

Building Block 4: **LEADERSHIP**



Learning Objectives

- ❑ **Frame** – A strategy to facilitate psychologically safe leaders
- ❑ **Clarify** – The factors that influence psychologically safe leadership
- ❑ **Identify** – The approach that best fits the current capacity, budget and timeline



Goal: Provide insights on what makes a psychologically safe leader.

Psychological Safety: A ROADMAP

GETTING STARTED

- Foundation
- Support
- Planning

GAINING MOMENTUM

- Leadership
- Culture
- Connections
- Prevention

RAISING THE BAR

- Excellence



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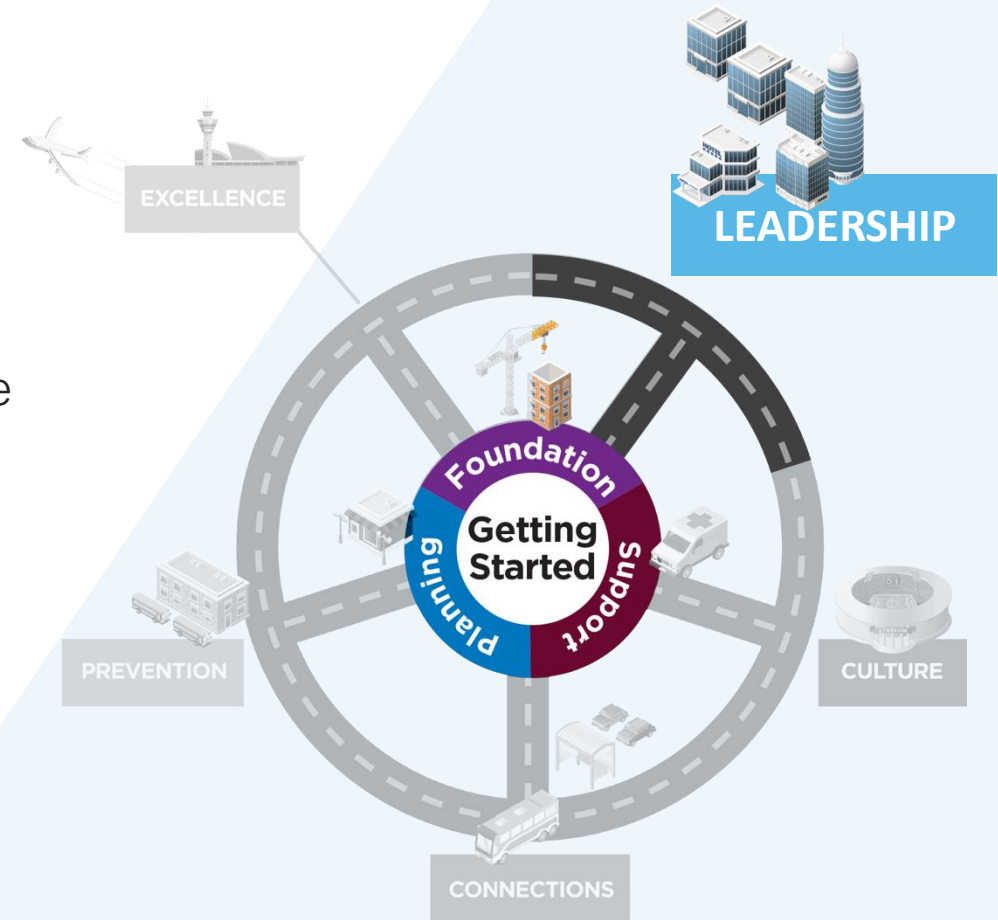
Leadership

Purpose of the **Roadmap Leadership Building Block 4** is to:

- Provide insights on the factors that influence psychologically safe leadership.
- Determine which approach best aligns to the organization's capacity, needs and budget.

Each building block leverages the Plan – Do – Check – Act cycle to gain familiarity with the management system approach.

The following slides will assist in making decisions and plans to facilitate psychologically safe leadership while keeping in mind your organization's current capacity and commitment levels.



PDCA Cycle

P

Plan – Determine what you will do and how you will go about doing it.

