



U.S. DEPARTMENT OF
ENERGY



**UNIVERSITY OF
CALIFORNIA**



IDEA

INCLUSION
DIVERSITY
EQUITY
ACCOUNTABILITY

Lady Idos

Chief Diversity, Equity, and Inclusion Officer

January 13, 2020

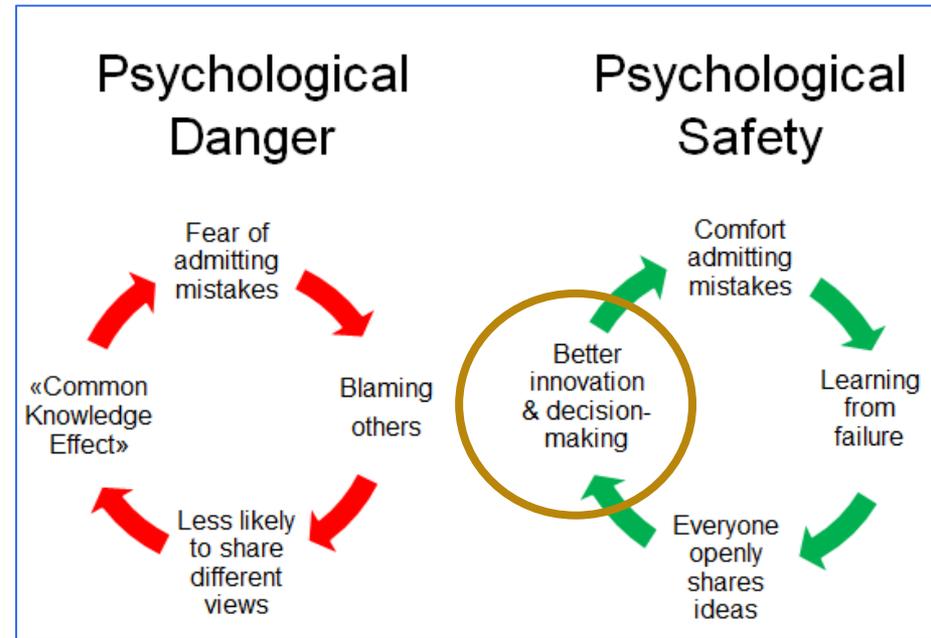
**Community Advisory Group: Inclusion, Diversity,
Equity, and Accountability (IDEA) @ Berkeley Lab**

Five Components of Highly Effective Teams

Project Aristotle: Google researchers studied 180 teams to find out the components of highly effective teams. These are the top 5.

Survey items focused on the five effectiveness pillars and questions included:

1. **Psychological safety (most important component; shared belief that team is safe for interpersonal risk-taking)** - “If I make a mistake on our team, it is not held against me.”
2. **Dependability** - “When my teammates say they’ll do something, they follow through with it.”
3. **Structure and Clarity** - “Our team has an effective decision-making process.”
4. **Meaning** - “The work I do for our team is meaningful to me.”
5. **Impact** - “I understand how our team’s work contributes to the organization's goals.”



Teams with high levels of psychological safety:

- ✓ Higher retention – less likely to leave company
- ✓ Rated as “effective” twice as often by executives
- ✓ Higher engagement – more likely to harness the power of diverse ideas from team members
- ✓ Safe to be creative and brought in more revenue

IDEA Strategic Framework (Cascade)



Berkeley Lab's Vision	What It Means	How We Do It
Bringing science solutions to the world	Conducting and supporting research across a wide range of scientific disciplines	Teamwork & Collaboration: Continuously striving for excellence and innovation in science and operations



How We Get There
We believe that inclusion, diversity, equity, and accountability (IDEA) are key enablers to accomplishing our Lab's vision, and are critical components of our Lab's stewardship efforts. IDEA(s) unlock innovation, produce high performing teams, and drive meaningful impact and outcomes.

