



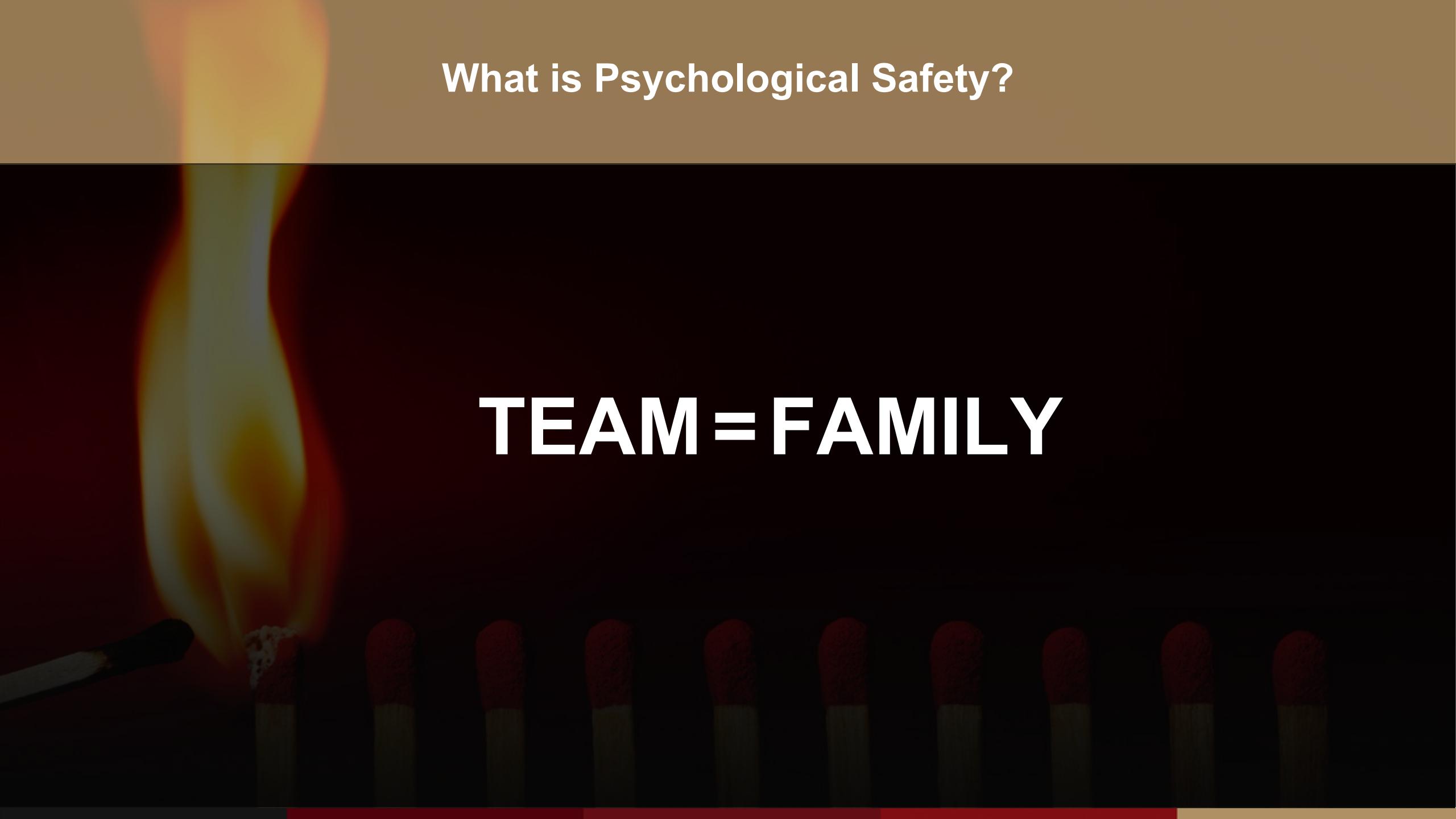
IMPRESSION MANAGEMENT AND PSYCHOLOGICAL SAFETY IN HIGH PERFORMING TEAMS

What is Psychological Safety?

