Creating Psychological Safety with a Situational Approach to Leadership

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HOPE

IPMA» | international project management association
SOUTH AFRICA

PEOPLE
PURPOSE
PERFORMANCE

HOPE

PROJECT
PROGRAMME
PORTFOLIO

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The Heart of Human Achievement™

Creating inspired leaders through dynamic, human-powered learning experiences

What is Psychological Safety and is it important to Project Management?

"Psychological safety" – a term first coined in 1965 by Edgar Schein and Warren Bennis. They defined psychological safety as a climate ==_"which encourages provisional tries and which tolerates failure without retaliation, renunciation, or guilt."_==

"an interpersonal climate in which all ==employees feel empowered to speak up== and will lead to fewer errors and better performing teams." <u>Amy Edmondson</u>

"Psychological safety is the belief that ==one will not be punished or humiliated for speaking up== with ideas, questions, concerns, or mistakes." Wikipedia
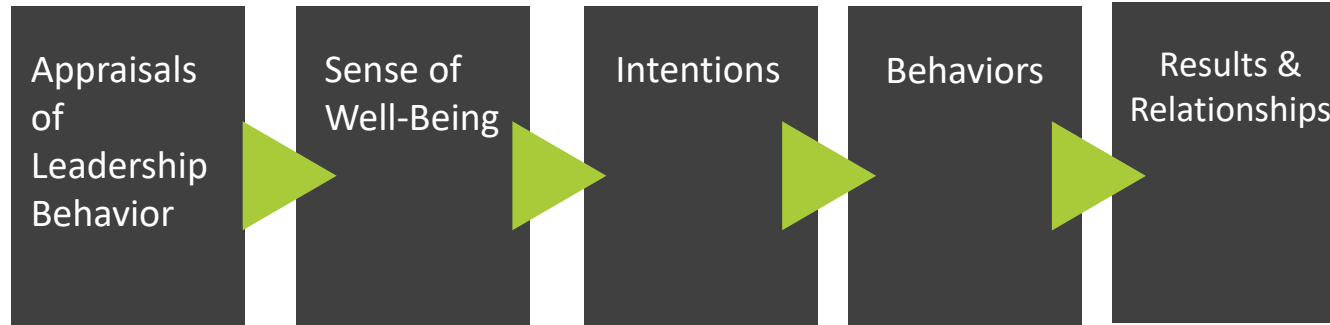
The best leaders are intentional about creating psychologically safe environments

"Psychological safety is an enabling condition for effective teamwork. Conversational capacity is an enabling competence for creating it. " Craig Weber

Best Leaders create

Optimally Motivating environments

that leads to Psychological Safety

Appraisals of Leadership Behavior	→	Sense of Well-Being	→	Intentions	→	Behaviors	→	Results & Relationships

To:
1. do above-average work,
2. give discretionary effort,
3. be a good citizen,
4. stay,
5. endorse

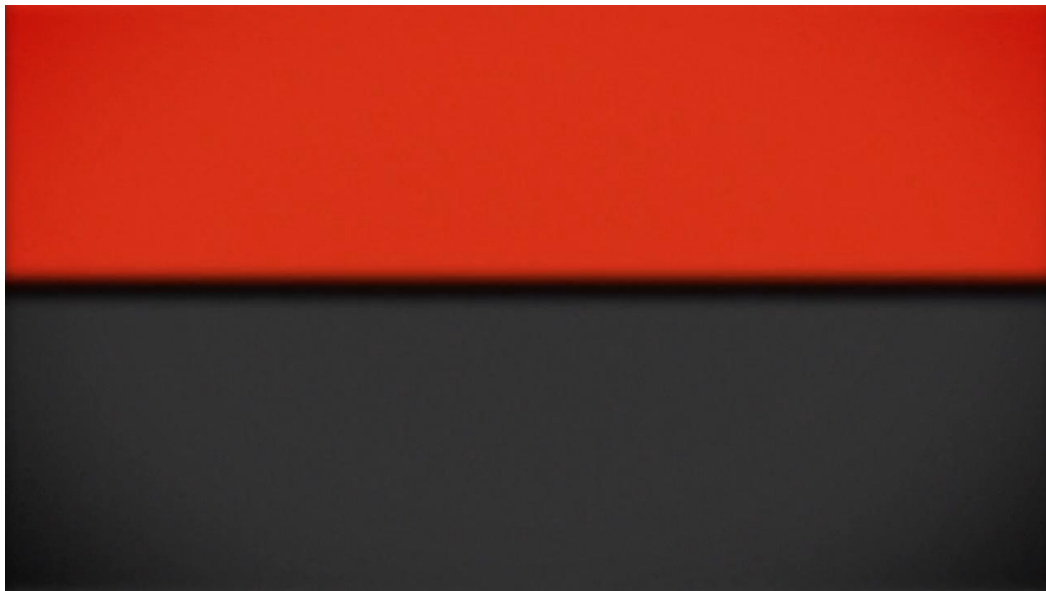## Psychologically Safe environments that achieve success thrives on?

