

# Index

- Abilities, confidence, 168
- “Accident,” term (usage), 155
- Advanced Management Program (Harvard Business School), 168
- Agile execution, 187
- Alphabet, 117
- Android (Google)
  - operating system, 65
  - platform, 189
- Anglo American, work, 165
- “Anything goes” environment, 17–18
- Apathy zone, 18–19
- Appreciation, expression, 173–174
- Argument, winning (avoidance), 111–112
- ATC clearance, 81
- Aurelius, Marcus, 129
- Authority, confidence (excess), 83–86
- Avoidable future, avoidance, 53, 68–70
- Bad, embracing, 105–107
- Baer, Markus, 40
- Bank personnel, sales goals, 62
- Barry-Wehmiller, 135
  - approach, 123
  - “Guiding Principles of Leadership,” 121
  - psychological safety, 120
  - union support, 120
  - values/methods systematization, 121
- Barry-Wehmiller University, founding, 121
- “Be a Don’t Knower” (Fisher), 168
- Beim, David, 66–67
  - nonconfrontational/deferential style, 67–68
- Belonging
  - building, 201–202
  - psychological safety, relationship, 201–202
- Bennis, Warren, 12
- Bezos, Jeff, 96
- Bischoff, Klaus, 56
- Blackberry, RIM introduction, 64
- Black Lives Matter, 96
- Blameless reporting, 157
- Blameworthy,
  - consideration/treatment, 176–177
- Boeing 747s, collision, 79–82
- Boisjoly, Rogert, 192
- Borderline personalities, impact, 207
- Boss
  - role, framing, 164t
  - work psychological safety, 199–200
- “Bottom-up” changes, 193–194
- Bradley, Bret, 44

- Brainstorming, usage, 191
- Braintrust, 105–109, 112, 118, 190
- Bridgewater Associates, 123, 167
  - employees, attrition rates, 111–112
  - founding, 109–110
- Bryant, Adam, 171
- Bryndza, Jessica, 96
- Business failures, 71, 189
  
- Cable, Dan, 169
- California Air Resources Board (CARB), 54
- Camp, Garrett, 94
- Candor
  - creation, 206
  - definition, 105
  - extremeness, 109–13
  - reality, 104–109
- “Captain of Moonshots,” 117
- Care, permission, 115–116
- Carmeli, Abraham, 169
- Carroll, Cynthia, 138–142, 165, 170
  - harm, reduction attempts, 166
- Cassandra, 86, 90
- Catmull, Ed, 105–108, 160
- Cause-effect relationships, 174
- Centers for Medicare and Medicaid Services (CMS) pilot program, usage, 137–138
- Challenger* (space shuttle), disaster, 86–87
- Chaplin, Charlie, 58, 167
- Chapman, Bob, 120–122, 135
- Check pilot, ability (testing), 80–81
- Chernobyl, disaster, 89
- Children’s Hospital and Clinics, 153, 170
  - failure, productive response, 176–177
  - focused event analysis, 157–158
  - staff, silence, 156
- China, psychological safety (creation), 207–208
- Clean diesel engine design, inability, 62–63
- Clean diesel vehicles, 54
  - software code, 55
- Cockpit Resource Management (CRM), 131, 134
- Cockpit training, change, 82
- Collaborative process, production, 115
- Colleagues
  - receptivity, 38–39
  - true selves, 204–205
- Columbia* (space shuttle), disaster, 78–79, 191
- Comfort zone, 18–19
- Command-and-control hierarchy, 60
- Command, direct line (benefits), 83
- Commitment, recommendation, 205–206
- Communication
  - challenges, 43
  - misunderstanding, 132
  - requirement, 164
- Community Banking
  - division, employees (impact), 63
  - employees, motivation, 61
- Company
  - email addresses, usage (avoidance), 179
  - success, top-down dictators (impact), 203–204
  - target goals, 59
- Compassion, recommendation, 205–206
- Compensation, decisions, 110
- Confidence
  - absence, overcoming, 39
  - excess, 83–86
  - gaining, 168
  - problems, knowledge (sharing), 38–39
- Conflict
  - navigation, 44
  - usage, 43–44
- Constructive feedback, 106
- Consumer Financial Protection bureau (CFPB), 61

