



Transformational Leadership Development

Creating Psychological Safety: Empowering Hospital Teams for Better Collaboration and Outcomes

Aaron Helton, M.S.I.O.P.

Integrated Leadership Systems

The logo for Integrated Leadership Systems (ILS) features the letters 'ILS' in a bold, sans-serif font.

Disclaimer Slide

- Conflict of interest is defined as having a significant financial interest in a product to be discussed or is or has been an employee of a company with such financial interest. Conflict of interest does not prevent a person from being a member of the planning committee or a speaker from making a presentation, but the audience must be informed of this relationship at the start of the session.

I have no real or perceived conflicts of interest that relate to this presentation.



My Story

Discussion

1. What are the biggest challenges you face when empowering your teams?
2. What fears might your team or organization have around this type of change?
3. What opportunities do these circumstances create?

Part One: What is Leadership?

Google Study Findings

Google discovered five key dynamics that set successful teams apart from other teams:

1. Psychology Safety

2. Dependability
3. Structure and Clarity
4. Meaning
5. Impact

Psychological Safety

To Assess:

“Can we take risks on this team without feeling insecure or embarrassed?”

To Cultivate (examples):

“What is one thing I can do to better enable you?”

“What’s something I do that detracts from our teamwork?”

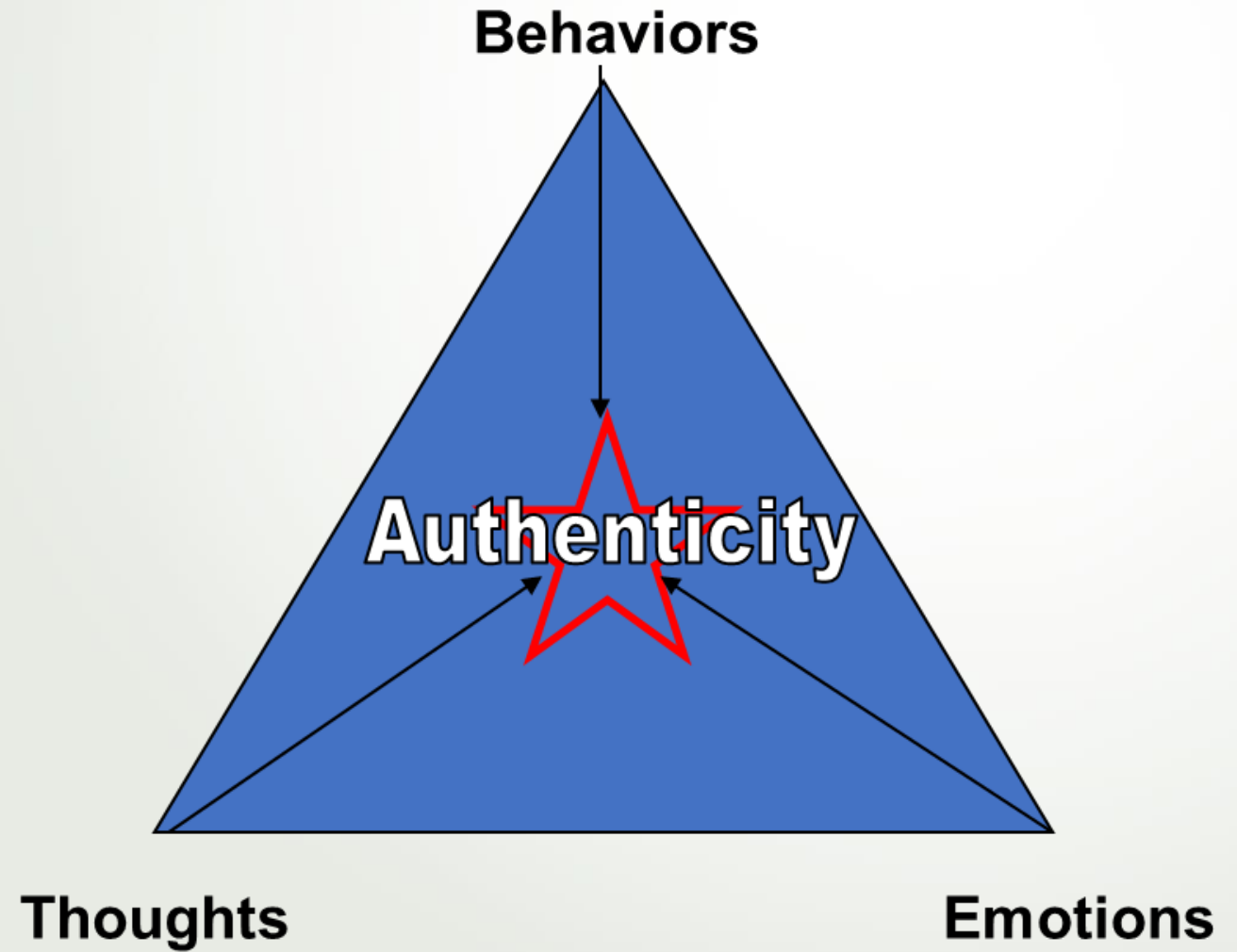
The Main Ingredient: *Authenticity*

Creating Psychological Safety

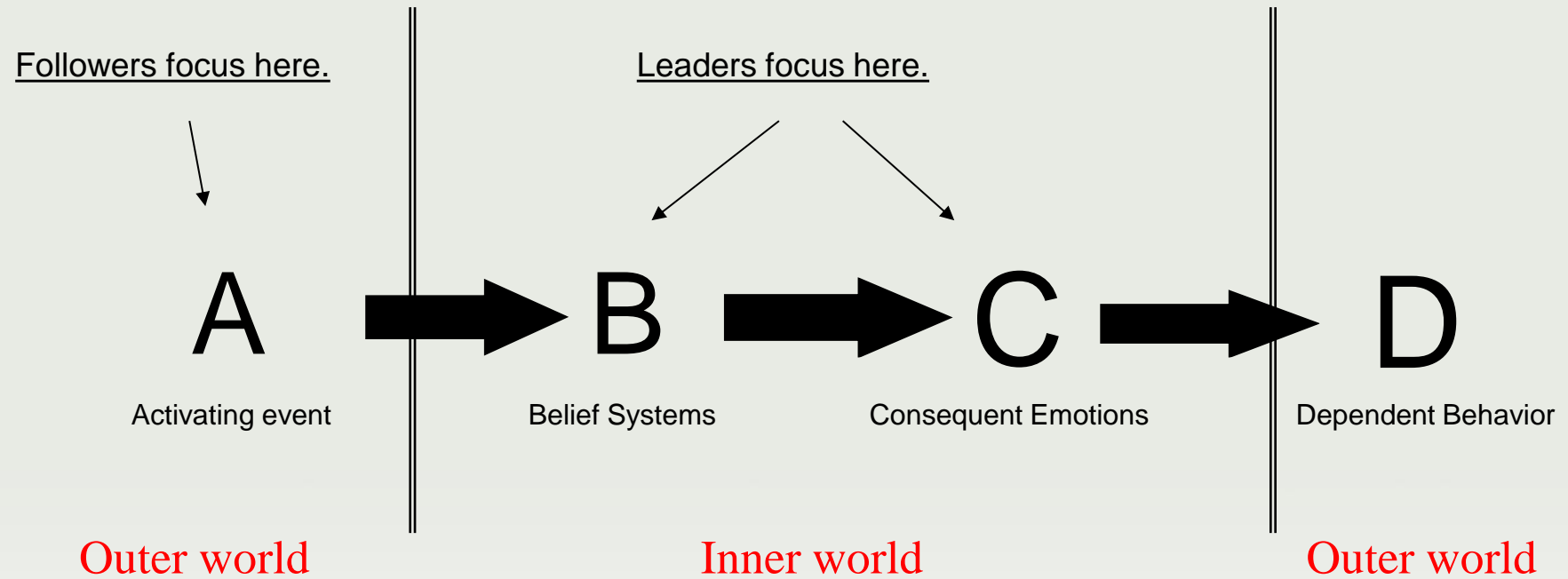
- Frame the work as:
 - Uncertain
 - Requiring interdependence
- Acknowledge your own fallibility
- Model curiosity
- Be inclusive
- Highlight the learning gleaned from mistakes
- Make it safe to discuss anxieties

Why Authenticity is Psychologically Safe

Which of the three is the most difficult to integrate with the other two? Why?



Turning Emotions into Insight



This diagram is based upon the work of psychologist Albert Ellis.

What Are the Core Beliefs of...



An empowered
Teammate?



