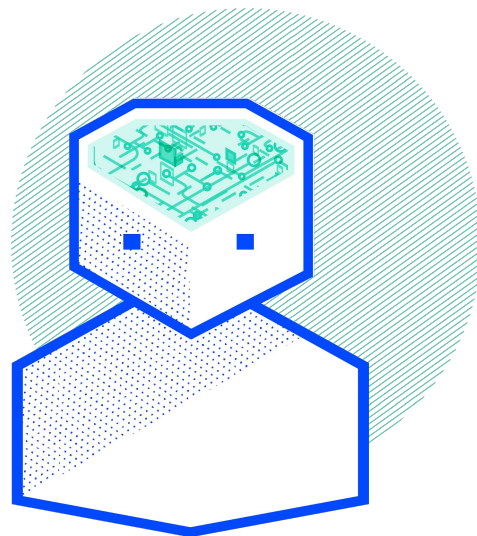


Balancing risk and psychological safety

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Psychologist CPsychol

Today's topics

- In brief: Understanding Risk and its pitfalls
- The Essence of Innovation in Risk and potential pitfalls
- The Learning Organization: Understanding Psychological Safety

Jacob Peter Gowy (c 1615-1661),
The Fall of Icarus (1635-7), Museo
del Prado, Madrid



Understanding risk

Risk = Hazard + Exposure + Vulnerability

**“Our risk assessment is mostly
instinctively and emotional driven”**

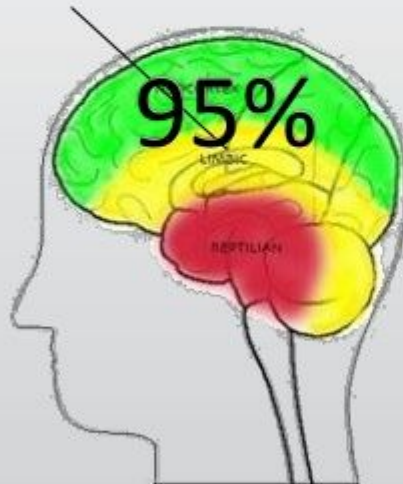
David Halpern e.a.



SYSTEM 1 AND SYSTEM 2 PROCESSING

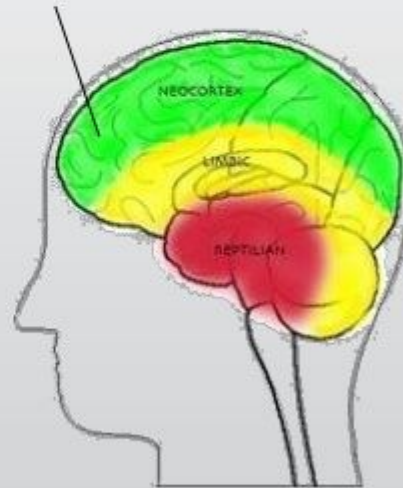
"FIRST REACTIONS"

System 1 ≈ fast, automatic, impulsive, associative, **emotional**, and unconscious processing ≈ limbic.



"THINKING"

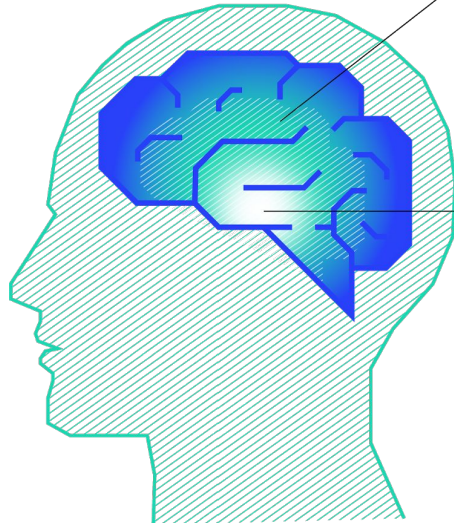
System 2 ≈ slower, conscious, reflective, deliberative, analytical, rational, logical processing ≈ neocortex.



