Brief Contents

Introduction		xiii
PART I	The Power of Psychological Safety	1
Chapter 1	The Underpinning	3
Chapter 2	The Paper Trail	25
PART II	Psychological Safety at Work	51
Chapter 3	Avoidable Failure	53
Chapter 4	Dangerous Silence	77
Chapter 5	The Fearless Workplace	103
Chapter 6	Safe and Sound	129
PART III	Creating a Fearless Organization	151
Chapter 7	Making it Happen	153
Chapter 8	What's Next?	187

Brief Contents

Appendix: Variations in survey measures to Illustrate Robustness	
of Psychological Safety	213
Acknowledgments	217
About the Author	219
Index	221

Contents

Introduction		xiii
	What It Takes to Thrive in a Complex, Uncertain	
	World	xiii
	Discovery by Mistake	xv
	Overview of the Book	xviii
	Endnotes	XXI
PART I	The Power of Psychological Safety	1
Chapter 1	The Underpinning	3
	Unconscious Calculators	4
	Envisioning the Psychologically Safe Workplace	6
	An Accidental Discovery	8
	Standing on Giants' Shoulders	12
	Why Fear Is Not an Effective Motivator	13
	What Psychological Safety Is Not	15
	Measuring Psychological Safety	19
	Psychological Safety Is Not Enough	21
	Endnotes	22

x Contents

Unapter 2	The Paper Trail	25
	Not a Perk	26
	The Research	29
	An Epidemic of Silence	30
	A Work Environment that Supports Learning	35
	Why Psychological Safety Matters for Performance	39
	Psychologically Safe Employees Are Engaged	
	Employees	41
	Psychological Safety as the Extra Ingredient	43
	Bringing Research to Practice	45
	Endnotes	46
PART II	Psychological Safety at Work	51
Chapter 3	Avoidable Failure	53
	Exacting Standards	54
	Stretching the Stretch Goal	60
	Fearing the Truth	63
	Who Regulates the Regulators?	66
	Avoiding Avoidable Failure	68
	Adopting an Agile Approach to Strategy	70
	Endnotes	72
Chapter 4	Dangerous Silence	77
	Failing to Speak Up	78
	What Was Not Said	79
	Excessive Confidence in Authority	83
	A Culture of Silence	86
	Silence in the Noisy Age of Social Media	92
	Endnotes	97

Contents	xi

Chapter 5	The Fearless Workplace	103
	Making Candor Real	104
	Extreme Candor	109
	Be a Don't Knower	113
	When Failure Works	116
	Caring for Employees	119
	Learning from Psychologically Safe Work	
	Environments	123
	Endnotes	124
Chapter 6	Safe and Sound	129
	Use Your Words	130
	One for All and All for One	135
	Speaking Up for Worker Safety	138
	Transparency by Whiteboard	142
	Unleashing Talent	146
	Endnotes	147
PART III	Creating a Fearless Organization	151
Chapter 7	Making it Happen	153
	The Leader's Tool Kit	154
	How to Set the Stage for Psychological Safety	158
	How to Invite Participation So People Respond	167
	How to Respond Productively to Voice – No Matter	
	Its Quality	173
	Leadership Self-Assessment	181
	Endnotes	183
Chapter 8	What's Next?	187
	Continuous Renewal	187
	Deliberative Decision-Making	189

xii Contents

Hearing the Sounds of Silence	191
When Humor Isn't Funny	193
Psychological Safety FAQs	195
Tacking Upwind	208
Endnotes	209
Appendix: Variations in survey measures to Illustrate Robustness of Psychological Safety	213
Acknowledgments	217
About the Author	219
Index	221