



Psychological safety – the answer to everything?

DI
HR Conference 2022

Agenda

1

Who are we?

2

Introduction to Ferrosan Medical Devices

3

Psychological safety is a prerequisite for life, work – and work life

4

Why is psychological safety “the answer to everything” these days?

5

How we work with it in Ferrosan?

6

Can we maintain the focus on psychological safety in the future?

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Hanne Garder, Ferrosan Medical Devices A/S



WHO AM I?

- 11 years of Human Resources experience in Ferrosan Medical Devices. The first couple of years I was the only one in HR
- 15 years of HR Manager and Business Partner experience from VELUX, Rockwool International, Capacent and Copenhagen Airport
- Cand merc from CBS
- Passionate about the Human Resources area. Working for making managers and employees good, and that they thrive
- When I'm not working, I'm active in outdoor sports and, among other things, I jump in the water on icy winter days



Rasmus Iver Agesen, Ferrosan Medical Devices A/S



WHO AM I?

- 1,5 years' experience with Ferrosan Medical Devices
- 15 years' experience with HR, leadership, culture, strategy implementation and organizational development. 5 years in consulting, 10 years in HR
- M.Sc. Psychology from University of Copenhagen
- HR philosophy: "There is no limit to what people can do, when they WANT TO – HR is all about ensuring a context, where people WANT TO
- When I am not working, I am with my family (4 kids) - and utilize the fact, that I find almost everything exciting" 😊

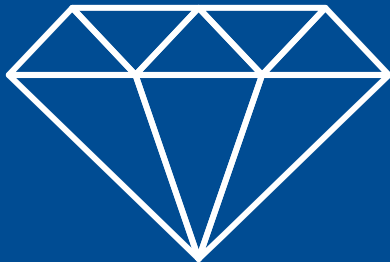


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Vision

“A world where surgeons and nurses perform surgeries without interruption or complications from bleedings or leaks”



Mission

“Provide innovative solutions to stop bleeding and leaks during surgery; enabling successful clinical outcomes”



Ferrosan
Medical Devices

Making seconds count
in surgical care

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Psychological Safety

“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”



-Amy Edmondson

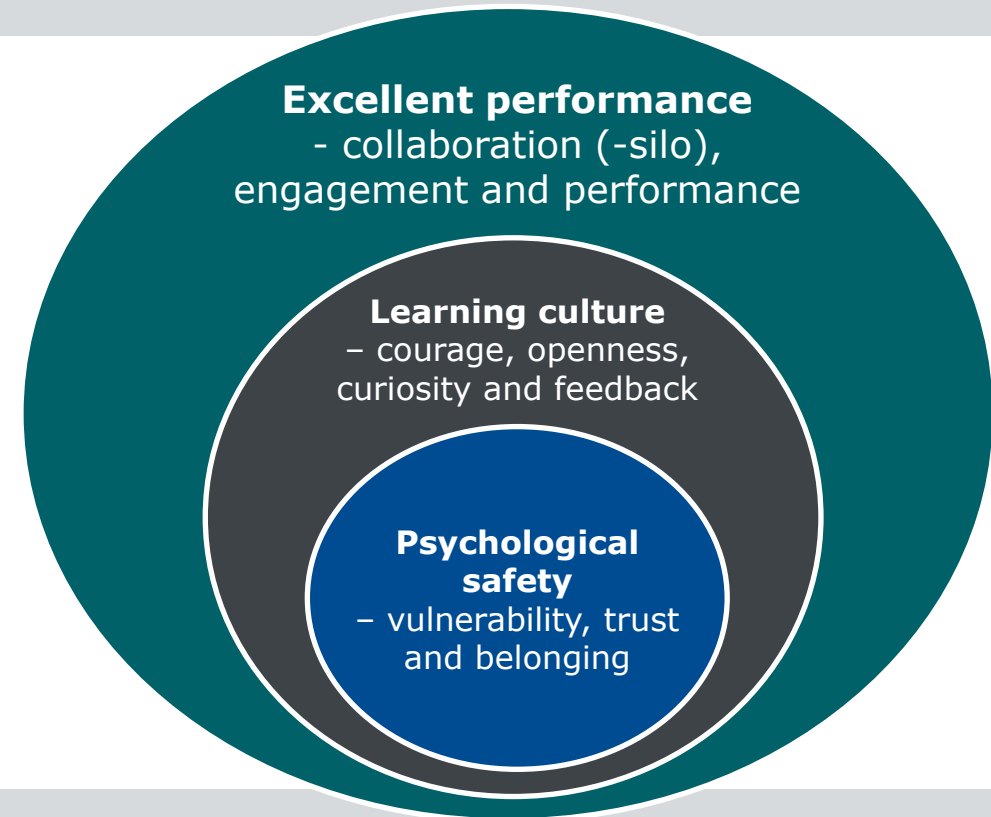
What it is and why psychological safety matters to us?

