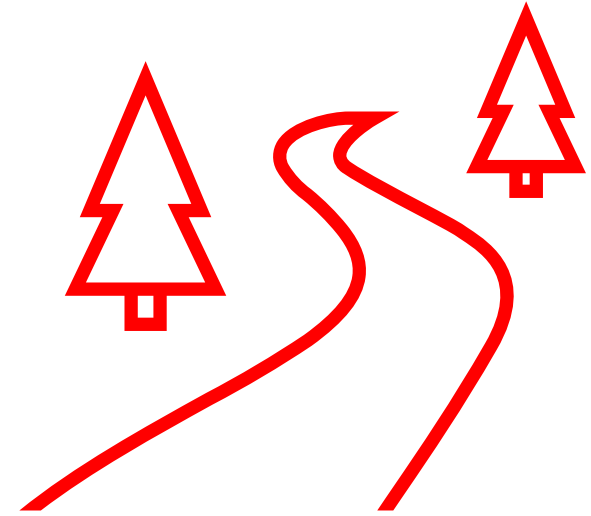# How safe am I?

- HF, HOP, psychosocial working environment – and psychological safety

Rubia Malik
Leading advisor occupational health, Equinor

Agenda

- What is psychological safety?
- Culture
- How do we work with this in Equinor?
- What is psychological safety in the current phase of digital transformation: How safe am (A) I?

Psychological Safety
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The Definition of Psychological Safety

Subsequently, in 1999, Dr Amy Edmondson was studying clinical teams and the number of mistakes that different teams made. During her research she was surprised to find that the teams with a higher number of good outcomes actually made more mistakes than teams with fewer good outcomes. It was a surprising result, but after further investigation, Dr Edmondson discovered that in fact those teams with better outcomes were *admitting* more mistakes, whilst the teams with fewer good outcomes were more likely to *hide* theirs. As a result, Dr Edmondson codified the concept of psychological safety, namely: **the *belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes,* and the team is safe for interpersonal risk taking.**

"a shared belief held by members of a team that the team is safe for interpersonal risk taking." — *Psychological Safety and Learning Behaviour in Work Teams*

Dr Edmondson showed that psychological safety was a key factor in team performance, and continues to lead the field in expounding the importance of psychological safety in

"Wherever there is fear, there will be wrong figures."
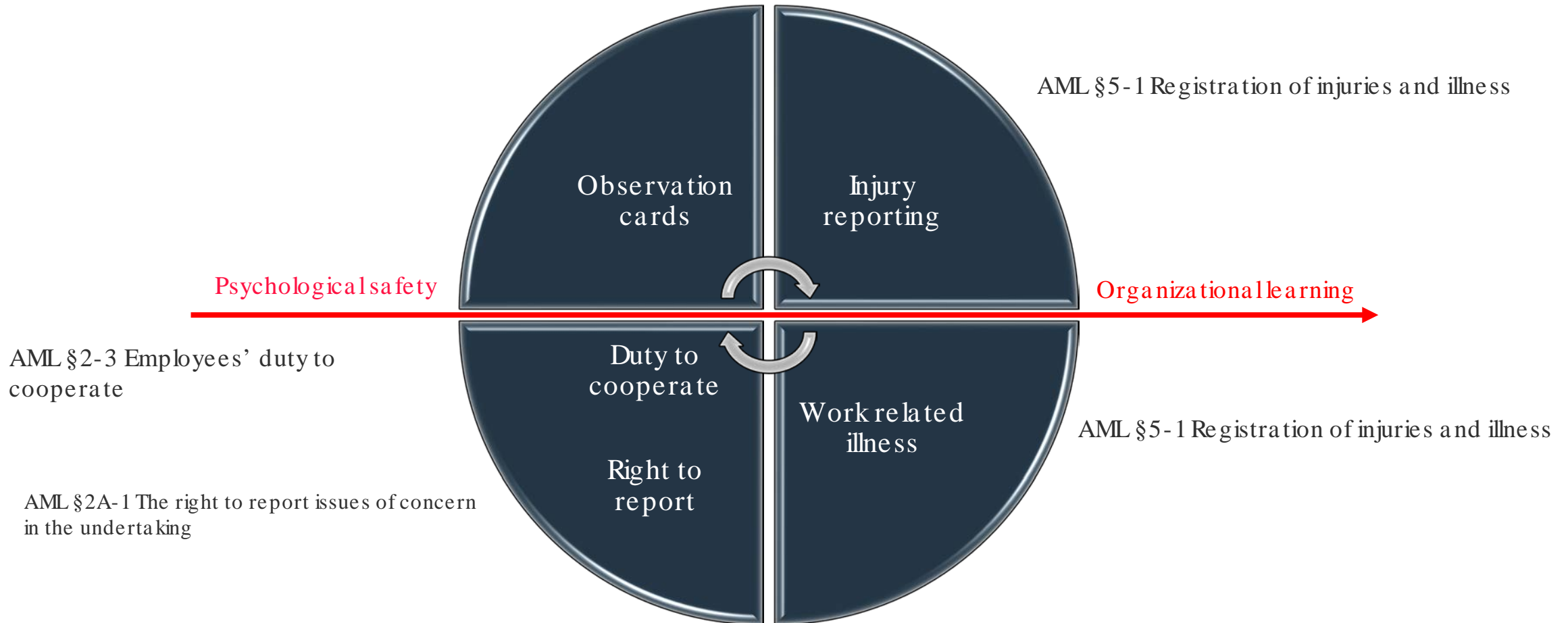
— W E Deming, The New Economics.