D

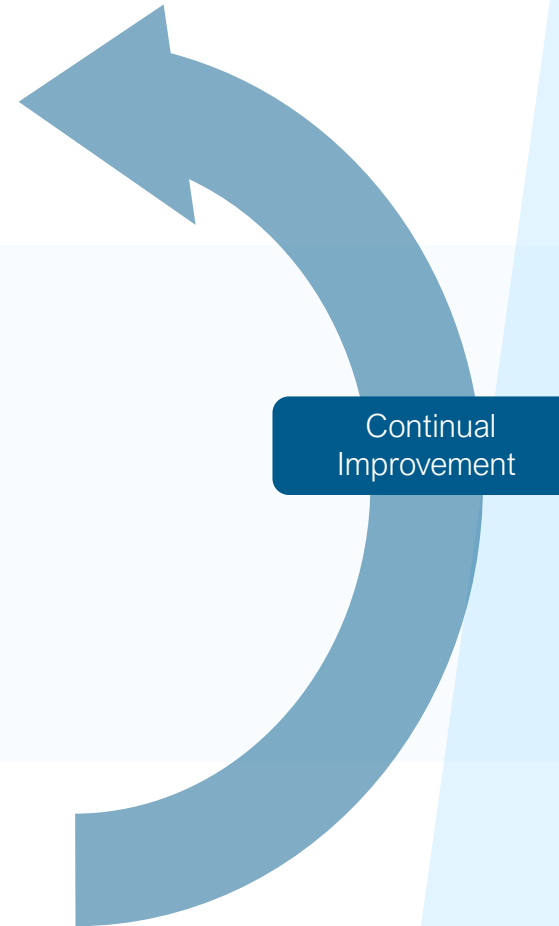
Do – Implement what was planned.

C

Check – Assess performance relative to the plan.

A

Act – Take appropriate action to correct and improve.



Setting the Stage

The purpose of the Leadership Building Block is to provide support for the leader specifically, with the end goal of assisting them to maximize their interactions with direct reports, senior leaders and customers.

At the core of leadership, is a requirement for the leader to have emotional well-being and be aware of the necessity and importance of self-care.

For this to happen, organizations must provide leaders access to knowledge and support systems that aid them in facilitating their own self-care as well as understanding how to adopt psychologically safe leadership into their day-to-day practice.



Step 1: What is a Great Leader?



Step 1 – What is a Great Leader?



Jim Collins studied 1,435 companies, and compiled a list of 11 of those he noted to be good-to-great. These 11 companies all had exceptional management as key distinguishing factors.

5 The Executive

4 Effective Leader

3 Competent Manager

2 Contributing Team Member

1 Highly Capable Individual

Executives have the unique capability to develop a company's greatness through what Collins identifies as “a paradoxical combination of personal humility plus professional will.”

Building on Collin's research and Edmond's research on psychological safety, the leader may have one of the single most important roles in shaping and influencing inclusion, psychological safety and the employee experience.

Facilitating Psychologically Safe Leaders in the Workplace

Actions **organizations** can do with intention, that can have a positive or negative impact on psychologically safe leadership.



Organizational
values and
principles



Hiring process



Effective
onboarding



Performance
plans



Professional
development



Performance
evaluation



Setting
intentional focus

When interviewing or promoting leaders, do
you factor in how much they like people?

Step 2: Facilitating Psychologically Safe Leaders



Step 2 – Facilitating Psychologically Safe Leaders

①

When creating a psychological health and safety strategy it is useful to ensure that existing support programs and trainings meet the needs of leaders.



②

Not all leaders have been trained or understand the importance and value for developing their intra and interpersonal skills.



③

When creating a strategy to support leaders, be mindful of the resources (e.g., budget), available capacity (e.g., leaders time to engage in programs).