- Continuous growth, enjoyment, 113–114
- Continuous improvement, 207
- Continuous renewal, 187–189
- Conversations, logic (enforcement), 111–112
- Costa, Mark, 25–26, 176
- Counterfactual data, access (absence), 203
- Counterproductive workarounds, 38
- Courage, impact, 82
- Coworkers, communication frequency, 39
- Creative energy, production, 115
- Crew Resource Management (CRM), 82, 134
- Criticism, risk, 114
- Cronbach's alpha, 20, 213–214
- Cross-cultural differences, 207–208
- Cross-sell, 61
- Cross-selling strategy, 69 execution, 63
- Culture, change, 192–193
- Culture of telling, 170
- Curiosity
  - humility, combination, 167–168
  - recommendation, 205–206
- Customer accounts, Community Banking employee opening, 63
  
- Dalio, Ray, 109–113, 123, 145, 167, 198
- Damore, James, 178
- Dana-Farber Cancer Institute, 83–85
- Dangerous silence, 77
- Data collection/analysis, 30
- DaVita Academy, 137
- DaVita Kidney Centers, 46, 135, 166
  - teammates, importance, 137–138
  - Total Renal Care, 136
- DaVita University, 135
- DaVita Village Network, 136
- Debate, occurrence, 112
  
- Decision making
  - deliberative decision making, 189–191
  - improvement, 165–166
  - conflict, impact, 43–44
  - productive decision making, 44
- Deming, W. Edwards, 191
- “Design Kitchen,” 119
- Detert, Jim, 31–32
- Dieselgate, 54
  - root cause, 57–58
- Disaster, enabling, 91–92
- Discipline
  - impact, 196–197
  - self-discipline, 206
- Discretionary work, willingness index, 42
- Diversity
  - building, 201–202
  - performance, negative relationship, 45
  - psychological safety, relationship, 201–202
  - stance, 178
  - usage, 44–45
- Don't knower, action, 113–116
- Dudenhoffer, Ferdinand, 59
- Dudley, Bill, 66
- Duhigg, Charles, 40–41
- Dweck, Carol, 174
  
- Eastman Chemical Company, 25–26
- Educational backgrounds, consideration, 41
- Effectiveness, guarantee (absence), 204–205
- Effort
  - harnessing, 188–189
  - motivation, 166–167
- Eileen Fisher Leadership Institute, founding, 116
- Electronic media, communication challenges, 43
- Eli Lilly, failure parties, 177
- Embarrassment, risk, 114
- Emergency Response Center (ERC), 143–144

