



Video Transcript: A Growth and Learning Mindset for Psychological Safety

Speaker 1:

Meet Susan, Alex, and Nila. Susan is a family planning site manager. Alex supervises the lab, while Nila oversees the front desk. Alex and Nila admire their smart, passionate, and competitive manager, but they hesitate to approach her with ideas or problems. Susan can be blunt and seem insensitive. She doesn't often applaud a job well done and scold staff her mistakes. Susan wishes she had a warmer relationship with her team but believes that high expectations are necessary to serve their site's diverse client population with quality care. One day, Alex learns that several lab samples have been mixed up and mislabeled. The lab will now have to call and inform clients and ask them to come back in to recollect specimens. Alex is filled with dread. This error has potential safety implications and Alex knows he should report it to Susan but is afraid of Susan's reaction. Alex instead asks Nila to reschedule the clients whose samples were lost, and they agree to keep the mistake from Susan.

In keeping this secret, the organization missed an opportunity to address and improve the processes that contributed to the mistake in the first place, putting them at risk for future mistakes. Let's see how the same scenario plays out when Susan fosters psychological safety and a growth and learning mindset. Susan is a longtime family planning site manager, and Alex and Nila are two of her most trusted colleagues. Susan has high expectations. She cares deeply about her clients and staff but knows she can be impatient and critical. Especially when staff make errors that might impact client care. Susan has noticed a lull in staff motivation recently. But she has been learning about a growth and learning mindset, psychological safety, and the value of open communication. These new perspectives cause her to consider what changes she might make. She has begun setting aside time each day to check in with her colleagues during a morning huddle.

She has also been trying to approach her role more as a coach or mentor, going out of her way to be supportive and encouraging, which has made staff more confident in their roles. One day, Alex discovers that several lab samples have been mislabeled. Alex and Nila, anxious, but determined to prevent further harm, find Susan immediately and share the news. Susan responds calmly and openly thanking Alex and Nila for alerting her right away. She reassures them that no clients have been harmed because they managed to catch the problem early. They will still have to call clients back so they can recollect specimens, but she's confident in their ability to solve this problem. Because of the psychologically safe environment that Susan had fostered by applying what she discovered about growth and learning, her team did not hide the mistake from her.

Fortunately, Susan had taken the right group and interpersonal actions with her staff that improved their overall morale and trust in her. The improvements in their team synergy and their ability to communicate and solve problems as a team has meant that their location's client outcomes and feedback is among the best in the city.