

Bård Fyhn

Psykologisk trygghet og effektivt samarbeid



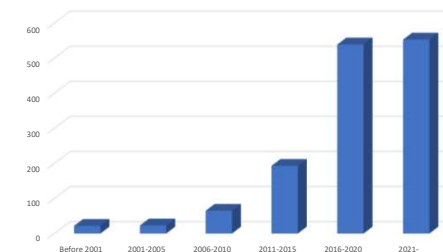
Utgangspunktet



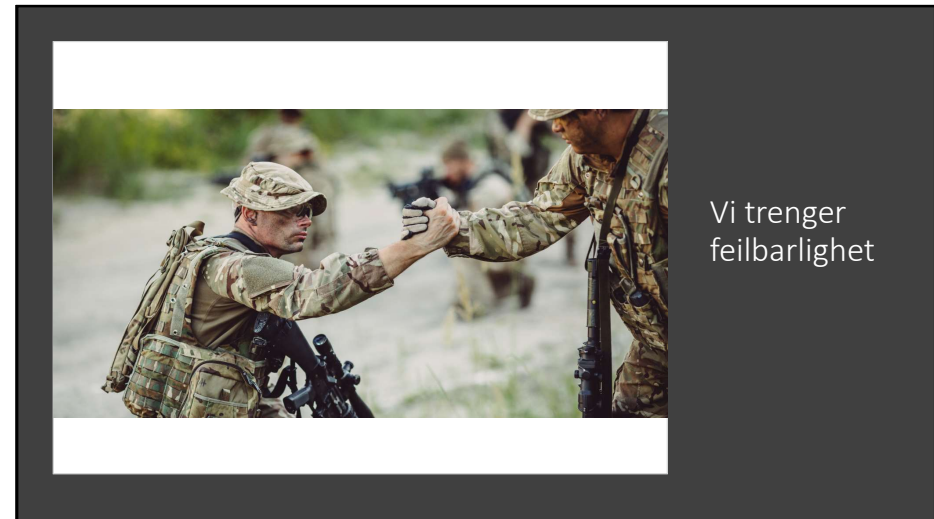
**The best teams aren't just
made up of the top people.**
It's in the way they behave and interact.

<https://unsplash.com/photos/tysecUm5HJA>







Publiserte studier på psykologisk trygghet



Kilde: Bård Fyhn, PhD avhandling 2022.



Psykologisk trygghet i team

		
SETTER PRIS PÅ DISKUSJON	ØNSKER Å HØRE PÅ HVA ANDRE I TEAMET HAR Å SI	KAN SE UENIGHET SOM NOE POSITIVT
		
TILLATES AT NOEN GJØR EN FEIL, UTEN AT DET HOLDES MOT DE	TØR Å GI MER AV SEG SELV I MØTE MED ANDRE	TØR Å SPØRRE ANDRE OM HJELP

Men hold an...

- Effektivt at alle skal si sitt til enhver tid?
- Kan det ikke bli for mye av det gode?
- Skal alle feil aksepteres?
- Handler dette bare om å kose seg på jobb?

Psykologisk trygghet – hva er det ikke?



Hvordan bygge psykologisk trygghet?

Google sitt svar

rework.withgoogle.com

How to foster Psychological Safety on your teams

Demonstrate engagement
<ul style="list-style-type: none"> Be present and focus on the conversation (e.g., close your laptop during meetings) Ask questions with the intention of learning from your teammates Offer input, be interactive, and show you're listening Respond verbally to show engagement ("That makes sense. Tell us more.") Be aware of your body language; make sure to lean towards or face the person speaking Make eye contact to show connection and active listening
Show understanding
<ul style="list-style-type: none"> Recap what's been said to confirm mutual understanding/alignment (e.g., "What I heard you say is..."); then acknowledge areas of agreement, disagreement, and be open to questions within the group Validate comments verbally ("I understand," "I see what you're saying.") Avoid placing blame ("Why did you do this?") and focus on solutions ("How can we work toward making sure this goes more smoothly next time?"; "What can we do together to make a game plan for next time?") Think about your facial expressions-- are they unintentionally negative (a scowl or grimace)? Nod your head to demonstrate understanding during conversations/meetings
Be inclusive in interpersonal settings
<ul style="list-style-type: none"> Share information about your personal work style and preferences; encourage teammates to do the same Be available and approachable to teammates (e.g., make time for ad hoc 1:1 conversations, feedback sessions, career coaching) Clearly communicate the purpose of ad hoc meetings scheduled outside normal 1:1s/team meetings Express gratitude for contributions from the team Step in if team members talk negatively about another team member Have open body posture (e.g., face all team members, don't turn your back to part of the group) Build rapport (e.g., talk with your teammates about their lives outside of work)
Be inclusive in decision-making
<ul style="list-style-type: none"> Solicit input, opinions, and feedback from your teammates Don't interrupt or allow interruptions (e.g., step in when someone is interrupted and ensure his/her idea is heard) Explain the reasoning behind your decisions (live or via email, walk team through how you arrived at a decision) Acknowledge input from others (e.g., highlight when team members were contributors to a success or decision)
Show confidence and conviction without appearing inflexible
<ul style="list-style-type: none"> Manage team discussions (e.g., don't allow side conversations in team meetings; make sure conflict isn't personal) Use a voice that is clear and audible in a team setting Support and represent the team (e.g., share team's work with senior leadership; give credit to teammates) Invite the team to challenge your perspective and push back Model vulnerability: share your personal perspective on work and failures with your teammates Encourage teammates to take risks, and demonstrate risk-taking in your own work

Forskningen sitt svar

Støttende omgivelser

Tilrettelegging av arbeidet

Leder-medarbeider relasjon

Lærende innstilling

Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology, 70*(1), 113-165.

Hva kan ledere gjøre for å bygge trygghet?



BYGGE RELASJONER



AVKLARE
FORVENTNINGER OG
RAMMER



VISE RESPEKT OG
INTERESSE



BE OM OG FØLGE OPP
TILBAKEMELDINGER



SE DEN ENKELTE

Psykologisk
trygghet
er
et *valg*
vi *alle*
tar
hver dag

NHH



Safe Today, Tomorrow, and Together A Dynamic Perspective on Team Psychological Safety

PhD thesis (unpublished)
Bård Fyhn



Psykologisk
trygghet er
ferskvare

Psykologisk
trygghet kan
oppleves svært
ulikt innad i
samme team

Team som bygger psykologisk trygghet over tid...



Bygger relasjoner

- Kjenner alle hverandre?



Skaper felles forståelse

- Vet alle hva som forventes av de?



Støtter hverandre

- Ser vi hverandre?



Oppnår resultater sammen

- Løfter vi fram våre seire?

Jeg vil deg vel

Hvordan vi
alle kan bygge
psykologisk
trygghet
rundt oss



Anerkjenn hverandre



Spør – og lytt



Gå foran

Bård Fyhn
bard.fyhn@nhh.no
<https://gruppetenkerne.com>