



Do we need to be “Fearless”?

Paul Forden

Chief Executive SMHS

Challenger 1986



Columbia 2003



Canary Islands 1977



A Fearless Culture




“For anything but the most independent or routine work, psychological safety is intimately tied to freeing people up to pursue excellence”

“Psychological safety is broadly defined as a climate in which people are comfortable expressing and being themselves”

What can be done by leaders?

- ❑ Set the stage – allow and recognise learning from mistakes
- ❑ Invite participation – ask for questions and actively encourage feedback
- ❑ Respond productively – Recognise and thank people for speaking up
- ❑ Walk the walk – engage with frontline staff, not just direct reports

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- Listen – Adopt an attitude of not knowing
 - Reward failure – Recognise and praise teams for shutting down failing projects
 - Measure psychological safety – undertake surveys
 - Train for fearlessness – Speak up for Safety programmes



Embrace Fearlessness

“ Silence means “playing not to lose”. Speaking out encourages “playing to win”.

Winning requires constant learning, but in order to learn continually, organisations must have no reservations about sharing ideas, feedback and disagreement.