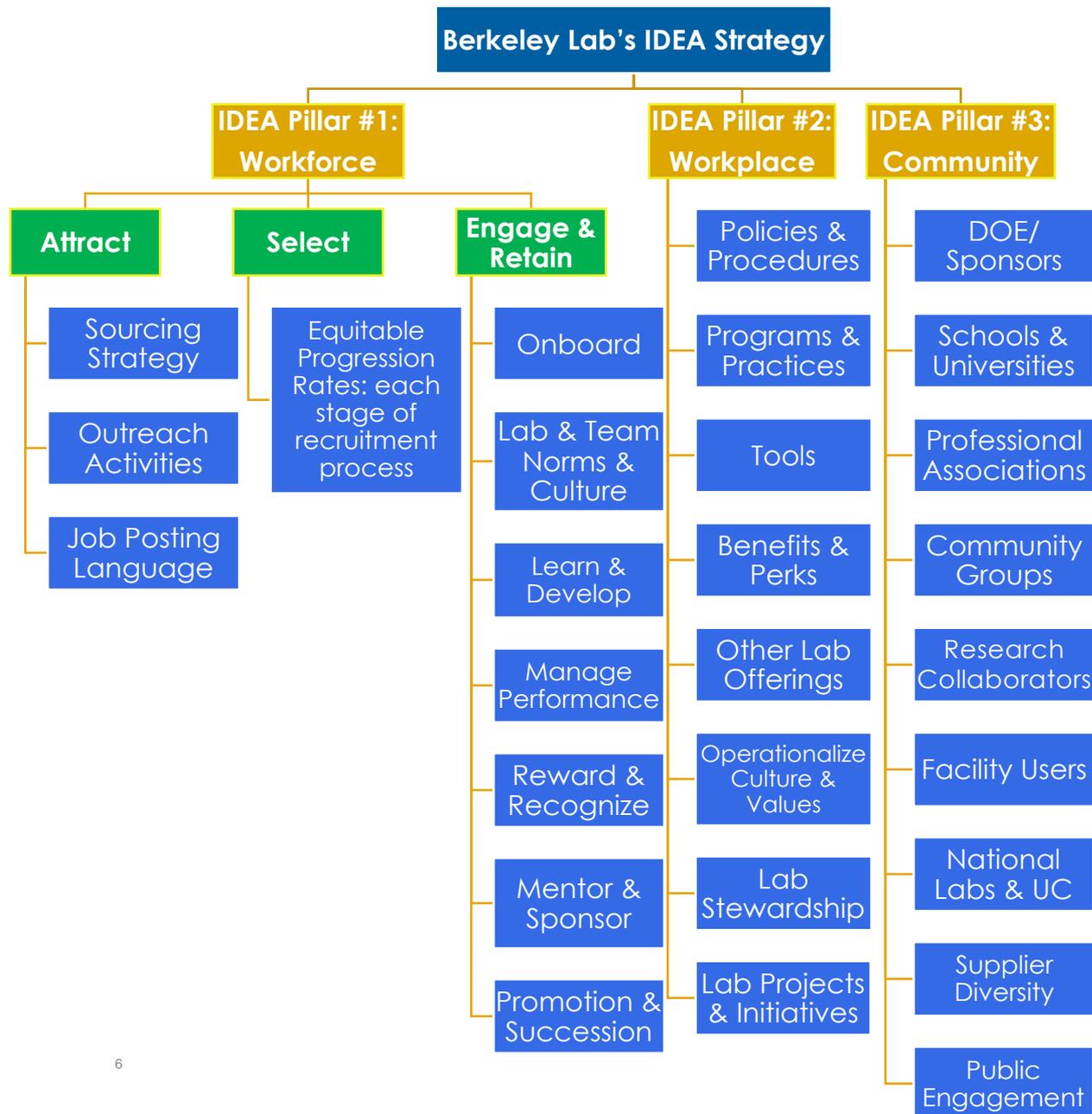


Thus, We Strive To:	
<ul style="list-style-type: none"> a. Create an environment where everyone belongs (<i>inclusion</i>) b. Welcome and engage all people and perspectives (<i>diversity</i>) c. Ensure fair access to opportunities (<i>equity</i>) d. Take responsibility for making progress (<i>accountability</i>) 	



IDEA is made visible through our three pillars:		
Workforce	Workplace	Community
<p>Our People</p> <p><i>What is the employee experience at Berkeley Lab?</i></p>	<p>Our Lab</p> <p><i>What are our policies, procedures, & programs? How do we run our projects?</i></p>	<p>Our External Partners</p> <p><i>How do we engage with our community and what is our reputation?</i></p>

IDEA Goal Framework: Example Areas of Focus



Activities underneath each pillar serve to advance our goals:

Workforce	Workplace	Community
Our People <i>What is the employee experience at Berkeley Lab?</i>	Our Lab <i>What are our policies, procedures, & programs? How do we run our projects?</i>	Our External Partners <i>How do we engage with our community and what is our reputation?</i>



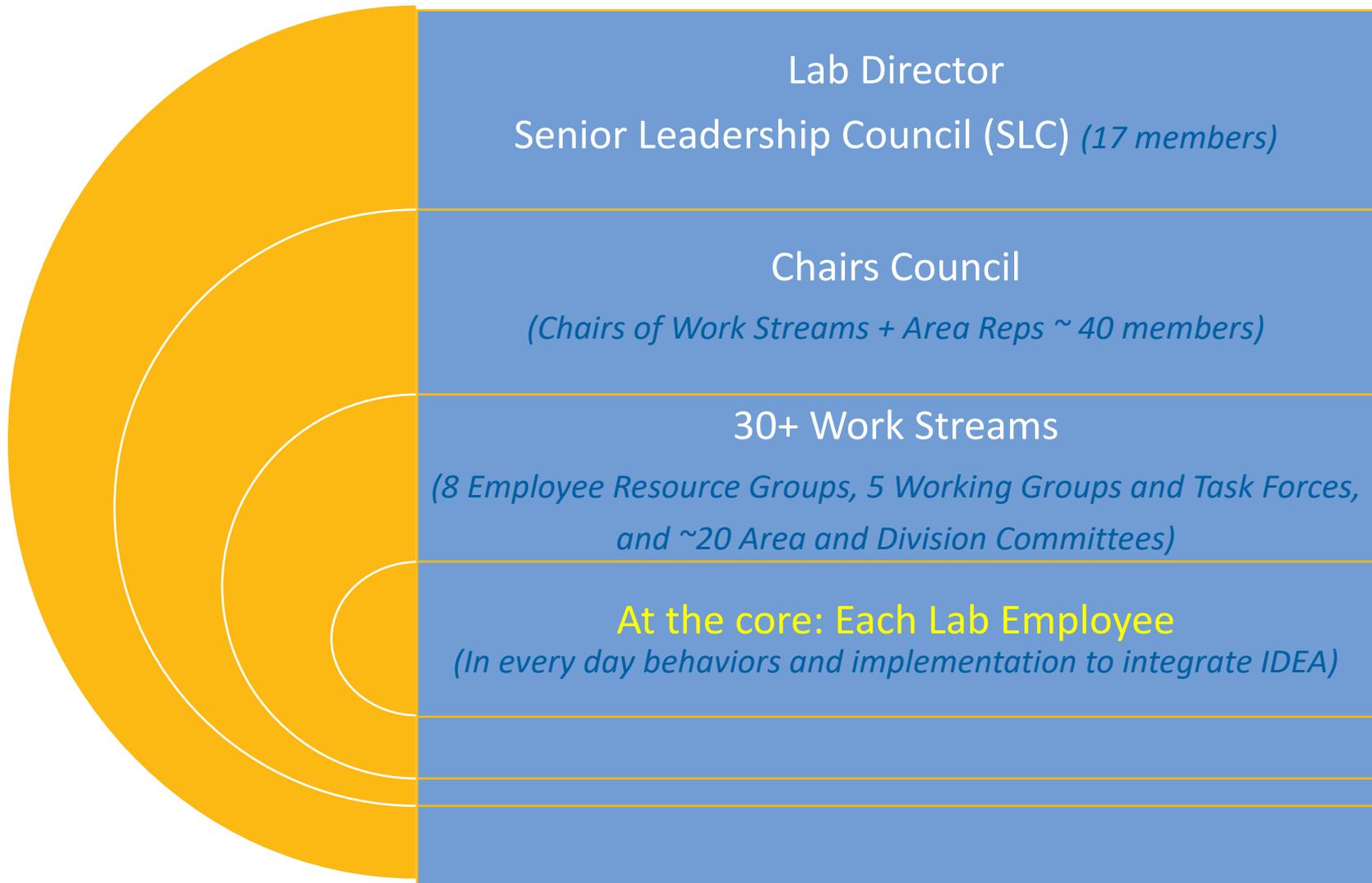
- ✓ **Assess:** Diagnose and determine the gaps
- ✓ **Address:** Implement data-informed solutions
- ✓ **Awareness:** Increase knowledge, commitment, and inclusive behaviors
- ✓ **Awards:** Internal and external recognition for IDEA efforts (individuals & LBNL)

Berkeley Lab has a strong physical safety culture...

How can we promote inclusion through the lens of psychological safety?