"(...) Being able to show and employ one's self without fear of negative consequences of self-image, status or career" (*Kahn 1990*)

"Psychological Safety is a shared belief that the team is safe for interpersonal risk taking" *Prof. Dr. Amy Edmondson*

"A Psychologically Safe team is one that feels like family and moves mountains together. Think back of the last time you made some magic with the team, how you were open and debated and were vulnerable and learning, creating and getting stuff done. That was Psychologically Safe." *PeopleNotTech 2019*



What is Psychological Safety?

TEAM=FAMILY

Scholars And Business



The New York Times Magazine

THE WORK ISSUE: REIMAGINING THE OFFICE

01 How to Build a Perfect Team | 02 The War on Meetings | 03 The Case for Blind Hiring | 04 Failure to Lunch | 05 The 'Good Jobs' Gamble

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG Illustrations by JAMES GRAHAM

FEB. 25, 2016

An illustration of a large black microscope. The eyepiece is focused on a circular stage where several small silhouettes of people are gathered around a table, representing a team or group being analyzed.

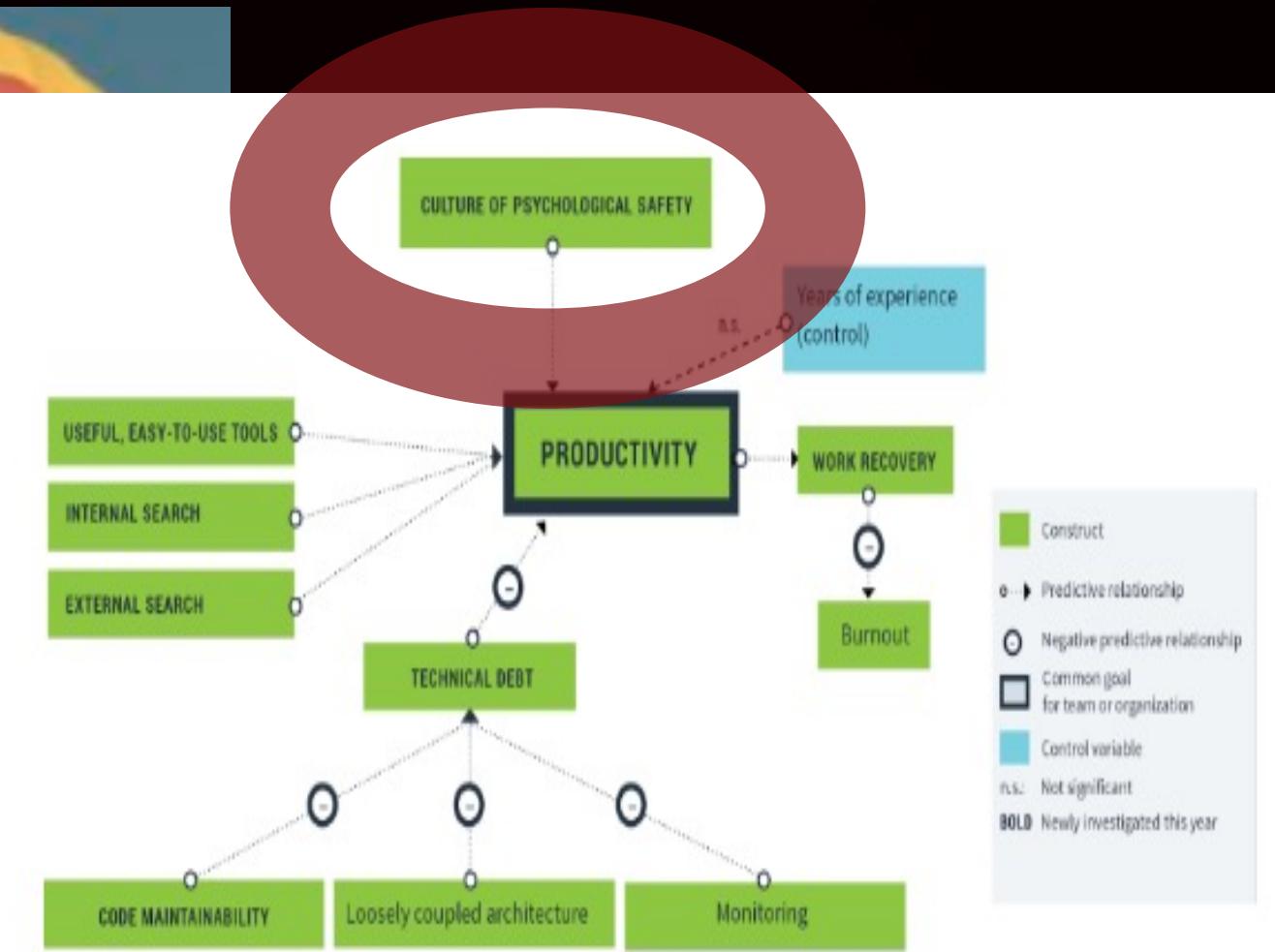
Google's Project Aristotle



- 4 years
- 50k people surveyed
- 180 teams
- 100+ variables

ALL data showing the most important lever of high performance to be Psychological Safety

Silicon Valley's Secret Sauce



COMPONENTS OF PSYCHOLOGICAL SAFETY



FLEXIBILITY

ENGAGEMENT

OPENNESS

COURAGE

RESILIENCE

LEARNING

GOOD/BAD

SPEAKING UP:

Giving input authentically, openly, courageously

Voicing concerns, fears, observed mistakes

Offering opinion and ideas

IMPRESSION MANAGEMENT:

NOT Speaking Up for fear of appearing:



INCOMPETENT

IGNORANT

NEGATIVE

DISRUPTIVE

INTRUSIVE

Impression Management



Skip

Anonymous mode
 OFF

I haven't said anything so I don't appear negative



Skip

Anonymous mode
 OFF

I am afraid of appearing incompetent



Skip

Anonymous mode
 OFF

I'm afraid my teammates will notice I don't know something



Skip