Foundation for – learning, development and excellent team performance as an organization

PSYCHOLOGICAL SAFETY IS THE

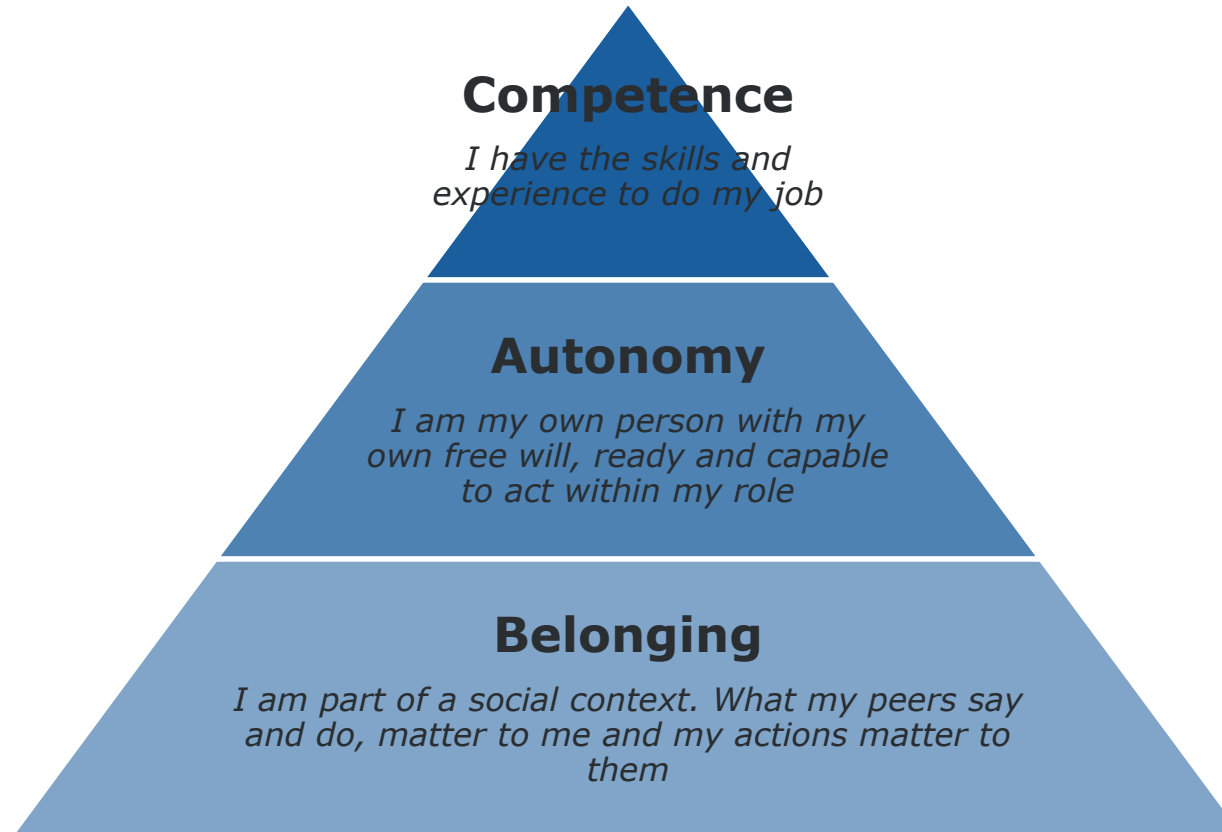
- Foundation for 'daring to' **share ideas**, be **creative, speak openly about mistakes, courage to challenge, speak up** and **share our honest opinions**.
- ...it is the **most important denominator for high-performing teams** – and a prerequisite for **learning, development and excellent performance**. (Google study)

Team members feeling comfortable, safe and at no risk of inter-personal risks in the team (Professor, Amy Edmondson, HBS)



Self Determination theory

Why psychological safety is a prerequisite for ... basically functioning well as a human being