ELEMENTS OF PHYSICAL SAFETY @ BERKELEY LAB	INCLUSION via PSYCHOLOGICAL SAFETY (Examples... What are some parallels?)
Stop Work: Empowered and required to call attention to physically unsafe situations	Upstander (or Active Bystander): Call attention to psychologically unsafe situations (respectfully intervene); serve as an ally; amplify voices of others
Determine project risks to physical safety	Determine project risks to psychological safety through the lens of inclusive behaviors
Measure high average rates: no workplace injuries within a team	Measure rates of engagement within a team
Recognition: "Safety Spot Award" or Acknowledgement	Recognition: "Inclusive Leader" Award or Acknowledgement

Accountability Model: 30+ Groups for IDEA (~700+ employees)



DEI Senior Leadership Council (SLC)



DEI SLC Reports To:
Michael Witherell
Laboratory Director



Ex Officio Member:
Margaret Dick
Chief of Staff



Michael Brandt
Lab Deputy Director
for Operations



Lady Idos
Chief Diversity, Equity,
and Inclusion Officer



Inder Monga
Division Director,
Scientific Networking



Horst Simon
Lab Deputy Director
For Research



David Brown
Division Director,
Computational Research



Michelle Lee
Chief Human
Resources Officer



Jeff Neaton
Associate Lab Director,
Energy Sciences Area



Blake Simmons
Division Director,
Biological Systems &
Engineering



Bill Collins
Division Director,
Climate & Ecosystem Science



Mary Maxon
Associate Lab Director,
Biosciences Area



Mary Ann Piette
Division Director, Building
Tech. & Urban Systems



Theresa Triplett
Director, Institutional
Assurance and Integrity



John German
Chief Strategic
Communications Officer



Don Medley
Head of Government and
Community Relations



Mary Sidney
Former Deputy of
Operations, Energy
Technologies Area



Henrik Von Der Lippe
Division Director,
Engineering

Employee Resource Groups

1. African-American ERG
2. All Access ERG (disability inclusion)
3. Global ERG (international community)
4. Lambda Alliance ERG (LGBTQ+)
5. Latinx & Native Americans Association
6. Veterans ERG
7. Women Scientists and Engineers Council
8. *New in FY20: Early Career ERG*



DEI Chairs Council

Represents 24 total DEI groups at the Lab: ERGs, Task Forces, Area Representatives

1. **Representative:** Serve as representatives for their group, understand local IDEA challenges, report back to their groups on Labwide IDEA efforts
2. **Peer and Partner:** Serve as a resource to other Councilmembers – share best practices and collaborate
3. **Liaison:** Serve as a liaison between the group they represent and DEI Senior Leadership Council
4. **IDEA Initiatives:** Recommend, implement, and/or provide feedback on Labwide or local initiatives,
5. **Change Agent:** Along with SLC, maximize leader impact and serve as a role model for IDEA



IDEA CAMPAIGN is underway!

Phases (Topics) – 12 months of content:

- June-August 2019: IDEA concepts
- Sep-Oct 2019: Team Effectiveness and Psychological Safety
- Nov-Dec 2019: Implicit Bias, Microaggressions, and Upstander
- Jan-June 2020: “IDEAs in Action” (operationalize IDEA in talent processes)
 - Jan: Inclusive Meetings
 - Feb: Organizational Culture (including Culture of Feedback)
 - March: Recruitment & Hiring
 - June: Performance Assessments

IDEA Campaign Components

- **Videos** of Lab leaders and staff
- **Tailored messages** for Lab leaders and staff
- **Training** links, resources (including supervisor-specific), toolkits, discussion guides, website
- **Good reads** (articles, case studies, research)
- **Brown bag lunch** discussions
- **Staff activities**



Psychological Safety Resources For Your Team

Psychological safety, the most critical of the five traits for effective teams, allows team members to feel safe to take risks and be vulnerable in front of one another. The IDEA website has discussion-starters, additional readings, and videos for those who want to delve deeper into the topic.



IDEA INCLUSION DIVERSITY
EQUITY ACCOUNTABILITY

IDEAs in Action is a collection of trainings, toolkits, research and articles to help you bring inclusion, diversity, equity and accountability to your team and to the lab.



Inclusion, diversity, equity, and accountability are four important attributes of the Lab's culture. Lab Chief Diversity, Equity, and Inclusion Officer Lady Idos explains how these, known by the acronym IDEA, are



Diversity drives the ideas that unlock our science according to Berkeley Lab Director Mike Witherell. He calls on the Lab to focus on four concepts: Inclusion, Diversity, Equity, and Accountability, or IDEA.



Toolkits

Manager Actions for Psychological Safety

Of the five key dynamics of effective teams that the researchers identified, psychological safety was the most important. This document lists five factors that lead to psychological safety.

Psychological Safety - Team Survey



Good Reads

- [New York Times: What Google Learned from its Quest to Build the World's Most Psychological Safe Workplace](#)
- [Amy Edmondson: Psychological Safety and Learning Behavior in Work Teams](#)
- [Amy Edmondson: Making it safe: The effects of leader inclusiveness on team performance](#)
- [Harvard Business Review: High-Performing Teams Need Psychological Safety](#)
- [Promoting Psychological Safety to Further Innovation](#)
- [Understanding Psychological Safety - When and Why it Works](#)



Trainings

Ted Talks:

- [Building a psychologically safe workplace](#) - 11 mins
- [Psychological Safety: How to Build Trust and Create Open, Successful Teams](#)

LinkedIn Learning:

- [Foster psychological safety](#) - 5 mins
- [Creating a safe space for team risk-taking](#) - 4 mins

Harvard:

- [Creating Psychological Safety at Work in a Knowledge Economy](#) - 4

PAST EVENTS including Seminar on Psychological Safety (June 2019)

Neurodiversity Panel Event: Autism Awareness

Tuesday, April 23rd, 12:00-1:00 p.m.
in Building 50 Auditorium



1 As part of Berkeley Lab's efforts to increase awareness on neurodiversity for Autism Awareness Month in April, the Diversity, Equity, and Inclusion (DEI) Office and the All Access Employee Resource Group (ERG) will be hosting a panel event.

This talk will highlight the personal and/or professional experiences of Berkeley Lab colleagues around the topic of autism, and raise awareness on the definition of neurodiversity and how to support pathways and opportunities for neurodiverse individuals. Panel members include:



2 **1. MIKE WITHERELL**, *Laboratory Director*:

Sharing experience from a parent's perspective

2. **EMALYNN ROBINSON**, *Principal Analytics Consultant in HR Division*:
Highlighting background working with neurodiverse individuals



3. **MARTHA ORTIZ SANCHEZ**, *Clerical Assistant in Biosciences Area Office*:
Employee from Berkeley Lab's Project Search neurodiversity program

4. **STACY CURRY**, *Senior Supervisor in Engineering Division*:
Supervisor for Berkeley Lab's Project Search neurodiversity program



Neurodiversity is a concept where neurological differences are to be recognized and respected as any other human variation. Neurodiversity includes the autism spectrum, ADHD, dyslexia, Asperger's syndrome, and more. This event will primarily focus on the autism spectrum, the power of high-performing organizations to leverage the strengths and unique talents of neurodiverse individuals, and how Berkeley Lab is working to further the ability of people on the spectrum to find gainful and integrated employment.



If you have any questions, please contact dei@lbl.gov or visit diversity.lbl.gov.
To learn more about All Access ERG, please visit allaccess.lbl.gov.