Anonymous mode
 OFF

I'm afraid to pry



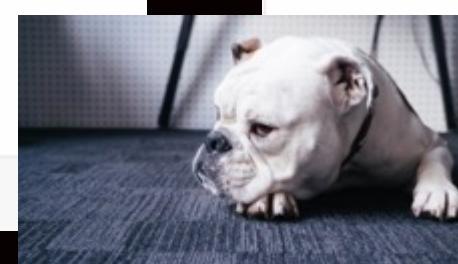
Skip



I won't ask for a source of reference/learning for fear of appearing ignorant



Skip



I don't want to be seen as always criticising



Skip

Anonymous mode
 OFF

Impression Management

Impression Management Alerts	
Incompetent	1
Ignorant	1
Negative	2
Intrusive	0
Unfriendly	0
Sarcastic	5

- As a team, open up your chat or your online whiteboard and ask yourselves these questions:
 - “In the last week, have I stopped myself from saying something?”
 - “Why have I done that?”
 - “Was I afraid of X?!”
 - “Was I fearing looking incompetent?”
 - “Was I protecting against looking ignorant?”
 - “Was I concerned about appearing intrusive?”
 - “Was I worried about seeming negative?”
 - “Have I seen myself do that?” and “Have I seen others stop themselves from saying something or biting their lip instead of speaking up?”

THE PLAYBOOK

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Team

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OPENNESS

Psychological Safety Playbook

Add new action here Set Team Action

Playbook Resources Coaching

Click on the problem Psychological Safety component to see a few human interventions that can help improve your results.

COURAGE

ENGAGEMENT

FLEXIBILITY

LEARNING

OPENNESS

RESILIENCE

Psychological Safety Playbook

[Back to Playbook menu](#)

Team Relaunch

Why:

Every team needs a kickstarter, but what's just as important is to do relaunches (this playbook works for both) when you need them, or even better before you need them. A team relaunch is a long, focused moment taken to look intensely at where your team is at. Everything is on the table - purpose, vision, feelings, behaviours and ways of working. Every team that wants to put learning right at the heart of team culture needs to keep doing health checks on where they are at and what they need from each other. Take this time to lean back into the team dynamic and make sure you are still greater than the sum of your parts.