Ref: Self-determination Theory / Edward L. Deci & Richard M. Ryan

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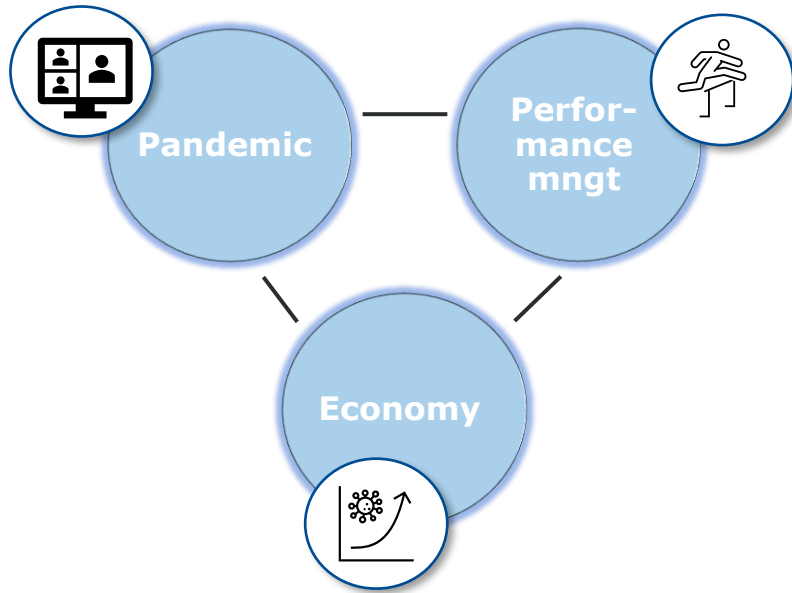
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Why is psychological safety the answer to everything?



BECAUSE

- The pandemic taught us self-management and what matters to us
- We want to be boss in our own life
- Labor shortage
- Choose freedom
- Behaviour instead of chasing KPI measures
- Equal dialogue

The foundation for psychological safety



THE FOUNDATION FOR PSYCHOLOGICAL SAFETY

- Confidence
- Mutual respect
- Dare to be yourself

MANAGER MUST

- Shows courage – admits not knowing everything
- Invites others to give input
- Reacts constructively – regardless of input quality

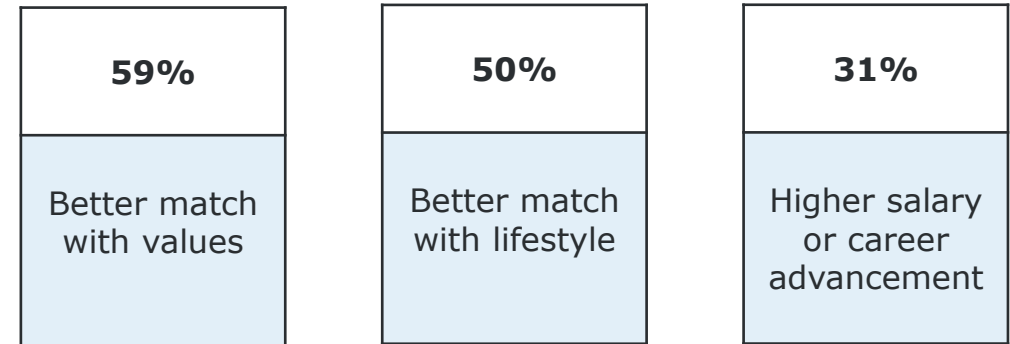
Why people quit | Belief-driven employees

BELIEF-DRIVEN EMPLOYEES

- Motivated not just by salary and benefits – also social impact and personal values
- Seek fit on values, beliefs and behaviours
- Wants personal empowerment – ability to effect change in the business