19-LD-8025

The event will be live-streamed.
If you would like to watch it remotely: streaming.lbl.gov



The Quest to Build the Most Effective Teams

Tuesday, June 4th, 12:00-1:15 p.m.
in Building 50 Auditorium



What makes the most effective team?

In 2012, Google embarked on a study to find the answer. **Project Aristotle** studied the dynamics of various groups to discover what is essential to a team's productivity and success.



MATT SAKAGUCHI,
Site Reliability Manager,
Google

Matt will talk about the company's research and practical tips around building high-performing teams, including the importance of psychological safety in the workplace. Matt will not only address the research and key learnings from Google's pilot program, but will also share his insights as a manager who worked with his own team and other employees to understand and instill the findings and principles in the real world.

Matt leads two teams in Site Reliability Engineering, supporting the Android phone ecosystem and the Google Play store. At Google, Matt is a leading ambassador for gTeams, the research Google's People Analytics did on what makes an effective team. He consults and conducts sessions with numerous teams at Google, to enhance their performance, accelerate, and get them unstuck. He also teaches several classes at Google, including Diversity and Inclusion, Bias Busting, Fundamentals of Teamwork, Presentation skills, and Coaching Conversations.



MICHELLE ELROD, *Director of Employee*
Organizational Development and Advancement,
Cal Polytechnic University Pomona

Michelle has applied Google's research and implemented the principles for building high-performing teams in an academic setting. She works on increasing collaboration efforts across the campus at Cal Poly Pomona, and previously, at the University of California (UC), Riverside. Michelle will share her experiences with implementing these concepts, and what each individual can do to build a collaborative and safe environment where all ideas are shared and heard.

Michelle has more than thirteen years of professional experience focused on leadership development, consulting, training, coaching, and cultural transformation. She has designed & facilitated the Collaborative Leadership & Psychological Safety course at the UC People Management Conference, UC Santa Barbara and UC Riverside. She developed a Facilitator Certification Program that focuses on collaborative leadership and psychological safety, designed the UC Riverside People Management Certificate and implemented the UC wide Management Development Program at UC Riverside.



IDEA INCLUSION DIVERSITY
EQUITY ACCOUNTABILITY

FY 2020 IDEA STRATEGY MAP

ADVANCE AND OPERATIONALIZE IDEA

DIVERSITY

EMPLOYEE REPRESENTATION OUTREACH AND SOURCING

Employee Life Cycle: Attract

EQUITY

RECRUITMENT AND SELECTION PROCESS CAREER PATHWAYS

Employee Life Cycle: Select; Engage & Retain

ACCOUNTABILITY

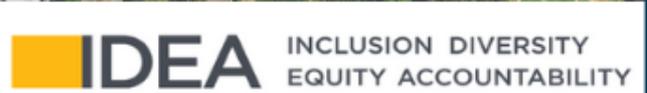
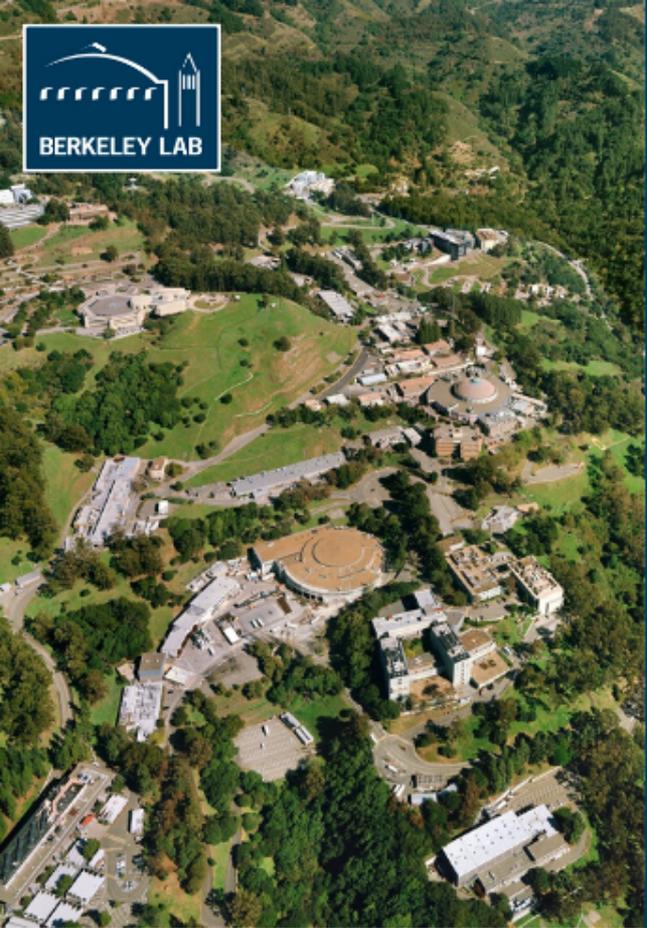
AWARENESS & CULTURE CHANGE LEARNING AND DEVELOPMENT PERFORMANCE REVIEWS

Employee Life Cycle: Engage & Retain

INCLUSION

EMPLOYEE ONBOARDING EMPLOYEE EVENTS ENGAGEMENT SURVEY

Employee Life Cycle: Engage & Retain



PAGE 2:
OBJECTIVES
AND GOALS

DIVERSITY

OBJECTIVE: NARROW GAPS IN REPRESENTATION
GOAL: Strengthen data-informed external partnerships, community outreach, and sourcing

EQUITY

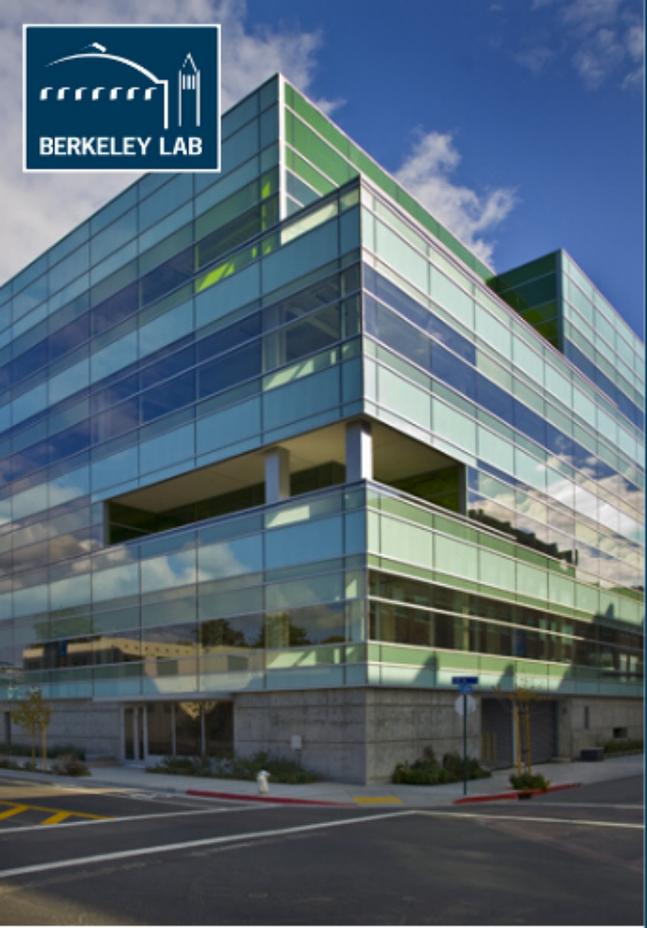
OBJECTIVE: PROMOTE FAIRNESS AND REMOVE BARRIERS TO OPPORTUNITIES AND ADVANCEMENT
GOALS: Establish Equity Advisor pilot program; increase transparency on career pathways

