

**DRIVEN TO MAKE
A DIFFERENCE**

Building Psychological Safety at ESB

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NET ZERO

BY 2040

- Overview of ESB's safety culture journey
- How does our approach to safety culture tie into psychological safety?
- The role of leadership and coaching conversations
- Why is psychological safety relevant for your organisation?
- How can I measure psychological safety?
- Observations / Questions / Thoughts

Overview of ESB's safety culture journey

ESB Initiatives



Leading through our values



Empower HR



Social Purpose

Inclusive Leadership

The Way We Work at ESB

Inclusion & Diversity



A number of parts working together create the whole picture



My F and

Customers eCentre



Digital Tools

Innovating Everyday for a brighter future



Powering Ahead

Leaders for a Brighter Future

ESG

SAFE & SOUND Because we care

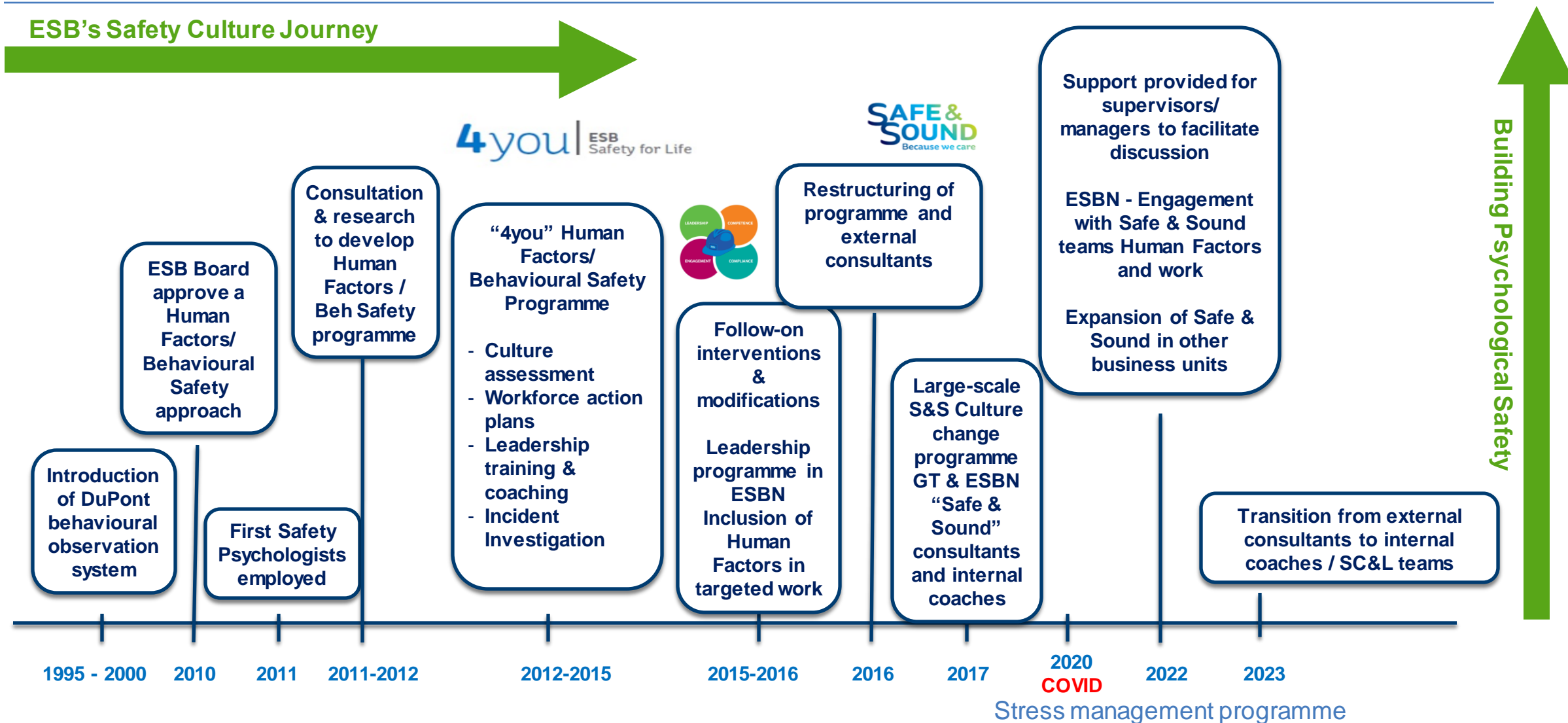
Manager Essentials



Success Factors



ESB's Safety Culture Journey



How does our approach to safety culture tie into psychological safety?