- Will be loyal if we can find the balance of empowerment

BELIEF-DRIVEN EMPLOYEES QUIT BECAUSE



* World Economic Forum, Sep. 2021

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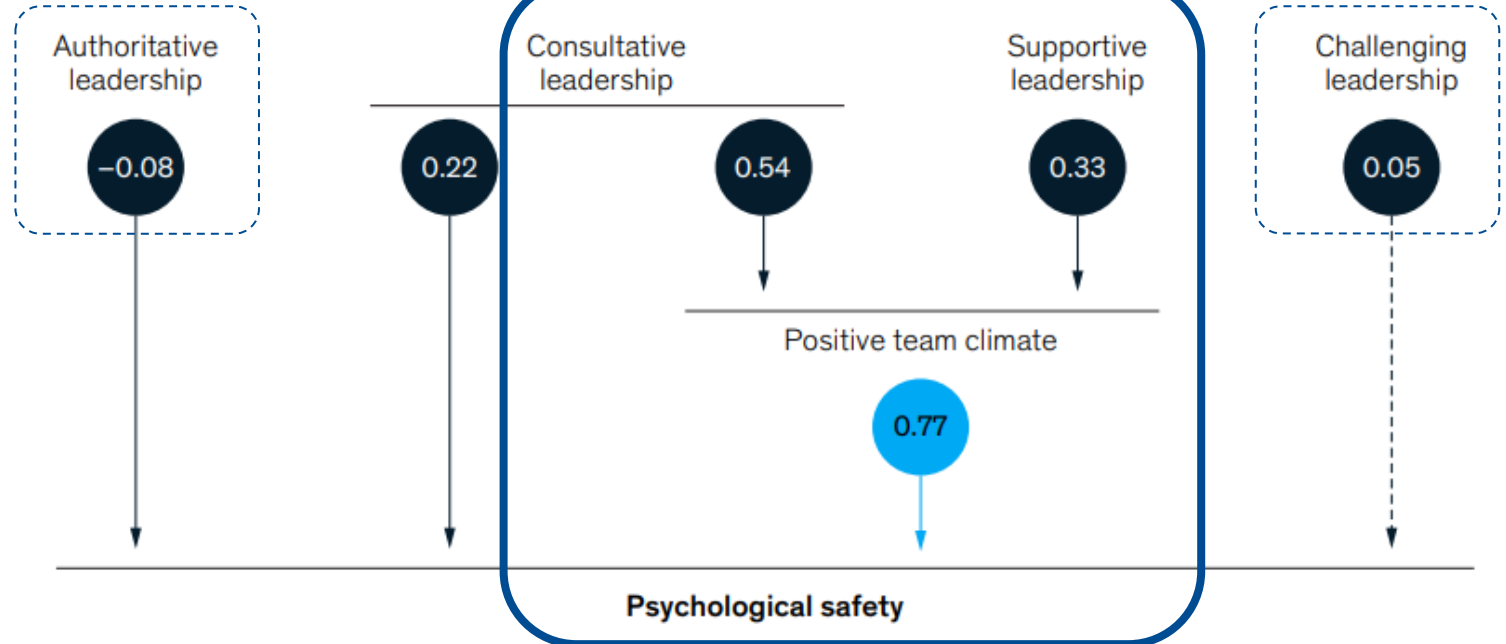
Leaders can ensure increased psychological safety through their own behavior

A **positive team environment*** is the main driver of **psychological safety** in a team

Only **43%** believes they have a positive environment in their team

Psychological safety especially **occurs when leaders have an inclusive behavior** – before they start to challenge (McKinsey & Co., survey 2021)

Relationship between leadership behaviors and outcomes,¹ standardized regression coefficients



Note: Positive team environment = where team members have the courage to be open, engage in constructive dialogues, value each other's contributions, care about each other and have input and feedback on how the team does its work and collaborate

Starting point is to create room for psychological safety by removing the obstacles

From:

Rules

Cascading

Directing

Control

Individual KPIs

Positioning

Information silos

Orders



To:

Principles

Involving

Facilitating

Trust

Common goals

Authenticity

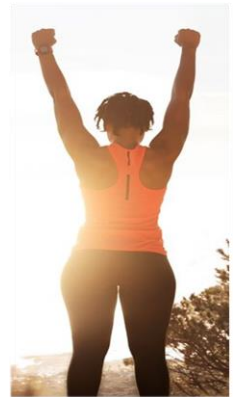
Transparency

Mandate

*People are
machine
parts that
can be
optimized*

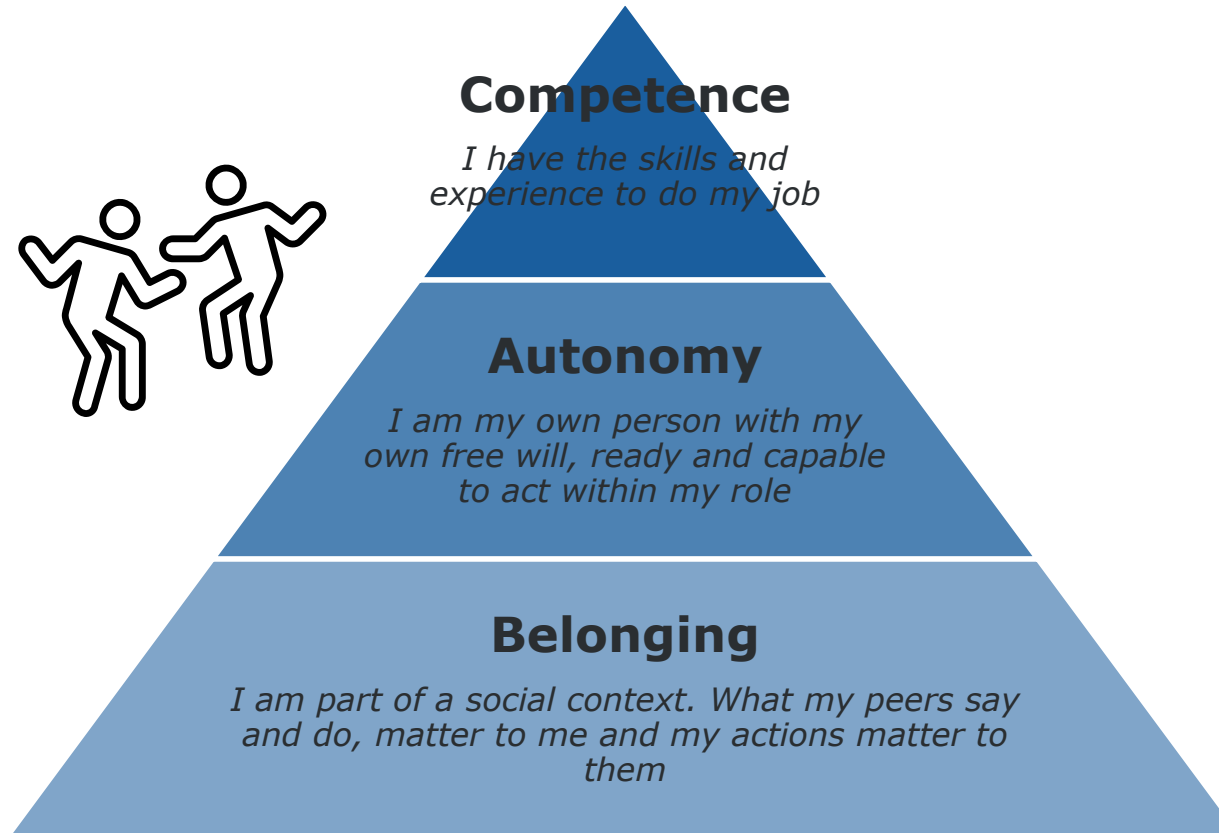


*People are
social
creatures
motivated
by their
context*



How we view PEOPLE

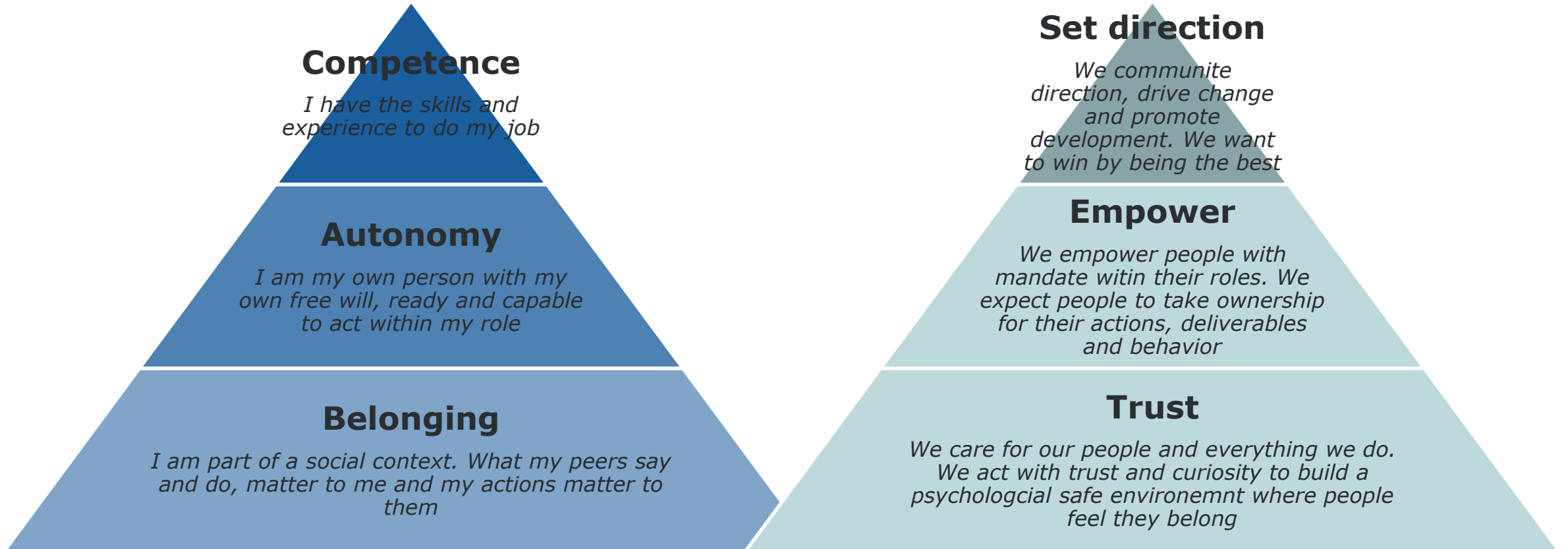
When employed in FeMD, we trust you to determine yourself



