USING PSYCHOLOGICAL SAFETY TO PROMOTE ALLYSHIP AT WORK

CADIA
CENTER FOR AUTOMOTIVE DIVERSITY,
INCLUSION & ADVANCEMENT
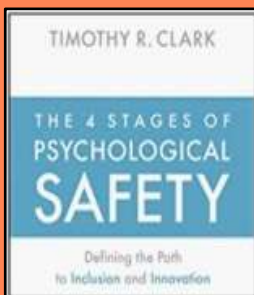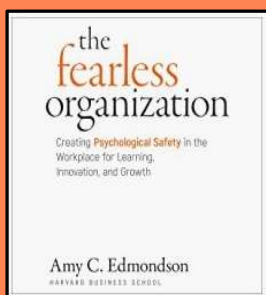
Torri Jenkins

Jenna Jontz

Mary Mbiya

Dounia Millimono

Kelle Shepherd-Bhavsar

Thania Esquivel, CADIA Advisor

Capstone Group 14

Introduction

Gender Allyship, Defined

Gender allyship is defined as the purposeful collaboration of dominant group members (men) with women to actively promote gender equality and equity in their personal lives and in the workplace through supportive and collaborative relationships, acts of sponsorship, and public advocacy in order to drive systemic change.

The allyship continuum:

|	
Advocate	Visible in supporting women and encouraging others to do the same, they make intentional choices to advance women in the workplace.
Active	Well-informed and willing to engage women, as supporters they are observing, sharing, and learning to influence others.
Aware	They express some interest and/or desire to engage women in the workplace and are in the process of learning and observing.
Ambivalent	They may not realize they are hindering equality in the workplace and may even be indifferent to the concept of allyship.
Anti	They actively work against women in the workplace, degrading and devaluing female colleagues on a regular basis.

Source: Integrating Women Leaders Foundation (IWL)
2022 State of Allyship-in-Action Benchmark Study

HBR
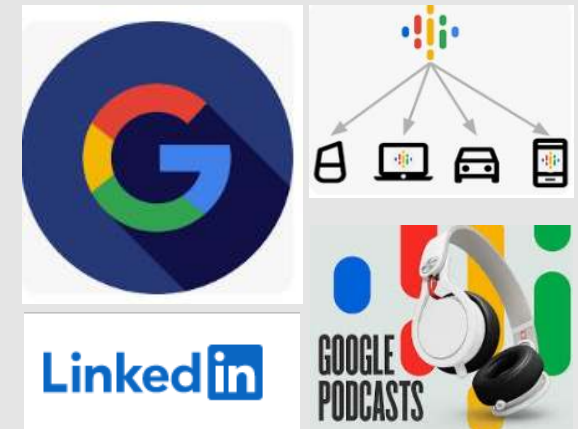
Why Psychological Safety Is Essential For Your Team's Success

Marc Vollebregt
Founder of AVEC | Making working together work
Published Jun 5, 2018
+ Follow

What makes an effective team? By doing more than 200 interviews and researching over 180 teams, Google did extensive research to answer this question.
As turned out, "*Who* is on a team matters less than *how* team members interact and structure their work" (or *how* they work together).
Google identified *psychological safety* as the key characteristic of effective teams. What is it, why is it so crucial, and more important, how can you create *psychological safety* in your team?

Psychological Safety

200 **180**

Why Psychological Safety Is Essential For Your Team's Success (linkedin.com)

Inclusion Safety

Inclusion Safety

Inclusion safety means accepting people simply because they are human, and all humans have worth

It's extending association and connection—agnostic of rank, status, gender, race, appearance or any other defining characteristic

Inclusion safety does not have to be earned; it's owed to each of us because we are human

When people have inclusion safety, they can bring their authentic selves to work

"Behave until you believe." That's not "fake it 'til you make it."
- You need to authentically strive to be inclusive with real intent
- Actions speak louder than words

*Diversity + Inclusion + Equity = **Belonging** is about feeling seen, heard, and welcomed, knowing that we matter as an essential team member.*

What Can Companies Do to Promote Inclusion Safety?

How to Promote Inclusion Safety

Encourage managers and employees to communicate openly.

Companies can create more inclusive cultures by truly practicing the concept of inclusion safety creating a safe place to express concerns or misunderstandings.

Pay attention to everyone at the table.

Educate employees about unconscious biases.
- Acknowledge and show sensitivity and appreciation for cultural differences on teams
- Take a free Harvard Implicit Association Test https://implicit.harvard.edu/implicit/takeatest.html

Work to decrease the presence of "The Only" in the room.

When they are not "the only" player, people do better (i.e., the only woman, the only woman of color, the only person of color)

Create and Foster Trust

A recent study by EY reported that less than 50% of employees trust their bosses and employers (from Timothy Clark's *The 4 Stages of Psychological Safety*)

A 2022 *Harvard Business Review* article stated that two-thirds of employees who quit did so because they didn't feel included, valued, respected, trusted or cared for and that women and underrepresented groups were more likely to be looking to leave their employers for these reasons (Research: Men Are Worse Allies Than They Think by David G. Smith, W. Brad Johnson, Kim Graham Lee and Jeanette Thebeau)

Would These Employees Feel INCLUDED and Safe at Your Company?