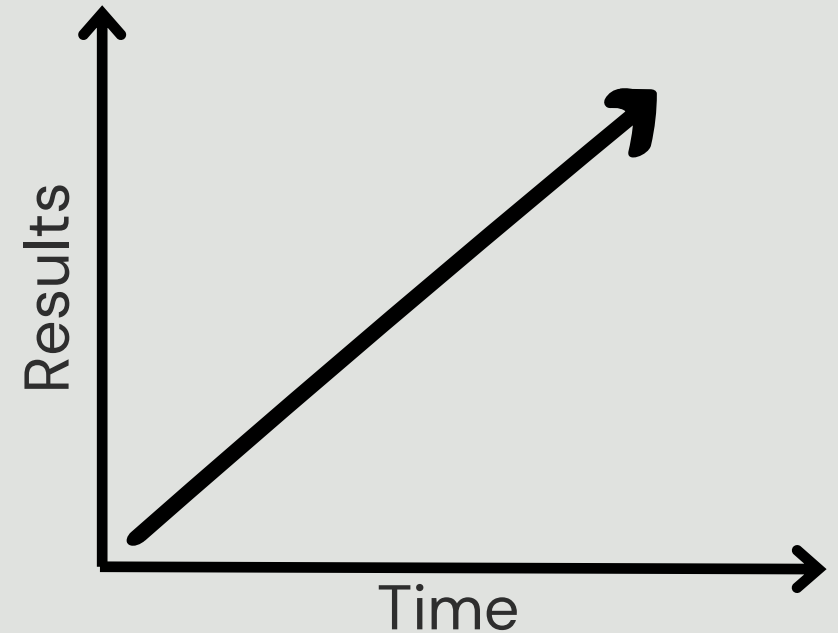
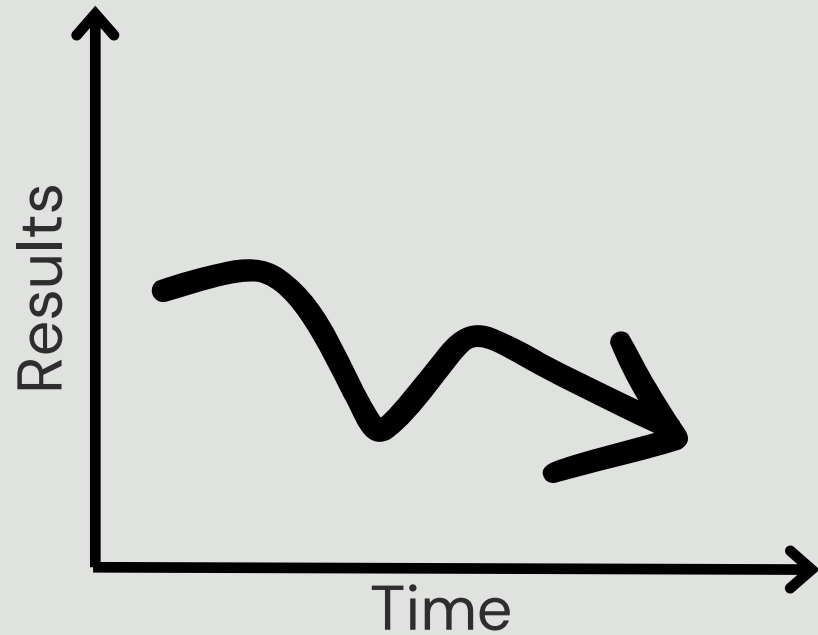
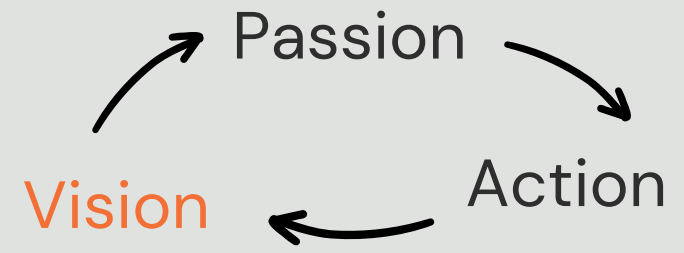
An empowering Leader?

Know the Difference!

Individuals who can become successful leaders must understand these differences, have the emotional intelligence to **apply the correct belief in the correct situation**, and be flexible enough to **switch beliefs/behaviors** based upon their situation.