William Kahn, in 1990, renewed interest in psychological safety with his paper "Psychological Conditions of Personal Engagement and Disengagement at Work" where he described psychological safety as:
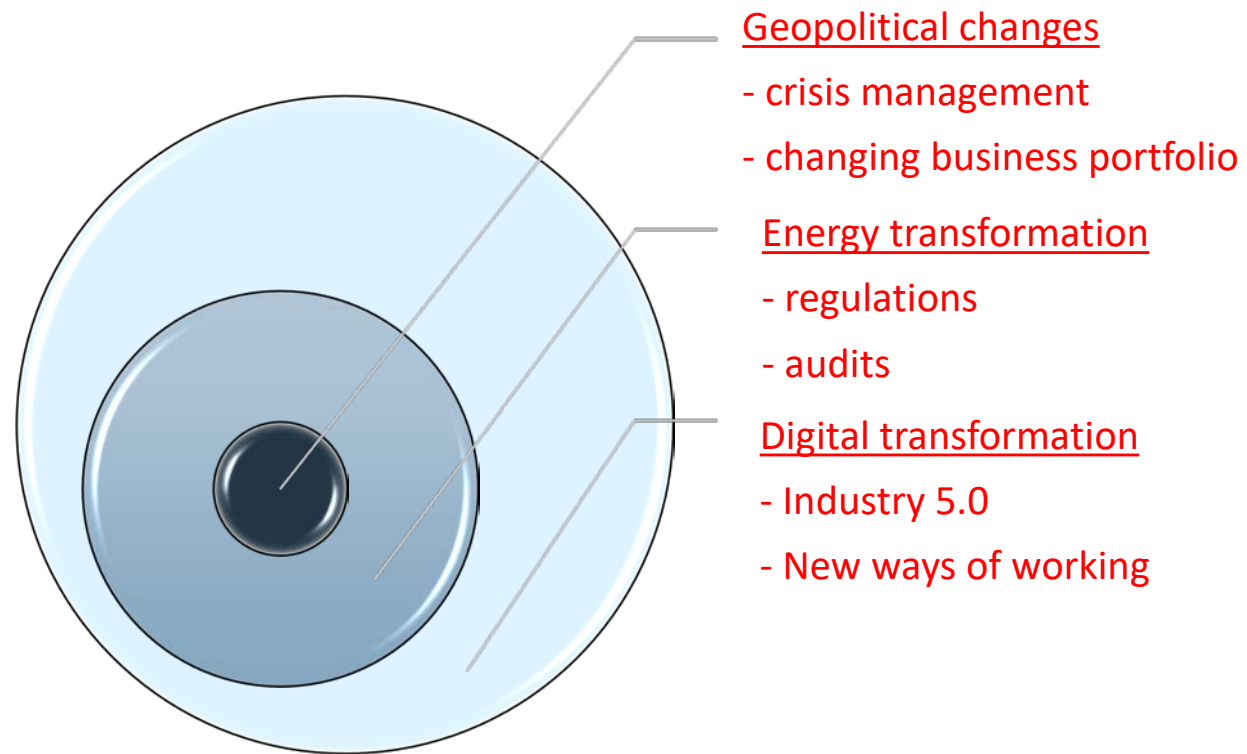
"the sense of being able to show and employ one's self without fear of negative consequences to self-image, status or career." (p.705, Kahn, W.A., 1990.