Learner Safety

LEARNER SAFETY

Timothy Clark, in his book, 'The Four Stages of Psychological Safety,' states that this is the phase where a person feels safe to:

❖ ask questions

❖ give and receive feedback

❖ experiment, and

❖ make mistakes

The person steps out of the passive phase. It implies participation – ACTION.

Creating a Safe Space for Learning

Encourage the Learner
Sometimes the learner may need guidance on how, and the confidence to try.

Get to Know the Learner
This helps build awareness and understanding

Create a Nurturing Environment

Hinderances to Learner Safety

- A hostile environment where fear exists

- An environment that belittles or harshly corrects people in the learning process

How Psychological Safety Affects Team Performance

Mediating Role of Efficacy and Learning Behavior

Article examines mechanisms that influence team-level performance.

Investigates psychological Safety - a shared belief that the team is safe for interpersonal risk taking and a casual model mediated by learning behavior and efficacy.

It also explains how learning behavior affects the team's efficacy.

Self Efficacy is the individual's belief in their capacity to act in the ways necessary to reach specific goals

Sehoon Kim, Heesu Lee and Timothy Paul Connerton

Would these employees feel Psychologically Safe to LEARN at your company?

Contributor Safety

Contributor Safety

Bob Donnan-USA TODAY Sports

*Diversity + Inclusion + Equity = **Belonging**
is about feeling seen, heard, and
welcomed, knowing that we matter as an
essential team member.*

Contributor Safety addresses the need of people to make contributions that are meaningful, to exercise critical thinking, and ultimately to make a difference.

In an environment that's safe to contribute to, people are empowered with autonomy, with some guidance or coaching, and some encouragement and recognition. They are then evaluated based on the outcomes of their efforts.

There is a need for balance as too little contributor safety would lead to micro-management, but too much of it may look like a disorganized chaos.

In the corporate world, it applies to Execution (i.e. the creation and delivery of value today) and Innovation (i.e. the creation and delivery of value tomorrow).

This phase is usually experienced after graduating from apprenticeship.

What Can Companies Do to Promote Contributor Safety?

How to Promote Contributor Safety

Have at least 2 check-ins with a person per day.

In an organization where people are not co-located in the same environment, truly frequent short patterns of interaction are *far superior* to infrequent long patterns of communication to help individuals stay in the zone of high engagement between boredom and burnout.

Be an effective coach.

Transfer critical thinking by moving from the "tell" to the "ask" end of the coaching continuum. Transfer ownership through accountability.

Encourage a spirit of contribution and collaboration

Explain the WHY.
Assign the WHAT.
Delegate the HOW.

detect signs of deflection and then address them

When coaches start to see patterns of deflection (denial, blame, or excuse), responding with curiosity and compassion is not the easy thing to do, but it is the right thing to do. This is where leaders really win or lose in their coaching engagement.

Google's Project Aristotle showed that high-performing teams allowed individual members to learn and grow within the team. Their research also concluded that psychologically safe teams outperform teams with more seniority, tenure within the company, or even teams located within the same office.

Would these employees feel Psychologically Safe to **CONTRIBUTE** at your company?

Challenger Safety

Challenger Safety

The most damaging phrase in the language is "We've always done it this way."

—GRACE HOPPER

Challenger safety satisfies the basic human need to make things better.

As the highest level of psychological safety, it matches the increased vulnerability and personal risk associated with challenging the status quo.

Allows us to feel safe to challenge the status quo without retaliation or the risk of damaging our personal standing or reputation.

Provides respect and permission to dissent and disagree when we think something needs to change and it's time to say so, making room to overcome the pressure to conform and gives us space to innovate and create.

Ask yourself if you feel included, safe to learn, safe to contribute, and safe to challenge the status quo.

Enable Challenger Safety by flattening operational organization

Teams don't innovate unless they are lubricated with the oil challenger safety. –Timothy Clark

Without Challenger safety, people will not innovate because of threats, judgement and other limiting beliefs that block curiosity.

Build Confidence in Your Team.
Stretch your team members having them take turns leading reoccurring meetings.

Think about the Impact verses the Intention.
Purpose weekly trainings with all team members sharing, even green engineers or entry level. This will send the message that everyone is valued and can contribute to the effort of innovation.

Decrease the emotional cost to challenge the status quo.
This can be done by implementing a routine on requesting the team to challenge specific things and discuss ideas.

Remove Sign of Superiority
While this comes with being a manager naturally, just make yourself available.

Always protect the team's right to speak up.
Including from team members who want to silence others.

19

Would these employees feel Safe **CHALLENGING** the Status Quo at your company?