- Emotional harm, conditions  
(creation), 77–78
- Emotional intelligence, problems,  
207
- Empathy
  - building, 179
  - place, 106
- Employees
  - care, 119–123
  - engagement, measures  
(validation), 42
  - failure, 45–46
  - motivation, 58
  - perks, absence, 26
  - satisfaction, importance, 41–42
  - survey, 169
- Engagement
  - barriers, overcoming, 188–189
  - creation, 45
- Errors
  - absence, 35–36
  - admission, 31
  - open discussion, 155–156
  - reporting, appeal, 17
- Everybody Matters* (Sisodia), 120
- Excellence, creation, 206
- Expertise-diverse teams,  
performance, 44
- Extreme candor, 109–113
- Failing to fail, 119
- Failure
  - archetypes,  
definitions/implications,  
163t
  - avoidance, 53, 59–60
  - culture, 192
  - czar, 161
  - data source, 160
  - destigmatization, 175–177, 176t
  - evaluation, 118–119
  - failing, 119
  - freedom, 108–109
  - impact, 161–162
  - intelligent failure, 117
  - learning to learn, 160–161
  - parties, 177
  - prevention, 162, 208
  - productive response, 177
  - productive response, variation,  
180
  - psychological pain, 108
  - real failure, defining, 119
  - reframing, 158, 160–162
  - reporting, fear, 160
  - role, 161
  - safety, 117–118, 160
  - success, 116–119
  - types, productive responses, 180t
  - typology, implications, 175
- “Failure,” term (usage), 155
- Fareed Zakaria GPS*, 45
- FEA. *See* Focused event analysis
- Fear
  - absence, 192
  - climate, behaviors (impact), 194
  - culture, insidiousness, 59
  - expulsion, 191
  - impact, 14–15
  - interference, 144
  - interpersonal fear, 165, 172–173,  
196
  - motivation, problem, 13–15, 58
  - “No fear” federal workplace,  
creation, 192
  - understanding, 138
- Fearless organization, creation, 146
- Fearless workplace, 103
- Federal Reserve of New York  
(FRBNY), 60, 92, 198
  - condemnation/criticism, 66
  - consensus, striving, 67
- Feedback, 110, 173. *See also*
  - Constructive feedback
  - group, people (impact), 106–107
  - provision, 196
- Fictional vignettes, design, 32, 34
- Financial system, collapse, 68
- Firing, decisions, 110
- Fisher, Eileen, 113–116, 123,  
165–168, 190
- Flight 1549, 130–131
  - non-normal situation, 130
- Focus, creation, 114

- Focused event analysis (FEA), 157–158, 177
- Ford, Henry, 57, 204
- “Foundry,” 119
- Fowler, Susan, 93–96, 194–195
- Frei, Frances, 193–194
- Frese, Michael, 40
- Frontline staff, stress, 42
- Fukushima Daiichi Nuclear Power Plant, 87–92, 142
  - control, 144–145
- Fukushima Daini Nuclear Power Plant, 142–145, 165
  - damage, assessment, 143
- Game-Changer, The* (Lafley), 160
- Gazetta, Frank, 116
- Geographic dispersion, overcoming, 43
- Gibbs, Jennifer, 43
- Gibson, Charlie, 79
- Gibson, Cristina, 43
- Glass, Ira, 67–68
- Goffman, Erving, 4–5, 8
- “Going for Gr-Eight,” 61–63
- Goldman Sachs, 67
- Good, journey, 105–107
- “Good news” stories, simplicity, 104
- Googler-to-Googler (g2g) network, 172–173, 195
- Google team, Project Aristotle, 40–41
- Google X, 117–118, 123, 160, 165
- Government bureaucracy, responsibility, 92
- “Great East Japanese Earthquake,” 87
- Great Recession, 120
- Green Car of the Year (2008), 53
- Groupe Danone, 173
- Group-level phenomenon, 12
- Groupthink, 67
- “Guiding Principles of Leadership” (Barry-Wehmiller), 121
- Halbesleben, Jonathon, 38
- Hall, Amy, 115
- Ham, Linda, 79
- Harris, Sydney, 77
- Harten, Patrick, 131, 133
- Harvard Business School
  - Advanced Management Program, 168
  - leadership programs, 191
- Hatz, Wolfgang, 54
- Healthcare delivery, explanation, 155
- Help, seeking (appeal), 17–18
- “Here-and-Now Humility” (Schein), 168
- Hewlin, Patricia, 30
- Hierarchy
  - de-emphasis, 114
  - psychological pull, 82
- Hirak, Reuven, 169
- Hobbies, consideration, 41
- Hooke, Casey, 172
- Hornsey, Liane, 194
- Hospital care, error-prone system, 155
- Huang, Chi-Cheng, 40
- Hudson Miracle, value, 134
- Human health/safety, fostering, 134
- Human interactions, importance, 133
- Humble listening, 114–115
- Humiliation, risk, 114
- Humility
  - confidence, contrast, 168
  - curiosity, combination, 167–168
- Humor, absence, 193–195
- Ideas, withholding, 31
- Impostor syndrome, 161
- Incentives, decisions, 110
- Inclusion
  - building, 201–202
  - psychological safety, relationship, 201–202
- Industries, learning, 133–134
- Innovation
  - culture, 192
  - fostering, 43–44
  - impact, 66
  - psychological safety, relationship, 40

