Then I saw PS

now I'm a Believer

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AGILE + DEVOPSDAYS
DES MOINES
20 24

Who are we?

Kara Burgan

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

Full Stack Psychological Safety

Culture → **Community** → **Conversation** → **Contribution** → **Commitment**

Culture	Community	Conversation	Contribution	Commitment
Hiring	Meetings	Asking questions	Trust	Debate
Onboarding	Communication	Offering details	Opportunities	Volunteering
Corporate communications	Mentoring	Access		
	Communities of Practice	Status checks		
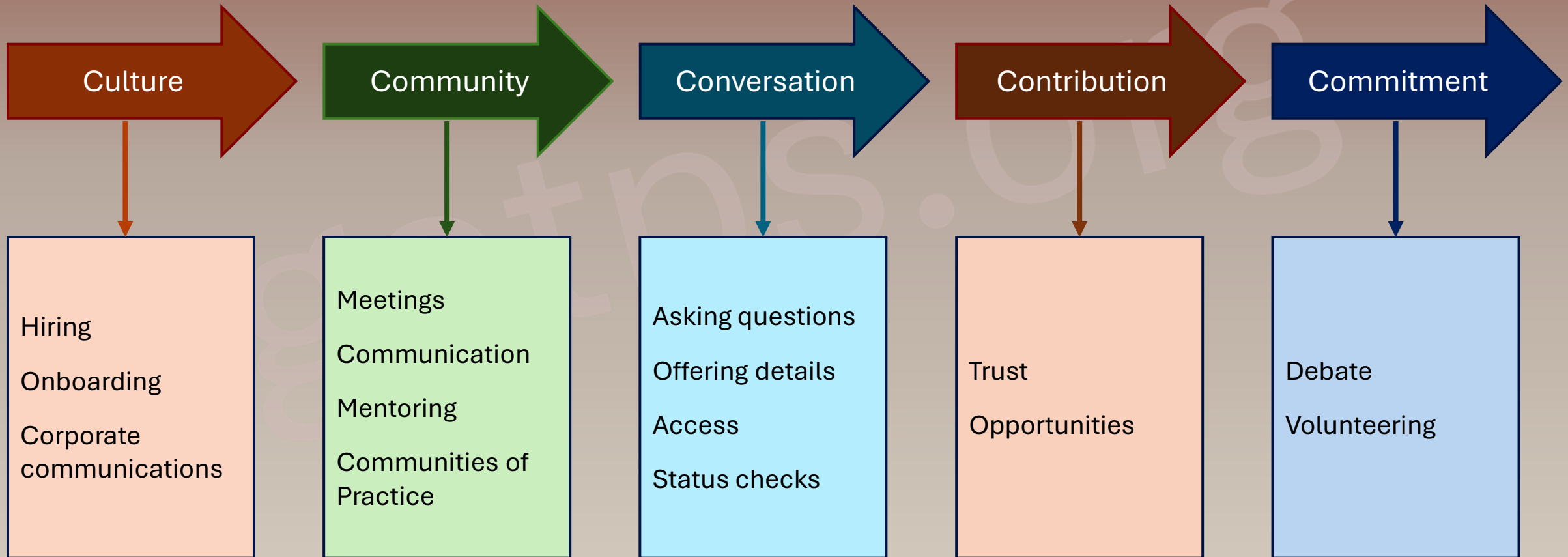
Culture Safety

What has your company done for you lately?

Culture

Hiring
Onboarding
Corporate communications

Community

Meetings
Communication
Mentoring
Communities of Practice

Conversation

Asking questions
Offering details
Access
Status checks

Contribution

Trust
Opportunities

Commitment

Debate
Volunteering
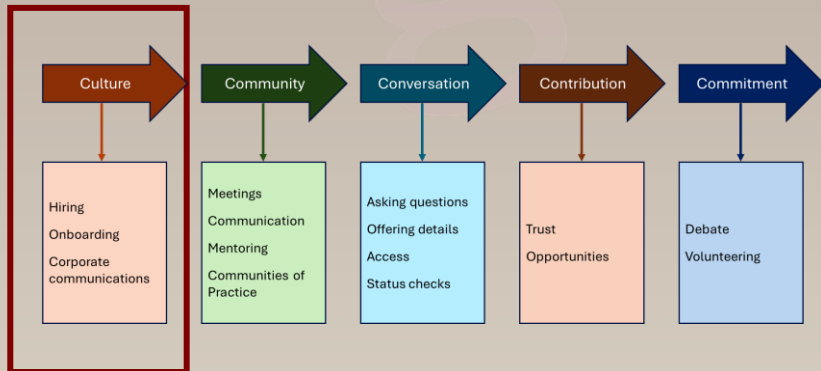
What does a healthy culture look like?

- **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?

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.

Corporate Communications

Honesty is always the best policy!

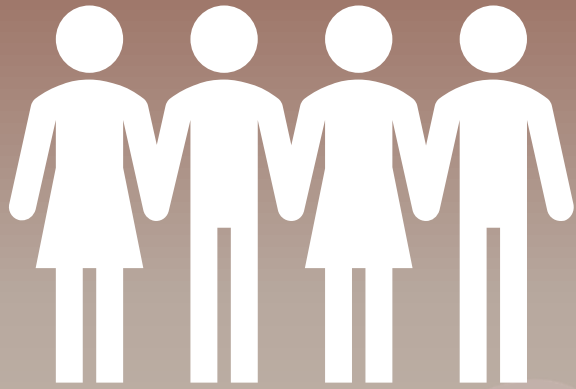Is your company transparent?