The Role of a Leader in Facilitating Psychological Safety

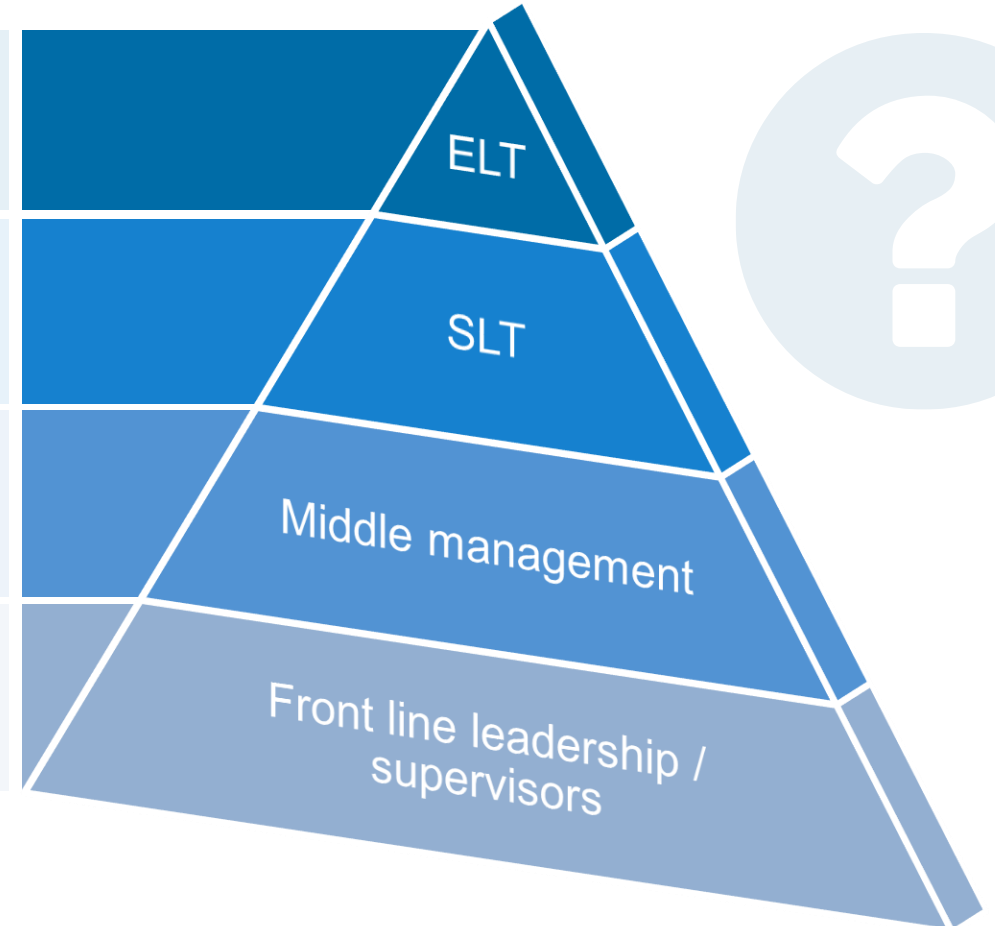
Psychologically Safe Leadership (PSL) is identified by the Standard as leadership that:

- Reinforces the development and sustainability of a psychologically healthy and safe workplace environment based on a foundation of ethics and stated values.
- Supports and reinforces all line management in the implementation of a Psychological Health and Safety Management System (PHSMS).
- Establishes key objectives toward continual improvement of psychological health and safety in the workplace.
- Leads and influences organizational culture in a positive way.
- Ensures that psychological health and safety is part of organizational decision-making processes.



Leadership Support and Training Questions for Consideration

- What training are you providing to each level of management?
- How many hours per year are allocated for training purposes?
- What is your annual budget for training?
- How are you evaluating program success?
- What supports do you have in place that are available to leaders at varying levels?



Step 3: Developing a Framework



Basic Framework for Facilitating Psychologically Safe Leaders

1

Guide how to have **sensitive conversations** with vulnerable employees as per the Human Rights Duty to Inquire.



2

Provide a basic introduction to what **psychologically safe leadership** is, and what the daily behaviours that facilitate it are.



3

Role model the importance of leaders understanding how to take care of themselves and how they can remove stigma through their actions.



Tactics for Facilitating Psychologically Safe Leaders

Sensitive conversations

1

- Provide training on how to facilitate Duty to Inquire for employees at risk
- Provide onboarding guidance on a managers responsibility to protect employees based on the Human Rights legislation



Psychologically safe leaders

2

- Provide training on psychological factors (e.g., work demands) that influence hazards (e.g., fatigue)
- Provide training on self-awareness, emotional regulation, inclusion, civility and respect



Role model

3

- Role model behaviours that facilitate the organization's values/principles.
- Onboard on organizational values, principles, and coach on the leader's role to facilitate them. Train on the role of a leader in facilitating the employee experience.