System 1 and system 2 processing

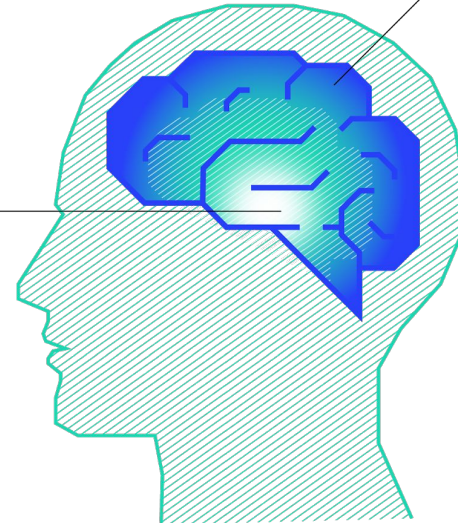
“FIRST REACTION”

System 1 ≈ fast, automatic, impulsive, associative, **emotional**, and unconscious processing ≈ **limbic**



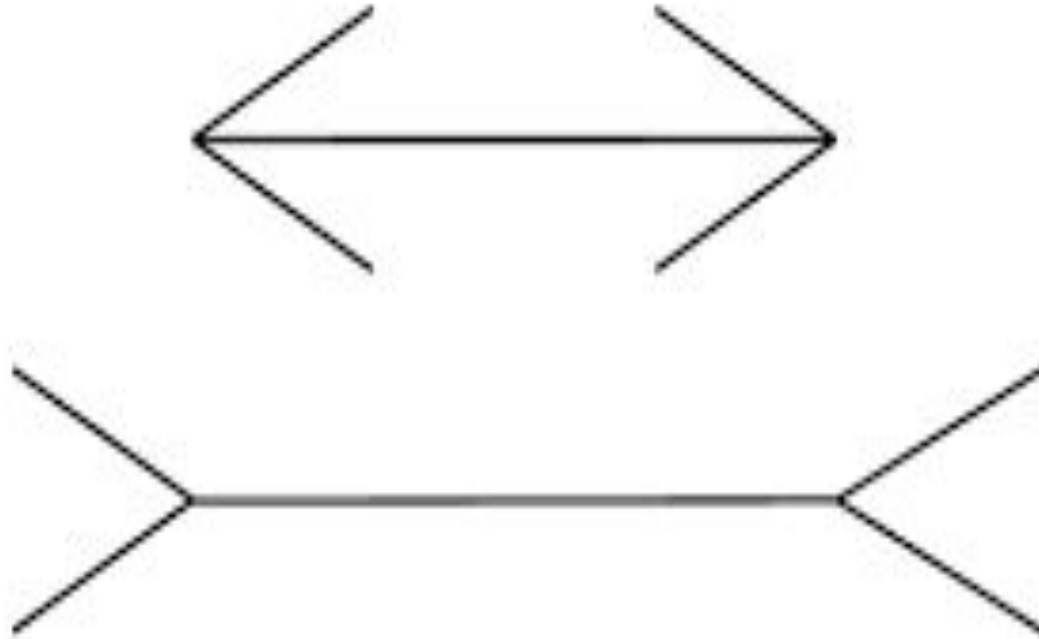
“THINKING”

System 2 ≈ slower, conscious, reflective, deliberative, analytical, rational, logical processing ≈ **neocortex**



reptilian

Muller-Lyer Illusion



‘ Learn to recognise situations where mistakes are more likely ’

Daniel Kahneman, 2011 (psychologist and economist)



Understanding Innovation



‘Risks Pushes Innovation’

Annual Report of the Government Chief Scientific Adviser
2014. Innovation: Managing Risk, Not Avoiding It The
Government Office for Science, London

‘Our future is uncertain and unpredictable’