ACCOUNTABILITY

OBJECTIVE: TAKE RESPONSIBILITY FOR MAKING PROGRESS IN IDEA (INSTITUTIONAL AND PERSONAL)
GOALS: Scale IDEA awareness and culture change; advance IDEA learning and development; integrate IDEA in performance assessments

INCLUSION

OBJECTIVE: IMPROVE OUR CULTURE OF BELONGING AND COMMUNITY
GOALS: Strengthen employee onboarding and events for inclusion; understand perceptions of environment through Employee Engagement Survey



DIVERSITY

DEI Office, HR, Diversity Working Group*

EQUITY

- 1. DEI Office, HR, Equity Advisor Cohort
- 2. DEI Office, HR, Division Director Task Force

ACCOUNTABILITY

- 1. DEI Office, Strategic Communications, HR, Accountability Working Group*
- 2. DEI Office, HR, DEI Senior Leadership Council
- 3. DEI Office, HR, Division Director Task Force

INCLUSION

- 1. DEI Office, HR, Inclusion Working Group*
- 2. DEI Office, HR, Laboratory Directorate, DEI Senior Leadership Council

PAGE 3: ACCOUNTABLE PARTNERS

GOVERNANCE: DEI SENIOR LEADERSHIP COUNCIL

*Employee volunteers

Q & A

Appendix

Diversity, Equity, & Inclusion Office (DEI@lbl.gov)

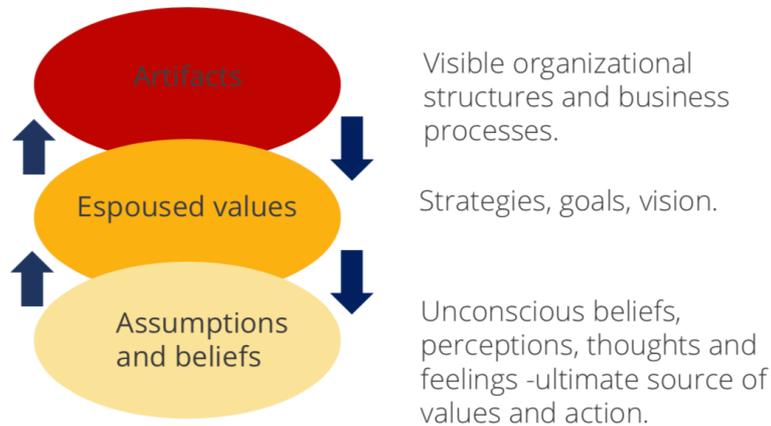
Staff:

- Lady Idos – Chief Diversity, Equity, & Inclusion (DEI) Officer
- Janie Pinterits – DEI Program Manager
- Kelly Perce – DEI Program Coordinator



Start With Culture: Visible and Invisible

Three levels of culture (Schein)

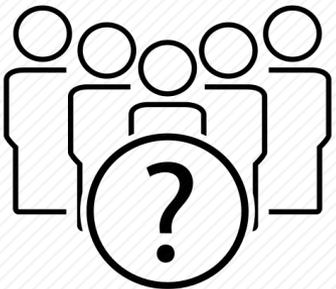


“Trust” vs. “Team Psychological Safety”



TRUST:

- Will **YOU** give others the benefit of the doubt when you have to take a risk?
- *You: “My boss is going to freak out if I disagree with him.”*



TEAM PSYCHOLOGICAL SAFETY:

- Will **OTHERS** give you the benefit of the doubt when you take a risk?
- *Team giving messages like: “You can’t make any mistakes around here” or embarrassing, rejecting, shaming, or punishing someone for speaking up.*

How Psychological Safety Relates to Performance Standards (Accountability)

	Low Standards	High Standards
High Psychological Safety	<p>COMFORT ZONE</p> <p>Employees really enjoy working with one another but don't feel particularly challenged (or see a compelling reason to seek additional challenge), nor do they work very hard. Not much learning or innovation.</p>	<p>LEARNING & HIGH PERFORMANCE ZONE</p> <p><i>In situations of high uncertainty and/or interdependence: employees focus on collaboration and learning in the service of high-performance outcomes. Environment of safety is created where employees can fully contribute, speak up, offer and try new ideas, or ask for help.</i></p>
Low Psychological Safety	<p>APATHY ZONE</p> <p>Employees show up at work, but their hearts and minds are elsewhere. They choose self-protection over exertion. Not much learning or innovation.</p>	<p>ANXIETY ZONE</p> <p>Quadrant to worry the most about: employees are afraid to speak up, offer and try new ideas, or ask colleagues for help. Work quality and workplace safety suffer.</p>

Summary of LBNL's Past Diversity and Inclusion Efforts

- 1990s: First **Diversity and Inclusion (D&I) Council**
- 2008: **Women Scientists and Engineers Council** formed
- 2013: Former Lab Director Paul Alivisatos announced **D&I as a top Lab initiative**
- 2013: **Project Search** internships resulted in career hires of individuals with disabilities
- 2013: **Women @ The Lab** launched to award women in STEM & Operations
- 2014: First **D&I Retreat** for Berkeley Lab senior leadership
- 2015: First Employee Resource Group (ERG) formed: **LGBTQ and veterans**
- 2015: First D&I Summit for all **National Lab Directors**
- 2015: Created **Ambassador Program** to promote diversity outreach
- 2016: ERG launched to promote **disability inclusion**
- 2016: Created **implicit bias training video**
- 2016: **National Lab Pride** LGBTQ consortium formed by LBNL
- 2016: **NPower** IT internships resulted in veterans hired
- 2017: **African-American ERG** launched
- 2017: Created **DEI Senior Leadership Council (SLC)**
- 2017: **GEM Diversity in STEM** to promote underrepresented student internships
- 2017: **Women in Science Speaker Series** launched by Lab Director
- 2018: Launched **DEI Task Forces**

What's different now? How does it create value?