Leadership and Self-Care

11 Factors for facilitating psychologically safe leadership

Self-care

Leadership
wake

Core
competencies

Teams

Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

Operations
management

Employee
experience

What the organization is doing with intention to support leaders and develop their mental health and emotional well-being (e.g., mental fitness training, emotional intelligence, emotional literacy).



Leadership Wake

11 Factors for facilitating psychologically safe leadership

Self-care

Leadership
wake

Core
competencies

Teams

Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

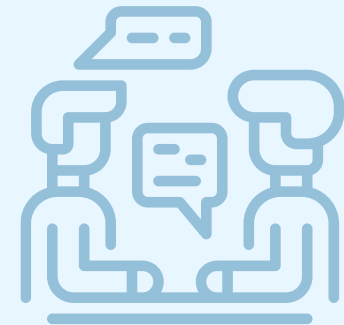
Operations
management

Employee
experience

Providing clear guidance on how the leaders behaviours can impact the employee experience. Every interaction with an employee can be perceived as a positive or negative experience.



When considering drivers of satisfaction in interpersonal relationships at work, a McKinsey study showed that of the two major drivers, “Relationships with management” were valued at 86%, vs Relationships with coworkers at only 14%.



Leadership and Psychologically Safe Core Competencies

11 Factors for facilitating psychologically safe leadership

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Excellence

Operations
management

Employee
experience

Defining what core competencies the organization is going to include in leadership development that are aligned to promoting psychological safe leaders (e.g., conflict resolution, communications, influencing, psychological health and safety foundation, coaching skills)

Psychologically Safe Leader Assessment



Leadership and Teams

11 Factors for facilitating psychologically safe leadership

Self-care

Leadership
wake

Psychologically
safe core
competencies

Teams

Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

Operations
management

Employee
experience

Providing leaders with guidance and direction around how to guide and influence teams to work in a psychologically safe manner.



Starting in 2012, Google spent 2 years studying 180 diverse teams throughout their organization to determine the factors that influence success. The most important factor found in that study was the requisite for psychological safety.



Leadership and Inclusion

11 Factors for facilitating psychologically safe leadership

Self-care

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wake

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competencies

Teams

Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

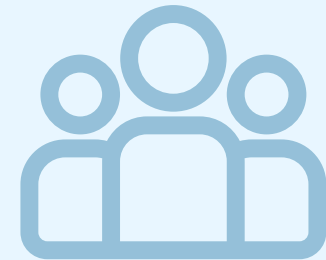
Operations
management

Employee
experience

Providing leaders with a foundation on diversity and inclusion, and its role in creating a psychologically safe workplace.



40% of racialized people in Ontario who were surveyed by the Ontario Human Rights Commission in 2017 report experiencing discrimination because of race or colour in the last 5 years.



Leadership and Support Systems

11 Factors for facilitating psychologically safe leadership

Self-care

Leadership
wake

Psychologically
safe core
competencies

Teams

Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

Operations
management

Employee
experience

Providing leaders with access to mental health supports when needed, as well as exploring opportunities for coaching, mentoring, peer support, and self-care to assist them in their experience carrying out the roles and expectations assigned to them as a leader.



Great leaders don't need to act tough. Their confidence and humility serve to underscore their toughness. – Simon Sinek

Leadership and Policy Integrity

11 Factors for facilitating psychologically safe leadership

Self-care

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Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

Operations
management

Employee
experience

- Ensuring leaders understand the importance of their daily decision-making habits and attitudes towards all policies.
- Collaborating with leaders on how policies are working to ensure there is continuous feedback and improvements.
- Checking whether policies are creating undue stress (e.g., unnecessary red-tape that impedes productivity and causes harm) that could be re-evaluated. Monitoring this, providing feedback and ensuring that the policies are enforced, but not creating inefficiencies.



Leadership and Feedback

11 Factors for facilitating psychologically safe leadership

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Support
systems

Policy
integrity

Feedback

Excellence

Operations
management

Employee
experience

Committing to provide leaders with regular feedback to assist them in their professional development. Guidance and coaching on how to gain feedback from their employees, teams, and other key stakeholders.

(e.g., application of 360 focus groups, interviews, surveys)



Leadership and Excellence

11 Factors for facilitating psychologically safe leadership

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Feedback

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Operations
management

Employee
experience

Ensuring leaders are clear on their role, their responsibility, their accountability, how they are evaluated, succession planning, compensation plans, and bonuses/perks.



