100-900 people in Germany.

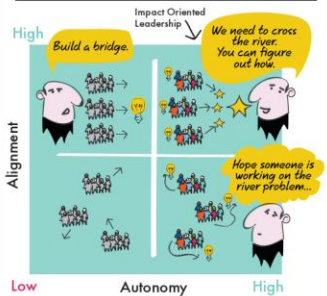
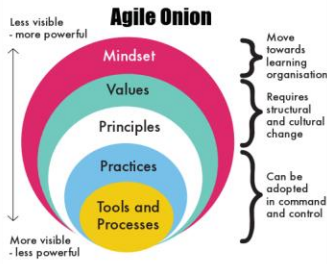
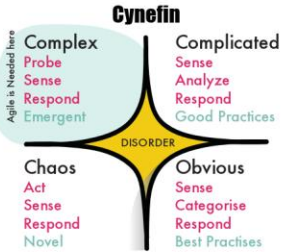
Agile Leadership in a Nutshell



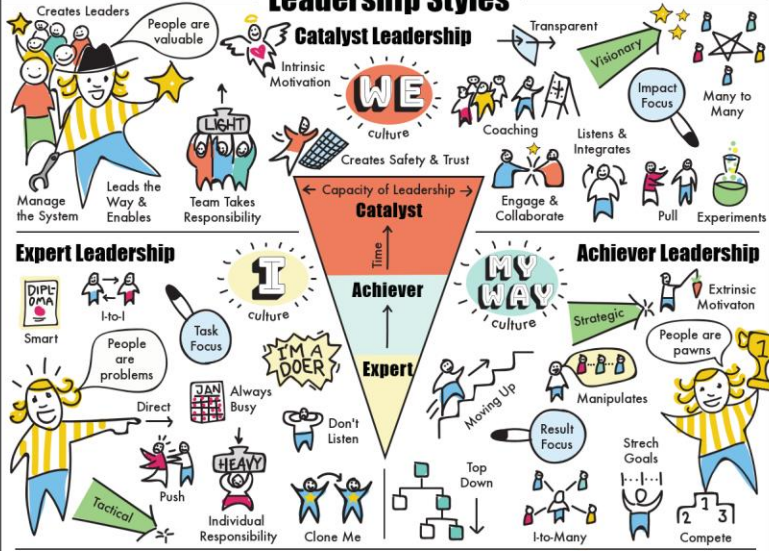
- Common Leadership Concepts for Agile**
- Catalyst Leadership
 - Management 3.0
 - Systems Thinking
 - Servant Leadership