- Input
  - requests, 122–123
  - structures, design, 172–173
- Inquiry, 170
  - proactive inquiry, 167, 170–172
  - skills, development, 179
- Institut Européen d'Administration des Affaires (INSEAD), 190
- Intelligent failure, 117
- Interdependence
  - appreciation, 177
  - emphasis, 162, 164
  - levels, attention, 166
- Interdependent departments,
  - priorities (conflict), 154
- Interpersonal fear, 172–173, 204
  - problem, 196
  - sensibility, 165
- Interpersonal risk
  - micro-assessments, 134
  - overcoming, 166–167
  - perspective, 164
- Inter-term reliability, 20
- Interview data, coding, 20–21
- Inviting Participation, 123, 154, 156
- iOS (Apple), 189
- iPhone, impact, 65
- Ishibashi, Katsuhiko, 88
  - Madame criticism, 88–89
- Japan
  - Active Fault and Earthquake Research Center, 90
  - national energy security, goal, 92
  - nuclear meltdown, 87–91
  - psychological safety, creation, 207–208
- Jiang, Pin-Chen, 40
- Jobs, Steve, 204
- Jogan tsunami, 90–91
- “Just kidding” moments, 193–194
- Kahn, William, 12
- Kalanick, Travis, 94
  - Uber exit, 95–96
- Khosrowshahi, Dara, 96, 193–194
- Knowledge
  - marketplace, 173
  - sharing, 38–39
  - workers, 58
- Kurokawa, Kiyoshi, 91
- Kyoto Protocol, 89
- Lafley, A.G., 160
- Lasseter, John (harassment), 107
- Leaders
  - job, 200
  - participation, invitation, 156–157
  - productive responses, 157–158
  - stage, setting, 155–156
  - success, learning, 207
  - tool kit, 154–158, 176–177
  - usage, 159t
  - VUCA interaction, 166
- Leadership, 146
  - effectiveness, 56–57
  - self-assessment, 181–182
- “Lean Forward, Fail Smart Award,” 192
- Learn-how, 36–37
  - behaviors, 37
- Learning
  - anxiety, 12
  - behavior, 35
    - psychological safety, relationship, 39–40
  - creation, 206
  - increase, 169
  - inhibition, fear (impact), 14–15
  - mindset, 167–168
  - natural part, 108
  - opportunity, 205
  - orientation, power, 174
  - support, work environment (impact), 35–39
  - zone, virtual team (impact), 131–132
- Learning to learn, 160–161
- Learn-what, 36–37