Leadership and Operations Management

11 Factors for facilitating psychologically safe leadership

Self-care

Leadership
wake

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safe core
competencies

Teams

Inclusion

Support
systems

Policy
integrity

Feedback

Excellence

Operations
management

Employee
experience

Providing guidance around meeting effectiveness, email protocols, how work is organized and assigned, staffing. Includes anything on how work is completed that can have a positive impact on the employee experience (e.g., unproductive meetings, drawn out emails).



A survey run by the Harvard Business Review questioned 182 senior managers, of those, 71% said that meetings are unproductive.

Leadership and the Employee Experience

11 Factors for facilitating psychologically safe leadership

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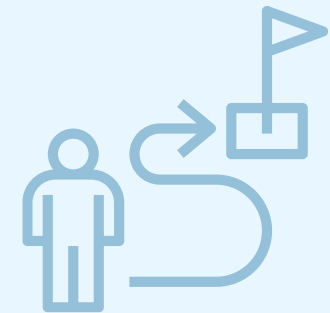
Operations
management

Employee
experience

Every employee knowing their role, how their contribution affects the organization, how they receive feedback, and how they can share their opinions. The primary goal is for every employee to understand their purpose and value to the organization. Demonstrating to the employee that their experience matters.



77% of employees surveyed during The state of Employee Engagement (2018) study, said that trust in leaders was the largest factor in driving employee engagement.



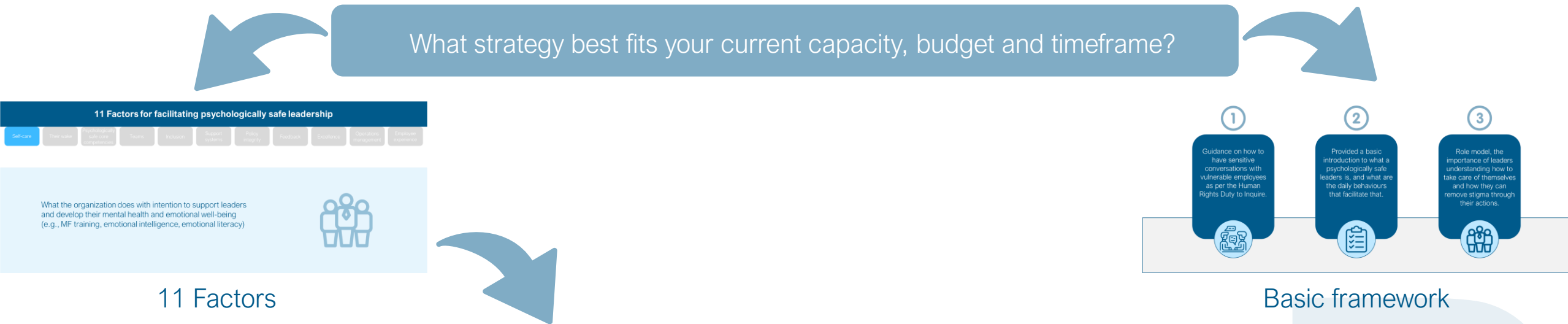
Evaluate Your Current Inventory of the 11 Factors

When reviewing the 11 factors listed above, consider what policies, programs, initiatives or events that you currently have implemented that would be linked to each factor.

Factors for facilitating psychologically safe leadership	Formally	Informally
Leadership and self-care		
Leadership wake		
Leadership and psychologically safe core competencies		
Leadership and teams		
Leadership and inclusion		
Leadership and support systems		
Leadership and policy integrity		
Leadership and feedback		
Leadership and excellence		
Leadership and operations management		
Leadership and the employee experience		