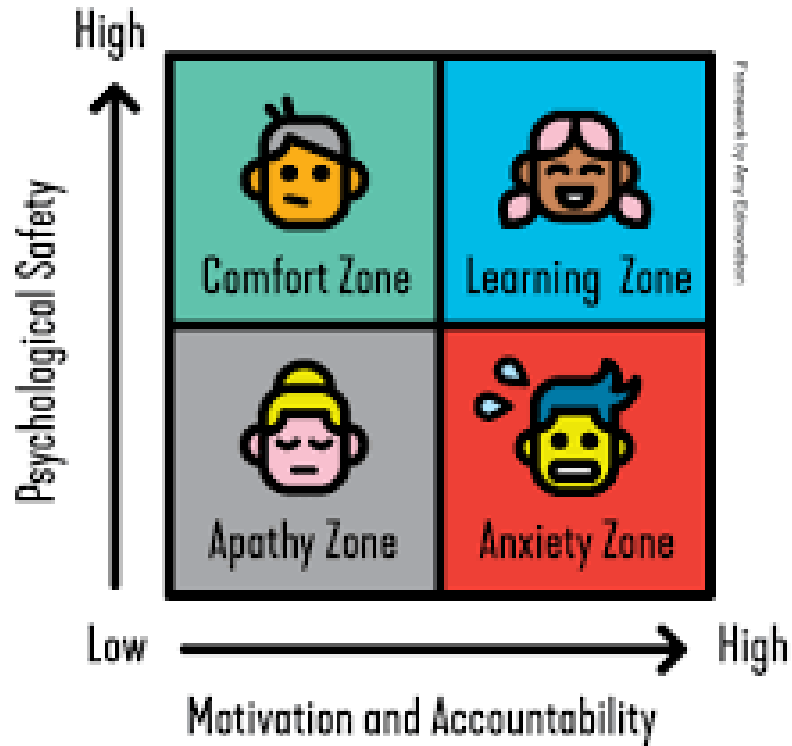
Psychological safety is “the belief that you won’t be punished or humiliated for speaking up with ideas, questions, concerns or mistakes”.

Amy Edmondson

- ✓ Have a new and deeper level of relationship with themselves and others
- ✓ Take personal responsibility for the safety and wellbeing of themselves and others
- ✓ Are empowered to make different and better choices
- ✓ Climate to speak up / inclusion
- ✓ Be recognized for and take pride in their accomplishments; and
- ✓ Are and feel appreciated for their contribution

✓ Give and receive feedback	✓ Ask difficult questions
✓ Raise issues and concerns	✓ Ask for help
✓ Share alternative viewpoints	✓ Offer solutions to problems
✓ Ask for clarification	✓ Admit errors

Psychological Safety *describes a team climate characterised by interpersonal trust and mutual respect in which people are comfortable being themselves.*



Getting the balance right.