Growth vs Fixed mindset

Carol Dweck, psychologist





‘The Fixed mindset believes that abilities and skills are finite and limited’



‘The Growth mindset accepts the importance of lifelong learning’

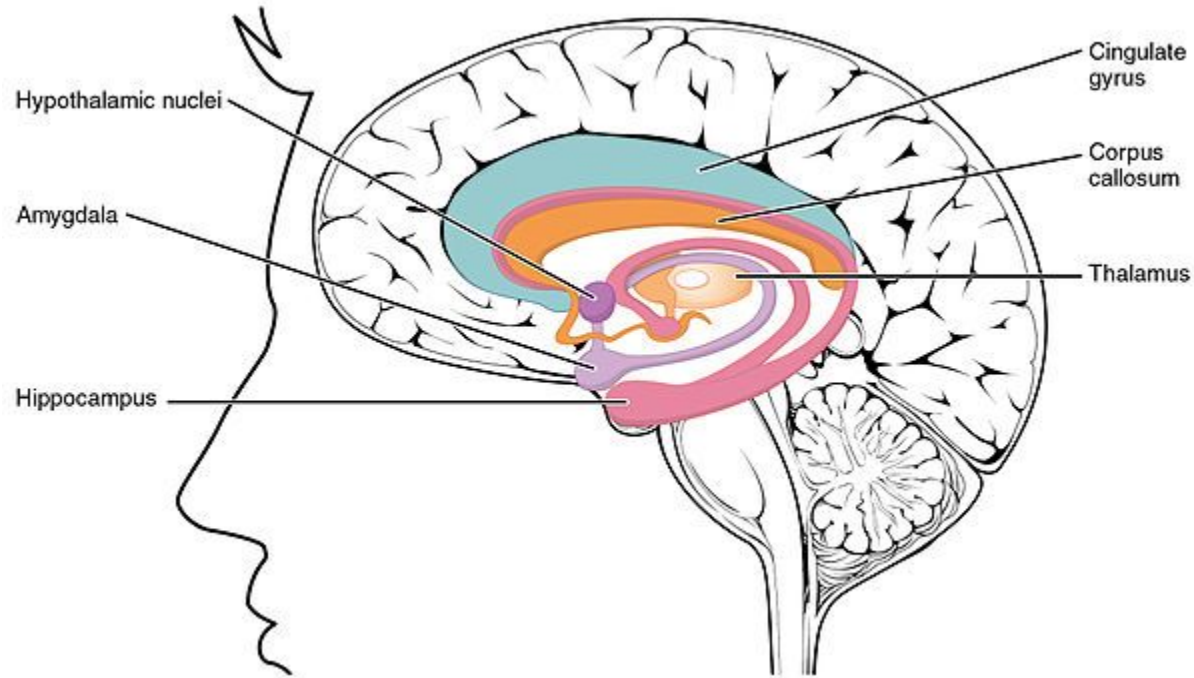


‘A fixed mindset has a *negative* impact on the process of *innovation*, whose characteristics are *continuous improvement* and usually has many setbacks’

‘The fixed mindset is fearful of failure because it is perceived as a treat and shameful’

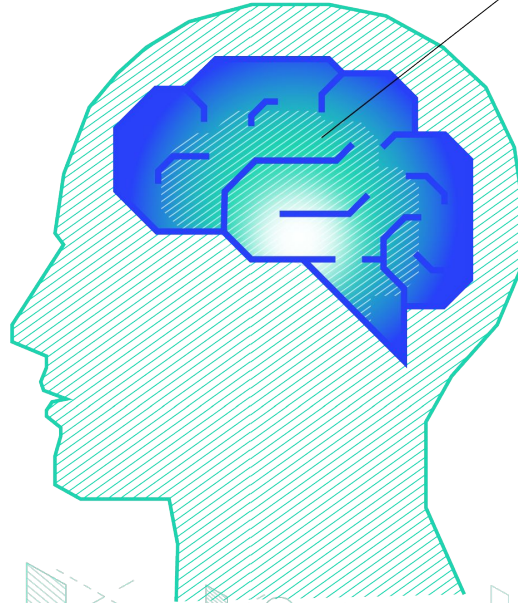


Limbic system



System 1

limbic



Learning organisation

Pieter Senge (1990)



A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.