How can we:

- ✓ *Create and deploy strategic initiatives, and not just activities?*
- ✓ *Demonstrate visibility and accountability from our top leader?*
- ✓ *Engage our senior leaders to advance DEI and culture change?*
- ✓ *Engage the Lab community to advance DEI and culture change?*
- ✓ *Think about inclusion in a different way?*
- ✓ *Support the work of managers to integrate DEI in work processes?*

Operationalizing IDEA in Talent and Business Processes

1. Identify Processes to Improve Inclusion

Identify both talent and business processes across the organization where tactical changes could be used to improve inclusion.

2. Partner With Process Owners

Meet with function heads or process owners to highlight the opportunity to incorporate D&I into their existing processes.

3. Outline Processes End-to-End

Outline processes end-to-end to more effectively understand how they work.

4. Locate Areas Where Opportunities for Bias Exist

Identify critical decision points where bias could emerge or inclusion could be better supported.

5. Update Processes to Incorporate D&I

Update processes to include tactical, inclusion-based interventions.

Source: Gartner (2019)

Talent Processes and Practices: recruitment and hiring, onboarding, total rewards, supervisor and team interactions, performance management, learning, opportunities and assignments, promotions and succession

Accountability Model – Description

Laboratory Director	DEI Senior Leadership Council (SLC)	DEI Chairs Council
Top Executive Champion	Senior Leaders appointed by Lab Director	Representatives of Areas, Employee Resource Groups (ERGs), and DEI-related Task Forces
Serve as top Executive Champion of IDEA strategy for inclusion, diversity, equity, and accountability at Berkeley Lab. Set high-level IDEA strategy, and establish accountability among direct reports (including Chief DEI Officer or CDO) and senior leaders for IDEA.	In partnership with Lab Director, CDO, and DEI Chairs Council: develop IDEA strategy, action plan, and success measures. Review and approve Task Force and ERG initiatives and outcomes, and serve as Executive Sponsors to advise, advocate, and connect.	Serve as liaison between represented groups, other council representatives, and Labwide senior leaders on development and implementation of IDEA strategy. Execute & recommend tactical solutions for represented groups; monitor impact and effectiveness.

- **DEI Work Streams:** All Area/Division DEI Committees, Employee Resource Groups (ERGs), and DEI Task Forces
- **At the Core: Each Lab Employee –**
In everyday behaviors/actions to integrate IDEA

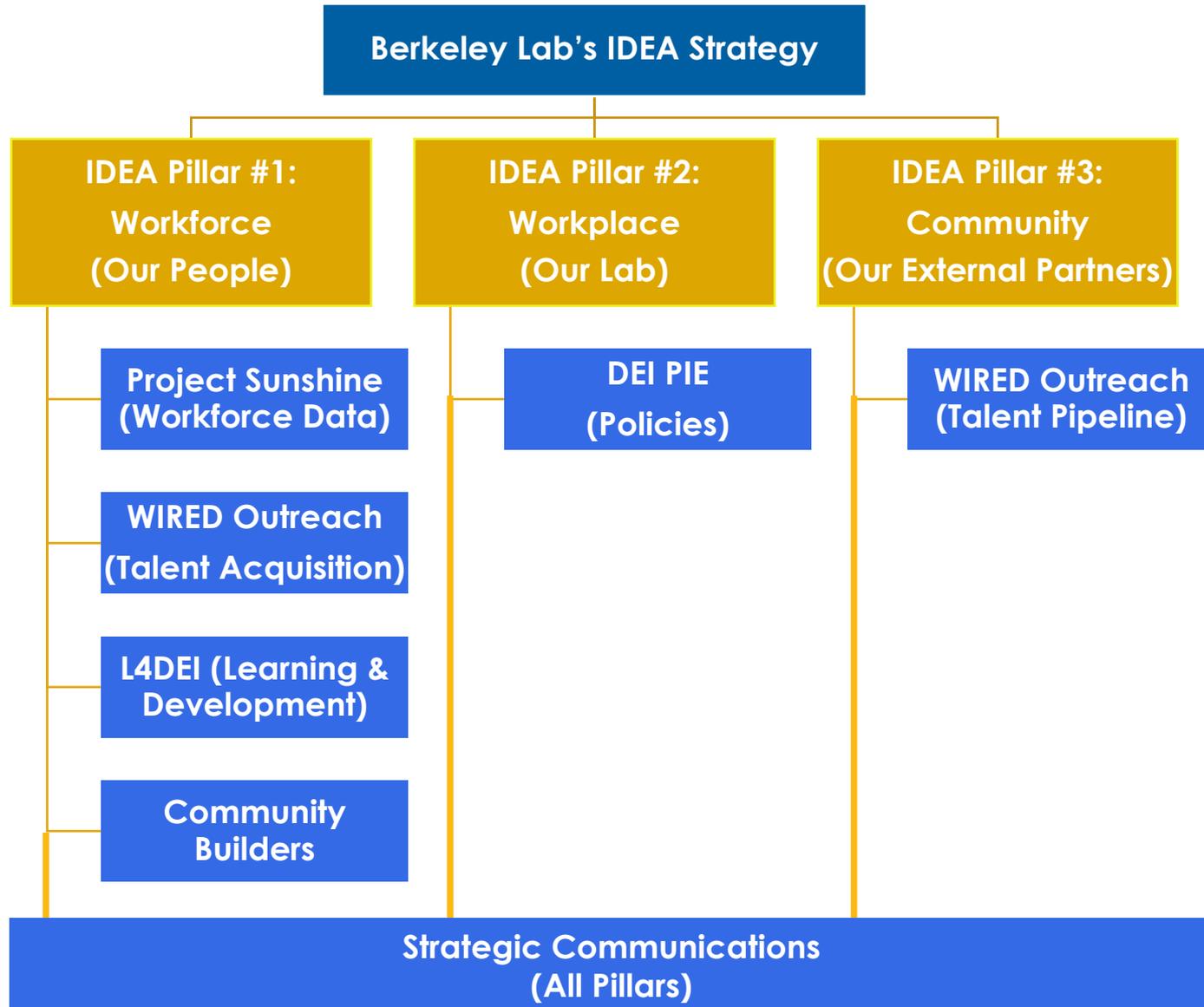
Responsibilities of the DEI SLC

Berkeley Lab's Senior Leadership Council reports to the Lab Director, with oversight from U.S. Department of Energy & University of California Office of the National Laboratories.

Roles & Responsibilities include:

- In collaboration with Chief Diversity, Equity, and Inclusion (DEI) Officer, develop, approve, and champion **Labwide strategic plan** for inclusion, diversity, equity, and accountability (IDEA)
- Define desired **IDEA outcomes and develop scorecard** to measure and track accountability and successes
- **Implement IDEA strategies** at the local level within the Lab's Areas and Divisions
- **Sponsor Labwide DEI Work Streams**, e.g. Employee Resource Groups, Task Forces, and Area or Division DEI Committees
- Maximize leader impact and serve as a **role model** for IDEA at Berkeley Lab
 - **Communicate** the importance of desired culture and values
 - Adjust personal **behavior** to be consistent with desired culture and values
 - **Operationalize** business processes based on desired culture and values

FY19 DEI Task Forces: Impact the following pillars



DEFINING A CULTURE THAT PERFORMS

Three Components of Workforce-Culture Alignment Model (WCA)

**“Know it”
Knowledge Gap**



Employees know what cultural attributes senior leaders think the organization needs to be successful going forward.

