



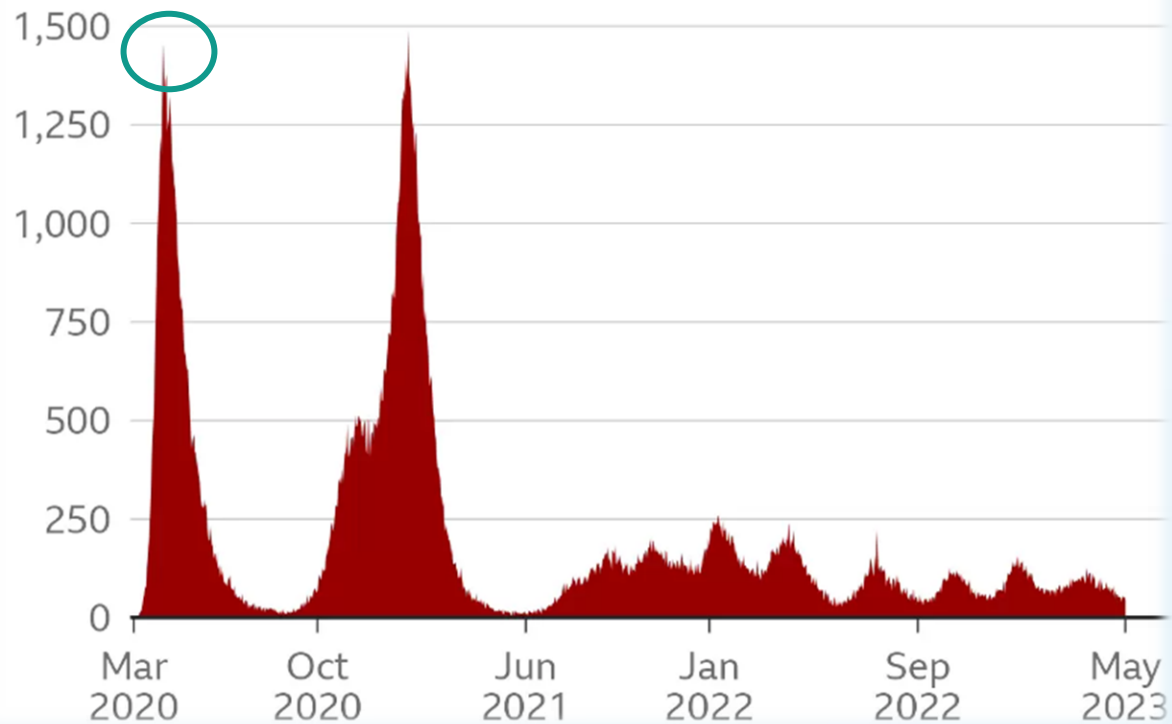
Cultivating the culture of a well led team

Dr Graeme Flaherty-Jones

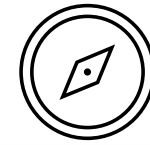
Consultant Clinical Psychologist & Clinical Director

Deaths involving coronavirus

Daily UK deaths where Covid-19 mentioned as one of the causes on death certificate, 5 Mar 2020 to 5 May 2023

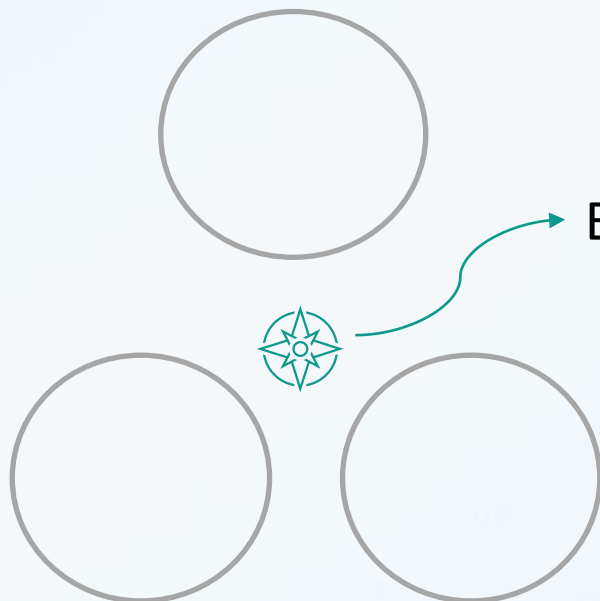


Values Based Leadership



Values – guiding principles that shape the behaviour, decisions and actions of the team.

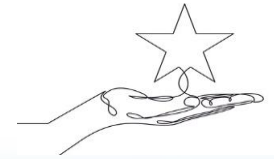
Personalise the values for your team – how?



E.g., Collective responsibility

Values practiced habitually = culture

Values



Team Culture = Values + Behaviour

VALUES

How do we find peoples values?