1. Servant Leadership
2. Trust
3. A situational approach to leadership (Flexibility in Leading)

1. Servant Leadership

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Servant Leadership by Ken Blanchard

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What's love got to do with it?

Servant Leadership Mindset

Build a community that people feel they are part of and can identify with. **Trust** is the skill needed.

Think of others first by leading with heart and asking yourself whether you are here to serve or to be served. **Listening** is the skill needed

Turn the organizational pyramid upside down so that rather than employees being responsive to managers, they become responsible and able to respond. Giving and receiving **Feedback** is the skill needed.

The Mindset of a Servant Leader

To consider the shift to a
servant leadership approach,
leaders are asked:

_____

*Am I here to serve,
or to be served?*

—Ken Blanchard

2. Trust

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ABLE
Demonstrates Competence

Expertise
Results
Effectiveness

BELIEVABLE
Acts with Integrity

Honesty
Values
Fairness

CONNECTED
Cares about Others

Benevolence
Communication
Rapport

DEPENDABLE
Honors Commitments

Reliability
Accountability
Responsiveness

Restoring Trust

Acknowledge

- Admit your mistakes.
- listen with empathy.

Apologize

- Express remorse.
- Say "I'm sorry"

Act

- Identify actions to take.
- Set a check-in time.
- Actions speak louder than words

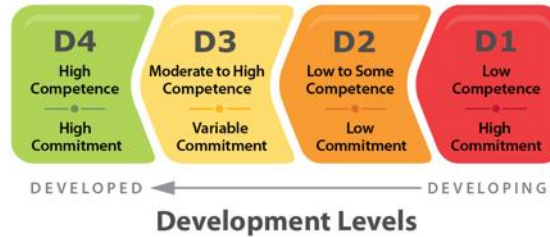# 3. SLII®. Powering Inspired Leaders™

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The SLII® Model

5. Support

4. Direction

3. Commitment

2. Competence

1. Goal

Three Skills of SLII

1 Goal Setting
Collaboratively aligning on what needs to be done, by when

2 Diagnosing
Collaboratively assessing an individual's competence and commitment on a specific goal

3 Matching
Using a variety of leadership styles, comfortably, to provide individuals with what they need

ALIGN

SLII® isn't something you do **to** people;

it's something you do **with** people.

Ubuntu... I am because You are!

Outcomes of psychologically safe environments:

1. People tend to work harder.
2. People give discretionary effort.
3. People speak positively about the organization.
4. People stay.
5. People share best ideas and contribute.
6. People trust their leader.
7. People are engaged and self motivated
8. Higher success rate in achieving project goals

"Employees who are not engaged or who are actively disengaged cost the world an estimated $7.8 trillion in lost productivity. And in 2021, just 21% of employees were engaged at work. [1] ") Gallup, The World's $7.8 Trillion Workplace Problem.

Psychologically Safe environments thrive on?

1. Servant Leadership
2. High Trust
3. A situational approach to leadership (SLII)

Any Questions?

Thank you

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