



Leading Safety Differently: From Compliance to Care

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The home of psychological safety

Clive Lloyd

A Tale of Two Cultures



Getting Started

- Why do incidents happen?

Getting Started

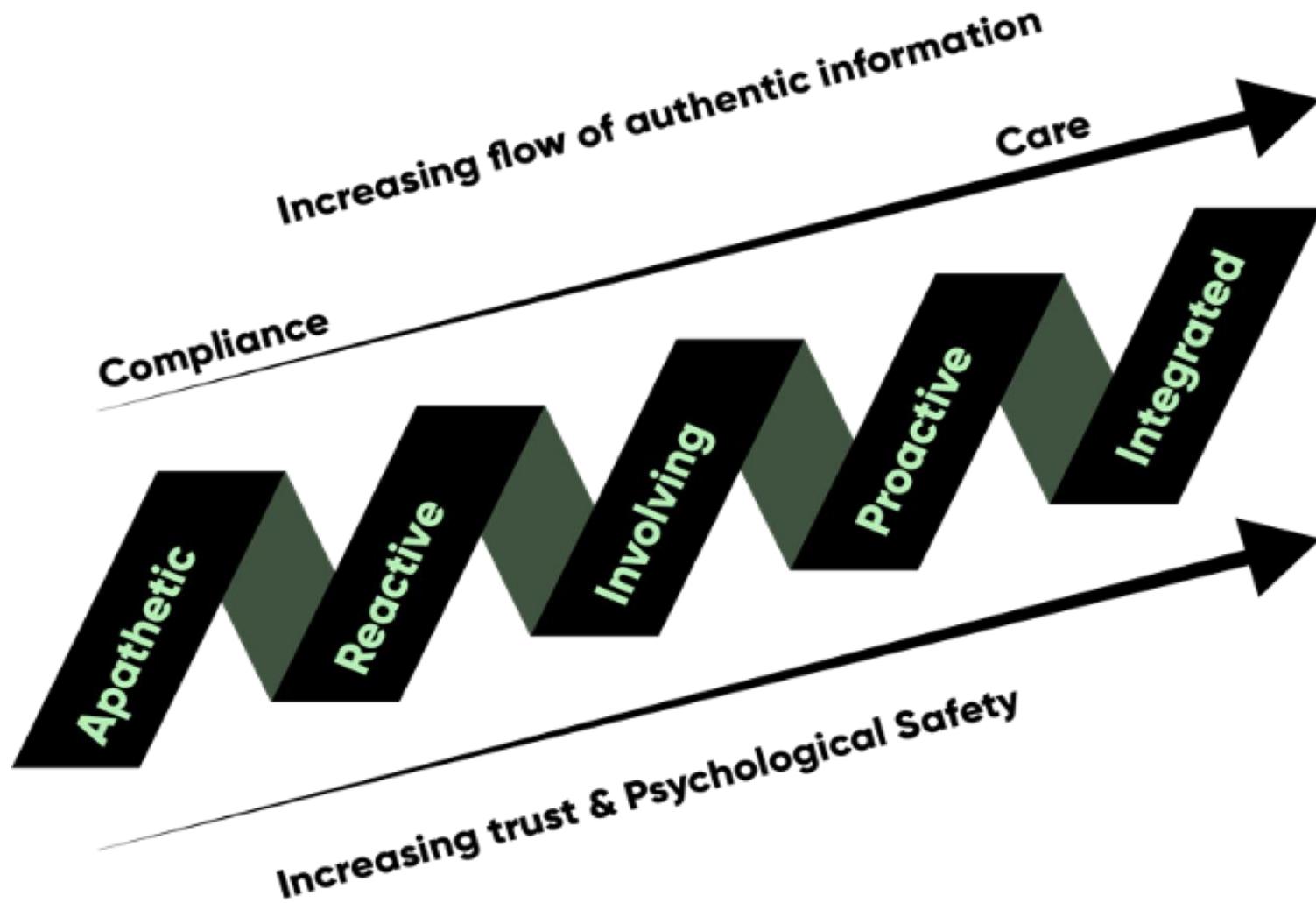
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All of the above are influenced by culture and leadership

Levels of Cultural Maturity



Cultures: One or many?

