

Routine Operation

low uncertainty

Complex Operation

Innovation Operation

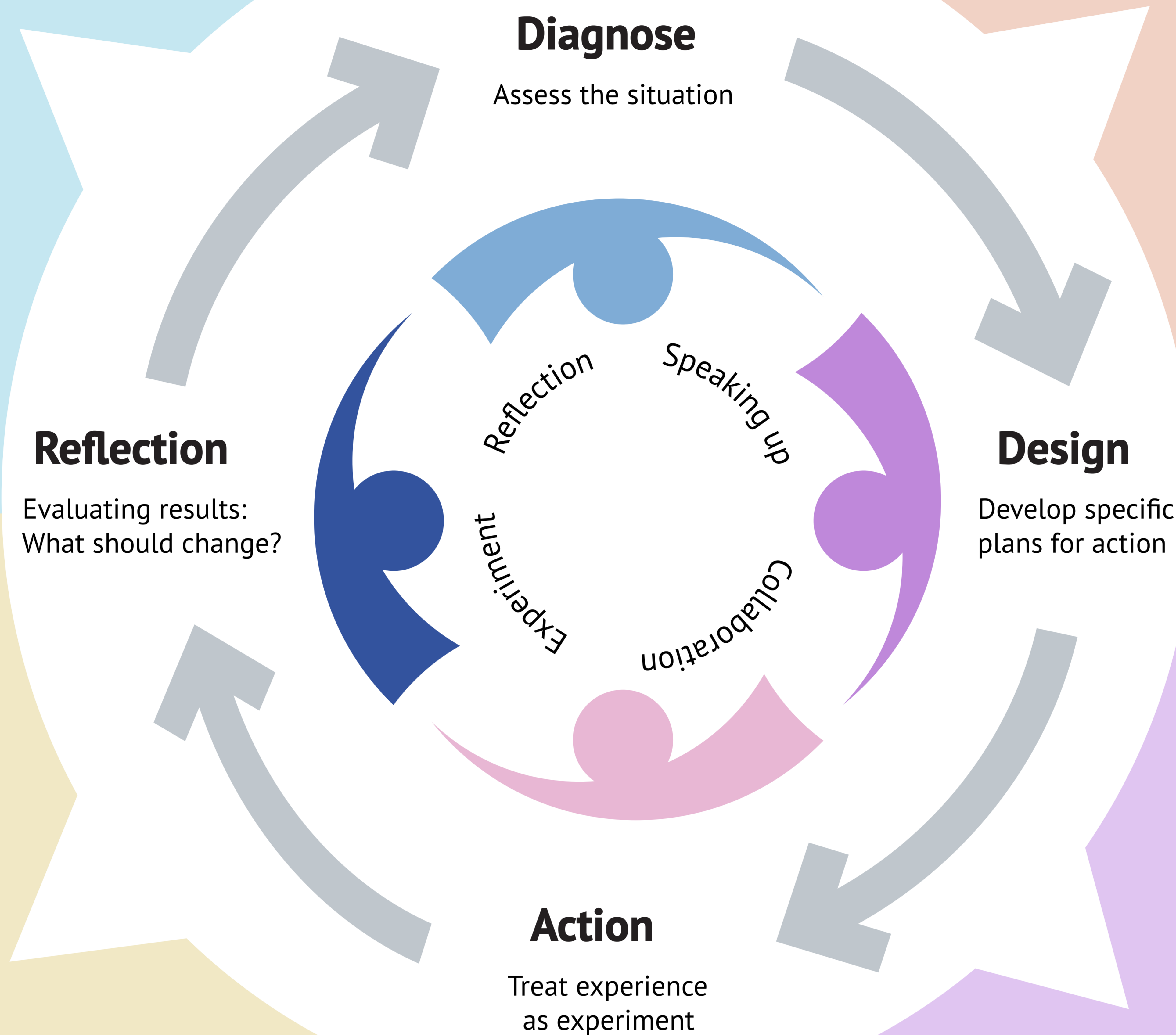
high uncertainty

Reframing for learning

- Foster a shared understanding of the goal
- Communicate a clear and compelling purpose
- Emphasize interdependence
- Define leader's role and team members' roles
- Establish and enforce a learning frame
- Develop norms of collaboration
- Model interpersonal skills

