



How to reach psychological safety in a high risk work environment?

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Discussion Points



- What is psychological safety and why is it important?
- What are psychosocial risks and what do they look like?
- How is psychological safety linked to psychosocial risks?
- How to implement psychological safety within the workplace?
- What have we done in QinetiQ to ensure psychological safety is in place?
- Questions, Comments, Feedback

What is psychological safety?

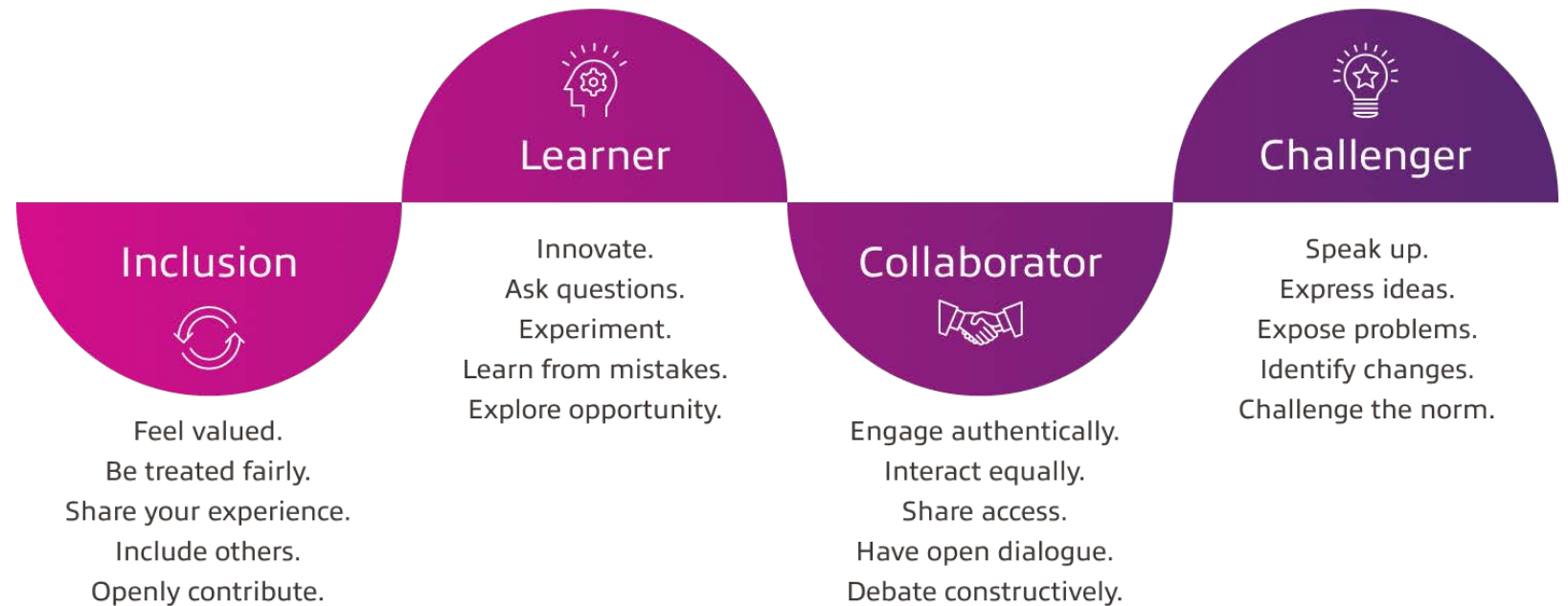


Definition

Psychological safety is a condition in which human beings feel

- (1) included,
- (2) safe to learn,
- (3) safe to contribute, and
- (4) safe to challenge the status quo

all without fear of being embarrassed, judged, ridiculed, or punished in any way.



Why is it important?



Psychological safety is essential in high-risk work environments because it leads to more open communication, fosters innovation, reduces errors, and ultimately saves lives by ensuring that everyone feels empowered to contribute to a safer workplace

- Error Prevention and Learning
- Encourages Reporting of Safety Concerns
- Promotes Innovation and Problem-Solving
- Enhances Teamwork and Trust
- Reduces Stress and Anxiety
- Supports Continuous Improvement
- Boosts Morale and Engagement
- Improves Leadership Effectiveness



**Is Psychological Safety
developed or demanded?**

What do you think?