- Lehman, Betsy, 83–85
  - chemotherapy, 83–84
- Lehman, Mildred K., 85
- Lekgotla*, 140
- Leningrad, flood (1924), 14
- Leroy, Hannes, 35–36
- Listening, 114–115
  - impact, 199
  - importance, 96
- Los Rodeos Airport, 80
- Lutz, Bob, 56–57
- Madame, Haruki, 88
- Mahfouz, Naguib, 153
- Management risk, 21
- Manager change (absence), people
  - (interaction advice), 205–206
- Marcus, Roy, 137–138
- Mask, removal, 200
- Masuda, Naohiro, 142–146, 165
- Maxwell, John, 187
- Meaning, environment (creation), 121
- Meaningful work/relationships,
  - value, 109
- Medical errors, 85
- Medical team, efforts, 136–137
- Meetings, silence (usage), 114
- Mental health, 42
- Merchant, Nilofer, 5
- Meritocracy, 95
- #MeToo movement, 92–96, 107, 194–195
- Meurs, Klaas, 80–82
- Milano, Alyssa, 92–93
- Milliken, Frances, 30
- Mindfulness, creation, 114
- Mines, safety protocols (usage), 141
- Mining
  - harm, reduction, 166–167
  - shutdown, 139–141
- Minorities, engagement (creation), 45
- Mistakephobia, 111
- Mistakes, learning, 35–36
- Modern Times* (Chaplin), 58
- Moody-Stuart, Mark, 139
- Morath, Julie, 153–157, 165, 170
  - terminology, introduction, 155
- Morrison, Elizabeth, 30
- Morton-Thiokol, 86–87
- “Motivator Report,” 62
- MTV, programming work, 172
- Mulcahy, Anne, 168
- Narcissism, impact, 207
- NASA
  - leaders, emphasis, 166
  - space shuttle disasters, 78–79, 86–87, 191
- National Union of Mineworkers, 141
- National Women’s Law Center, 195
- Ndlovu, Judy, 140
- Near-perfection, desire, 158
- Nembhard, Ingrid, 36, 169
- Neonatal Intensive Care Unit (NICU), 169, 173
  - babies, delivery, 3
  - nurse, speaking up, 154
  - protocol, 7
  - quality improvement project teams, 36–37
- Nitrous oxide (NO<sub>x</sub>), production, 54–55
- “No fear” federal workplace,
  - creation, 192
- Nokia, 60, 63
  - avoidable failure, 64
  - comeback, 190
  - emotional climate, 64
  - external market threats, 65
  - operating system, 189
  - R&D culture, 65
  - rise/fall, 64
  - success, 65–66
- Non-governmental organizations (NGOs), 195
- Not-knowing (Fisher), 190
- Nuclear Accident Independent Investigation Commission (NAIIC), 91

- Nuclear Industrial Safety Agency (NISA), policing hesitation, 89, 90
- Nurses, study, 35–36
- Off-site company sustainability conference, usage, 115
- Oil shocks (1970s), 89
- Okamura, Yukinobi, 90
- Ombudspersons, confidentiality, 203
- “One for All and All for One” motto, 135–138, 166
- One-on-one mentoring, 172
- Open-minded disagreements, 111–112
- OpenTable, 160
- Operational performance, improvement, 173
- Organization
  - fearlessness, 201
  - strategy, framing, 70
- Organizational learning
  - process, 179
  - requirements, 71
- Osterloh, Bernd, 59
- Paper trail, 25
- Participation, invitation, 156–157
  - process, 167–173
- Patient Safety Steering Committee (PSSC), initiative, 157
- Patton, George, 142
- People
  - responses, 167–173
  - treatment, 121
- People Experience, 96
- Perfectionism, discussions, 161
- Performance
  - measurement, 40
  - problem, 70
  - psychological safety importance, reasons, 39–41
  - sacrifice, 55
  - unit performance, improvement, 169
- Performance standards
  - lowering, psychological safety (contrast), 17–19
  - psychological safety, comparison, 18f
- Personalities, self-assurance, 112
- Personality
  - factor, psychologically safety (contrast), 16
  - traits, consideration, 41
  - types/skills/backgrounds, mix, 41
- Personal values/goals, 205
- Physical harm, conditions (creation), 77–78
- Piech, Ferdinand, 56–57
- Pittman, Bob, 171–172
- Pixar Animation Studios, 14, 46, 105–109, 118, 123, 160
  - Braintrust, 105–109, 112, 118, 190
- Power distance, 207
  - cultural differences, 208
- “Powerful questions” attribution, identification, 170–171
- Power, impact, 169
- Power plants, construction allowance (government records), 88
- Predictive validity, 20
- Presentation of the Self in Everyday Life, The* (Goffman), 4
- Price, Christina, 3–4, 6–8, 17
- Pride, environment (creation), 121
- Principles* (Dalio), 109, 111, 145
- Proactive inquiry, 167, 170–172
- Process improvements, 122
- Process-laden work, 121–122
- Process, outcome (relationship), 175f
- Productive conflict, 111–113
- Productive decision making, 44
- Productive responses, 180t
  - process, 173–180
  - variation, 180
- Project Aristotle, 12, 40–41
  - aftermath, 45
- Project Foghorn, 116
- Promotions, decisions, 110
- Promotions/protections, 94–96