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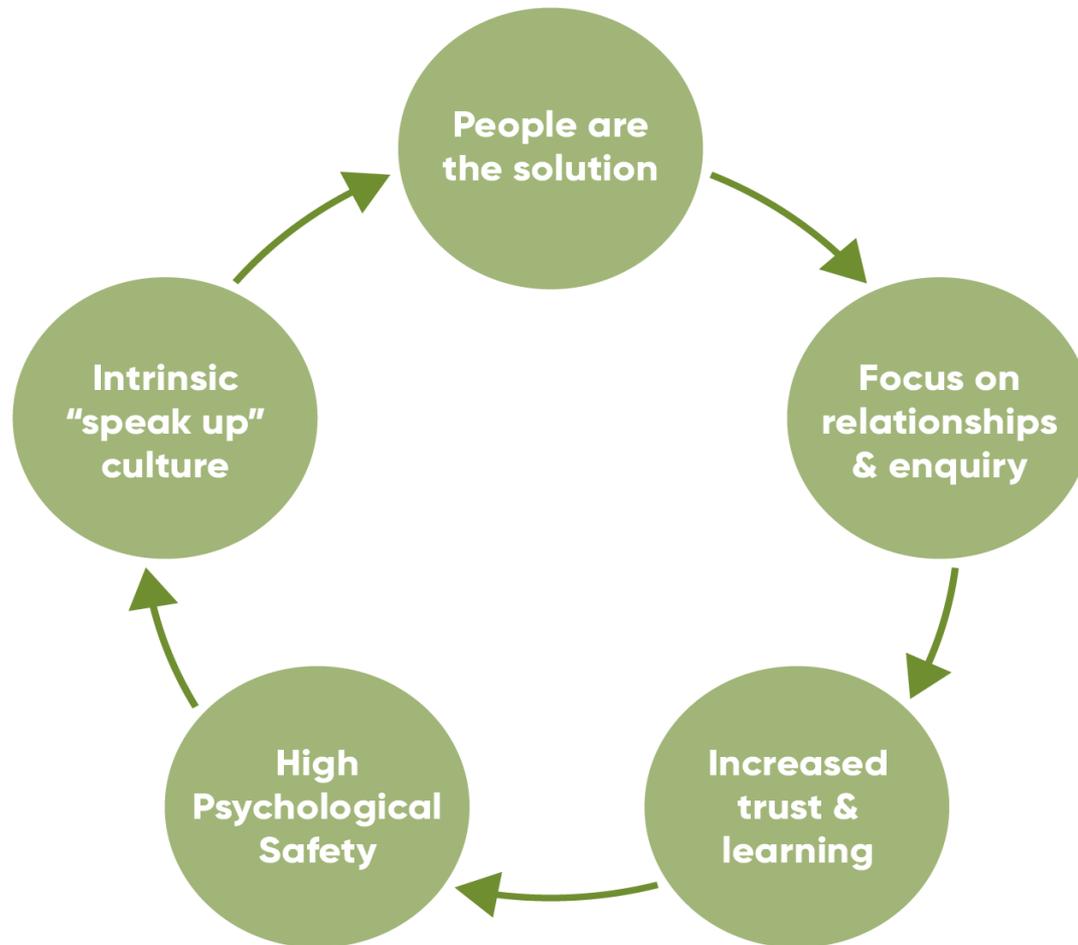
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- Leadership!

