

Bård Fyhn

Samarbeid og utvikling – gjennom trygghet



Det jeg håper du skal sitte
igjen med etterpå

- Hvorfor trygghet er viktig for samarbeid og utvikling
- Hvordan ledere kan bygge trygghet blant medarbeidere
- Hvordan vi alle kan bidra til en kultur av trygghet



pixabay.com



pixabay.com



eatdrinkplay.com



pinterest.com



Kollektiv prestasjon

Hva kjennetegner effektive team og organisasjoner?

pixabay.com

$$2+2=5$$



"All those in favor say 'Aye.'"
 "Aye."
 "Aye."
 "Aye."
 "Aye."
 "Aye."

Vi trenger oppriktighet



Vi trenger
nye ideer



Vi trenger
feilbarlighet



**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>

Psykologisk
trygghet



SETTER PRIS PÅ
DISKUSJON



ØNSKER Å HØRE PÅ
HVA ANDRE 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

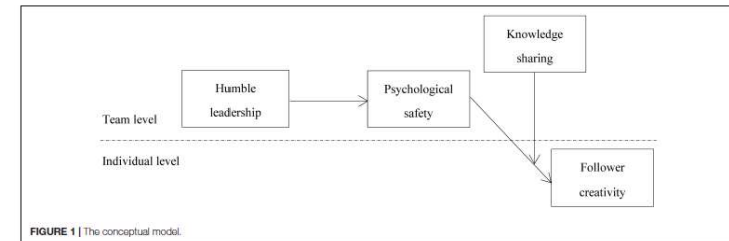


TØR Å SPØRRE ANDRE
OM HJELP

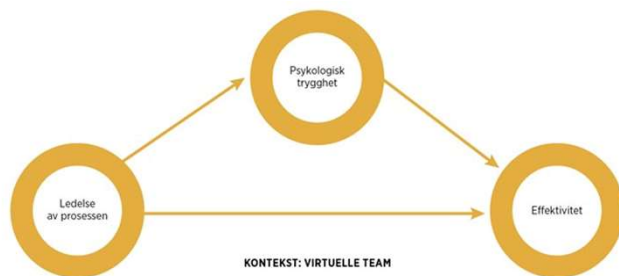
Viktigheten av psykologisk trygghet

- Høyere toleranse for usikkerhet
- Raskere læringskurve
- Positiv effekt på:
 - Informasjonsdeling
 - Innovasjon
 - Engasjement
 - +++
- Bedre kollektiv prestasjon

Kilder: Edmondson & Lei, 2014; Frazier m.fl., 2017



Kilde: Wang, Lie, & Zhu, 2018



Kilde: Schei, Sverdrup, & Fyhn, 2020

Hvordan bygge trygge team?

Google
sitt
svar

rework.withgoogle.com

How to foster Psychological Safety on your teams

Demonstrate engagement
- 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
- 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
- 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
- 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
- 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

TABLE 2
Meta-Analysis of Group-Level Psychological Safety

Variable	k	N	r	$\hat{\rho}$	CI _L	CI _U	%-Ac
Antecedents							
Learning orientation	6	354	.32	.40	.15	.65	21.2
Positive leader relations	16	1,583	.34	.39	.28	.50	21.0
Transformational leadership	4	543	.32	.38	.24	.51	38.8
Trust in leader	2	297	.38	.44	.34	.54	96.2
Work design characteristics	26	1,880	.27	.35	.25	.44	29.4
Autonomy	2	172	.27	.35	.21	.49	100.0
Interdependence	6	339	.28	.40	.21	.59	43.2
Role clarity	7	413	.41	.51	.37	.65	44.6
Supportive work context	18	1,449	.41	.51	.40	.61	23.9
Peer support	5	586	.49	.57	.48	.66	55.6
Organizational support	4	253	.34	.44	.13	.76	18.6
Outcomes							
Engagement	4	264	.32	.44	.17	.70	28.6
Task performance	33	2,802	.24	.29	.20	.38	22.1
Information sharing	9	644	.41	.50	.32	.67	20.7
Creativity	8	841	.24	.29	.14	.44	25.5
Learning behaviors	21	1,686	.42	.52	.44	.60	34.9
Satisfaction	4	299	.49	.69	.42	.97	18.5

Note. k = number of correlations. N = cumulative sample size. $\hat{r}$ = estimated mean correlation. $\hat{\rho}$ = estimated corrected correlation. CI_L and CI_U denote lower and upper limits of 95% confidence interval. %-Ac = percentage of variance accounted for by sampling error

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.

Forskningen
sitt svar
(på et mer
forståelig vis)

Støttende omgivelser

Tilrettelegging av arbeidet

Leder-medarbeider relasjon

Lærende innstilling

Hva kan jeg som leder gjøre?



BYGG
RELASJONER



AVKLAR
FORVENTNINGER



SETT TYDELIGE
RAMMER



BE OM
TILBAKEMELDING



SE DEN ENKELTE

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

NHH



Feeling Safe – Today and Tomorrow

A Dynamic Perspective on Psychological Safety in Teams

Proposal Defense

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Psykologisk
trygghet er
ferskvare



Psykologisk
trygghet kan
oppleves svært
ulikt innad i
samme team



Teamforskning under pandemien



Relasjonsbygging utfordrende –
men mulig

Behov for hyppige møter og struktur



Selvforsterkende subgrupper

Vi prater mer med de vi allerede
kjenner best



Stadige overganger mellom
fysisk og digitalt samarbeid

Forventningene viktigere enn selve
endringene

Psykologisk
trygghet er
ferskvare

Psykologisk
trygghet kan
oppleves svært
ulikt innad i
samme team

Psykologisk
trygghet på
skjerm er
mulig, men
utfordrende

Tenk "vi"!

Psykologisk
trygghet i
praksis



Vi kjenner hverandre



Vi vet hvorfor vi er her



Vi vil hverandre vel

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