

Building Trust & Psychological Safety

Although trust and psychological safety have a lot in common, they are not completely interchangeable concepts. A key difference is that **psychological safety** is thought to be experienced at the **group level** — most people on a team tend to have the same perceptions of it. While **trust** usually relates to interactions between **two individuals or parties** (Edmondson, 2004).

Psychological safety is a shared belief that the team is safe for interpersonal risk taking.	Leaders must either invest a reasonable amount of time attending to fears and feelings,
<p>Build Psychological Safety</p> <p>Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.</p>	<p>Building Trust</p> <p>Trust is my faith in your ability or word</p> <p>Trust includes the degree to which I believe you will look out for my best interests</p>
<p>At all times</p> <ul style="list-style-type: none"> Practice self-reflection & self-awareness Frame the work: set expectations about failure, uncertainty, and interdependence, emphasize purpose, destigmatize failure Demonstrate situational humility & acknowledge gaps Practice inquiry <ul style="list-style-type: none"> Ask good questions Model intense listening Respond productively <ul style="list-style-type: none"> Don't blame - ask how we can get back on track Be willing to be wrong Express appreciation Seek to understand <p>Specific Conversations</p> <ul style="list-style-type: none"> Use a quiet area to prevent distractions Schedule ahead of time Physical safety - Allow for physical space between you and the other person 	<ul style="list-style-type: none"> Show respect in little things Show personal integrity Keep your commitments Only make promises you can keep Meet expectations Clarify expectations carefully Apologize sincerely when you make a mistake Seek to understand the other person Believe in their potential to change or improve Solve problems through direct communication Compromise is productive, do it in communication, not in your mind alone Ask non-assumptive questions Practice deep listening - suspend judgment Look for the positive - acknowledge the intent first Validate success or new effort Share credit generously

* Bold Indicates items found on both lists

Building Trust & Psychological Safety Tips

Preparing for Your Conversation

- Plan for a face-to-face conversation.
- Use email for stating purpose, agenda, desired outcome, time/date, and place.
- Write out and refine your opening statement. This is where many difficult conversations begin to fail. It is very hard to recover from a poorly crafted and poorly delivered opening statement. Your opening statement can be viewed as an honest invitation or it can be perceived as a threat that actually shuts down the other person. This is why it is critical to write down and rehearse your opening statement until you are satisfied that it communicates exactly what you want to say.
- Speak human to human. Underlying every person are universal needs such as respect, competence, social status, and autonomy. Your opening statement has the greatest chance to influence a positive result.
- Use “I” statements
- How do I feel about this situation?
- What might they be feeling?
- What are my relevant past experiences?
- What are three ways my listeners are likely to respond?
- How will I respond to each of those scenarios?

Crying It is not uncommon for anyone, suddenly faced with uncomfortable facts, to get emotional and cry. Most managers and supervisors hate dealing with tears. The tears may be spontaneous and real, or they may be crocodile tears to throw the conversation off track.

In either event, it is best to show some sensitivity, but not let yourself be derailed from the conversation. You may say something like: “I’ll give you a few moments to compose yourself.”

But after some time, continue the conversation: “I fully understand how this is a tough topic to discuss, but now that you’re more composed, how can we solve this situation?”

When they get off track.

You may be able to get the conversation back on track by saying something like, “That’s a separate issue and if you’re serious, we can talk about that later. I’ll gladly hear you out about that. Let’s try to solve the issue before us first.”