



Full Stack Psychological Safety

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Who are we?

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- Lead software engineer at MITRE
- Agile coach
- Detail oriented
- Organized
- Driven

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Deanna Stanley

- Principal software engineer at MITRE
- Agile and DevOps coach
- Creative
- Enthusiastic
- People focused

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\$600 billion a year is lost on employee turnover. In contrast, companies that engineer high psychological safety experience many benefits

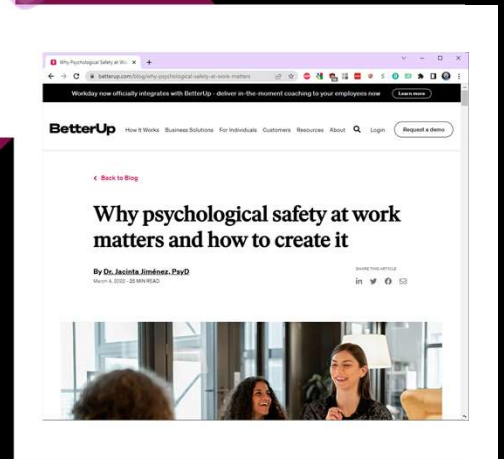
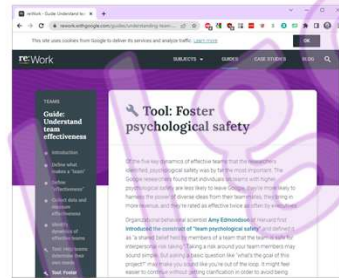
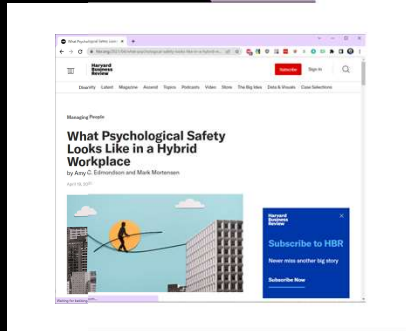
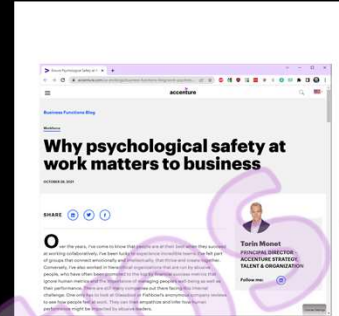
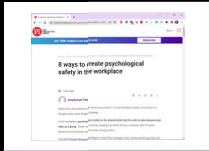
- **76%** more engagement
- **74%** less stress
- **67%** higher probability that workers will apply a newly learned skill on the job
- **57%** workers more likely to collaborate
- **50%** more productivity
- **29%** more life satisfaction
- **26%** greater skills preparedness
- **27%** reduction in turnover

Sources: Gartner Research, [The Missing Element in Nearly Every Learning Strategy](#); Gallup, [State of the American Workforce Report](#); Zak, Paul J., "The Neuroscience of Trust," Harvard Business Review, January 2017, <https://www.accenture.com/us-en/blogs/business-functions-blog/work-psychological-safety>

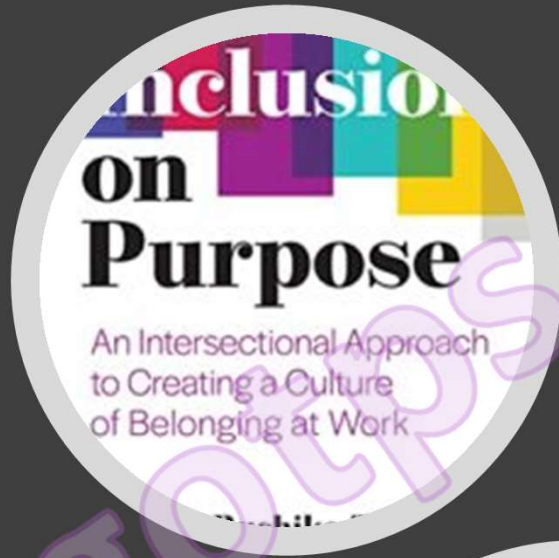
How do you get psychological safety?



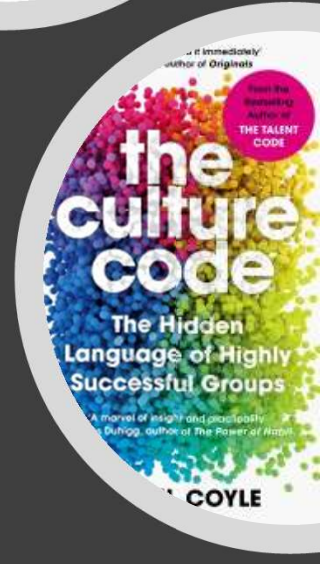
<http://www.gettps.org>



Maybe articles have the secret?



