From “Me to We:”
How psychological safety can help build a great team

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So Why are you here?

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ACADEMIC TRAINING

BSN: UNC-CH
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Macy Faculty Scholar 2014
Harvard Macy Faculty since 2016
Rule #1 for teamwork:
Learning from, with, and about

Interprofessional Education (IPE) is:
“when students from two or more professions learn about, from, and with each other to enable effective collaboration and improve health.”

Interprofessional Practice (IPP) occurs:
“when multiple health workers from different professional backgrounds work together with patients, families, care givers, and communities to deliver the highest quality of care.”
Introduce Ourselves

Often when meeting people for the first time, particularly in a work environment, we default to describing ourselves by our resumes.

CV

ACADEMIC TRAINING

VS.

WHO I AM

WHAT I CARE ABOUT

NARRATIVE

What keeps us from showing our authentic selves?
What Psychological Safety...

Is

Disagreement with civility
Distinguish between ideas and individuals
Elaborate Disagreement
Discrediting and devalue
Discuss what constitutes respect
Accept and expect non-closure

Is Not

Agree to disagree, “tolerance”
Assume positive intent
Toxic positivity
Respect = not critiquing or challenging consensus
Permanent/Static/Universal

Adapted from Arao and Clemens, 2013

Psychological Safety 37

I can deal with tension or conflict without any fear of damaging the relationship

BenLinders.com/PsychologicalSafety  (c) BenLinders

RELATIONAL LEADERSHIP @ CAROLINA
a community of practice for transformation

Summer 2024 Relational Leadership Institute Dates
Monday, June 4  Tuesday, June 11
8:30 am – 4:20 pm each day (on Zoom)

Relational Leadership at Carolina (RLC) is committed to developing relational leadership development program designs for better relations, equitable work and learning environments.
Visit our website to learn more about our upcoming sessions: BenLinders.com/RLC
Transformation begins one relationship at a time.
What is the personal cost when we don’t have psychological safety?

Effect on Patients
a. Alienation
b. Disparities
c. Workforce that doesn’t reflect them

Effect on Providers
a. Increase in burnout
b. Higher rates of depression & anxiety

There is also a cost to the health care system.

And this impacts teams

….And innovation
Rule #2 for teamwork:
Building psychological safety to speak up

Have you ever clearly defined roles and team norms in a group?
- Did you hold folks accountable? How?

Have you ever asked:
- What’s the one thing I could do/change to make working with me easier?
- What brings you joy?—and reflected if that is different than their role?

Gratitude:
- How do you display it?

Building Psychologically Safe Teams

- Question with curiosity
- Counsel with empathy
- Practice with compassion
- Share your authentic self
- Encourage accountability

Strategies to build psychologically safe teams

- Ask:
  - Ask those that know and love you for feedback about your ability to communicate

- Share:
  - Share your strengths and weaknesses with your team

- Question:
  - When you feel a judgment coming on, question with curiosity

- Be:
  - Be consistent in every interaction over and over
Group Norms/Practices

Develop with the team
Ask new team members to review/add/edit
Post for all to see

ACCOUNTABILITY

Sharing Stories and 1:1s

Be curious
What drives you?
What excites you?
Where do you see yourself in the team?
What is one thing....
Be prepared—giving and receiving feedback

Appreciate the team

• How do you show gratitude?
• Recognize (and appreciate) our differences
• Manage conflict (this can lead to innovation!)
Rule #3 for Teamwork: It's not as easy as you think…

“A team of experts, does not make an expert team”

www.quora.com
Arenson, 2016
Let's reflect

How confident were you going into this exercise?
How many of you knew the answer to everything I asked?
• How did it feel when you were wrong?
How many of you didn’t see anything I asked, but saw other things?
How many of you knew the answer, but didn’t respond?
• Why?
Other thoughts?

Now..let’s talk about feedback…
Providing Feedback

When giving feedback, these steps will help you be more effective.

1. Declare Intentions
   - Understand and clarify what you are hoping to achieve with feedback.
   - It may help to give them time to prepare.

2. Check your mindset
   - Start from a place of opportunity and growth.
   - Make it specific, clear, relevant, and constructive.
   - Avoid any unhelpful or authoritarian language.
   - Let the person process. Ask them if they have any thoughts or questions.
   - Expect/accept resistance.

3. Observations + Impact
   - Understand and clarify what you are hoping to get out of providing feedback.
   - It may help to give them time to prepare.
   - It may be helpful to give them time to prepare.

4. Check in
   - Affirm shared value of wanting to get feedback.
   - Set goals.
   - Check your mindset.
   - Ask questions.
   - Set goals.

Receiving Feedback

When receiving feedback, listen for

1. Establish connection
   - Listen for content, not delivery, and ask for details to help with understanding.
   - Ask for details to help with understanding, including feedback.
   - Ask for details to help with understanding, including feedback.

2. Ask questions
   - Create a plan to respond to feedback and set a timeline to check back.
   - Affirm shared value of wanting to get feedback.
   - Thank the person for sharing, particularly if there are substantial power differences.

3. Set goals
   - Direct feedback encourages personal growth.
   - Anonymous feedback encourages personal development.
   - Ongoing feedback encourages personal development.

Tools for Feedback

Don't just rely on an annual review or informal conversation. You can build feedback into how you work together in tangible ways.

- Direct: peer performance reviews, visibility, development
- Anonymous: surveys, happiness surveys
- Ongoing idea collection: feedback drop-boxes, “parking lots”
What Opportunities do you see?

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