The Royal College of Radiologists

REAP – Session 3
Tools for Challenging Bias & Discrimination

Dr Qaiser Malik
RCR Medical Director Membership & Business

Dr Katy Clarke
Oncologist, Leeds Teaching Hospitals Trust
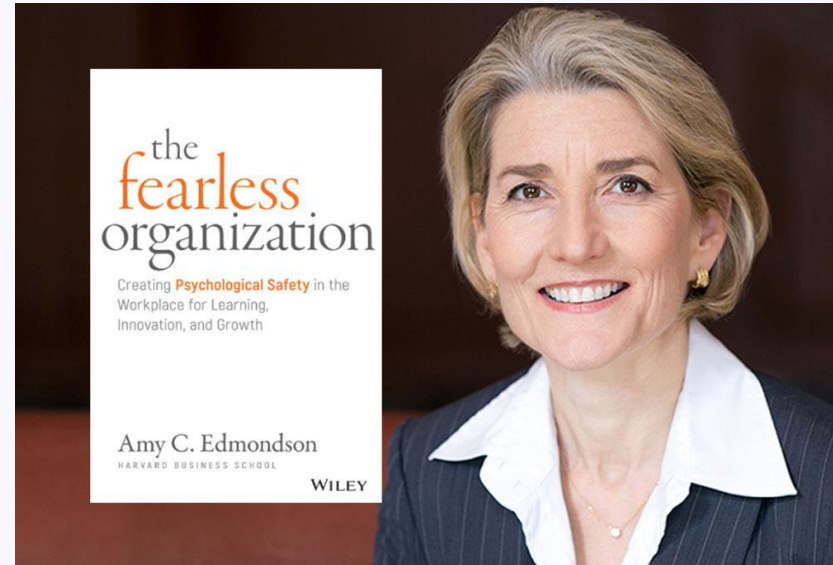
11 July 2024 – 5.30-7pm

Psychological Safety

Shared belief held by team members that it is OK to take risks, to express their ideas and concerns, to speak up with questions and to admit mistakes – all without fear for negative consequences.

Prof Amy Edmondson

https://youtu.be/LhoLuui9gX8

Edmondson – in her PhD – looked at healthcare organisations – teamwork and errors - her hypothesis was that the more efficient and effective organisations and teams made the least errors.

However – it transpires that the better teams seemed to make more errors

New hypothesis – better teams are more confident in reporting / recording their errors

TEAM PYSCHOLOGICAL SAFETY

Team Psychological Safety

It is a TEAM level trait and phenomenal – though it is felt at the individual level and enacted by the individuals – the ethos has to be come from the TEAM environment

It is incumbent on team leaders to foster an environment of psychological safety

This has to be from the 'top down'

Why is psychological safety important

1 - psychological safety leads to team members feeling more engaged and motivated, because they feel that their contributions matter and that they're able to speak up without fear of retribution

2 - it can lead to better decision-making, as people feel more comfortable voicing their opinions and concerns, which often leads to a more diverse range of perspectives being heard and considered

3 - foster a culture of continuous learning and improvement, as team members feel comfortable sharing their mistakes and learning from them

Innovation, creativity, resilience and learning

Extensive research across a multitude of industries – including healthcare have demonstrated that:

who was on a team mattered less than *how* the team worked together - the most important factor was psychological safety – including at Google / Virginia Mason

The lack of psychological safety has been shown to:

Have negative impact of employee well-being, including stress, burnout and turnover as well as overall performance of the organisation

Psychological Safety - history

As a concept since 1965 – 'learning anxiety' especially when something doesn't go as they'd hoped or expected.

Academics have discovered some important nuances- eg psychological safety seems to matter more in work environments where employees need to use their discretion - The relationship between psychological safety and performance is stronger in situations where the results or work aren't prescribed for example creative, novel, or truly collaborative.

Latest research is looking at Hybrid working and the impact on psychological safety, as well as diversity – studies are demonstrating the more diverse a team – then the more psychological safety there is likely to be resulting in better performance

How to assess your teams Psychological Safety

Edmondson's survey

1. If you make a mistake on this team, it is not held against you.

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

3. People on this team sometimes accept others for being different.

4. It is safe to take a risk on this team.

5. It isn't difficult to ask other members of this team for help.

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

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

How to create psychological safety

Very challenging to create an environment where CANDOUR and VULNERABILITY are welcomed and encouraged

Before – need to understand the usual status quo - natural for people to hold back ideas, be reluctant to ask questions, and shy away from disagreeing with the boss

No one wants to look ignorant / incompetent / intrusive / negative

EASILY managed:

Don't want to look ignorant – DON'T ASK QUESTIONS

Don't want to look incompetent – DON'T ADMIT TO WEAKNESS OR MISTAKES

Don't want to look intrusive – DON'T OFFER IDEAS

Don't want to look negative – DON'T CRITIQUE THE STATUS QUO

Break this down to create an environment whereby we overcome this fear – everytime we 'MANAGE IMPRESSIONS' – there is a lack of innovation / loss of opportunity to LEARN