Or is everything always "great" until layoffs?

Do you feed the FUD (fear, uncertainty, & doubt) cycle?
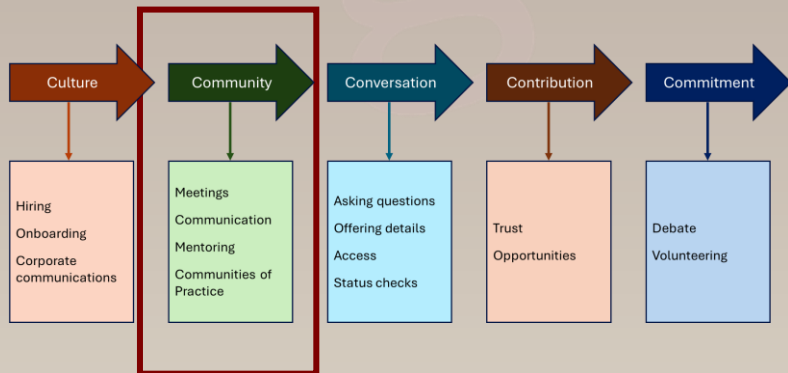
When you don't know, admit it!

Admit when something sucks – empathy is important

Community Safety

It takes a community

Culture	Community	Conversation	Contribution	Commitment
Hiring Onboarding Corporate communications	Meetings Communication Mentoring Communities of Practice	Asking questions Offering details Access Status checks	Trust Opportunities	Debate Volunteering

What does healthy community look like?

- Everyone is invited to team activities

- Everyone has access to the tools and information they need
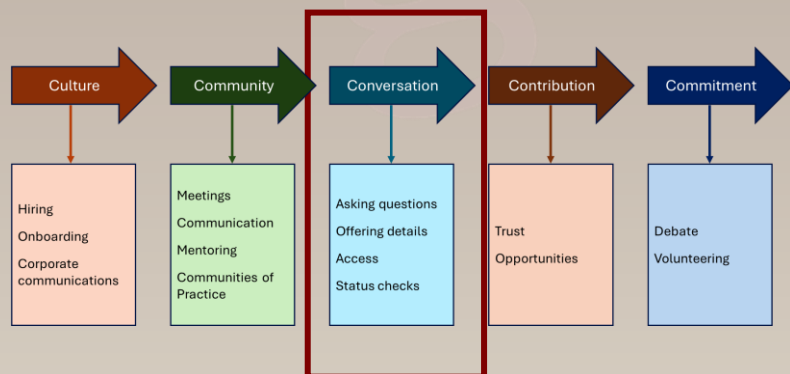
- Everyone understands how they fit in

EVERYONE IS VALUED

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....

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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
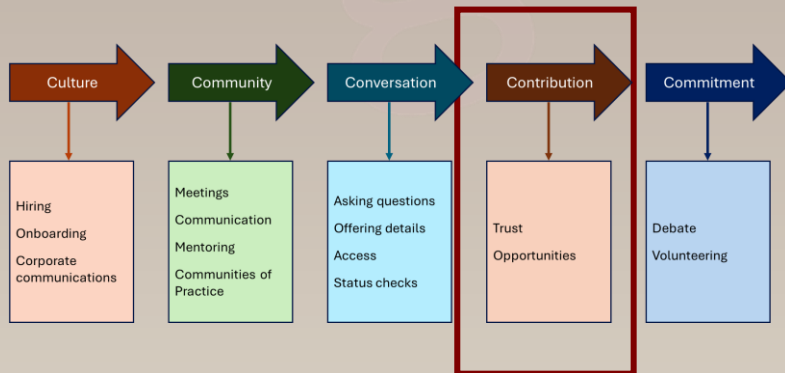
Learning

- 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

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**

Opportunities

People have opportunities to do new things
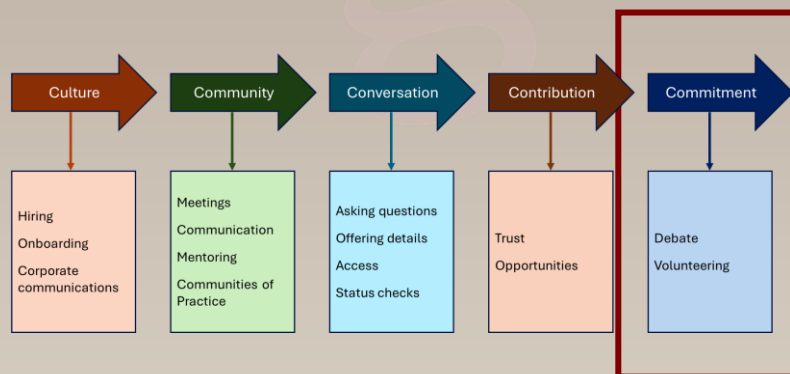
And are supported

And are rewarded

People can change how they contribute

And are allowed passion projects

Commitment Safety

We're all mad here...

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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

Welcome

Valued

Worth Investment

Significant

High
Performing

Focus on the result

- **How people feel**
- **Not the stack components**

Got questions?
www.gotps.org

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