Trust is a foundational element in all human interactions, particularly within organisations.

It acts as the glue that holds teams together, enabling smooth and effective collaboration.

What are psychosocial risks and do they look like?



Definition

“those aspects of the design and management of work, and its social and organisational contexts that have the potential for causing psychological or physical harm”

Job demands: High workloads, time pressure, and unrealistic deadlines

Control: A lack of control over one's work or the work environments.

Support: A lack of social support or poor relationships with coworkers

Role clarity: Unclear job expectations or conflicting roles and responsibilities

Organisational change: Restructuring, downsizing, or mergers

Other hazards include inadequate reward and recognition, poor organisational justice, traumatic events or material, remote or isolated work, poor physical environment, violence and aggression, bullying, harassment and conflict.

Recognise the signs.

- This place is **toxic**
- That was **humiliating**
- I can't **sleep** thinking about it
- I just **don't know** what I'm supposed to be doing
- I am **scared**, they'll go off their head
- I just can't stop seeing it. **over and over**
- I am **burnt out**
- Micromanaging is **undermining my confidence**
- I feel **stressed**
- I am so **angry**, it just wasn't fair
- I am **emotionally exhausted**
- Why can't they just let me **get on with my job**
- I am **tom**, I don't know what they want me to do
- I feel like a **failure**, how am I supposed to do all this?

How is psychological safety linked to psychosocial risks?



Psychological safety and psychosocial risks are closely linked because both influence an individual's mental well-being, performance, and overall experience in the workplace

- ▶ **Psychological safety** helps mitigate psychosocial risks by creating a supportive and open environment where employees can voice concerns about stress, workload, or conflicts without fear of retaliation.
- ▶ When **psychosocial risks** are present and not managed, they erode psychological safety, making employees less likely to speak up or seek support, which can further intensify the negative impacts on mental health and performance.

A **balance** between addressing psychosocial risks and fostering psychological safety leads to a healthier, more productive workplace.

How to implement psychological safety within the workplace?



- ▶ Are you sending emails late at night? **That's the example you set.**
- ▶ Are you often working late? **That's what your people are seeing.**
- ▶ Do you talk about how busy you are, with your back to back meetings all day? **That's what your team hears.**
- ▶ Do you tease people who come in later than you, even in fun? **That's the message you send.**
- ▶ Do you keep putting up with unreasonable deadlines and workload yourself? **You're setting the standard.**
- ▶ Are you standing idle while bullying, harassment or other bad behaviour happens on your watch? **That's the behaviour you are saying is Ok.**

Behaviours



Examples of Inclusive Behaviour

- Roll out your welcome mat, invite employees in
- Show curiosity, and genuine concern
- Work to integrate inclusive decisions
- Lean into discomfort with the aim to understand and solve problems
- Stand up for team members
- Demonstrate vulnerability and empathy
- Ask about team's needs and tailor actions accordingly
- Build space for different ideas and encourage greater participation
- Practice active listening

Examples of Exclusive Behaviour

- Excluding members from team activities
- Blaming others for difficulties and not shining the light on your own behaviours
- Interrupting or cutting others off while speaking
- Failing to acknowledge or criticising the value of member's contributions
- Not respecting other people's time. Being late for meetings or not responding when asked
- Inappropriate tone of voice - Aggressive, patronising, condescending
- Assuming you are always right and your way is not only the right way but the only way

How do you know if your culture fosters Psychological Safety?



- ▶ Can I make mistakes without fear that my co-workers will hold it against me?
- ▶ Would my co-workers welcome opinions different from their own?
- ▶ Do I feel safe to take a risk on this team?
- ▶ Does my direct manager value my ideas?
- ▶ Do people keep each other informed about work-related issues within the team?
- ▶ Are members of my team able to bring up and talk about problems and tough issues?
- ▶ Would people on this team ever reject others for being different?
- ▶ Is it easy to ask other members of this team for help?
- ▶ Are my unique skills and talents valued and utilized within my team?
- ▶ Would anyone on this team deliberately act in a way that undermines my efforts?