Learning to learn from failures

- Know failure is inevitable and emotional
- Reward failure detection
- Develop failure tolerance
- Develop systems, procedures and cultures to collect data and identify failures
- Form multidisciplinary team to analyze failure and learn from failures



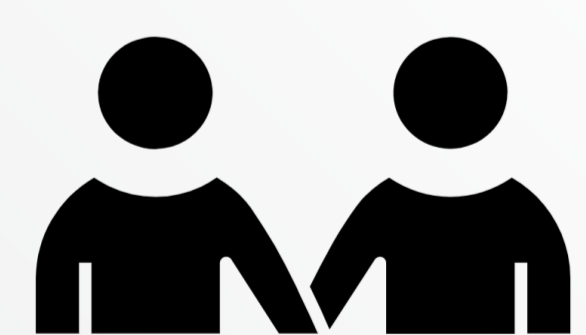
Create psychological safety

- Develop trust and respect
- Celebrate staff as individuals
- Acknowledge your own fallibility
- Be supportive, coaching orientated, and non-defensive in response to questions and challenges
- Model curiosity and create questions for people to speak up

Spanning occupational and cultural boundaries

- Be aware of the three types of boundaries: physical distance, status, and knowledge
- Establish a shared overarching goal
- Promote curiosity among learners
- Examine assumptions and bias
- Provide process guidelines

Leadership Behaviors for Cultivating Psychological Safety



Be accessible and approachable

Leaders encourage team members learn together by being accessible and personally involved.



Acknowledge the limit of current knowledge

When leaders admit that they don't know something: display of humility encourages other team members to follow suit.



Be willing to display fallibility

To create psychological safety, team leaders must demonstrate a tolerance of failure by acknowledge their own fallibility.



Invite participation

When people believe their leaders value their input, they're more engaged and responsive.



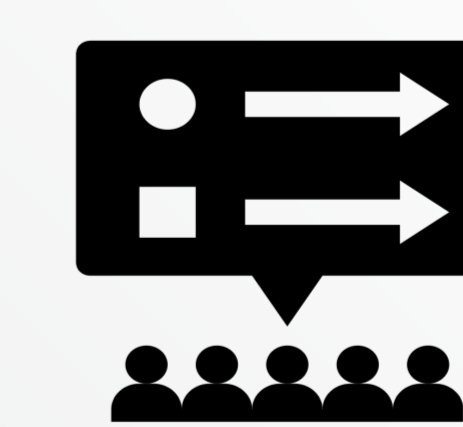
Highlight failures as learning opportunities

Instead of punishing people for well-intentioned risks that backfire, leaders encourage team members to embrace error and deal with failure in a productive manner.



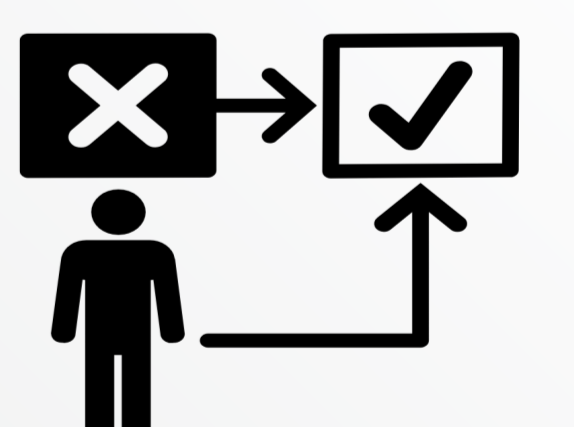
Use direct language

Using direct, actionable language instigates the type of straightforward, blunt discussion that enables learning.



Set boundaries

When leaders are as clear as possible about what is acceptable, people feel more psychologically safe than when boundaries are vague or unpredictable.



Hold people accountable for transgressions

When people cross boundaries set in advance and fail to perform up to set standards, leaders must hold them accountable in a fair and consistent way.