X

**“Believe it”
Mindset Gap**



Employees believe the culture will make the organization more successful and are personally committed to upholding it.

X

**“Do it”
Behavior Gap**



Employees incorporate the culture into the way they do their jobs and rely on it to guide them through unfamiliar situations.

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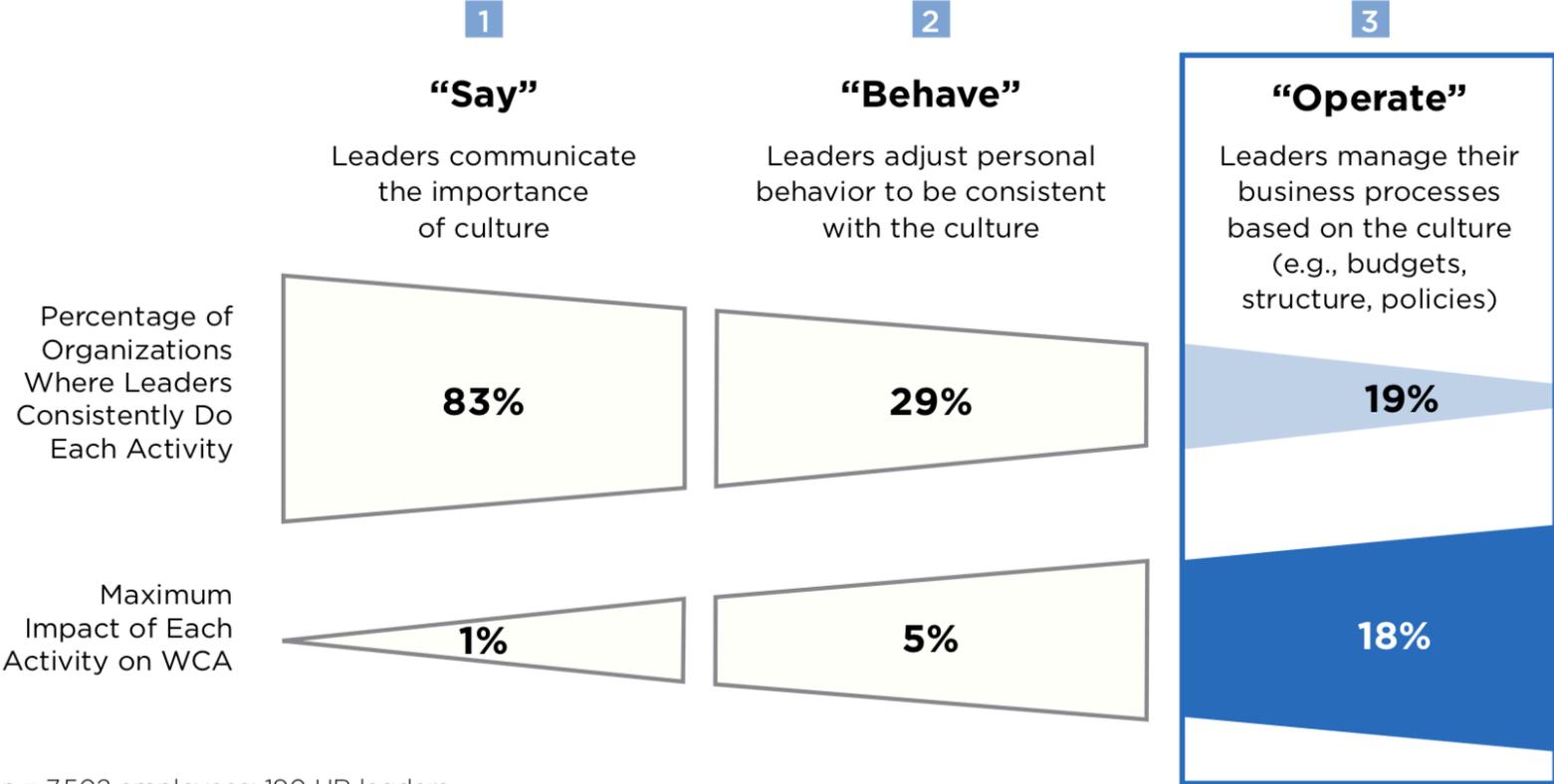


**Workforce-Culture
Alignment (WCA)**

Organizations with high WCA have identified opportunities to address all employees’ knowledge, mindset and behavior gaps at the same time.

Source: CEB analysis.

Role Modeling Activities vs. Impact



n = 7,502 employees; 190 HR leaders.
 Source: CEB 2017 Culture Workforce Survey; CEB 2017 Culture Benchmarking Survey.

“I want leaders to understand that they can’t just say they’re going to be inclusive without considering how it’s going to change the way their teams get work done.”

Head of D&I
 Utilities Industry

Example: Reframe Inclusion as a Project Component

- PIs can incorporate inclusive behaviors and outcomes as part of the project
- Reframe exclusive behaviors as project risks, and articulate risks before launch
- **Inclusive Behavior Risks:** (sample)
 - The team does not surface concerns to the project leader.*
 - The project team is composed of members with similar backgrounds/perspectives.*
 - The project process disengages team members.*
 - The project leader does not assess accessibility adjustment needs for team members before project launch.*
 - Other: _____*

LABWIDE MESSAGE from our Laboratory Director:

“Please join me in learning how to make our teams safer, more inclusive, and more innovative.”



How we can help build better teams

Mike Witherell <mswitherell@lbl.gov>
Reply-To: Mike Witherell <mswitherell@lbl.gov>
To: level1-lbl@lbl.gov

Tue, Sep 17, 2019 at 2:28 PM

Colleagues,

At Berkeley Lab, people with a variety of skills come together to tackle large-scale, impactful scientific challenges. We call this Team Science. Today, as we think more critically about *how* we do Team Science, we want to make sure everyone has the opportunity to contribute so we never miss the chance to consider potentially valuable feedback or ideas. It's important to recognize that all of us communicate differently, and that team dynamics and personal styles can sometimes prevent individuals from speaking up.

In her landmark 1999 paper, Harvard organizational behavioral scientist Amy Edmondson pioneered the concept of “team psychological safety,” which she defined as “the shared belief that the team is safe for interpersonal risk-taking.” Google researchers took the concept a step further, finding that teams with a high degree of psychological safety were rated as effective twice as often, and that members of psychologically safe teams were less likely to leave the organization and were more successful at being creative together.