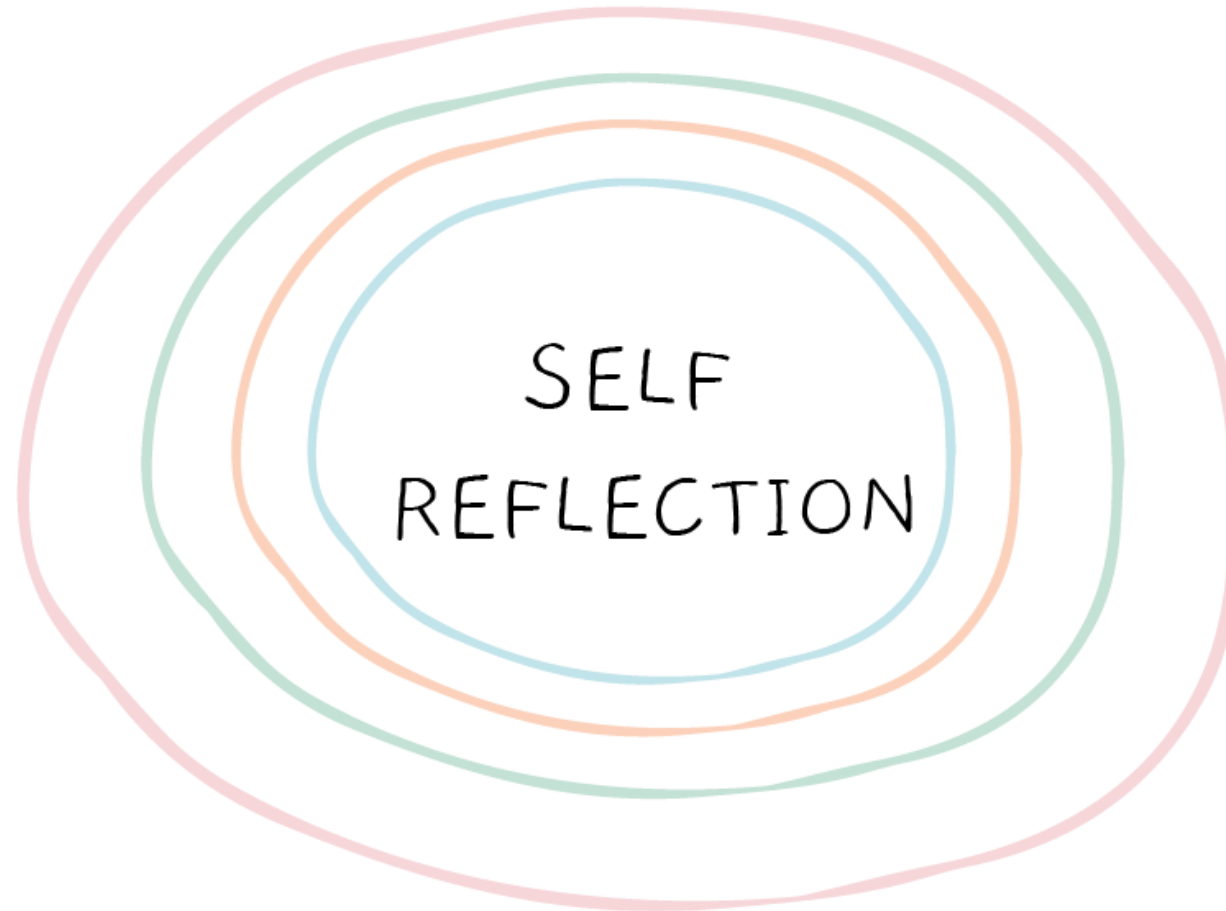
Ref: Self-determination Theory / Edward L. Deci & Richard M. Ryan