Planning Stage

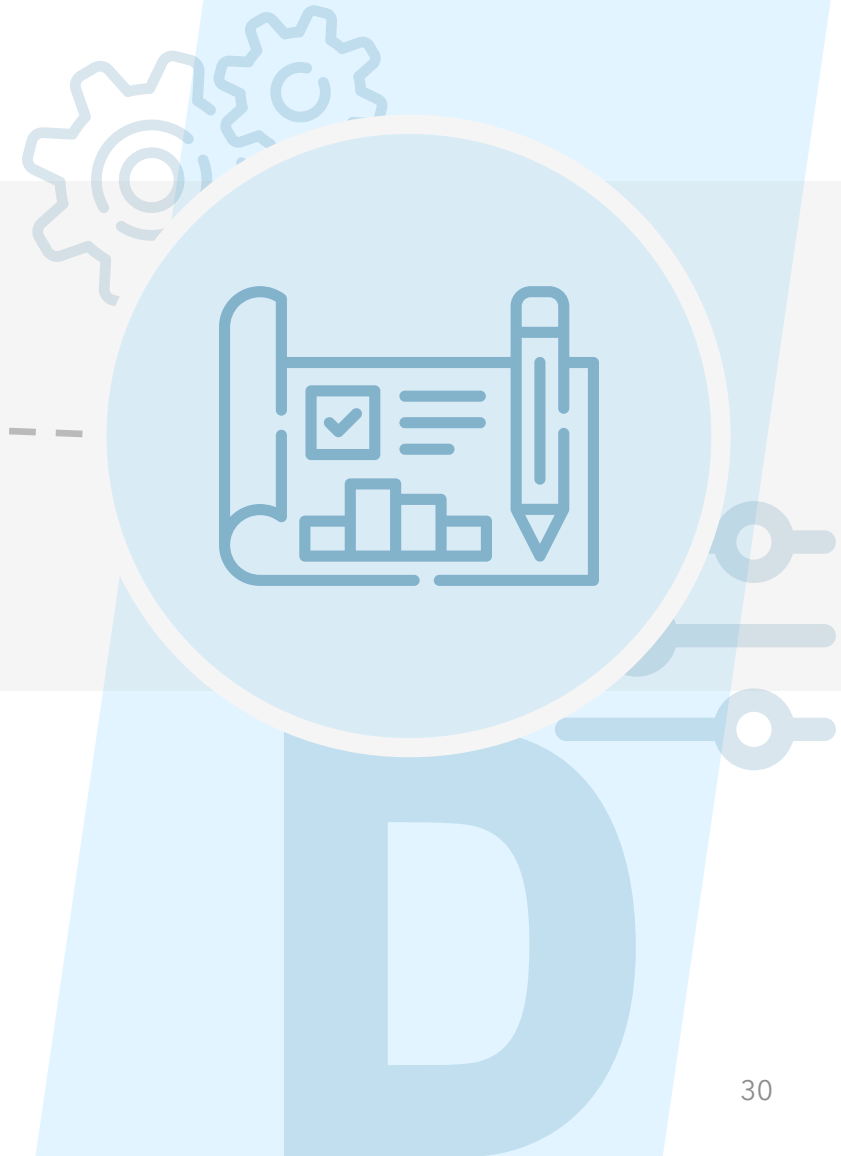
 Are you committed to supporting your leaders in becoming psychologically safe?



Factor	Goal	Budget	Timeline	Measurement	Describe success

Implement

Action steps to consider	How will each element be implemented?
Project management	
Communication plan	
Scheduling	
Facilitation strategy	
Employee feedback strategy	
Change management	
Training plan	



Monitor

Define success metrics, for example:	Be specific
Desired key performance behaviours (KPBs)	
Target key performance indicator (KPI) results	
Desired outcomes/results	
What data will be collected/available (e.g. qualitative or quantitative data)?	
What reporting will be completed?	



Correct and Improve

- Have we met our targets or goals?
- Do we need to make any adjustments?
- Where are our opportunities for continual improvement?

PDCA Cycle

P

Plan – Determine what you will do and how you will go about doing it.

