

# Why psychological safety is critical to high-performing organisations and how to create it.

Hint: It's related safe feedback...



Tze Chin Tang

# Objective

In this talk, you will learn to:

*Why is psychological safety important for team performance and how to use reinforcing and redirective feedback to maintain psychological safety.*

# What is safety?

*“the condition of being protected from or unlikely to cause danger, risk, or injury.”*

- *Oxford English Dictionary*

















# Head of Agile Practice

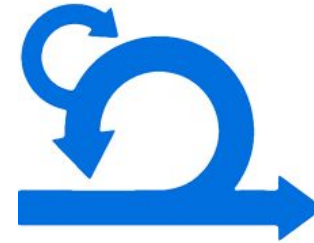


Hong Kong, Vietnam, Thailand, Philippines, Malaysia, Singapore & Indonesia

## Who am I?



Tze Chin Tang



# What is Physical Safety?

*“...the absence of harm or injury that can be experienced by any person from a physical object or practices that include a physical object.”*

*- Nova Scotia Health Authority*

# Examples of maintaining physical safety



Warning sign indicating risks of shark attacks.

Physical equipment to protect against eye, hearing and contact risks.



















# What is psychological safety?

*“...being able to show and employ one’s self without fear of negative consequences of self-image, status or career”.*

*- William A. Khan, Organisational Psychologist*

# Benefits of maintaining psychological safety

Google's Project Aristotle was to research the answer to:

*“what makes a team effective at Google?”*

They found that **psychological safety** was the most important factor in team effectiveness.



# How to give feedback safely

1. Ask for permission.
2. Be clear on the intent of the feedback. Use feedback to **reinforce** or **redirect** behavior.
3. Give feedback as soon as you observed the behavior.
4. Be specific and concrete.
5. If possible, do not use 3rd party information / observations.

# Two types of feedback

## Reinforcing feedback:

Identifies job related behavior and performance that **contribute** to individual, group and organisational goals and **encourages** the person to **repeat and develop** them.

## Redirective Feedback:

Identifies behaviors and performance that **do not contribute** to the individual, group and/or organisational goals that helps the person **development alternative** strategies.

**Tze's tip:** Give reinforcing feedback publicly, redirective privately unless it's the norm.



# The SBI Model



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## Situation

Describe the situation. Be specific about when and where it occurred.



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## Behavior

Describe the observable behavior. Don't assume you know what the other person was thinking.



## Impact

Describe what you thought or felt in reaction to the behavior.

Demonstration

# Group Exercise - Scenario

Each group to discuss the scenario and determine how to give feedback safely.

Points to ponder:

What is the intent of the feedback?

How would I give it safely?

Time: 5 minutes

Group to demonstrate.

# Your Turn: Small Group Exercise



**2:00**

Role play the following:

- A subordinate was observed to have raised his voice during a meeting with a customer.
- A customer representative answered a customer issue when it was raised at 9pm on a Saturday.
- Your spouse/partner had just left dirty dishes in to the sink after dinner without washing when it's their turn to do so.
- You've attended a training session and you observed that the trainer speaks too softly time to time which impacts your ability to hear him clearly.

# Your Turn: Small Group Exercise

This exercise is to provide **safe feedback**.

Form PAIRs.

You will be given 2 minutes for each scenario to analyse and role play.

Be prepared to demonstrate your feedback to the audience to get their response on whether it's **safe** or **unsafe**.





But first, what's your number?

Born between January and June AND your birthdate is EVEN. 1	Born between July and December AND your birthdate is EVEN. 2
Born between January and June AND your birthdate is ODD. 3	Born between July and December AND your birthdate is ODD. 4

## Your Turn: Pair Exercise

**Safe** or  
**Unsafe.**

**2:00**

A team member was observed to have raised his voice during a meeting with a business user.

**1**

A developer fixed a bug in production at 9PM on Saturday before any users were impacted.

**2**

Your spouse/partner/sibling had just left dirty dishes in to the sink after dinner without washing when it's their turn to do so.

**3**

You've attended a conference session and you observed that the presenter speaks too softly time to time which impacts your ability to hear him clearly.

**4**

# Debrief

(let's share)



# Summary - How to give psychologically safe feedback.

1. Ask for permission.
2. Be clear on the intent of the feedback. Use feedback to **reinforce** or **redirect** behavior.
3. Give feedback as soon as you observed the behavior.
4. Be specific and concrete.
5. If possible, do not use 3rd party information / observations.

# #Transformation

Organized by



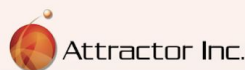
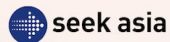
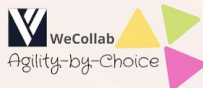
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