"Psychological safety means an absence of interpersonal fear. When psychological safety is present, people are able to speak up with work-relevant content."

—Amy Edmondson

Psychological safety in a Norwegian labour act perspective

AML §5-1 Registration of injuries and illness

Observation cards

Injury reporting

Psychological safety

Organizational learning

AML §2-3 Employees' duty to cooperate

Duty to cooperate

Right to report

Work related illness

AML §5-1 Registration of injuries and illness

AML §2A-1 The right to report issues of concern in the undertaking

Geopolitical changes

- crisis management

- changing business portfolio

Energy transformation

 - regulations

 - audits

Digital transformation

- Industry 5.0

- New ways of working

The future IS here…

The Nordic labor inspectorates:

- Increased tempo, intense re-skilling
- Physical jobs reporting increase in psychosocial issues and fatigue from constant need to re-skill
- Industry 4.0*companies – need to increase knowledge about work environment effects, ergonomic and human factor issues of workers using these tech-work processes
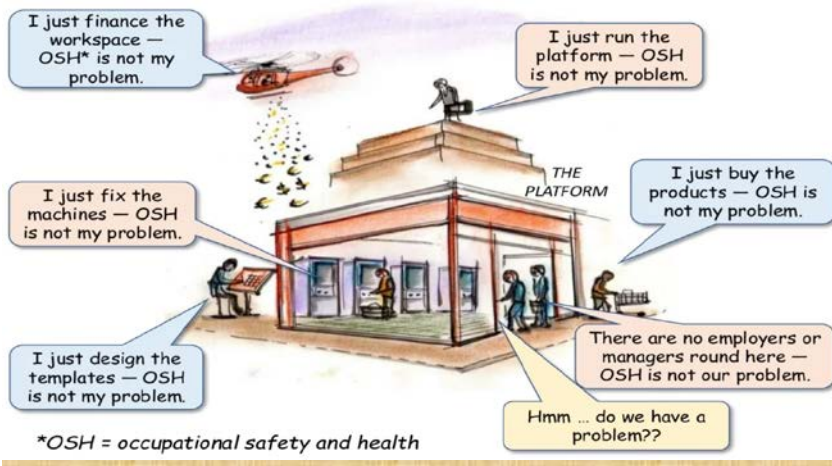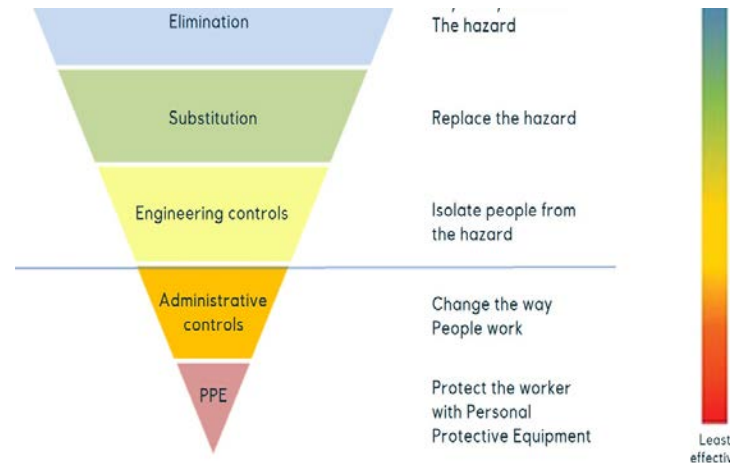

What are we missing?

- A holistic view of individual health and work environment effects
- Systemic perspective – need one common language
- Concrete advice – check lists for management
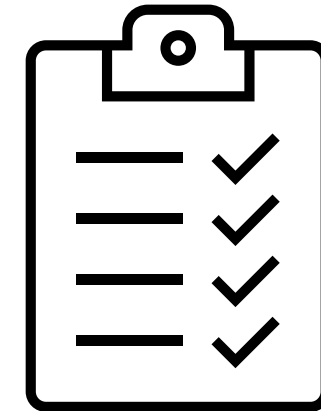- Find ways to minimize strain on tasks- 'what is the task'- find root causes

*Industry 5

Disentangling technological processes and translating to check lists


Whose problem is it?