D

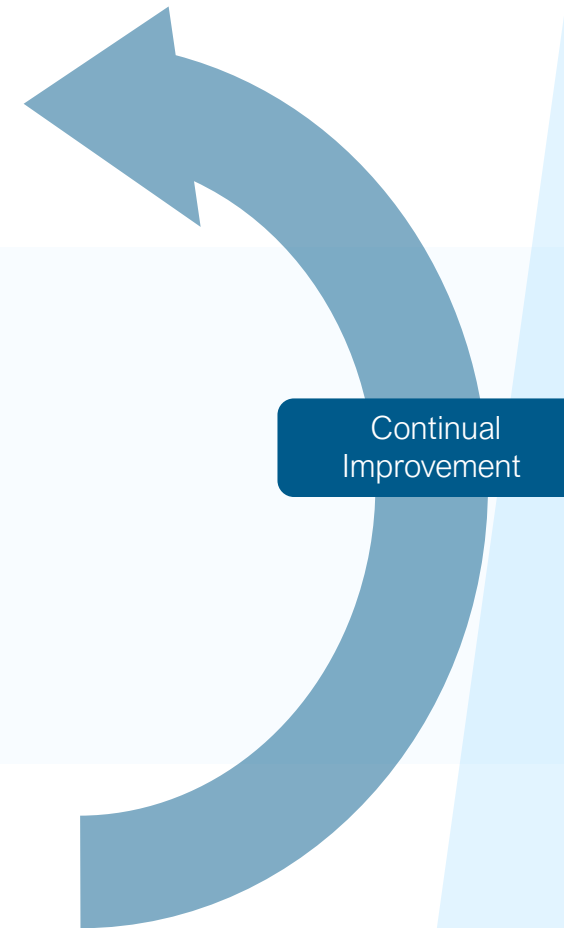
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A

Act – Take appropriate action to correct and improve.



Complimentary Resources Available to You

Psychologically Safe Leader Quick Screen

This screen quickly evaluates your level of confidence that your team feels psychologically safe working with you.

Q12 for Leaders

This assessment is to help you evaluate your interests and needs to determine if you could benefit from an executive/leadership coach or mental health professional

Psychologically Safe Leader Assessment

This assessment is aligned to section 4.4.6 of the National Standard and determines the extent to which leaders engage in those strategies.



Paid Resources

Certificate in Psychologically Safe Leadership

Exploring the key skills required to be psychologically safe and to support the total well-being of your workplace.

The Working Mind

Courses to support their employees' mental health, enable them to be more fully productive and helps leaders ensure the workplace climate respects and involves all employees.

Leading for Psychological Safety in Challenging Times

A WSPS course to help leaders at all levels recognize and acquire the knowledge and skills to provide psychologically safe working environments for those for whom they are responsible.



Opportunity for Integration



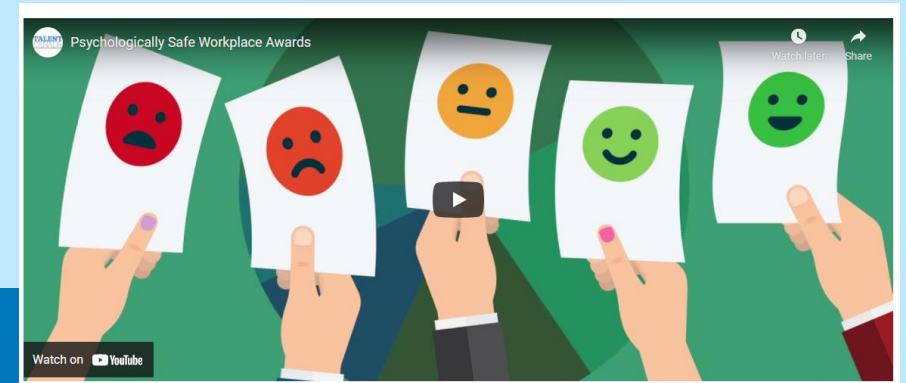
Mental Fitness Index Assessment:

- Provides you with aggregate dashboard of your organization's overall charge score
- Identifies psychological health and safety gaps to inform strategic decision-making
- Promotes two-way accountability and establishes employee and organizational health baseline measures
- May be eligible to receive Psychologically Safe Workplace award distinction

What you get:

- Aggregate dashboard report for the organization including scores pertaining to program participation and impact, psychological health and safety, mental fitness and employee experience
- Each employee receives an individualized report and resources to improve their mental fitness

Go to the website to watch the video and learn more:
<https://www.psychologicallysafeworkplace.com/faq/>



Psychologically Safe Workplace Award: MFI Fee guide

Less than 100 employees	\$499 + tax
100-500 employees	\$799 + tax
More than 500 employees	\$999 + tax

Maximize Your Roadmap Experience



For consulting support services, please contact:



roadmap@wsps.ca

Building Block 5: **CULTURE**



For all your health and safety solutions, contact:

Workplace Safety & Prevention Services

1 877 494 WSPS (9777)

[WSPS.CA](https://www.wsp.ca)

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