Maybe books have the
secret?



<http://igolps.com>

TIMOTHY R. CLARK

THE 4 STAGES OF
PSYCHOLOGICAL
SAFETY

Defining the Path
to Inclusion and Innovation

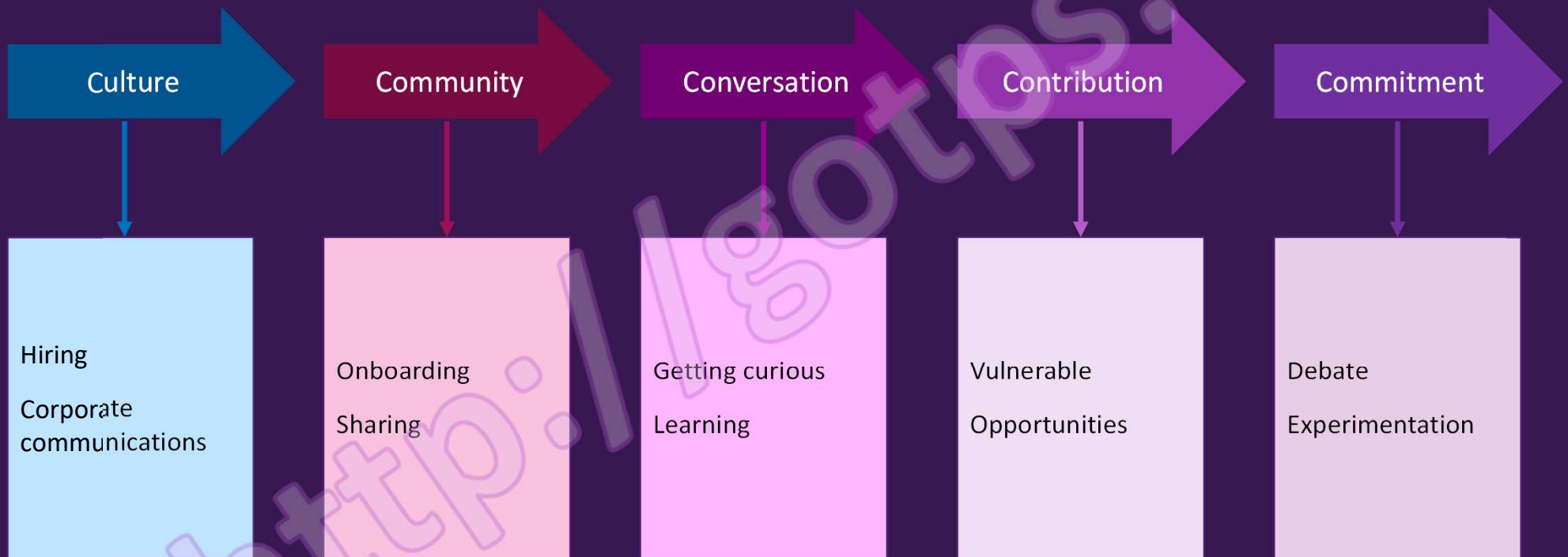
Then we found this

Revelation!

We have been looking at psychological safety like end users

We need **full stack** psychological safety

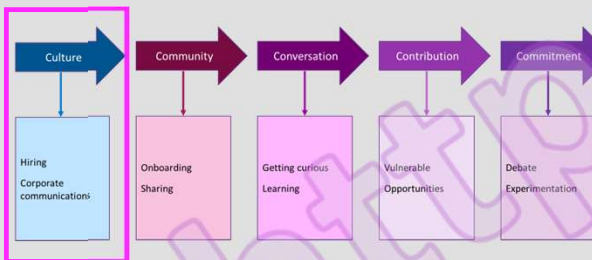
Full Stack Psychological Safety





Culture Safety

What has your company done for you lately?



Corporate culture is the hardware that psychological safety runs on

- It helps support psychological safety
 - Psychological safety is primarily found at the team level
- But just like you can emulate an iPhone on your PC you can have psychological safety without supporting culture
- But it is harder!

What does a healthy culture look like?

- People of all shapes, colors, and beliefs are welcome
- Work-life balance is valued
- People are allowed to grow if they want
 - Or stay where they're comfortable if they want
- Executive management is transparent in their decisions

EVERYONE IS WELCOME

Hiring

Safety begins before you start at a company

- How do you advertise inclusiveness?

This?

Or This?

How do you conduct your interviews?

Impact: Contributions and Responsibilities

*We don't expect you to meet every item listed below! We invest in people and you will be able to grow your craft while at . However, to ensure a positive experience for you, us, and our customers, we have identified the base camp/must-have requirements and additional contributions.

Contributions

Corporate Communications

Honesty is always the best policy!

Is your company transparent?

Or is everything always “great” until layoffs?

Are paycales visible?