Just because someone is *skilled*, does not mean they can create an empowering, psychologically safe environment. In fact, sometimes it can be a *detriment*. **Why?**

Two Life Stances



Take-away Thoughts

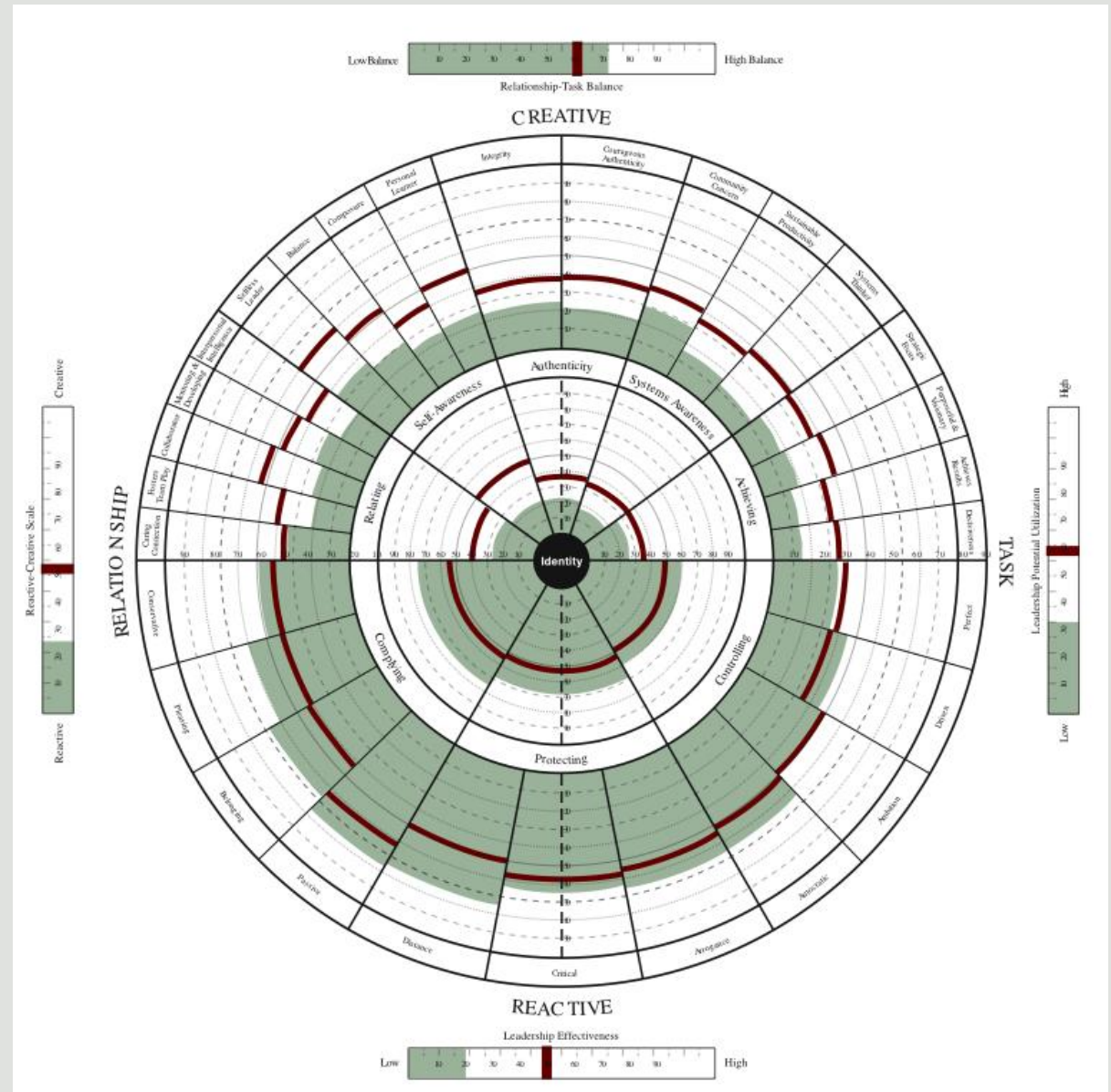
- Look for individuals who are qualified, but have above average **people** skills, and a capacity to **be emotionally flexible**.
- Develop leaders and teammates who are **creative**, not *reactive*.
- Together, you can create *brave spaces*.

Next, let's explore how you can assess for that.



Part Two: How to Assess Leadership

What does the profile of the least effective leaders look like?



*Performance was measured by sales growth, market share, profitability, quality, new product development, and overall business performance.