This month, the focus of our IDEA campaign is team psychological safety. Everyone can help build psychologically safe teams. This Harvard Business Review article offers some tips. You can also visit the Lab's IDEA Psychological Safety resource page, and watch Elements for more information. Please join me in learning how to make our teams safer, more inclusive, and more innovative.

Best regards,
Mike

--

Michael Witherell
Laboratory Director
Lawrence Berkeley National Laboratory

ONE MINUTE FOR IDEA: Start meetings with an IDEA topic

(Example: “How to Foster Psychological Safety on Your Teams”)

1. Demonstrate engagement

- Example: Ask questions with the intention of learning from your teammates

2. Show understanding

- Example: Avoid placing blame (“Why did you do this?”) and focus on solutions (“How can we work toward making sure this goes more smoothly next time?”, “What can we do together to make a game plan for next time?”)

3. Be inclusive in interpersonal settings

- Example: Step in if team members talk negatively about another team member

4. Be inclusive in decision-making

- Example: Explain the reasoning behind your decisions (live or via email, walk team through how you arrived at a decision)

5. Show confidence and conviction without appearing inflexible

- Example: Model vulnerability; share your personal perspective on work and failures with your teammates

Check out **“IDEAs In Action” Toolkit w/additional examples of how to foster psychological safety** at diversity.lbl.gov.

VIDEOS: Specific for leaders and staff



VIDEO: Mike Witherell Asks You to Help Build a Welcoming Culture



VIDEO: Lady Idos, Chief DEI Officer, Introduces IDEA



70+ employees featured in "Employee Perspectives" videos

For additional information, visit us at diversity.lbl.gov.

TAILORED MESSAGES: Specific for leaders and staff

 **BERKELEY LAB** Bringing Science Solutions to the World



Intelligence for Lab Leadership, Powered by Elements

 **IDEA** INCLUSION DIVERSITY
EQUITY ACCOUNTABILITY

Psychological Safety: Learn and Share With Your Team

Last week, we shared [Five Components of Highly Effective Teams](#). For the rest of the month, our focus is on psychological safety, the component that Google's researchers found to be the most important predictor of an effective team. [Those teams](#) with high levels of psychological safety were rated as effective twice as often. Members of psychologically safe teams were less likely to leave the organization, were more likely to harness the power of diverse ideas from team members, and felt safer to be creative.



Psychological Safety Resources For Your Team

Psychological safety, the most critical of the five traits for effective teams, allows team members to feel safe to take risks and be vulnerable in front of one another. The IDEA website has discussion-starters, additional readings, and videos for those who want to delve deeper into the topic.



Discuss Psychological Safety at Sept. 25 Brown Bag

The next all-staff IDEA brown bag is Wednesday, Sept. 25, at noon in Perseverant Hall (Bldg. 54). The topic will be psychological safety in the workplace. The gathering will provide a supportive environment for questions and feedback on psychological safety at the Lab. No reservations are required.



Three Steps -- and Three Tools -- To Engage Your Team

Frame as a learning problem. Acknowledge fallibility. Model curiosity. These are three ways to bring psychological safety to your team. The IDEA website has discussion-starters, additional readings, and videos for those who want to delve deeper into the topic.



Video: Lady Idos On the Value of Psychological Safety

Psychological safety in the work environment allows team members to feel safe to take risks. When team members feel safe, they are more effective, engaged, and stay longer, explains Chief DEI Officer Lady Idos in this short video.

 **IDEA** INCLUSION DIVERSITY
EQUITY ACCOUNTABILITY

WEBSITE: “IDEAs in Action”

Toolkits, discussion guides, LinkedIn Learning training, articles, and more!



IDEAs in Action is a collection of trainings, toolkits, research and articles to help you bring inclusion, diversity, equity and accountability to your team and to the lab.



Inclusion, diversity, equity, and accountability are four important attributes of the Lab's culture. Lab Chief Diversity, Equity, and Inclusion Officer Lady Idos explains how these, known by the acronym IDEA, are



Diversity drives the ideas that unlock our science according to Berkeley Lab Director Mike Witherell. He calls on the Lab to focus on four concepts: Inclusion, Diversity, Equity, and Accountability, or IDEA.

RESOURCE LINKS for IDEA Topics



Toolkits

[Manager Actions for Psychological Safety](#)

Of the five key dynamics of effective teams that the researchers find most important. This document lists five factors that lead to psych

[Psychological Safety - Team Survey](#)

This short survey is based on Amy Edmondson's article "Psychological Teams" (see below in Good Reads) and contains questions on indi



Good Reads

- [New York Times: What Google Learned from its Quest to Build the Perfect Team](#)
- [Amy Edmondson: Psychological Safety and Learning Behavior in Work Teams](#)
- [Amy Edmondson: Making it safe: The effects of leader inclusiveness and professional status safety and improvement efforts in health care teams](#)
- [Harvard Business Review: High-Performing Teams Need Psychological Safety. Here's How](#)
- [Promoting Psychological Safety to Further Innovation](#)
- [Understanding Psychological Safety - When and Why it Works](#)



Discussion Guide

- [IDEA Leader Discussion Guide: Psychological Safety \(30 minute\)](#)



Listen

- Podcast: [The Fearless Organization: Creating Psychological Safety in the Workplace for Learning and Growth](#) - Amy Edmondson



One Minute for IDEA

- [Psychological Safety Overview](#)
- [Psychological Safety TEDx Talk by Amy Edmondson](#)
- [Assessing a Team's Psychological Safety](#)
- [Fostering Psychological Safety](#)
- [Psychological Safety and Team Science](#)
- [IDEA - Extending Grace as We Learn](#)



Trainings

Ted Talks:

- [Building a psychologically safe workplace](#) - 11 mins
- [Psychological Safety: How to Build Trust and Create Open, Successful Teams](#) - 18 mins

LinkedIn Learning:

- [Foster psychological safety](#) - 5 mins
- [Creating a safe space for team risk-taking](#) - 4 mins

Harvard:

- [Creating Psychological Safety at Work in a Knowledge Economy](#) - 4 mins

“I” in IDEA: Inclusive Leadership Trainings (Sample) From LinkedIn Learning



COURSE
Leading Inclusive Teams
By: Daisy Lovelace

4,221 viewers



COURSE
Diversity, Inclusion, and Belonging
By: Pat Wadors

28,080 viewers



COURSE
Inclusive Leadership
By: Dr. Shirley Davis

30,987 viewers



COURSE
Managing Diversity
By: Catherine Mattice Zundel

39,567 viewers



COURSE
Creating the Conditions for Others to Thrive
By: Arianna Huffington, Anne Mor...

7,136 viewers



COURSE
Leadership Stories Weekly
By: Paul A. Smith

37,011 viewers



COURSE
Leadership Foundations: Leadership Styles and Models
By: Alexander Lyon

6,489 viewers



Six courses to help build inclusive leadership skills

For additional information, visit us at diversity.lbl.gov.