- Psychologically safe employees,
  - engagement, 41–42
- Psychologically safe organizations,
  - creation, 208
- Psychologically safe work
  - environments, 165
  - impact, 134–135
  - learning, 123–124
- Psychologically safe workplace, 6–8
  - advocacy, 198–199
  - creation, 138, 146
  - profile, 104
  - time, usage, 197–198
- Psychological safety, 8–12
  - absence, 130, 203
  - assistance, 43
  - building, 195, 208–209
    - leader tool kit, usage, 159t
  - certainty, 26–29
  - confusion, 197
  - creation, 140, 146, 199, 209
  - cultivation, 165
  - defining, 15–19
  - demonstration, 134
  - diversity/inclusion/belonging,
    - relationship, 201–202
  - dynamism, 189
  - effects, 28–29
  - efficiency source, 197
  - emphasis, 43–45
  - establishment/enhancement, 169
  - excess, 195–197
  - failure, destigmatization, 176t
  - FAQs, 195–208
  - group building, 36
  - groups, 29–30
  - impact, 156
  - importance, 12–13
    - reasons, 39–41
  - improvement, 21–22
  - innovation, relationship, 40
  - insufficiency, 69–70
  - leader, success (learning), 207
  - learning behavior, relationship,
    - 39–40
  - measurement, 19–21
  - media mentions, 27–28, 27f
  - niceness, contrast, 15–16
  - norms, inclusion, 190
  - organizational commitment,
    - relationship, 42
  - panacea, 196–197
  - performance standards
    - comparison, 18f
    - lowering, contrast, 17–19
  - personality factor, contrast, 16
  - power, 119–120
  - practice, research (usage), 45–46
  - predictions, 37
  - presence/absence, detection,
    - 20–21
  - research, 29–30
  - restoration, 195
  - rewards, 120
  - robustness, survey measures
    - (variations), 213–215
  - role, emphasis, 43, 195
  - stage, setting (process), 158–167
  - studies, 44
  - survey measure, 20f
  - team psychological safety,
    - citations, 28f
  - trust, comparison, 16–17
  - whistle-blowing, relationship,
    - 202–203
  - work, framing, 160–166
- Psychological/societal forces,
  - asymmetry, 188
- Public self-expression, ambiguity,
  - 180
- Qatar, sovereign wealth fund, 59
- Qualitative case-study research,
  - 20–21
- Quality environment, 36–37
- Quality improvement (QI) project
  - teams, 36–37
- “Quality of Sale” Report Card
  - (Wells Fargo), 62–63
- Quarles, Christa, 160
- Questions
  - power, attributes, 171
  - “powerful questions” attribution,
    - identification, 170–171