Reactive Structure

Complying

Loved
Pleasing
Accepted
& Meets
Expectations



Superior
Right
Self-Sufficient
Distant

#1
Excel
Achieve
Dominate
Control
Win

Controlling

Protecting

Part Three: Developing Psychologically Safe Teams

Development through coaching

Our coaching at ILS is based upon cognitive behavioral psychology.

We:

- Help clients understand the origins of their emotions.
- We help them learn to control their emotions so that they can:

Communicate effectively

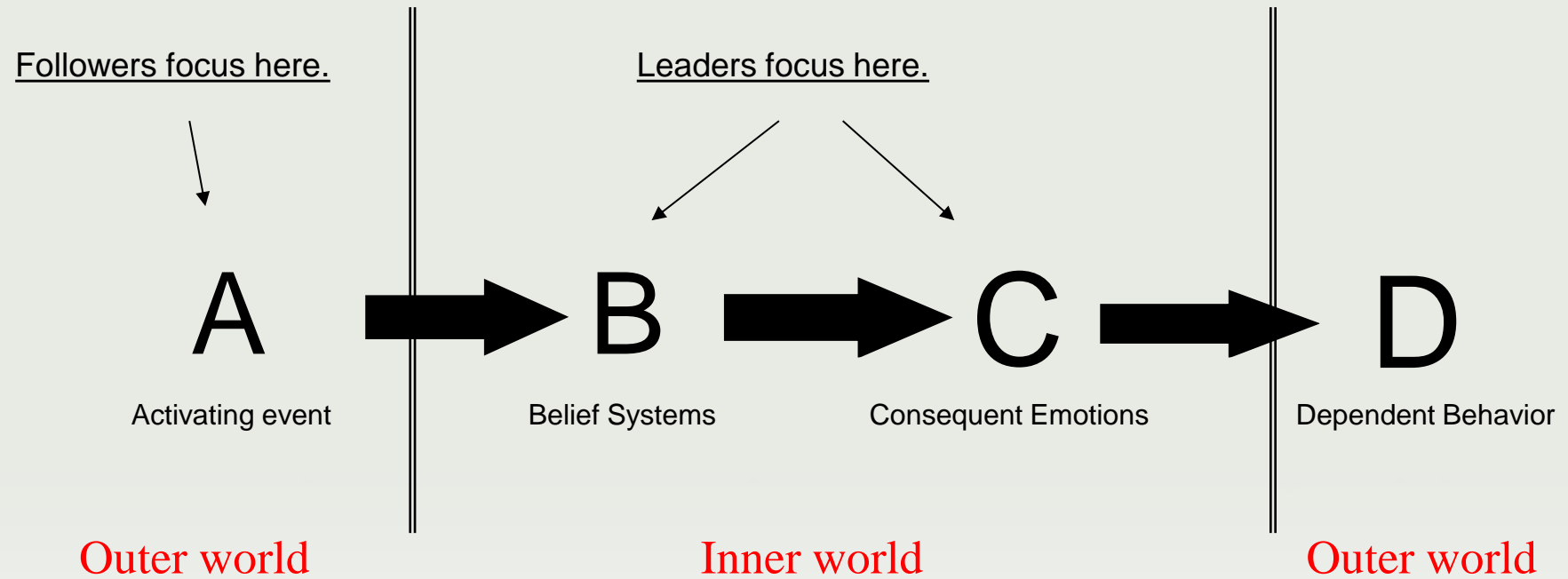
Stay centered

Stay emotionally engaged

Maintain better focus

Deal with stress effectively

Reminder: Turn Emotions into Insight!



This diagram is based upon the work of psychologist Albert Ellis.

How long does coaching take?

Coaching typically takes **about one year** and progresses through the following steps:

- 1) **Precontemplation:** *“I’m not the problem.”*
- 2) **Contemplation:** *“I could be the problem.”*
- 3) **Preparation:** *“I’m the problem. I’m planning how to change.”*
- 4) **Action:** *Implement changes (typically, the longest part of coaching)*
- 5) **Maintenance** *Make sure behavior change is permanent*
- 6) **Termination** *End of coaching*

These stages have been researched by James Prochaska, Ph.D.

Homework

Write down *two ways* you will work toward improving the Psychological Safety of your team.

Make a note of your beliefs as you set actionable steps to reach these goals.

Question Time: A Free Coaching Opportunity



Further Questions? Get In Touch



aaron@integratedleader.com



<https://integratedleader.com/>