How Long:
2-3 hours

Who:
Our Team Bubble

When to use it:
The Team Relaunch is for every time you norm and storm. That is, you can use it when you form but at every point where you feel the team is changing and transitioning, and let's face it that happens often than you'd expect, you should use the full or a mini version of the Team Relaunch. Use Team Relaunches when you see data showing "Resilience", "Engagement" and "Learning" are dropping.

What you need:
Video meeting, no advance prep and a Miro/online board

What to do (steps):

- Ask the team to come to the session with one x 'What they are happiest about right now' and one x 'What they are maddest about right now', ready to share
- Set the scene for a psychologically safe session, actively say that everything is on the table and this is too important for people to hold back
- Role model vulnerability, start the Happiest/Maddest session and you do first as team leader. Be clear and honest. Then ask everyone in turn to

[Close](#)

A close-up photograph of a young boy with light brown hair, wearing a green superhero mask with eye holes and a matching green cape. He is looking directly at the camera through the eye holes of the mask. A hand is visible on the left side, holding the mask steady. The background is a plain, light-colored wall.

**LOOK OUT FOR
IMPRESSION
MANAGEMENT**



BE COURAGEOUS

A photograph of a pair of dark-rimmed glasses resting on an open book. The book has white pages with some blue text and a red ribbon bookmark. The background is blurred.