- Questions (*continued*)  
     reason, 85  
     revelation, 208
- Radical truth/transparency, 109  
 “Rapid Evaluation,” 118–119  
*Ratatouille* (film), 14  
 Rathert, Cheryl, 38  
 Real failure, defining, 119  
 Regulators, regulation, 66–68  
 Regulatory capture, 67–68  
 Reporting policy, blame (absence), 158  
*Report of Systemic Risk and Bank Supervision* (2009), 66–67  
 Research, usage, 45–46  
 Respect, conveyance, 199  
 Return on assets, longitudinal change, 40  
 Ride-sharing economy, 94  
 RIM, 64  
 Risk, mitigation, 168  
 Risk, taking, 116, 174  
 Rocha, Rodney, 78–79  
 Rogers, Ed, 191–192  
 Role model, 25  
 Roosevelt, Franklin D., 103  
 Rozovsky, Julia, 3, 41
- Safety Summit, 141  
 Safe zone, creation, 199  
 Sales numbers, hitting, 62  
 Sallan, Stephen, 83  
 Schein, Edgar, 12, 168  
 Schmidt, Oliver, 53  
 Schreuder, Willem, 80–82  
 Scolese, Christopher, 192  
 Segarra, Carmen, 68  
 Self-assessment questions, 181  
 Self-confidence, 168  
 Self-discipline, 206  
 Selfish agenda, absence, 106  
 Self-protection, 188  
     perception, 167  
 Self-report, 40  
 Senior executives, engagement, 71  
 Sexual attention, suffering, 92–93  
 Sexual harassment, experiences, 93  
 Siemsen, Enno, 39  
 Silence  
     culture, 86–92  
     impact, 30–35, 92–96  
     importance, 79–82, 156  
     reasons, 31  
     rewards, 188  
     selection, 35  
     sounds, hearing, 191–193  
     understanding, 138  
     usage, 114  
     victory, reason, 34t  
     warnings, dismissal, 87–90  
 “Silence Breakers” (TIME Magazine), 96  
 Simmons, Rachel, 161  
 Sisodia, Raj, 120  
 Situational humility, 167–169  
     demonstration, 168  
 Skiles, Jeffrey, 129–133  
 Smart failures, honoring, 119  
 Smart process design, 197  
 Smith College, 160–161  
     Wurtele Center for Work and Life, 161  
 Smith, Diana, 44  
 Social media  
     platforms, personal opinions expression, 179  
     problem, 95  
     silence, impact, 92–96  
 Solutions, develop-  
     ment/commercialization (goal), 117  
 South African Department of Minerals and Energy, 141  
 Space shuttle  
     Challenger disaster, 86–87  
     Columbia disaster, 78–79  
 Speaking up  
     automatic calculus, 34  
     failure, 78–79  
     psychology, aspect, 79  
     risk, 32  
 Staff meetings, orchestration, 165–166

- Standards, importance, 54–60
- Stanton, Andrew, 106–107
- Strategy, agile approach (adoption), 70–71
- Stretch goal, stretching, 60–63
- “Study,” term (usage), 155
- Stumpf, John, 61
- Success
  - innovation, impact, 66
  - requirements, 71
- Sullenberger III, Chesley, 129–133
- Superstorm Sandy, 162
- Symbian, 189
  - operating system, 63
- System complexity
  - appreciation, 177
  - problem, 154
- Tacking, 209
- Taken-for-granted rules, 33t, 34
- Talent, unleashing, 146
- Task-based conversations, 111
- Team psychological safety
  - citations, 28f
  - concept/measure, 28
- Teams
  - diagnostic survey, 9
  - error rates, 9–10
  - member performance, rating, 40
- Teamwork, importance, 161
- Teller, Astro, 117–119, 160
- Telling, culture, 170
- Tertiary care hospitals
  - complexity, 154
  - operations, error-prone nature (re-explanation), 156
- Thiry, Kent, 135–136, 166
- Threat and error management (TEM), 134
- Three Mile Island, accident, 89
- “Time’s Up” Legal Defense Fund (National Women’s Law Center), founding, 195
- Time, usage, 133
- “Toe-stepping,” 194
- Toe-stepping value, 95
- Tokyo Electric Power Company (TEPCO), 144
  - risk acknowledgment, 89–91
- Top-down culture,
  - cheating/coverup (by-products), 70–71
- Top-down dictators, impact, 203–204
- Top-down strategy, 69–70
- Total quality management (TQM), 38
- Total Renal Care, 136
- Toy Story* (movie), 104–106
- Toy Story 2* (movie), 105–106
- Transparency, 198–199
  - aggressiveness, 198
  - injunction (Dalio), 194
  - levels, 198
  - norm, violation, 194
  - radical truth/transparency, 109
  - whiteboards, usage, 142–146
- Transparency libraries, 110–111
- Trust
  - destruction, practices, 121
  - environment, creation, 121
  - increase, 190
  - psychological safety, comparison, 16–17
- Truth
  - fear, 63–66
  - radical truth/transparency, 109
- Tucker, Anita, 36, 37, 169
- Turnover intentions, 42
- Uber Technologies, Inc., 93–96
  - problems, 193
  - sexual harassment, experiences, 93–95
- Uncertainty
  - emphasis, 162, 164
  - levels, attention, 166
- Unconscious calculators, 4–6
- Union support, 120
- Unit performance, improvement, 169
- US Airways, Cockpit Resource Management (CRM), 131

