

*“Safety is not the absence of threat. It is the presence of connection.” Gabor Maté*



**Psychological Safety and Burnout**



**Re:markable**

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Take it in turns to introduce yourself and share:

How are you REALLY feeling this morning?  
(emotionally, mentally)?

Is there anything you need to let go of to be fully present for this session?

2016 Study, Czech Rep, Nurses

Amy Edmondson – 20 years of research - People and teams who experience psychological safety are:

- More collaborative
- More creative/innovative
- More productive
- More inclusive and benefit from greater diversity of people and thinking
- More resilient/responsive and adaptive to change
- Better able to take managed risks and achieve excellence



Think of a time...

When you had something you wanted to say that was **work relevant**.

An idea.

A question.

A concern.

You were sure it mattered, *but you weren't sure enough.*

**SO YOU HELD BACK.**

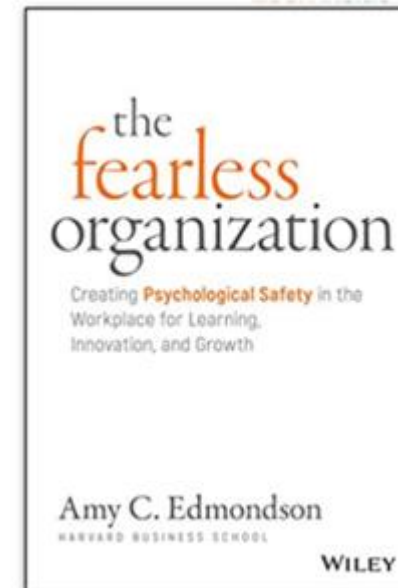
# Could you come up with an example?

No. That's never happened to me. **A**

Yes, and it was recent. **B**

Yes, but it was in an earlier role or another organisation. **C**

*“A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.”*



- *Avoidable failure*: people are more focused on avoiding failure than getting the most out of work. Also, people tend to make more mistakes that could have been avoided if PS would have been high.
- *Dangerous silence*: people who are aware of the risks of the situation, do not dare to speak up for fear of being called out or punished for it.

It's a lesson we're continually needing to learn.

[www.bbc.co.uk/news/health-60434299](http://www.bbc.co.uk/news/health-60434299)

*"I ... wrote a long email to my line managers, to the chief executive, outlining the severity of the problems as I saw it - incidents of dysfunctional culture, of bullying, of the imposition of changes in clinical practice that many clinicians felt was unsafe.*

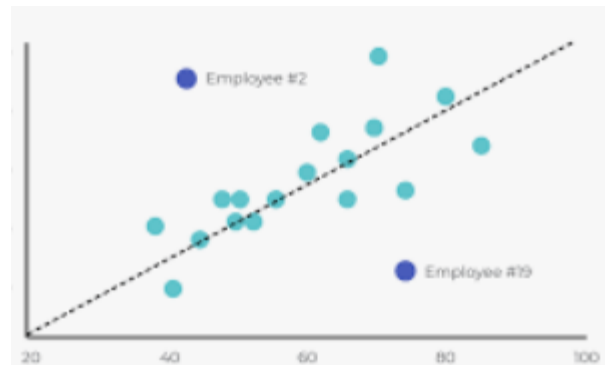
*... within the maternity department, the deteriorating culture made staff increasingly "anxious" and "cautious", making their performance "less than ideal."*



“Teams that share a sense of togetherness, belonging and collaborative problem solving are better prepared to deal with burn-out.”

**VOTE FIRST, then DISCUSS.**

**And Embrace the OUTLIERS.**



**In my organisation, I experience consistent, high levels of psychological safety.**

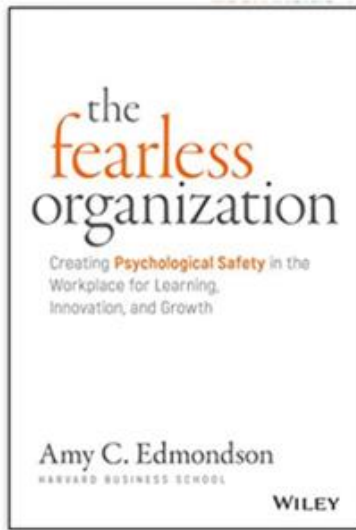
Strongly agree

Agree

Neutral/It depends

Disagree

Strongly Disagree



[Google's Project Aristotle](#)

[Amy Edmondson's TED talk](#)



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