Do you feed the FUD (fear, uncertainty, & doubt) cycle?

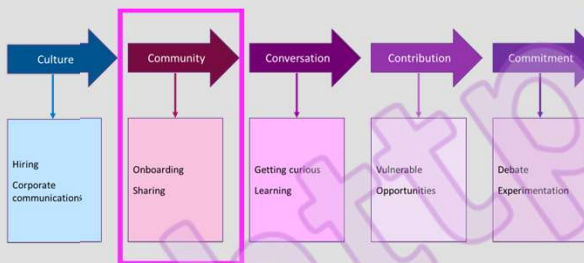
When you don't know, admit it!

Admit when something sucks – empathy is important



Community Safety

It takes a community



Community Safety is the operating system of psychological safety

- Without this psychological safety cannot grow
- If there's one thing to focus on, it's getting community safety!
- Leadership has a role but so do individuals
- If you don't feel safe, talk to someone you trust about your concerns!

What does
healthy
community
look like?

- Everyone is invited to team activities
- Everyone has access to the tools and information they need
- Everyone understands how they fit in

EVERYONE IS VALUED

Onboarding

Meet with new members prior to introducing them to the team

Make sure they understand their role

Understand their expectations

Ask how you can help them

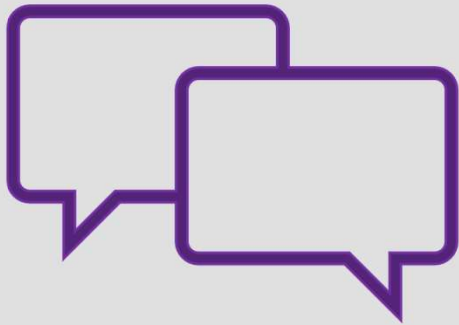
- Get up to speed
- Meet their goals

Define what success looks like

This applies to all members, no matter their seniority

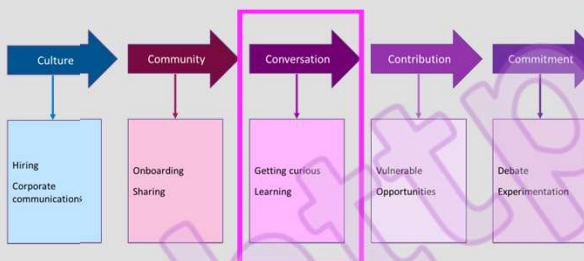
Sharing

- Members need the tools to thrive
 - Invitations to all meetings
 - Access to all workspaces
- Members need to understand the goal and customer they are serving
- Members understand their role in the community
 - But need to be seen as individuals
- Break down silos



Conversation Safety

Yadda yadda something meaningful....



Conversation Safety is the back end of the psychological safety stack

- Conversation Safety is where teams start to bond
 - Members start to understand each other
 - Trust is built as sharing continues
 - Teams grow together

What does
healthy
conversation
look like?

- People ask questions
- People share explanations without judgement
- People are seen as individuals
- People are encouraged to learn and grow

EVERYONE IS WORTH INVESTMENT

Getting curious



Allow time for questions



Find out why people don't speak up



Explain your actions

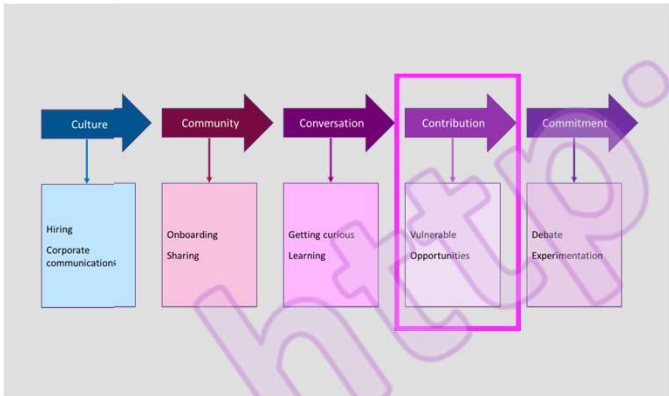
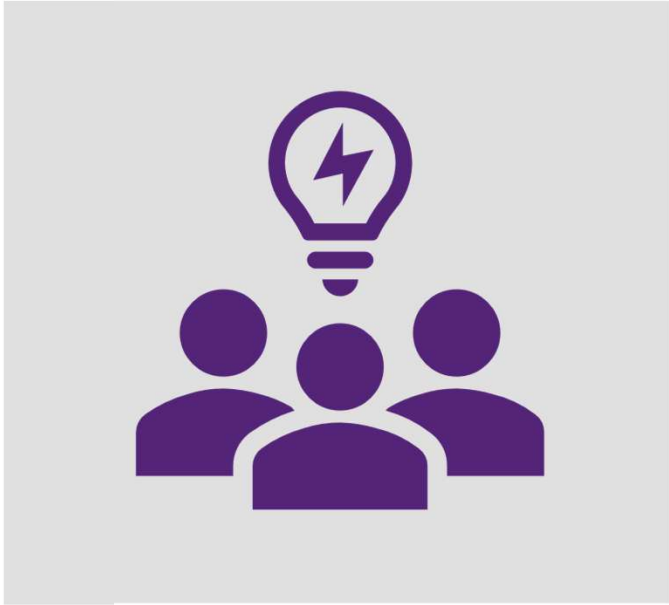