- Value creation, impact, 70
- Value (gaining), diversity (usage), 44–45
- van Zanten, Jacob Veldhuyzen, 80–82
- Vaughn, Diane, 191
- Verdin, Paul, 70
- Vigilance, importance, 161
- Violations, sanctioning, 178–180
- Virtual teams, 43
- Virtual zone, usage, 131–132
- Voice
  - barriers, overcoming, 188–189
  - implicit theories, 32, 34–35
  - mission criticality, 39
  - productive responses, process, 173–180
  - requirement, clarification, 162–166
  - rewards, 188
  - threshold, 197
- Voice at work, taken-for-granted rules, 33t
- Voice-silence
  - asymmetry, 34
  - calculation, silence (victory), 34t
- Volatility, uncertainty, complexity, and ambiguity (VUCA), 19, 26–27, 60, 70, 166
- conditions, 174
- success, requirements, 71
- value creation, impact, 70
- Volkswagen, 174
  - command-and-control hierarchy, 60
  - compliance, 55
  - coverup, denial, 55
  - diesel engines, problem, 58–59, 107
  - emissions scandal, effects, 59–60
  - engineers, blame, 56
  - failure, avoidance, 53
  - standards, importance, 54–60
  - stretch goal, stretching, 60–63
  - terror, reign, 57
  - truth, fear, 63–66
- Volkswagen Group, 53
- Vulnerability, expression, 200
- Vuori, Timo, 190
- Warnings, dismissal, 87–90
- Wells Fargo, 60, 174
  - cross-selling strategy, 69
  - “Quality of Sale” Report Card, 62–63
  - success, 60–61
- West Virginia University, Center for Alternative Fuels, Engines, and Emissions, 55
- Whistle-blowing, psychological safety (relationship), 202–203
- Whiteboards, usage, 142–146
- Why Worry?* (Ishibashi), 88
- Winterkorn, Martin, 54, 164
  - company rules, strictness, 59–60
  - leadership, impact, 56–57
  - soft spots, 58
  - villain, role, 56
- Words, usage, 130–134
- Work
  - colleagues, true selves, 204–205
  - emotional commitment, 41–42
  - engagement, 42
  - error-prone nature, 156
  - framing, 160–166
  - interdependent work, communication (requirement), 164
  - process-laden work, 121–122
  - psychological safety, 199–200
  - quality, erosion, 180
  - self, supply (problems), 205
- Workarounds
  - occurrence, 38
  - problems, 37
  - reduction, 37–38
- Work environment
  - impact, 35–39
  - knowledge, sharing, 38–39
  - mistakes, learning, 35–36
  - quality environment, 36–37

- Workers
  - fatalities, avoidance, 158
  - safety, speaking up, 138–142
- Workforce, diversity, 201
- Workplace
  - fearless workplace, 103
  - nurturing, 187
  - phrases, usage, 200
  - psychologically safe workplace, 6–8
  - psychological safety
    - absence, 29
    - manifestation, 104
  - psychological safety climate, permeation, 68
  - silence, importance, 79–82
- Wrong-doing, speaking out, 28
- X (project). *See* Google X