Apathetic/Reactive Cultures: The Fear Loop

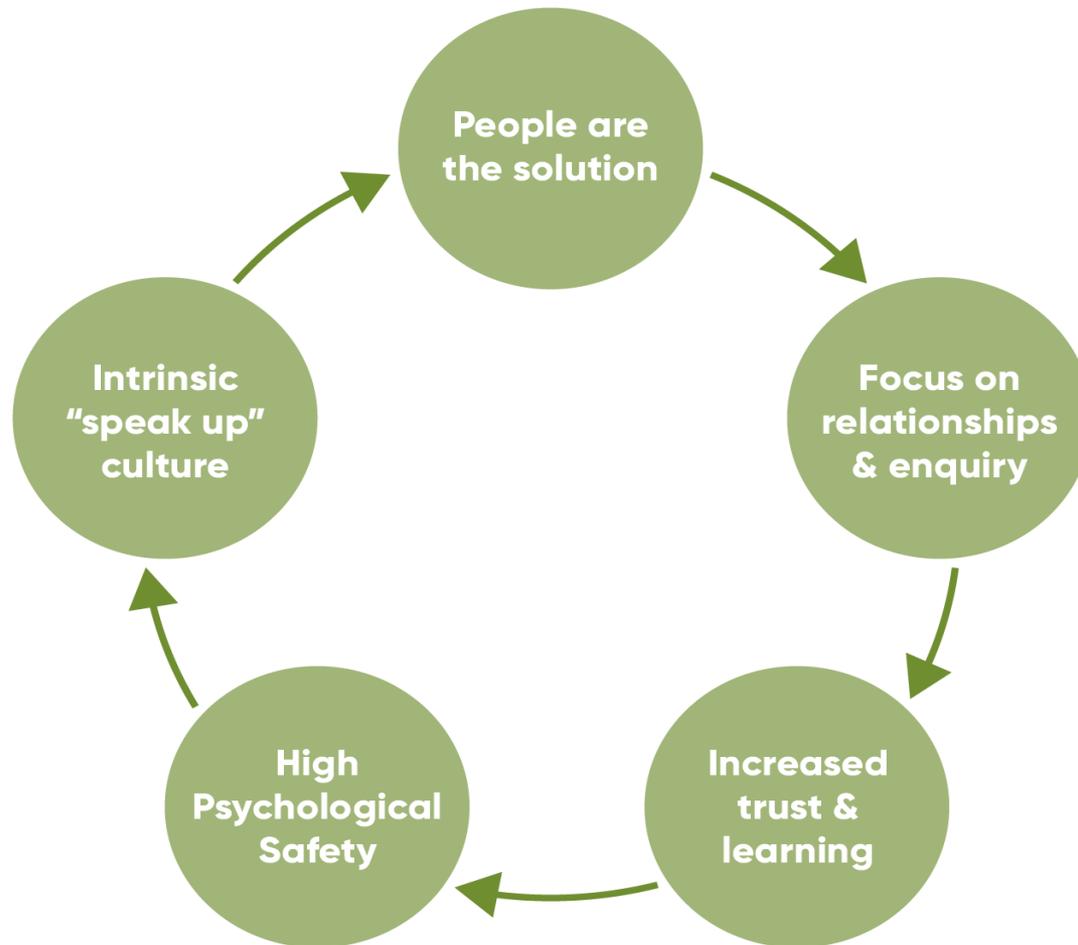


We can blame or we can learn!
We don't get to do both!

Proactive/Integrated Cultures: The Trust Loop



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“Work as Imagined” versus “Work as Done”

What is Psychological Safety?

- “A climate in which people are comfortable expressing and being themselves. More practically, when people have psychological safety at work, they feel comfortable sharing concerns and mistakes without fear of embarrassment or retribution. They are confident that they can speak up and won’t be humiliated, ignored or blamed. They know they can ask questions when they are unsure about something. They tend to trust and respect their colleagues”

Psychological Safety is leadership-dependent

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- How come?