Hierarchy of controls – still

Checklists

- Involvement
- Psychological safety
- Communication
- Culture

- Any work duplication in papers/different digital systems?
- Clear roles and responsibilities, tasks?
- Different sets of instructions/document flow to same tasks?
- Different level of complexity of different tasks considered?

Strategy

Context

Psychological safety

Safety
Organizational
learning
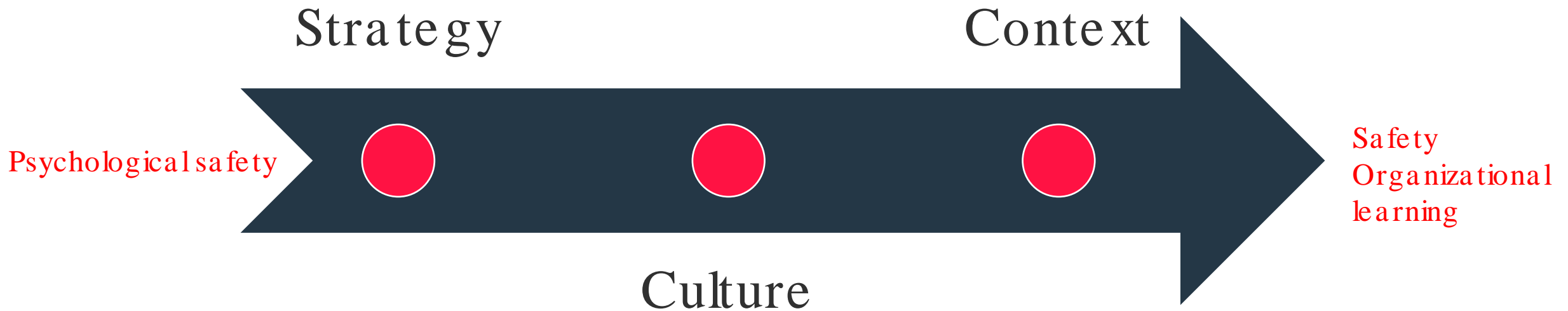
Culture

Culture eats strategy for breakfast?

FR16 PO

"Leaders shall ensure an inclusive and psychologically safe work environment and provide fair and equal opportunities to all."

Open, courageous, collaboration, caring


See something? Say something!

Psychological safety is prerequisite for «I am safety» expectations:

I am safety	I will	I will not
I understand and manage risks	Tell my leader if I have safety concerns	
I look after my colleagues	Tell my leader if I am unfit to work	
I am visible and engaged in my teams' safety and security	Engage in safety and security initiatives	Say there is a problem without offering help to provide a solution
I stop unsafe behaviour and activities	Care and speak up if I observe unsafe behaviour and activities	Disregard warning signs
I openly report and learn from all incidents	Report incidents or observations promptly Participate in learning processes Share my knowledge with others	Fail to report incidents or observations
I continuously improve safety and security		Neglect to involve myself or suggest safety improvements