How we LEAD PEOPLE

FeMD leaders create followership with purpose, competence, value and trust

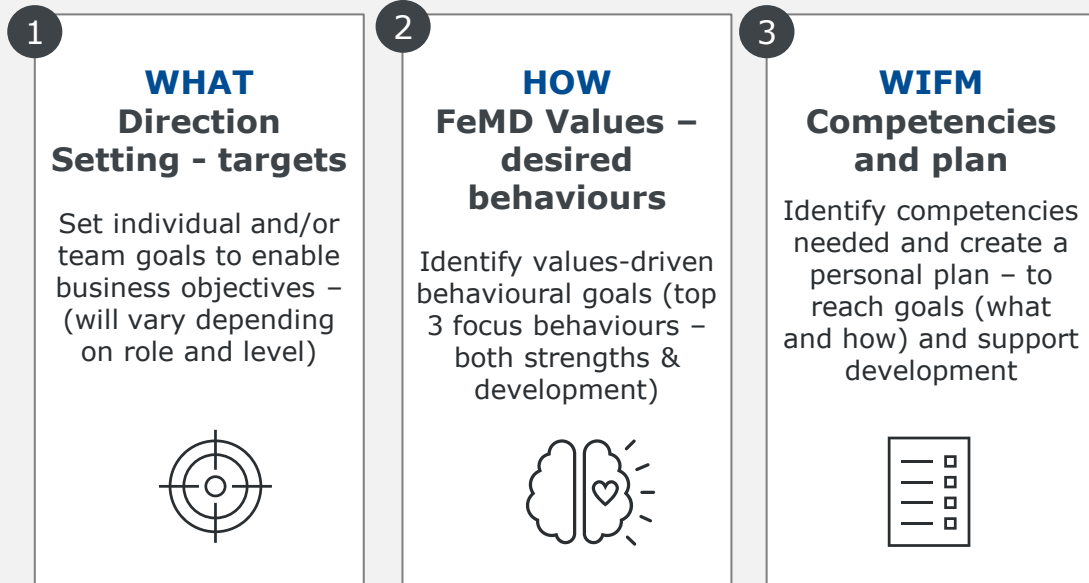


Our development programs starts with self reflection



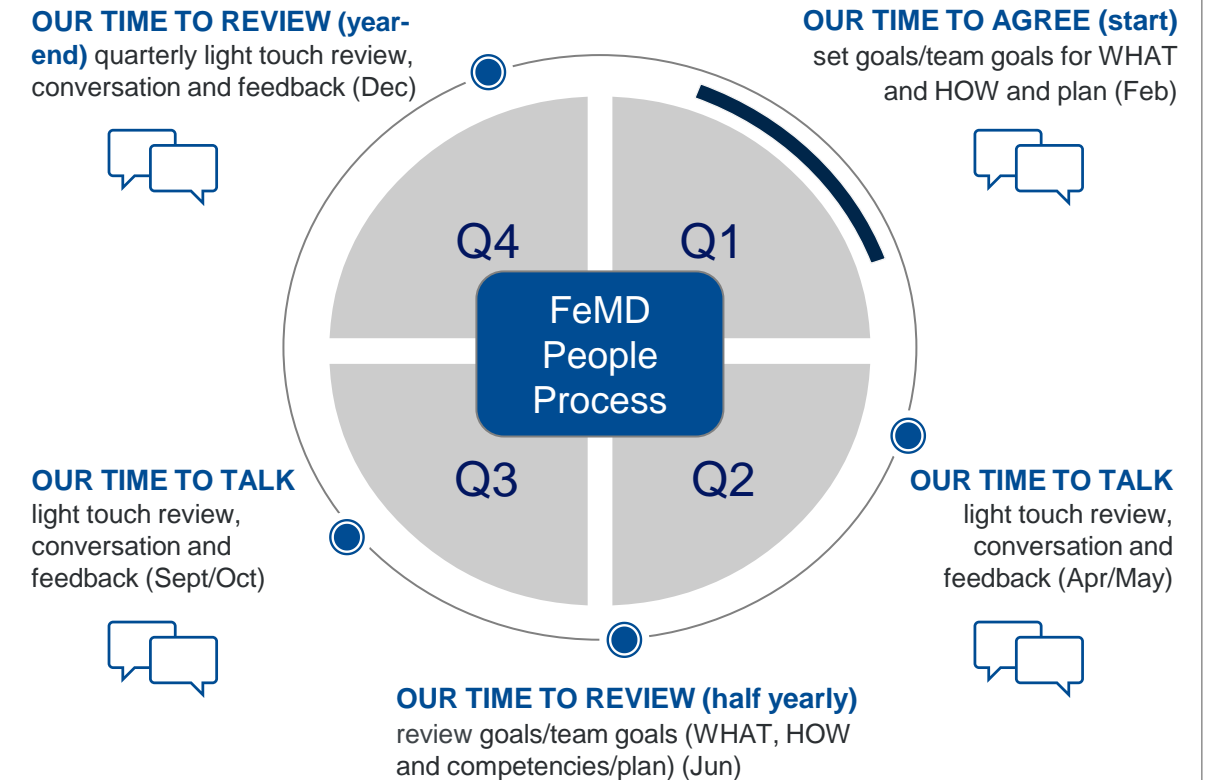
Our People Process is all about meaningful conversations