Build consensus on next steps

<http://allgoops.org>

Learning

- People need time and tools to learn and grow
- People should feel comfortable exploring new things
 - And sharing with the group!
- People learn in different ways
 - Reading
 - Listening
 - Watching
 - Note taking
 - Doing



Contribution Safety

Ask not what you team can do for you

Contribution
safety pilots
full stack
psychological
safety

- Contribution safety is where productivity takes off
- People can do work without supervision
- Results are expected

What does
healthy
contribution
look like?

- Expectations are clearly communicated
- People do work independently
- Changes are coordinated
- Work is valued

EVERYONE IS SIGNIFICANT

Vulnerable

- People ask for help when needed
 - And it is given without judgement
- Expectations are met
 - And when not, is explained as soon as possible
 - And mitigations are made
- Blame is not assigned

<http://gotps.org>

Opportunities



**People have opportunities
to do new things**

And are supported

And are rewarded



**People can change how
they contribute**

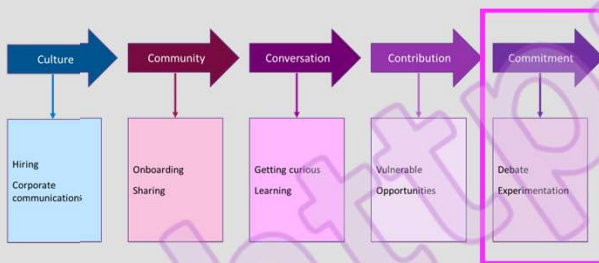
And are allowed passion projects

<http://gotps.org>



Commitment Safety

We're all mad here...



Commitment
Safety is the
final release -
what everyone
expects
psychological
safety to be

- Positive conflict is encouraged
- People experiment and are allowed to fail

What does
healthy
commitment
look like?

- People disagree without injury
- People are authentic
- People admit failure
- The team self-manages

EVERYONE IS HIGH PERFORMING

Debate

Conflict is not personal

Focused on the solution

Team accomplishment is more important
than individual achievement

Experimentation

- Failure is not punished
- Agility is comfortable
- Teams try to improve

Don't rest on your laurels!

Your team's safety can slide down if you don't pay attention

Culture

Community

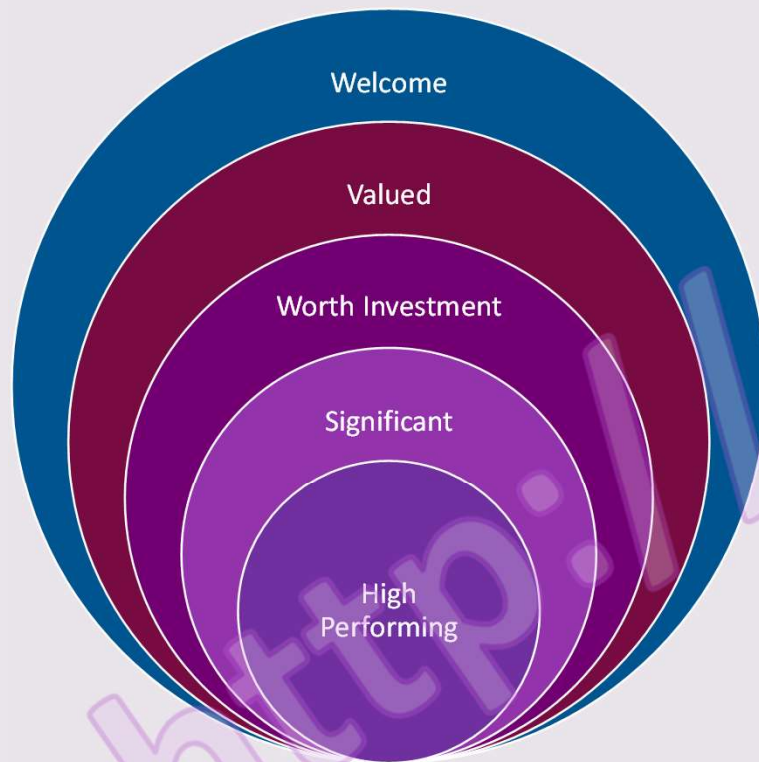
Conversation

Contribution

Commitment



Everyone is



Focus on the result

- How people feel
- Not the stack components