**ALWAYS BE
LEARNING**



BE FLEXIBLE



1

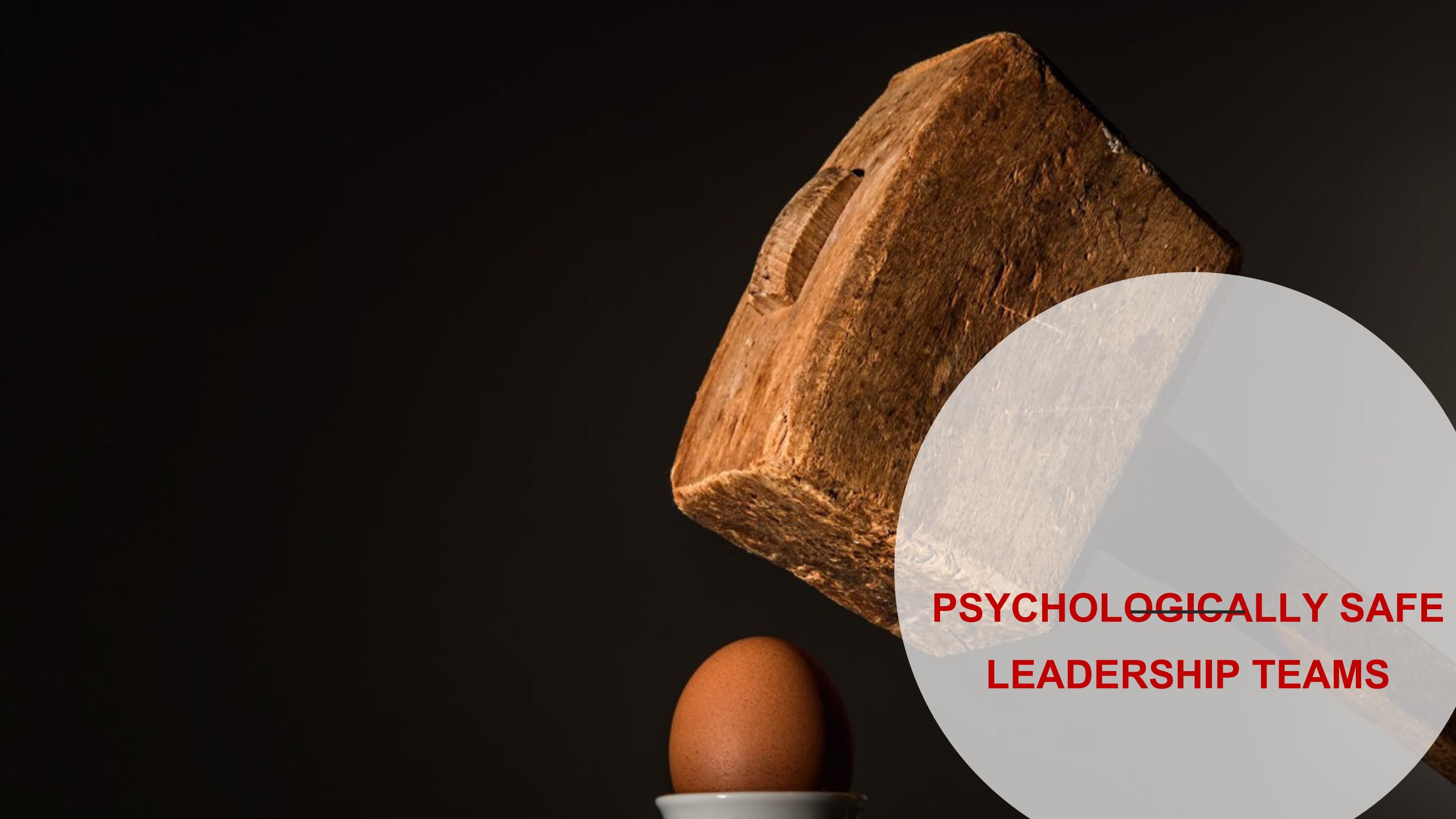
2

100m SPRINT

BE RESILIENT

A close-up photograph of a person's hands and lower torso as they sweep a curling stone across an ice surface. The person is wearing a teal long-sleeved shirt, black pants, and red gloves. A red sweeping brush is being used to clear the path of the stone. The background shows other curling stones and the blue and yellow boundary lines of the rink.