Approach includes three core elements



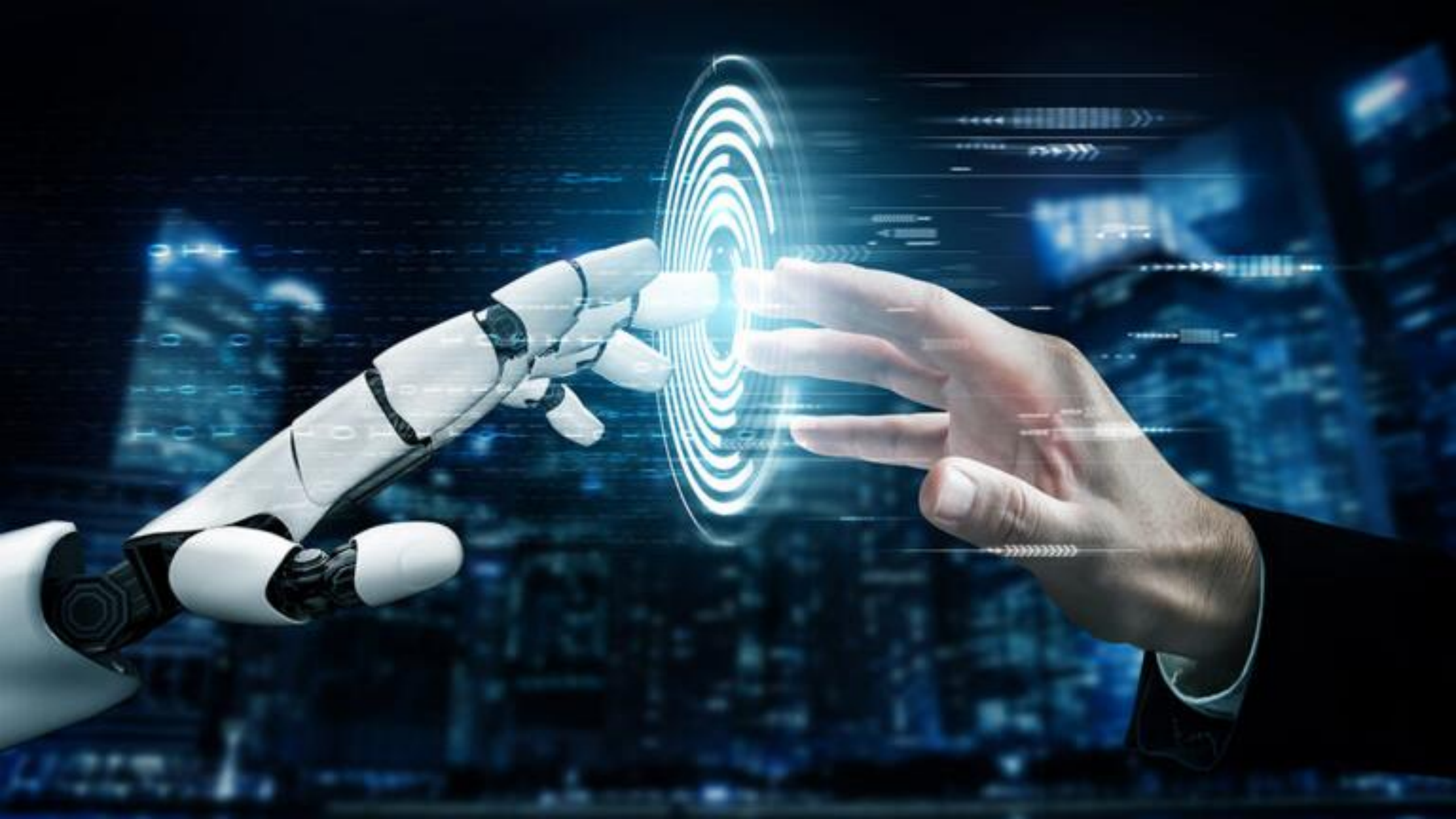
- **What, How and competencies are defined in partnership** between employee and manager
- Further powered by on-going **meaningful conversations** (on-going combined with quarterly light touch *Our time to talk*), **recognition** and timely **feedback**

...frequent meaningful conversations and annual process



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Please feel free to reach out



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