HONDA



CORNING



**David Garvin, Amy Edmondson and
Francesca Gino**

In: Is Yours a Learning Organisation, 2008

Building blocks

- 1. A Supportive Learning Environment**
- 2. Concrete Learning Processes and Practices**
- 3. Leadership That Reinforces Learning**

1. A Supportive Learning Environment:

- Psychological Safety
- Appreciation of difference
- Openness to new ideas
- Time for reflection

2. Concrete Learning Processes and Practices:

- Experimentation
- Information Collection
- Analysis
- Education and Training
- Information Transfer

3. Leadership That Reinforces Learning.

- Managers that ask questions
- Managers that listen
- Managers that invite input

Psychological safety

William Kahn, psychologist

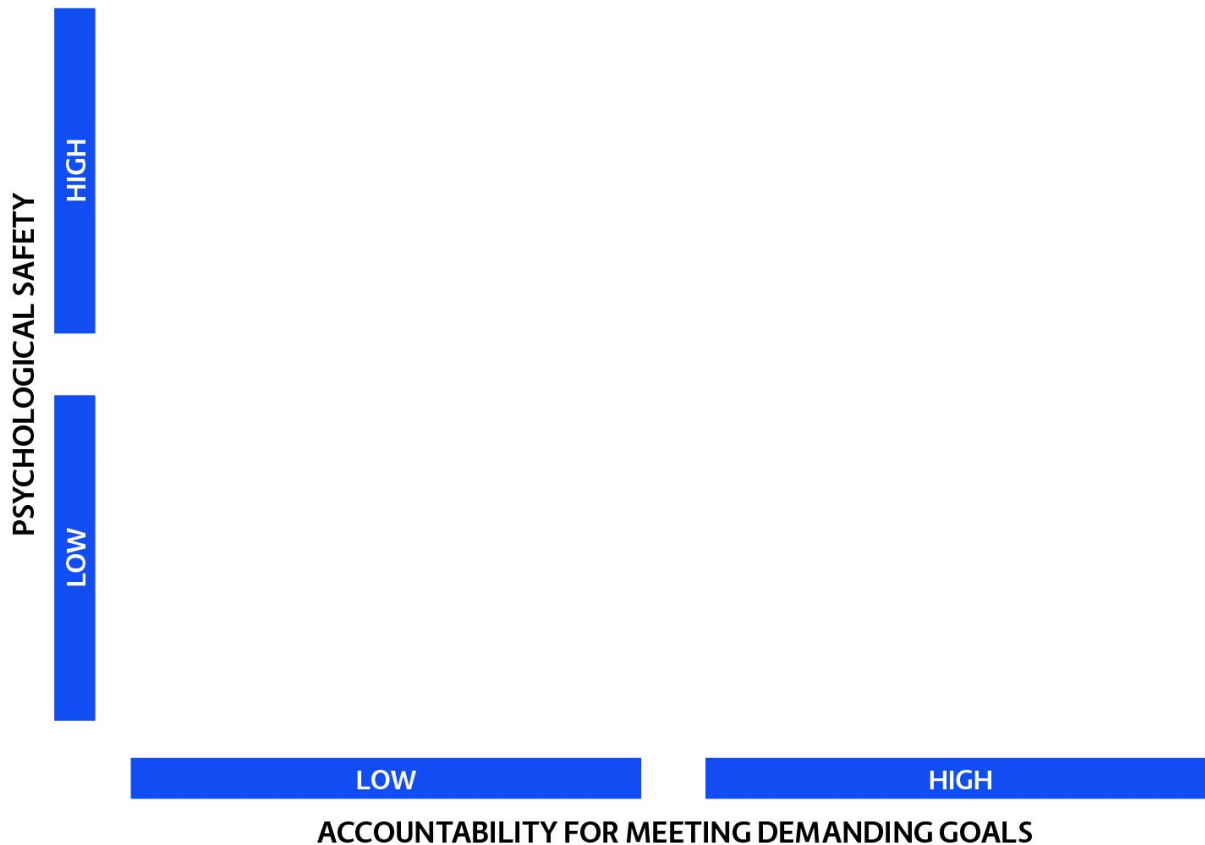


The ***shared belief*** that one will not be ***punished*** or ***humiliated*** for ***speaking up*** with ***ideas, questions, concerns*** or ***mistakes***

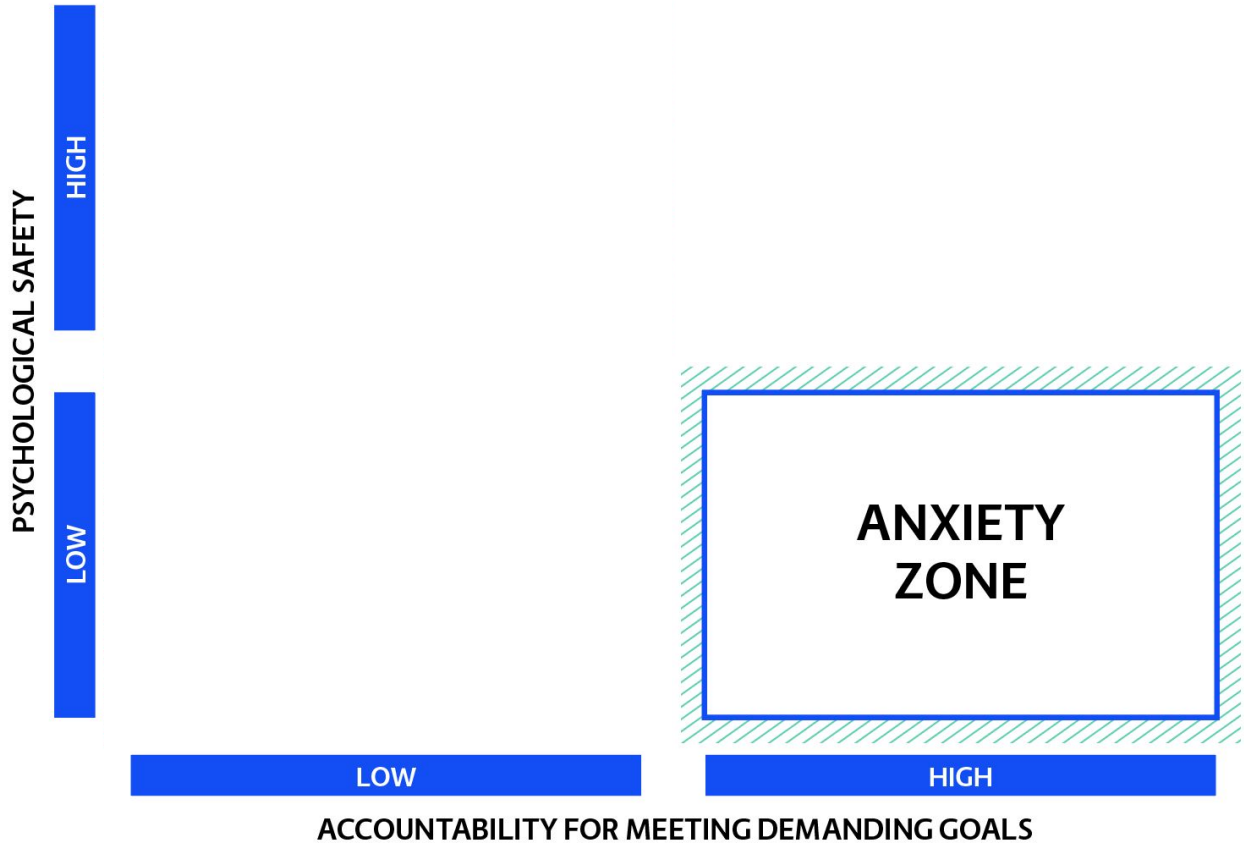
“In Google’s fast-paced, highly demanding environment, our success hinges on the ability to take risks and be vulnerable in front of peers.”