- Who you are at your natural best
- Usually 3 - 5 for most people

Create recognition, rewards and incentives to those values

BEHAVIOUR

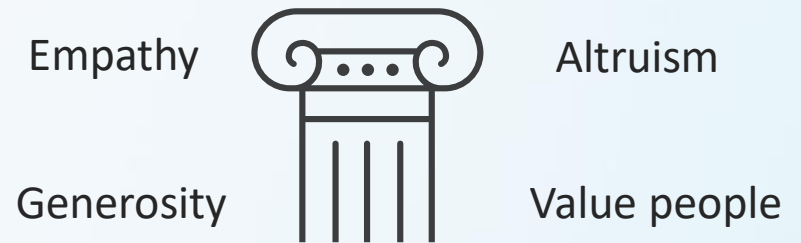
Connecting values of the team - towards a common purpose

Trust

Authenticity



Benevolence



TRUST

Ability



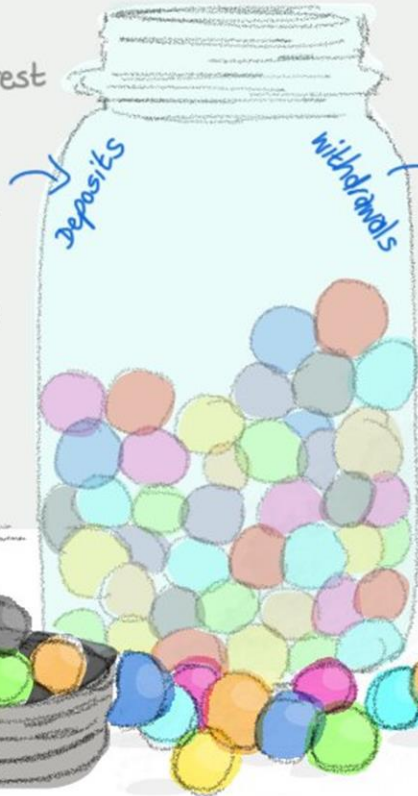
Safety



Trust is Earned

Marbles in the Jar - to build trust + relationships

- ✓ Show genuine interest
- ✓ keep your promises
- ✓ seek their input or opinion
- ✓ show appreciation
- ✓ give your time
- ✓ have their back
- ✓ be vulnerable
- ✓ be present



- ✗ break confidentiality
- ✗ take people for granted
- ✗ have unreasonable expectations
- ✗ dominate conversations
- ✗ 'take' + not give or share

- ✗ cancel/reschedule catch-ups often

- ✓ listen with empathy

Consistency - keep filling the jar!

Psychological safety



- What is it?

Feeling safe to take risks and be vulnerable

- Why is it important in teams?
 - Brings trust and cooperation
 - Increase creativity and innovation
 - Allows us to learn and change
 - Collective engagement = improve outcomes

Psychological safety & accountability



4 Stages to Psych Safety



Safe to Challenge

- To disagree
- To innovate
- Be creative

Safe to Contribute

- Skills
- Knowledge
- Experience

Safe to Learn

- To ask questions
- Make mistakes
- Feedback

Feeling Included

- Accepted
- We matter
- Shared identity

(Clark, 2020)

How to create psychological safety

- Name it - frame it
 - E.g., “this is complex and we may not get it right”

“It is hard to learn, when you already know!” (Edmondson)

- Acknowledge own fallibility & not knowing
 - E.g., “My current best thinking is...” or “I need your help”
- Embrace others learning from mistakes
 - E.g., “thank you for having the courage to share this”

Questions to consider



Rate each question: 1 (strongly disagree) – 5 (Strongly Agree)

1. If I make a mistake in this team, it is not held against me.*
2. Members of this team are able to bring up problems and tough issues.
3. People on this team do not reject others for being different.*
4. It is safe to take a risk in this team.
5. It is not 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 utilised.

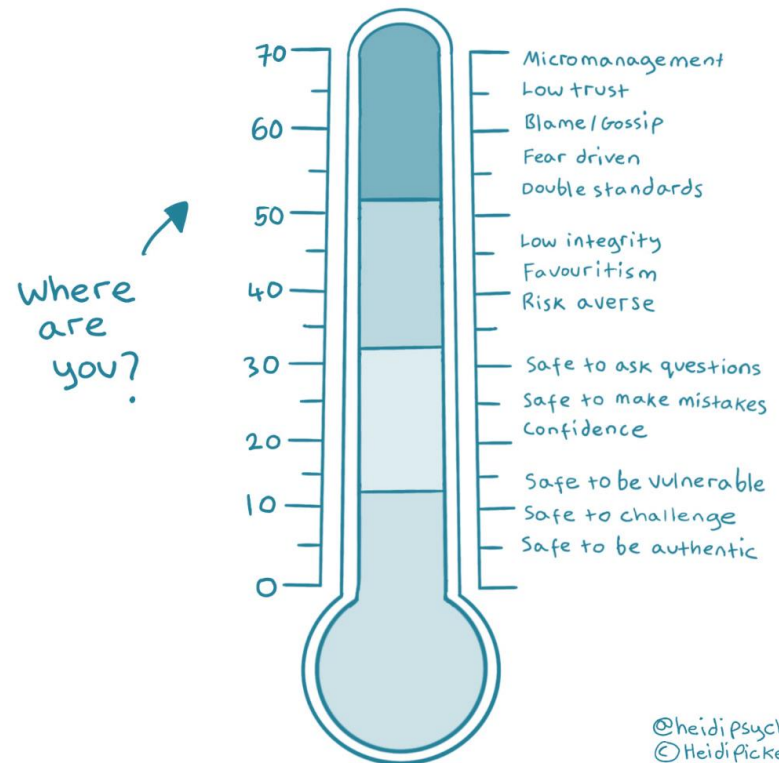
Psych Safety Level

21 or below...?