*list is a short excerpt

Internal 26 March 2024

Psykososial risikostyring i Equinor
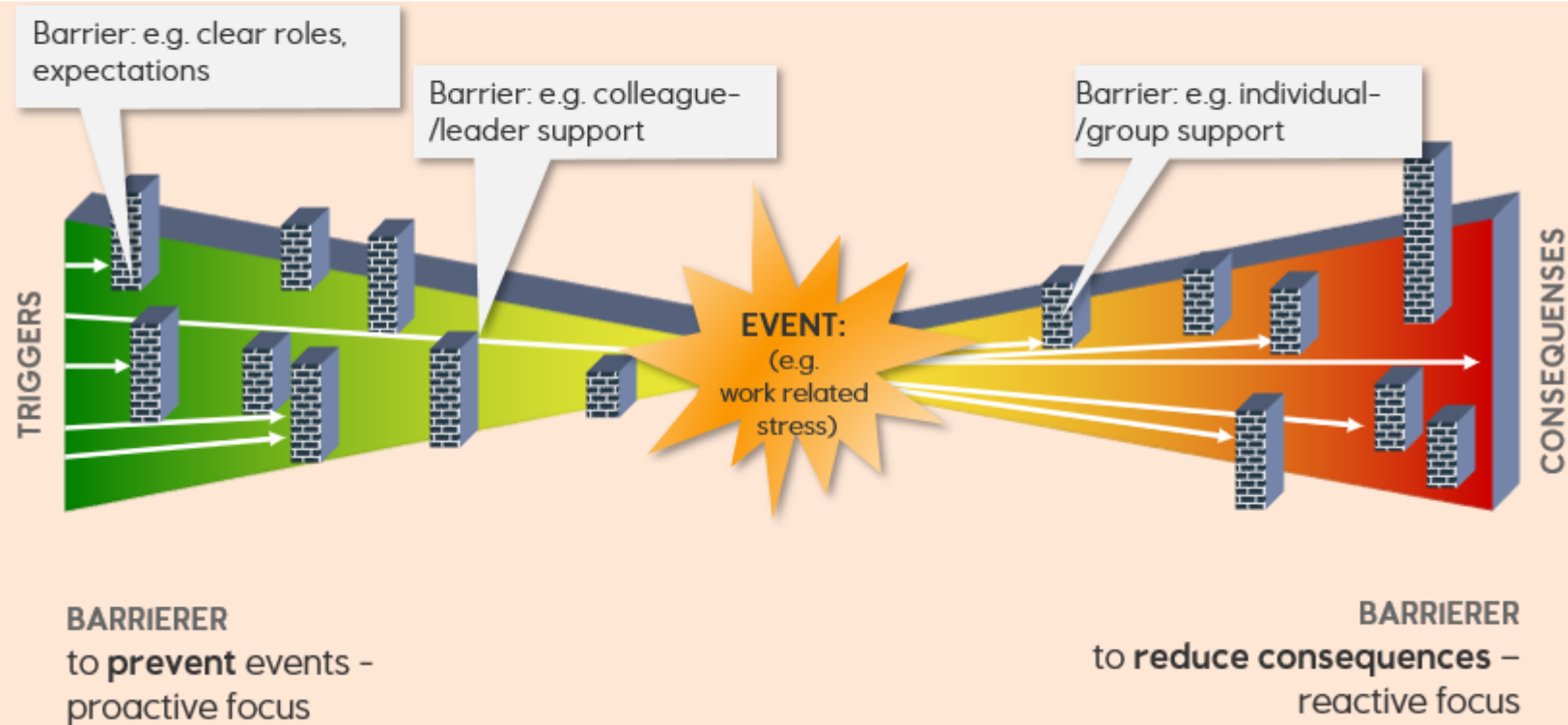
Psychosocial risk indicator (PRI)