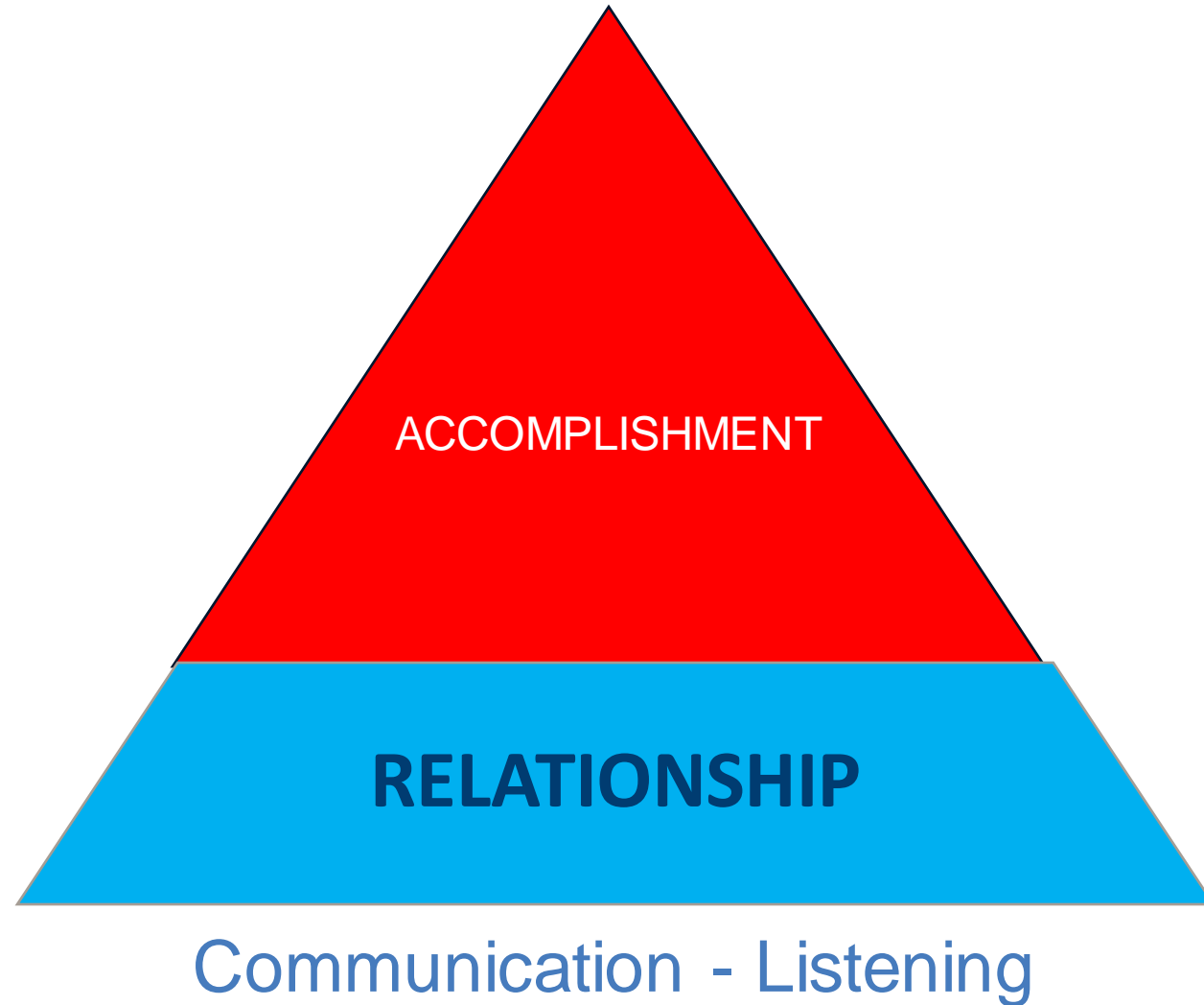
Consider what zone do you / your colleagues operate in?

- Stunted growth, stagnant;
- Disengaged, checked out;
- Stressed out; or
- Learning, supported and growth

Imagine the difference if we lived in the learning zone what benefits could that bring.

How do we support the learning zone?

- With ourselves
- With each other
- With what matters
- With the task at hand



Good Communicator

- COMMUNICATE**
- Listen
 - Sincere
 - Supportive
 - Open & Honest (even with bad news)
 - Respectful
 - Seeking input
 - Inspiring
 - Encouraging
 - Lead by example
 - Recognition

- FEEL**
- Valued
 - Empowered
 - Motivated
 - Confident
 - Appreciated
 - Engaged
 - Committed
 - Competent
 - Part of a team
 - Safe & Sound!