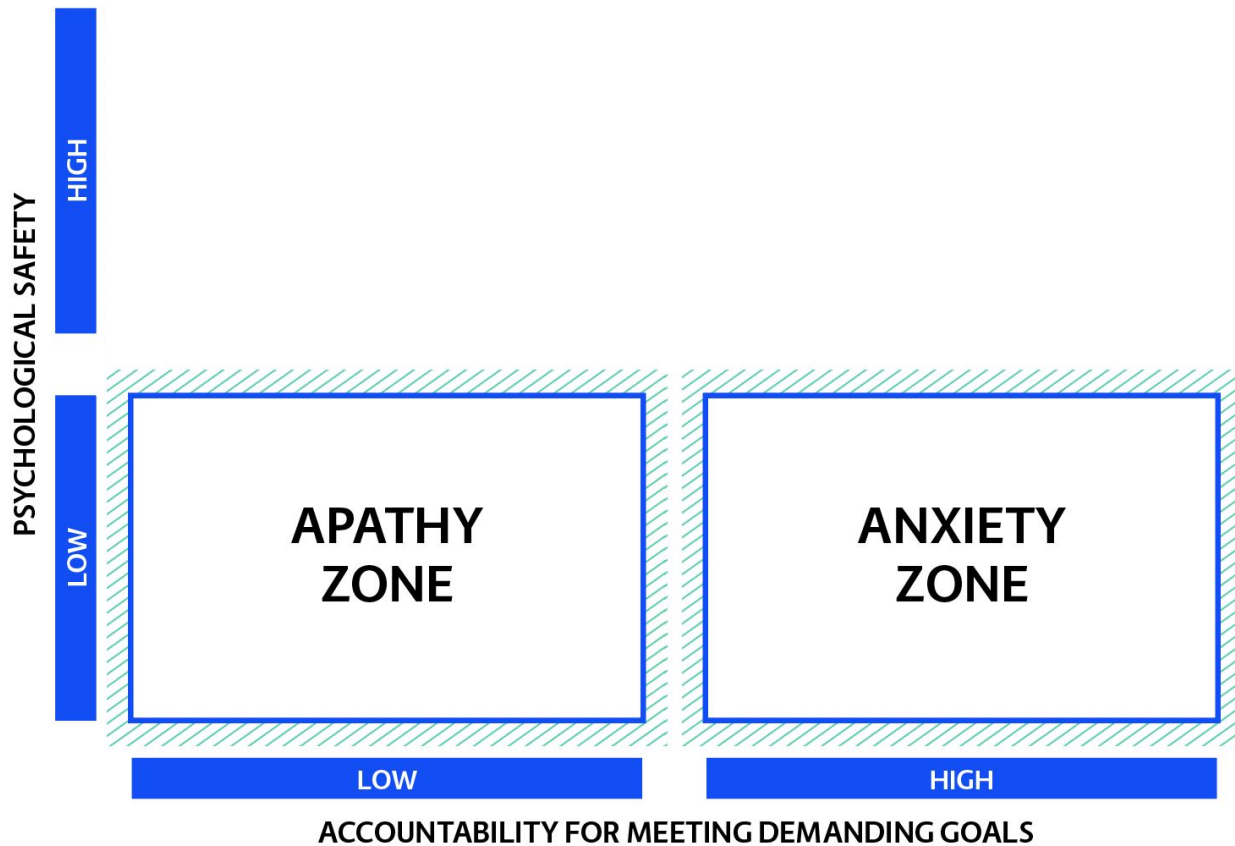
Paul Santagata, Head of Industry at Google