The Importance of Trust

“Unless the mistrust of the workforce can be overcome, then even the most well-intentioned and sophisticated management initiatives will be treated with cynicism and undermined”

Gunningham & Sinclair (2012)

Australian National University

What is required to build trust?



Why focus on the Care Factor?

- The **Care Factor** has been found to be the most powerful component in terms of *overcoming mistrust* (Conchie *et al.*, 2011)

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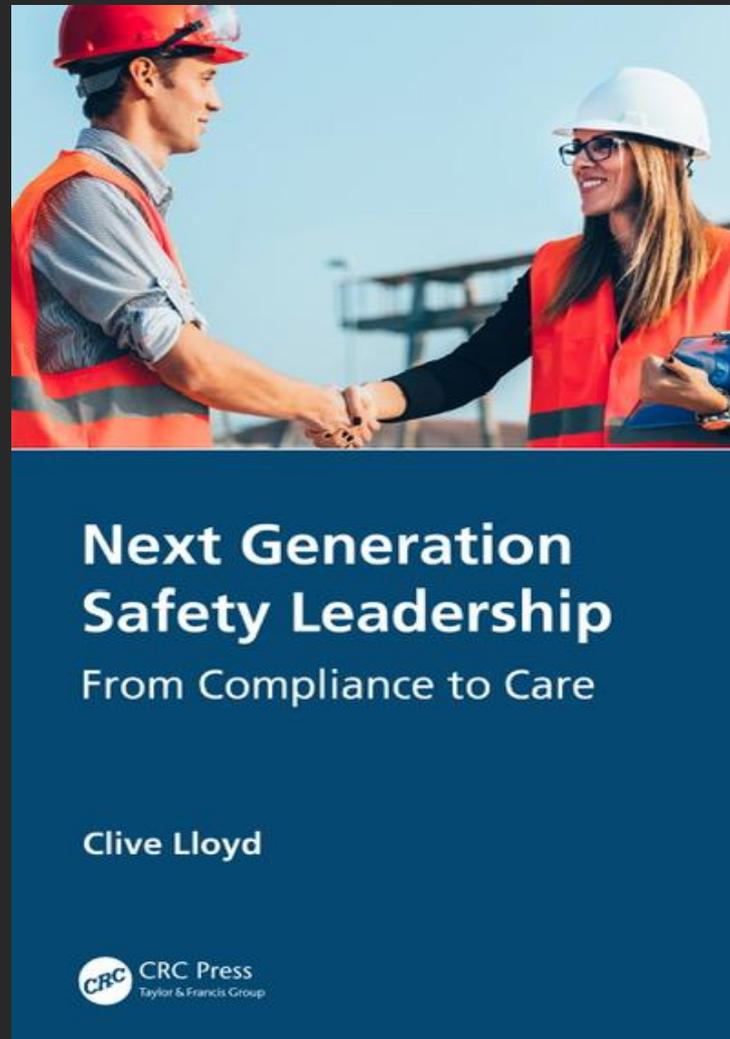
Reflection ...

1. Do you believe that, in general, leaders within your company care about their teams
 2. Do you believe that, in general, leaders are GOOD AT demonstrating care to their teams
- What does this mean?
 - What are examples of demonstrating care?

Some thoughts ...

- Provide your leaders with the training they need to create Psychologically safe teams ... don't assume they know how to do it
- We can blame or we can learn ... not both!
- Our fundamental assumptions about why incidents happen cause us to focus on our people as the problem, or the solution
- These assumptions drive self-fulfilling prophecies and entrenched cultures (fear loop, trust loop)
- Trust is key!
- Do less “telling” and more asking (“humble enquiry”)
- Visible, felt leadership – get out there!
- Transactional care is not enough ... demonstrate it!
- Take a restorative (rather than a retributive) approach after an incident

Further reading



What questions do you have?

For additional reading or to join our Care Factor Community visit gystconsulting.com.au

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contribute, ask questions
and give feedback

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