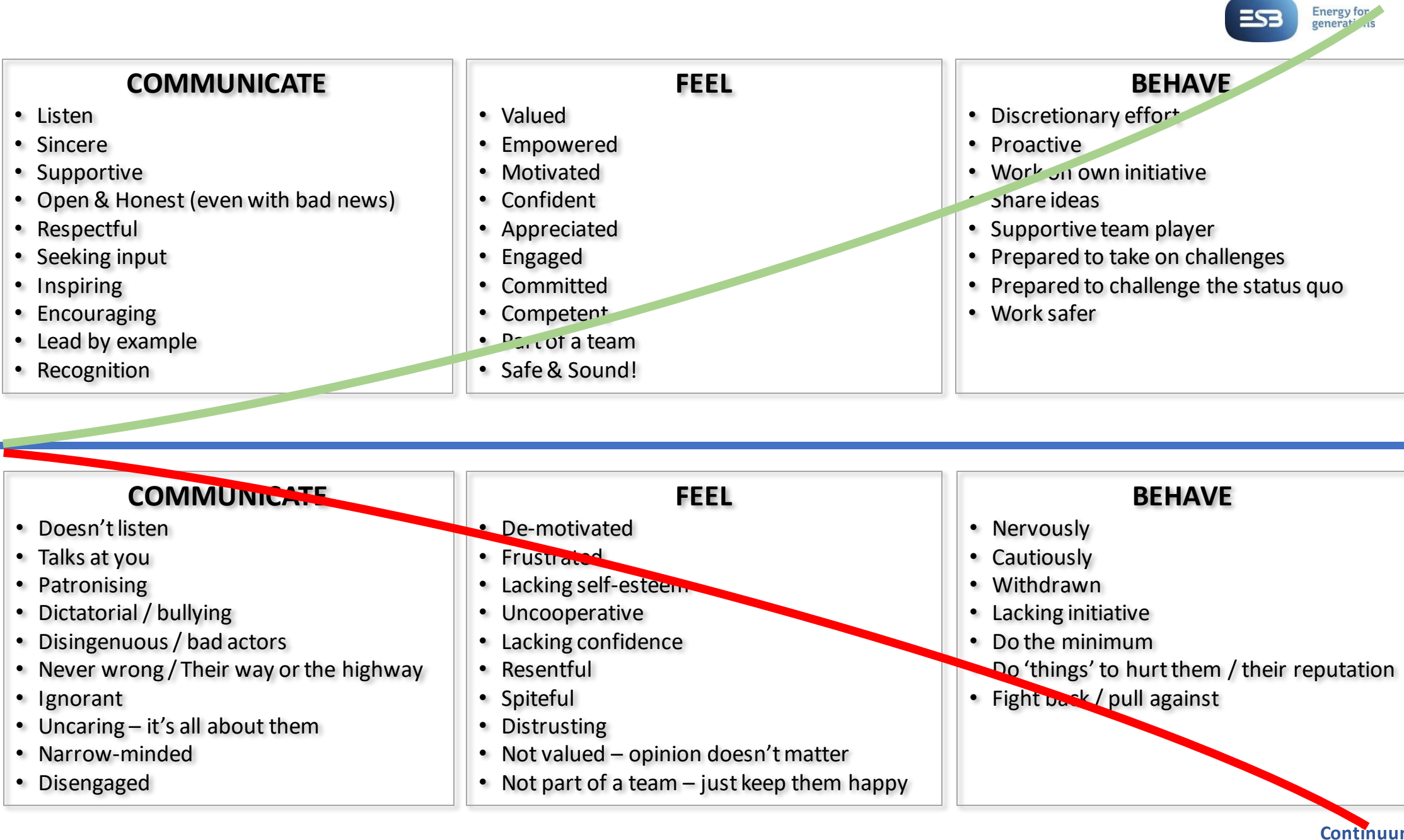
- BEHAVE**
- Discretionary effort
 - Proactive
 - Work on own initiative
 - Share ideas
 - Supportive team player
 - Prepared to take on challenges
 - Prepared to challenge the status quo
 - Work safer

Bad Communicator

- COMMUNICATE**
- Doesn't listen
 - Talks at you
 - Patronising
 - Dictatorial / bullying
 - Disingenuous / bad actors
 - Never wrong / Their way or the highway
 - Ignorant
 - Uncaring – it's all about them
 - Narrow-minded
 - Disengaged

- FEEL**
- De-motivated
 - Frustrated
 - Lacking self-esteem
 - Uncooperative
 - Lacking confidence
 - Resentful
 - Spiteful
 - Distrusting
 - Not valued – opinion doesn't matter
 - Not part of a team – just keep them happy

- BEHAVE**
- Nervously
 - Cautiously
 - Withdrawn
 - Lacking initiative
 - Do the minimum
 - Do 'things' to hurt them / their reputation
 - Fight back / pull against



Continuum

“We commit to an open and inclusive culture where people feel valued and trusted and where everyone chooses to take responsibility for their own safety, health and wellbeing and that of others”



**SAFETY
MUST BE
WHY-BASED**



**PEOPLE
ARE THE
SOLUTION**



**SAFETY IS BUILT
ON PEOPLE'S
STRENGTHS**



**TREAT
PEOPLE AS
FAMILY**





Conversations that Make a Difference

- Checking In
- Completing
- Using Action Language to Accelerate Results
- Feedback

Connecting Hearts

- Listening Humbly and With Purpose
- Acknowledging and Appreciating Regularly
- Sharing Personally
- Creating a Mood of Accomplishment

Shifting Perceptions

- Transforming Complaints to Commitments
- Looking Integrally at your Reality
- Shifting Blame to Empowerment
- Creating Partners for a Vision

The role of leadership and coaching conversations

Slido: Who is responsible for creating psychological safety in a team? (poll)

- Everyone
- Manager
- HR
- CEO

Leadership that is committed to their teams and their teams success and trusts them to come up with the best solutions.