Leadership

Roles, responsibilities and expectations

Job control and involvement
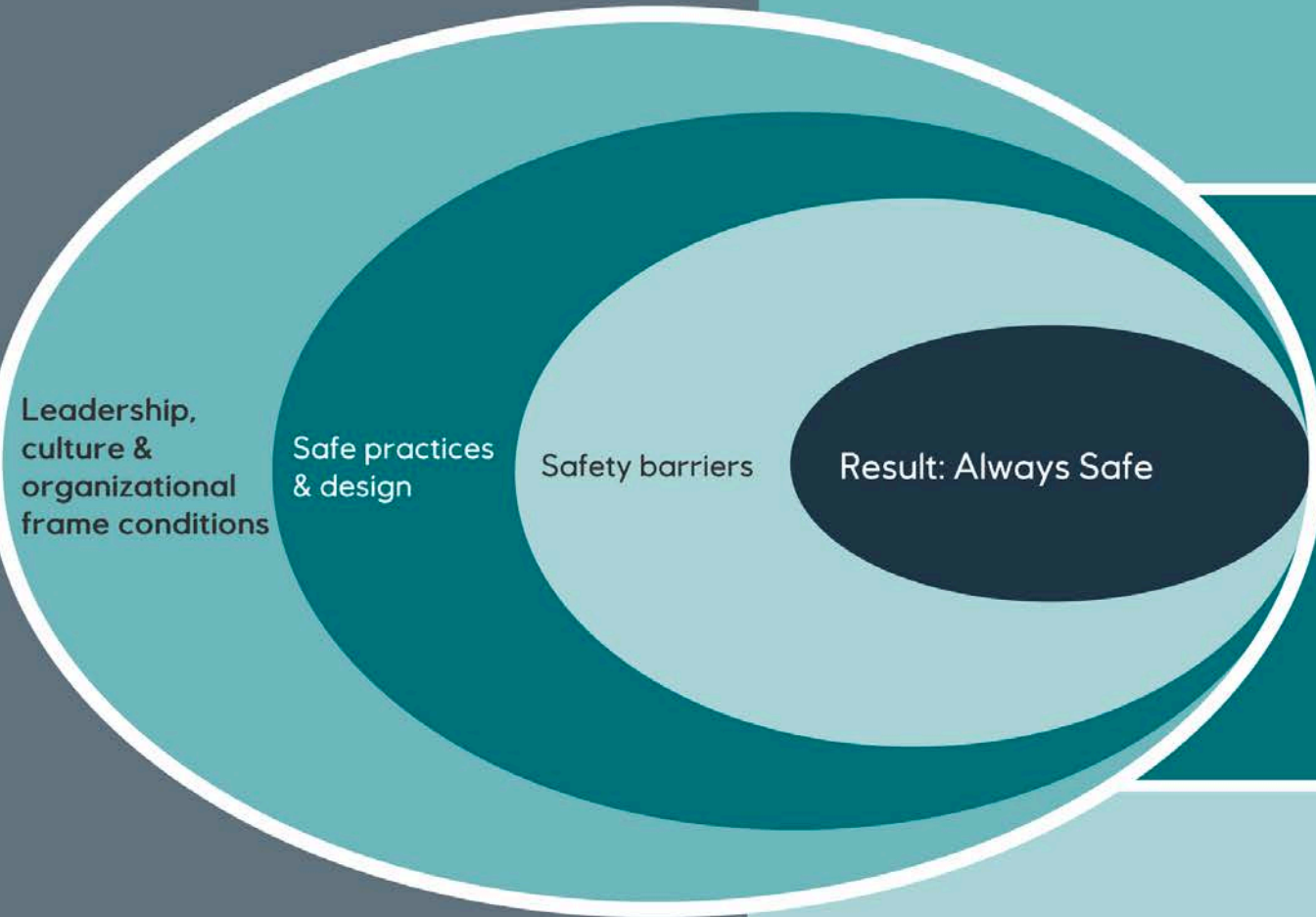
Support and relations