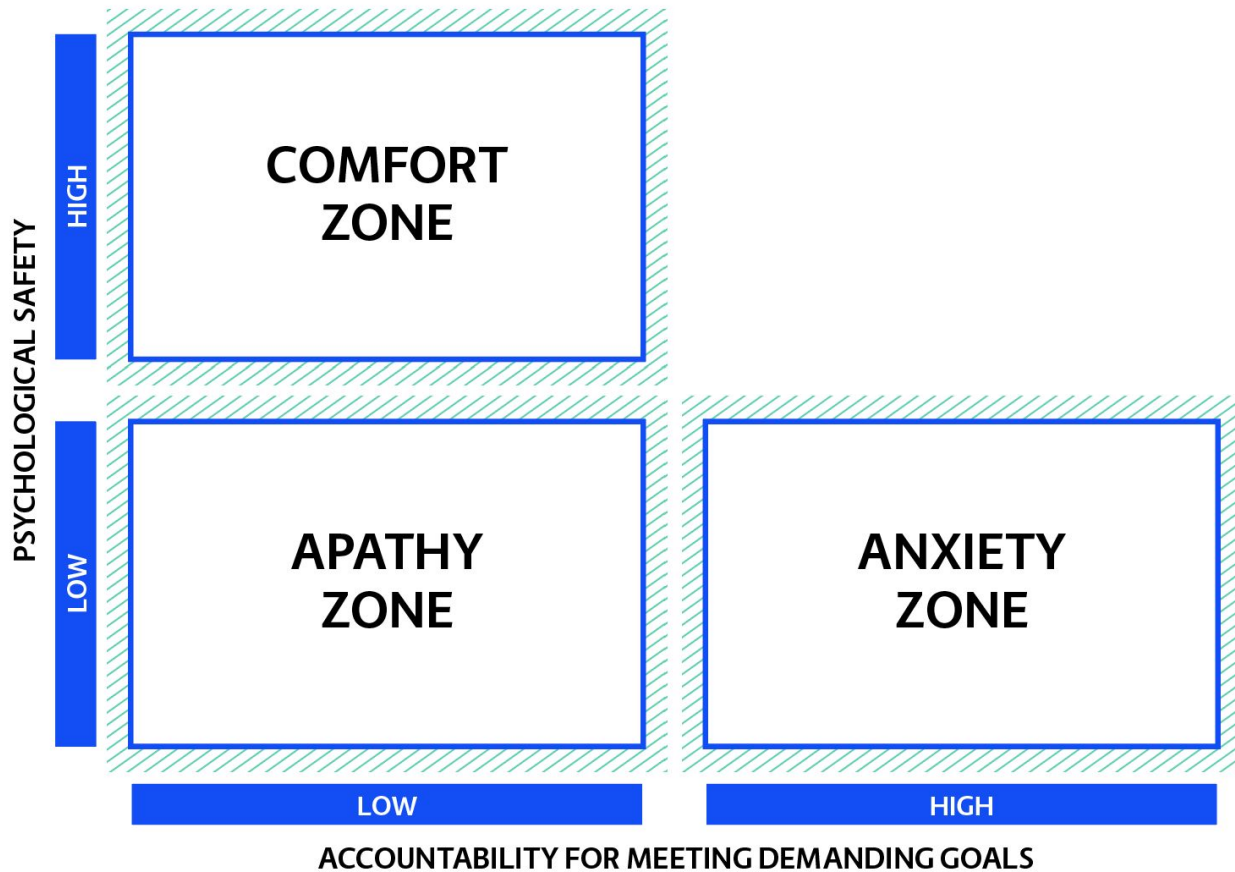


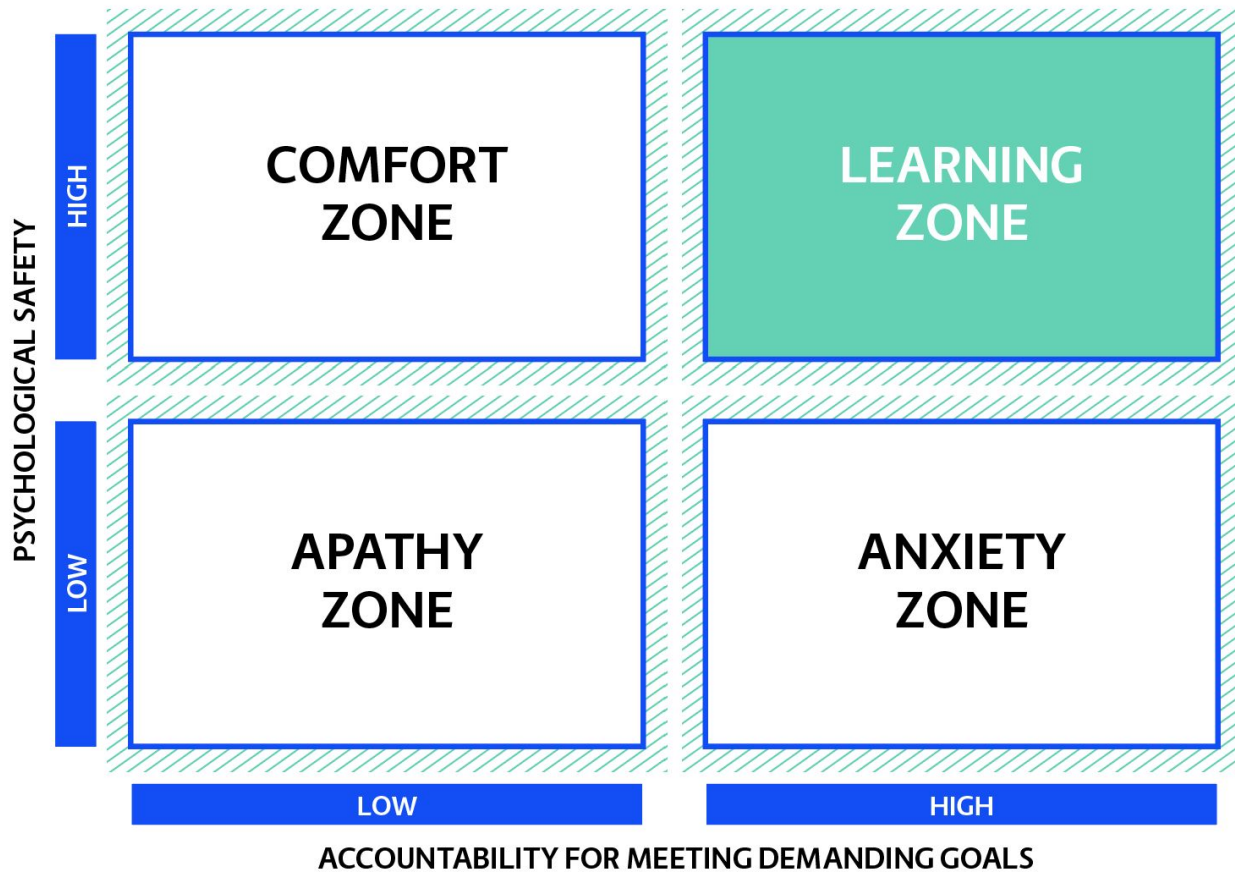


Amy Edmondson: <https://www.youtube.com/watch?v=LhoLuui9gX8>









**Learning
Problems**

**Acknowledge
Fallibility**

**Model
Curiosity**



**We are not *safe* from *risks*, but we
can *prepare* and *train* ourselves to
deal with the *uncertainty* of it**



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