Things to watch for:

- How mistakes are dealt with
- If people can bring up problems
- How different views and approaches are responded to
- If the team take risks or play it safe
- Are people asking for help

Psychological Safety Thermometer



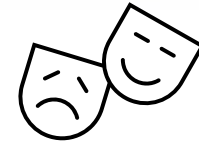
Challenges to Psych Safety



CHALLENGE	TIP to Overcome
We showcase achievements not when things go wrong?!	<ul style="list-style-type: none">• Share your CV of failures• Express gratitude for sharing
Fear giving alternative view to those with perceived authority (loudest voice)	<ul style="list-style-type: none">• Leave senior authority figures last• Come back to those interrupted
People fear not having enough knowledge / expertise to contribute	<ul style="list-style-type: none">• Name it...never shame it!• Model a not knowing position

Values + Trust + Psychological Safety

The wrong kind of right...



- Over-polished
- Glory seeking
- Only the good presented
- End product not the journey

In the journey (and failures) to the right outcome, we learn the ingredients for sustainable progress.

Right kind of wrong



Intelligent failure – lead to unexpected discovery, doesn't cause harm, and generates new learning.

- Takes place in new territory
- Opportunity driven
- Informed by prior knowledge
- Risk is made as small as possible

Collective Responsibility

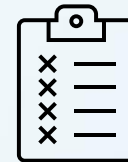


Collective Leadership

- engages all in decision making
- dependent on task or situation (not hierarchy)



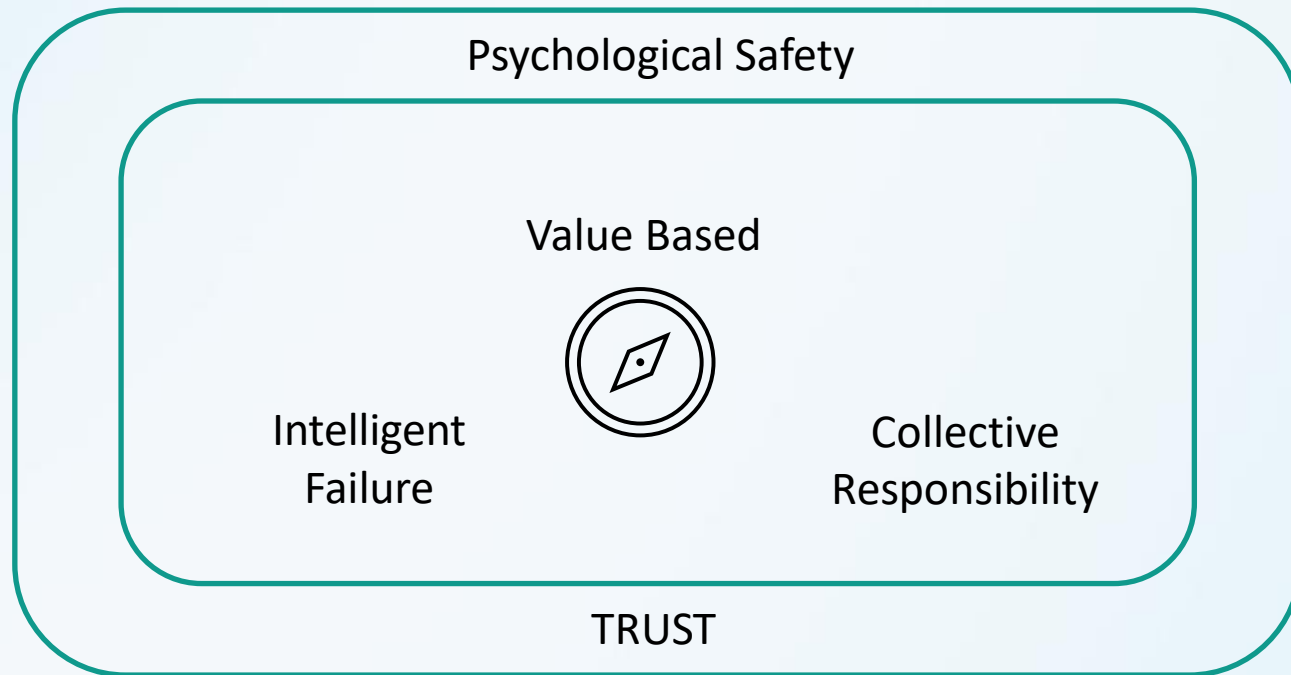
When we win we recognise the contributions of the team.



When we fail, we take collective accountability.

*“Let those that are valuable to us, always feel
valued by us.” (GF-J)*

Culture of a Well Led Team



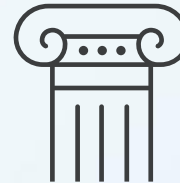
Authenticity



Ability



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Safety