They motivate others to be leaders by *listening, coaching, sharing personally and providing encouragement and support.*

Dr Ronald Heifetz and Marty Linsky

What does it look like in leaders?

	Setting the stage	Inviting participation	Responding productively
Leadership Tasks	<p>Frame the work — Set expectations about failure, and interdependence to clarify the need for voice</p> <p>Emphasise the purpose — Identify what's at stake, why it matters, and for whom</p>	<p>Demonstrate situational humility — Acknowledge gaps</p> <p>Practice inquiry — Ask good questions and model intense listening</p> <p>Set up structures and processes — Create forums for input and provide guidelines for discussion</p>	<p>Express appreciation — Listen, acknowledge and thank</p> <p>Destigmatise failure — Look forward, offer help. Discuss, consider and brainstorm next steps</p> <p>Sanction clear violations</p>
Accomplishes	Shared expectations and meaning	Confidence that voice is welcome	Orientation toward continuous learning

Thank you for sharing...

I am unsure of what is the best way forward here, and would like to hear your thoughts or observations?

Powerful coaching questions: TED

- what would really help here?
- what would you say to me if I were you?
- what do you need?

Amy Edmondson – The Fearless Organisation

Judgement / fear / vulnerability

1. Create space to speak up – channels & avenues

Using tech to ask questions and to ensure you hear everyone's voice – anonymous

Be intentional - time in meetings for discussion– and after meetings (google doc brainshare v brainstorming) Devil's advocate / pre-mortem.

Listening / silence / questions – coaching approach

2. Leading by example – healthy vulnerability and considerate response with people

Create time for checkin – connect on human level

Leaders sharing constructive feedback they received with their team for discussion.

Seeking feedback (agreed shared language)

Informal Recognition (this week I noticed.....)

3. Have and discuss clearly defined expectations – awareness of how we do things around

here (the unwritten rules) Regularly review and share expectations*

What are the unwritten rules in your team

EXERCISE: IS IT OK TO...?		
Say you don't understand	Have a "quiet day"	See you dog in the background of a call
Block time to focus	Turn off your video	Not know things
Ask for feedback	Ask for help	Ask why?
Shift your hours	Use emoji's in an email	Call someone without messaging

Source: School of Life

Why and how can I measure Psychological Safety?



Google = top / key differentiator / regardless of who is on team



Accenture = 50% increase productivity (better engagement and motivation, people feel their contributions matter, culture of learning & improvement, better decision making)



McKinsey Study = 1 in 4 leaders are using behaviours to demonstrate psychological safety

Each team members rates each statement on a scale 1-5 (*team could be replaced by organisation*)
(1 strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree)

If you make a mistake on this team, it is often held against you.

Members of this team are able to bring up problems and tough issues.

People on this team sometimes reject others for being different.

It is safe to take a risk on this team.

It is difficult to ask other members of this team for help.

No one on this team would deliberately act in a way that undermines my efforts.

Working with members of this team, my unique skills and talents are valued and utilized.

- ✓ Think of psychological safety as a must, not a nice to have.
- ✓ Hands → Heads → Hearts
- ✓ Look at your own behaviours / listening / coaching approach
- ✓ Although everyone creates it, team leaders set the tone and have a big impact.
- ✓ Create safe spaces for people to share / speak up. Think about the best way to invite voices in your organisation.
- ✓ Feedback and recognition are critical



Questions, observations, thoughts?

Thank you
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Slido: What are the biggest risks you have taken recently at work? (create a poll)

- Challenged my managers idea constructively
- Took responsibility for a mistake I made
- Asked a tough question at the All Hands / team briefing
- Shared an alternative / unusual idea at a meeting
- Shared a personal challenge I was concerned with
- Shared a concern / worry I had about not having the knowledge to complete a task
- Something else