HOW:

Establish, clear norms and expectations - predictability and fairness

Encourage open communication

Actively listen to employees

Team members feel supported

Show appreciation and humility

Specific tactics

1 - Make clear team members voices matter

You have to override the instinct to stay silent by setting the stage for them to speak up

Everyone's opinion matters

Demonstrate impact on outcomes – actually makes a difference

2 – Admit your own FALLIBILITY

As a leader – own up to mistakes

Demonstrate learning

Pave the way for others to be vulnerable by demonstrating your own vulnerability

Show how the solution may not come from the most likely source

3 – Actively invite input

Bring in people who don't usually speak up

Ask open ended questions of the team

4 – Move from blame culture to curiosity culture and a LEARNING MINDSET

Be appreciative of all inputs no matter how 'whacky'

Don't shut down voices and ideas

Positive and productive encouraging feedback

Important Myths

1 – its not about being NICE – in fact many 'NICE' work places lack candour and openness due to over the top politeness and NICENESS

2 - Psychological safety doesn't mean COMFORT – often admitting to mistakes or pointing out errors is uncomfortable.

Taking risks can be their very nature be outside of the comfort zone

3 – It is not a personality trait – extroversion v introversion – it is the work climate that will elicit a similar response from all individuals irrespective of personality traits

4- Psycological safety is not at the expense of performance – in fact the opposite

Accountability for Meeting Demanding Goals

		LOW	HIGH
Psychological Safety	**HIGH**	**Comfort zone** — Employees really enjoy working with one another but don't feel particularly challenged. Nor do they work very hard. Some family businesses and small consultancies fall into this quadrant.	**Learning zone** — Here the focus is on collaboration and learning in the service of high-performance outcomes. The hospitals described in this article fall into this quadrant.
	LOW	**Apathy zone** — Employees tend to be apathetic and spend their time jockeying for position. Typical organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions but the preferred modus operandi is to curry favor rather than to share ideas.	**Anxiety zone** — Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant.

RADIOLOGY / MEDICINE

Freedom to speak up champions

Duty of Candour

REALM meeting

Goverance structures / CIs / SIs

Safe Learning Environment Charter

Training the leaders in these concepts esp around culture change

Level up the hierarchical structure that has existed in healthcare

Advanced practice

BARRIERS – GMC / existing norms / litigation /

MSE RADIOLOGY JOURNEY

I did the survey:

Fostered innovation

Culture of education

Equality / Diversity is at the core
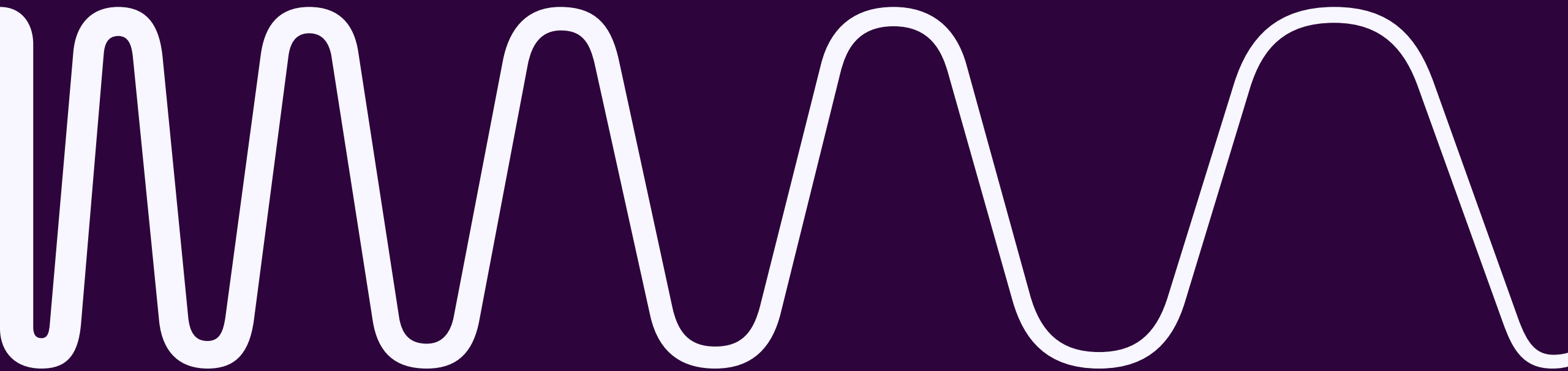
Established hybrid working

Leaders have always demonstrated fallibility

Provided platforms to all comers

Not precious

Team / Family environment

Thank you
Questions?

Next session is on 1 August 2024
International Medical Graduates

Any queries please contact:
professionalnetworks@rcr.ac.uk