**BE A SERVANT
LEADER**



**PSYCHOLOGICALLY SAFE
LEADERSHIP TEAMS**

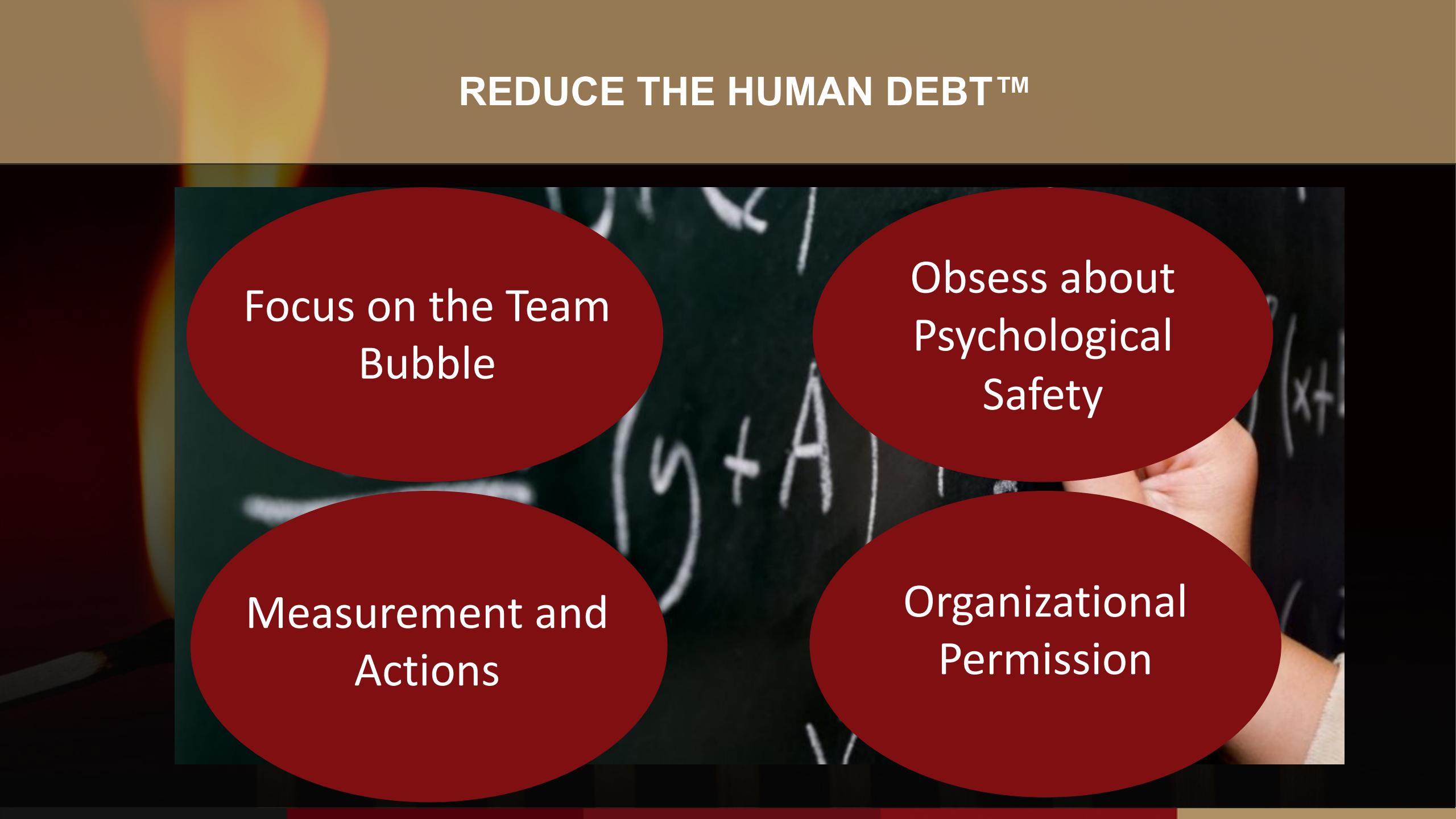


**MEASURE AND
IMPROVE**



**CREATE EMPOWERED
TEAMS**

REDUCE THE HUMAN DEBT™

A black and white photograph of a chalkboard with mathematical equations written on it. A person's arm and hand are visible on the right side, holding a piece of chalk and writing more equations. The equations include $y + A$, $(x +)$, and $\sqrt{ }$.

Focus on the Team
Bubble

Obsess about
Psychological
Safety

Measurement and
Actions

Organizational
Permission

People Not Tech™

"This safety nice-to-com

Learn about agile and
the role of

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Keynote Speaker,

BLOOM

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BLOOMSBURY B

"Duena Blomstrom shows you
how to create Psychological Safety
and change lives. A must read."

Karen Ferris

Change Management Expert, Keynote Speaker and Author

BLOOMSBURY BUSINESS





Publishing 13th May 2021

BLOOMSBURY BUSINESS

PEOPLE BEFORE TECH



Duena Blomstrom

The Importance of Psychological Safety
and Teamwork in the Digital Age

With a foreword by Dr Amy Edmondson,
Author of *The Fearless Organization* and *Teaming*

“Through concepts like psychological safety, people will thrive, value will be created, and the human condition will improve in concert with technology. *People Before Tech* is your essential guidebook to a human-centric approach.”

HEATHER MCGOWAN
Keynote Speaker and Author of *The Adaptation Advantage*

For 25% off *People Before Tech*,
use the discount code **PEOPLE25** at
www.bloomsbury.com/peoplebeforetech

BLOOMSBURY BUSINESS



The Future is Agile

We can't have the WoW (Way of Working) without the WoT (Way of Thinking) and we have to do Agile from the heart to win

✉ Weekly newsletter

41,910 subscribers

Subscribed

DevOps Is Where Culture Lives



Chasing Psychological Safety

A series about Psychological Safety, High Performance, Technology, Leadership, Teams & most of all: People

✉ Weekly newsletter

54,749 subscribers

Subscribed

Lose the Excuses - Make Your People Feel Seen and Heard

PSYCHOLOGICAL SAFETY TEAM DASHBOARD

PeopleNotTech System Dashboard Questions

Team Action

Bitch Fest

[View Team Action History](#)

[Set action](#) [Coach me!](#) [Playback](#)

Psychological Safety Components

Month	Component	Status
November 2020	COURAGE	
	ENGAGEMENT	
	FLEXIBILITY	
	LEARNING	
	OPENNESS	
	RESILIENCE	

[Compare with previous period](#)

Impression Management Alerts

Team members are actively trying to avoid giving the appearance of being:

Behavior	Count
Incompetent	6
Ignorant	6
Negative	4
Intrusive	4

[Compare with previous period](#)

Team Engagement

Employee	Score
Sam	8
Mike	0
Rikard	41
Anna	22
John	3
Luc	0
Deepa	95
Alexander	2
Ahmed	0

[Set Team Action](#)





THANK YOU