Changes

Job-home balance

Workload

Conflict

Flexible work

Development opportunities

Framework for major accident prevention

Leadership, culture & organizational frame conditions

- Safety leadership and culture.
- Organizational capacity and competence
- Management system
- Learning from incidents
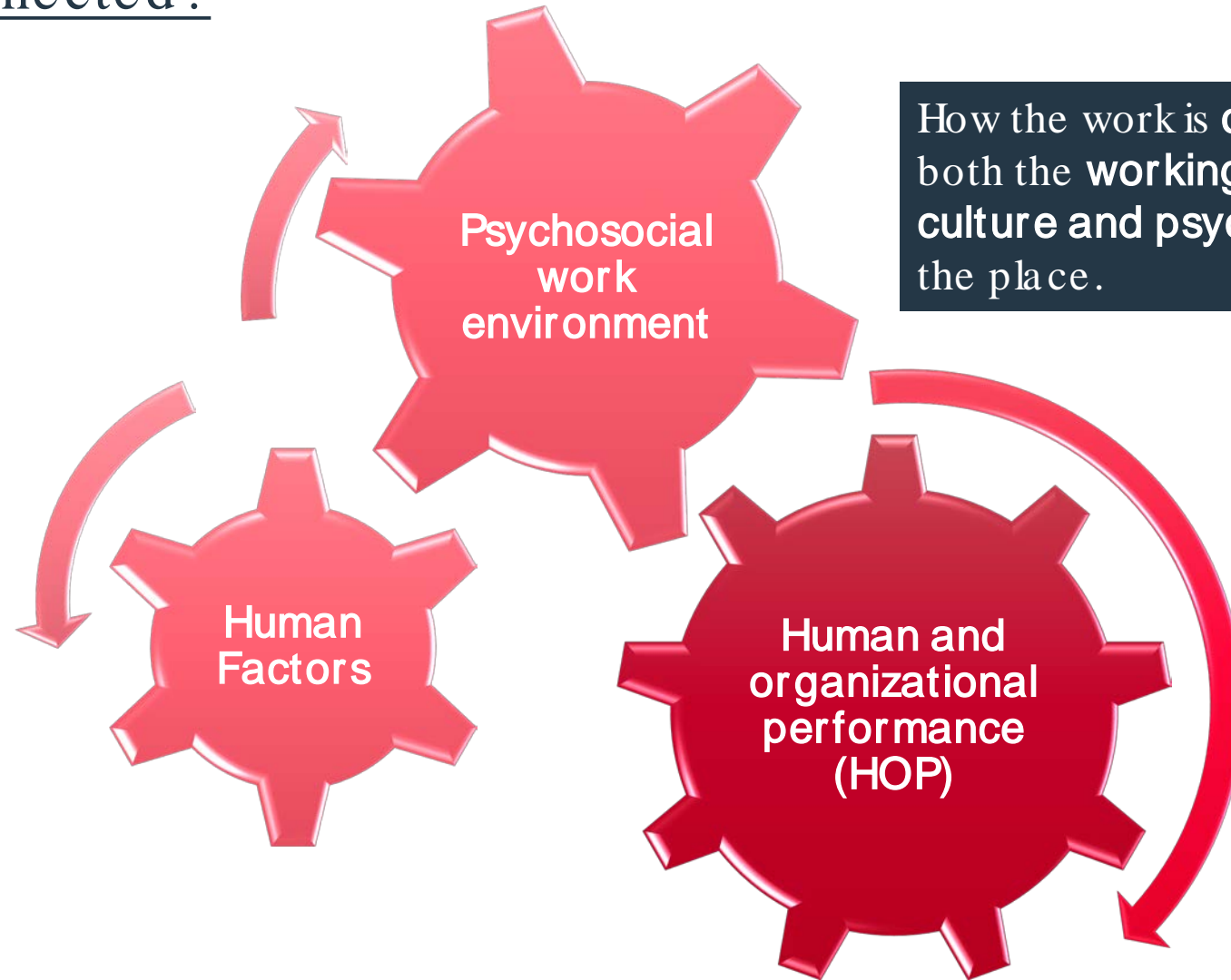- Assurance, indicators and improvement

Safe practices & design

- Manage risk
- Recognize and manage change (MoC)
- Apply procedures, respect operating limits and use stop-work authority
- Demonstrate technical integrity from design to operations
- Maintain the Plant Safety Strategy
- Maintain technical documentation
- Work safely with external organizations
- Prepared for emergency response

Safety barriers

- Technical and operational barriers
- Management of barriers

Diagram labels: Leadership, culture & organizational frame conditions · Safe practices & design · Safety barriers · Result: Always Safe

How is it all connected?

Psychosocial work environment

How the work is **organized** influences both the **working environment, culture and psychological safety** of the place.

Human Factors

Human and organizational performance (HOP)

What people do is **influenced** by a range of **human factors or error traps** (social, psychological, organizational, physical)

Design safer systems that learn from **inevitable** failures, treating workers as **problemsolvers** and failures as **learning opportunities**.

equinor

Artificial intelligence is a huge opportunity

Technology readyness reduced?
Distrust
Resistance

Black box

White box

What will it take to introduce it safely?

Trust
Psychological safety
Involvement
Human in control?

How to ensure continued psychological safety in the future`?

"A human-centered approach needs to consider AI integration from the employees' perspective, taking into consideration elements that facilitate human trust, and the meaningfulness and importance of a specific task to the employees."

'Cooperating with machine learning (AI) designers and developers in early phase developments will be crucial to address safety and health risks".

Additionally, communicating why machine learning (AI) is implemented, involving employees in early planning and development of the algorithms, adopting human assistive (AI) as opposed to replacing humans, adequate time for training and reskilling

«Human trust in artificial intelligence: Review of empirical research»
(Glikson & Woolley, 2020, p. 60)

26 March 2024

Takk for meg!