Leadership Commitment



- ▶ To demonstrate psychological safety and not just talk about it
- ▶ Ensure I don't create an expectation for "out of hours" response
- ▶ Consider my behaviour and reaction when hearing a difficult discussion
- ▶ Pause to reflect on the Why?
- ▶ Be more open to feedback and criticism
- ▶ Challenge my team to challenge me
- ▶ Open my mind to alternative solutions via challenge
- ▶ No is a valid answer
- ▶ Being willing to listen to people when they are having issues, allowing them to feel not alone
- ▶ Embrace and discuss failures
- ▶ Show its ok to admit mistakes and be vulnerable
- ▶ Stand up for team members in difficult times
- ▶ Share my personal feelings and experiences with the team so they see that I am human too
- ▶ Share stories and events that didn't go well to demonstrate it is ok to share failings as we can learn from them
- ▶ To challenge and educate anyone who undermines psychological safe environments
- ▶ Hold my colleagues (peers) to account for maintaining psychological safety in our team
- ▶ We will prioritise and we will be advising what can and can't be done
- ▶ If everything is urgent, nothing is urgent
- ▶ Listen without judgement and support without question
- ▶ Help the team to be the best version of themselves
- ▶ Actively challenge those leaders who do not support psychological safety

Leadership Involvement



How are we going to collectively move the needle on Psychological Safety?

Appreciative Inquiry - Focus on what works well rather than what does not work – what do we want more of? *The strength of this approach lies in the exploration of the best of what has been and is, that can be achieved between us*

Safety Culture

Safety culture is a combination of the attitudes, values, and perceptions that influence how something is actually done in the workplace, rather than how it should be done.

FOCUS – QinetiQ

Safety Leadership

Safety leadership is about creating a culture of safety and means fostering an environment where employees are encouraged to speak up about hazards or unsafe practices without fear of reprisal.

FOCUS – You as a leader

Safety Behaviours

Safety Behaviours are about how a person conducts themselves, their demeanour and manners which are observable actions that may contribute to unsafe situations and accidents.

FOCUS – Our People

Ask us how you can get hurt



Equilibria – E-Colours

- ▶ Equilibria - The Personality Diversity Experts (in partnership with Hillmont Associates)
- ▶ The E-Colours has helped 1.4 million people improve self and team awareness.
- ▶ E-Colours theory suggests that we have all four E-Colours within us. That's why understanding the varying degrees of each E-Colour within each us is tremendously useful for safety and communication.
- ▶ Created by 20 years of scientific research asking questions of each personality style globally –
- ▶ How can I get hurt?
- ▶ How can I make an error?
- ▶ What do I need for Psychological Safety?
- ▶ What do I do for others to create psychological safety?
- ▶ And a lot lot more...



Everyone's Different. Everyone's Unique.



Do different personality styles see and manage risk differently?

How We Use E-Colours

1. **Behavioural & Psychological Safety:** Preventing people from getting **hurt** (physically & emotionally).
2. **Team Building:** Improving **self awareness, communication, productivity** and **empathy** to create a **high-performance team**.
3. **Leadership Coaching: Coaching** individuals 1-2-1.
4. **Conflict Resolution & Change Management:** Understanding how others **think**.
5. **Business Development:** Understanding how to **communicate** better with everyone we interact with.
6. **Realising Potential:** using **E-Colours** as the basis of a **coaching and development plan**.

Invite Others To Discover Their E-Colours

3 Types of Reports
Free - Basic - Premium



or



Save 20% on Premium
Report's with code:
HILLMONTPREMIUM

Report Details	FREE Report	BASIC Report	PREMIUM Report
Report length	1 Paragraph	1 Page	33 Pages
Discover your E-Color combination (top 2 E-Colors)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basic understanding of what the top 4 E-Colors represent		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pie chart providing your full E-Colors make up and percentages		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Basic self-awareness overview and limited self-management tips		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Advanced self-awareness review (Professional and Personal environments)			<input checked="" type="checkbox"/>
Advanced self-management section, including Personal Intervention			<input checked="" type="checkbox"/>
E-Colors trigger recognition sheets and practical application protocols			<input checked="" type="checkbox"/>

Questions, Comments, Feedback