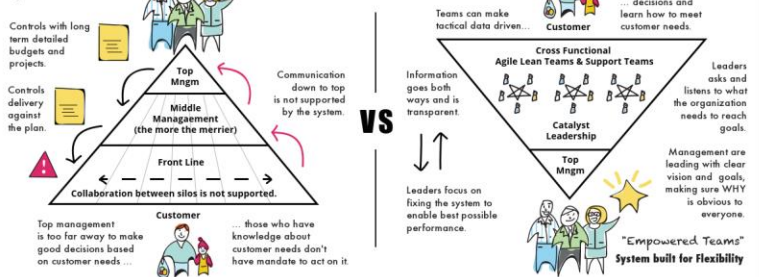
Lead in Complexity



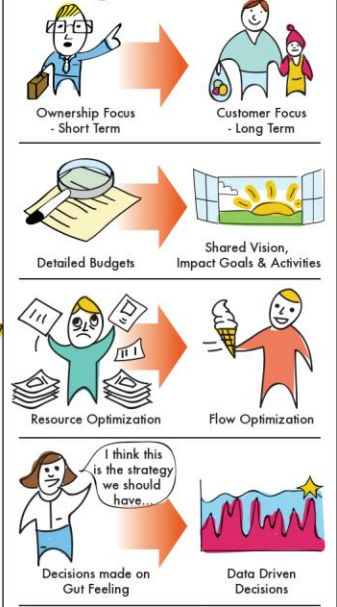
Leadership Styles



"Lazy Workers" Turn the Pyramid Upside Down

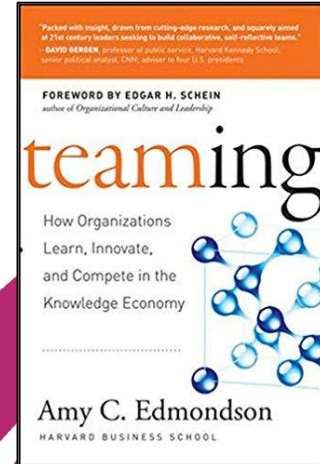


Agile Mindset

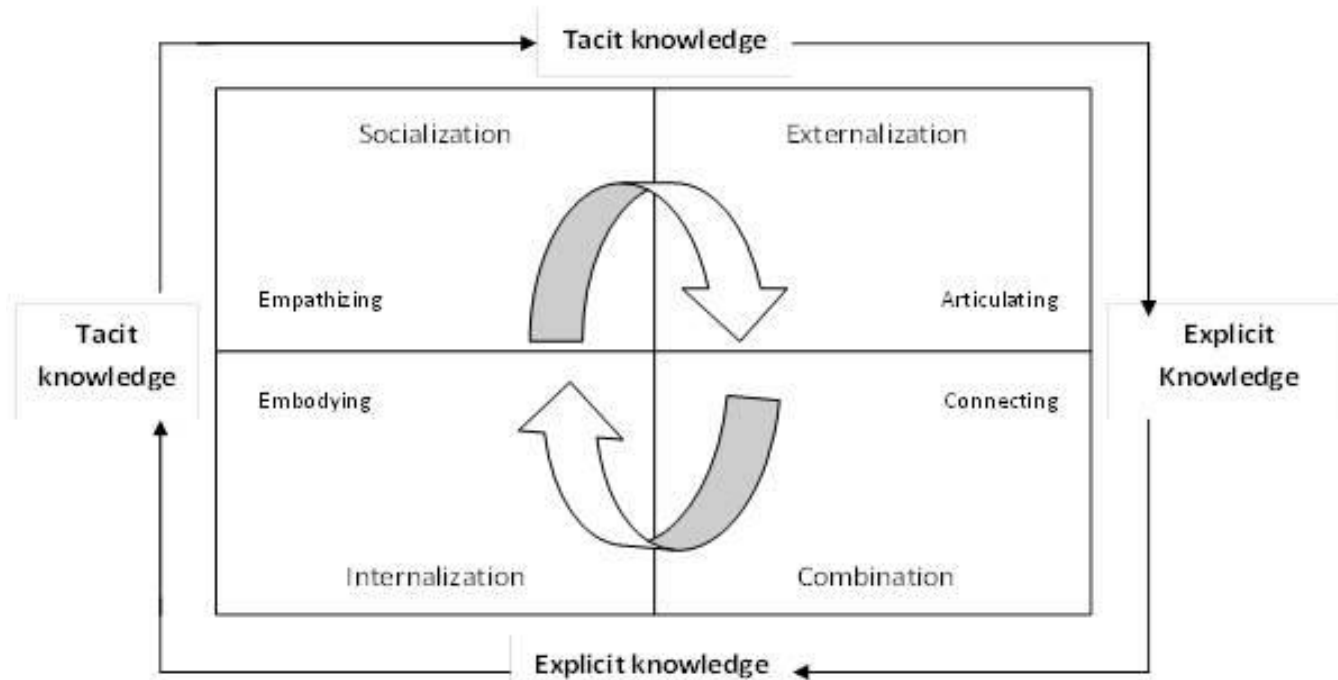


Behaviors which lead to organizational learning

- Ask questions
- Share information
- Ask for help
- Try unproved actions
- Talk about failure
- Be open for opinions



SECI Model



Retrospect the game and play 2nd round



1. Look at the board. Talk about how do you like the board to look like.
2. Look back the situations and voice. Which one worked out and which one made everyone miserable? Discuss over voices and options. Do you like / hate particular cards? How do you want use them?
3. Play the game again.
 - It's fun to leave all Voice cards open and spread across the desk or floor to be picked freely. No reuse.
 - If you're too confident, assign artificial roles like old manager, angry customer, aggressive intern, tired engineer, arrogant boss, and such to each one. See whether it will change how you voice.
4. Compare the resulting play board from the 1st round.



Advertisement



Feedbacks Welcome!

<https://forms.gle/Z5X544dbUAsEUWVm6>



And there is a download URL for the game PDF.
Feel free to printing out by yourself.

Well, anyway, URLs



Game materials (multilingual):

- https://drive.google.com/drive/u/0/folders/1Zkb3d_70AlUBIc3Q1InKHmV0DBwbWvi0?ths=true

Presentation, other stuff (mostly in Japanese):

- <https://drive.google.com/drive/u/0/folders/1hK-fU5wtAzZ30aKoTrncVR-PEEyGDXNa?ths=true>

Game information (Japanese only for the time being)

- <https://games.yattom.jp/safety>

All of them are CC-BY-NC so feel free to print out and play with your team!

A blurred photograph of a group of people sitting around a table in a meeting or workshop. The text "The End" is overlaid in the center. The people are engaged in conversation, and there are papers and a water bottle on the table. The background is out of focus, showing other people and a room with wood paneling.

The End



拡張ルール① なりきり登場人物



概要



ゲームをやるグループで、1人ひとりが登場人物の設定を受け持ち、その設定に従って演技します。

このルールではプレイヤーの勝ち負けをつけます。一番上手に演技できた人が勝利します。

進め方

1. ゲームを始める前に、1人ひとり「なりきり登場人物」(後述)の設定を選びます。自由に選んでもいいし、サイコロなどで選ぶのも面白いでしょう。
2. 選んだら、その人物になりきって、ゲームへの意気込みを一言で話してください。
 - 例) 設定が「きびしい」「先生」「眠れない」だったら、「(眠そうな目で)おまえらしっかりやれよ!」と言う
 - 例) 設定が「遊び好きな」「マネージャー」「出会いがあった」だったら、「楽しくやろう!いいことあるかもよ!」と言う
3. そこからは元のルールに従ってゲームを進めます
4. ゲーム中、状況に対して全員が発言して、「平和を乱す役」の人がコメントを言いボードを更新した後で、全員(平和を乱す役の人も含めて)で、いまの一周の中で誰が一番登場人物になりきって演技できたか、判定します。1人1票で投票してください。それぞれの人が自分の獲得した票数をおぼえておきます。ポーカーチップなどを使うといいでしょう。
5. 票数はゲーム全体で通算します。いちばん票を多く獲得した人の勝ちです。

遊び方のアイデア

- 最初は登場人物の設定なし(拡張ルールなし)で遊んでみて、ふりかえりをしたあと、こんどは登場人物を設定して遊んでみてください。どんな違いがあるでしょうか。
- 最初からなりきり登場人物を設定して遊ぶのもいいでしょう。その場合は、ふりかえりのとき、登場人物がどういう反応をしたらチーム全体の心理的安全性がよりよくなるか、考えてみてください。
- 本来の自分とはまったく違った登場人物を選んでもいいし、自分自身を表現した登場人物になるのもいいです。
- われわれは大人ですし、登場人物もだいたい大人です。登場人物になりきったうえで、チームの心理的安全性に寄与するよう、多少は自分を抑えて反応するとしたら、どんな反応、発言ができるでしょうか。

なりきり登場人物設定(例)

性格


- きびしい
- こわい
- 孤高の
- やさしい
- 陽気な
- 真剣な
- 遊び好きな
- 夢想家の
- 自信みなぎる

立場

- 先生
- 子ども
- おかあさん
- 友だち
- 先輩
- プログラマー
- 新人
- マネージャー
- 若者
- 営業
- 老人
- 学生
- コンサルタント


最近

- 歯が痛い
- 浮わついている
- 切羽詰まっている
- 眠れない
- 落とし物をした
- 元気
- 出会いがあった
- マンガにはまっている



拡張ルール②


人狼



チームに1匹 人狼がいる!




- 状況カード1枚で一周するごとに
- トランプを引いて、誰が人狼か決める
- 人狼はチームの心理的安全生を壊す!
- 一周した後で、だれが人狼か当てる
 - 「いっせーのせ」で、人狼だと思ふ人を指す
 - 過半数だったら当たり




拡張ルール③

発言ないよりあるがマシ？



発言ないよりあるがマシ？

- 本スライド冒頭の練習のやり方(※非表示の場合あり)
 - 手札を配らず、1枚めくってその場を出す
- めくったカードがふさわしくない、使いたくないと感じたら、発言しなくてよい
 - 何も言わず、裏のままを出し、次の人に進む
- ふさわしくない発言でもあるほうがいいか、それなら無言の方がいいか？
 - 終わったら、使わなかった発言も表にする
 - ボード上の石や、結果のカードを見ながら議論する



ふりかえり 別案①
『最悪の状況』

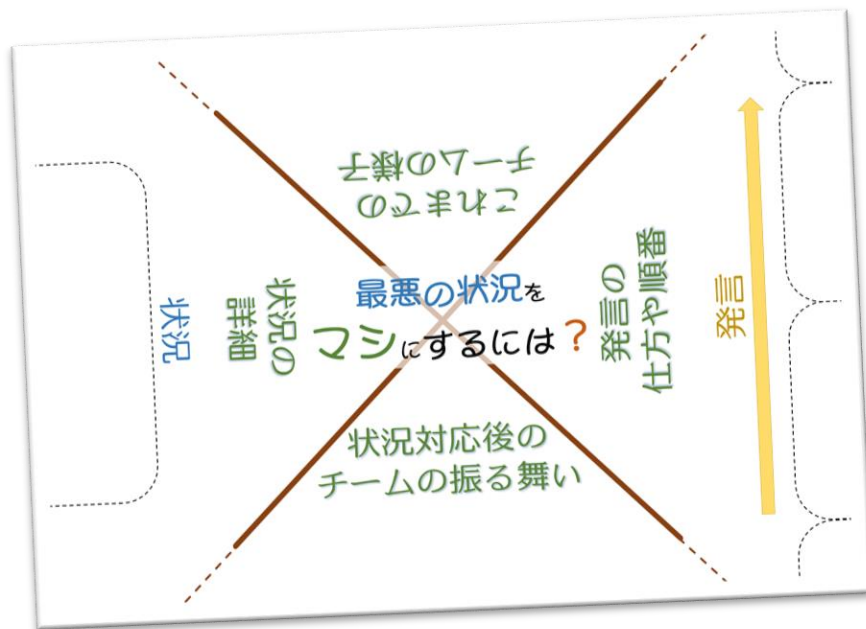


ゲーム中最悪の状況を改善するには？



- いまのゲーム中で、最悪だった状況と発言のやりとりを思い出す
あるいは、過去の経験から最悪の状況を再現する
- 出す発言を変えられないとしたら、よりよい結果にする方法のアイデアはないだろうか？
 - 状況を詳細に補足する
 - 順序を入れ替える
 - 言う人や言われる人を変える
 - 後のアクションを考える

ゲーム中最悪の状況を改善するには？



ゲーム中最悪の状況を改善するには？



