

# Building Stronger: How Psychological Safety Drives Better Safety Records, Quality, and Profits in Construction

*Psychological safety is a key ingredient for high-performing teams in any industry especially in construction*

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# What is Psychological Safety?



## Trust and Confidence

**Job-Site Reliability:** When crews trust they won't be blamed for raising concerns, problems get fixed before becoming incidents or rework



## Open Communication

**Clear-Path Reporting:** When field observations move freely up the chain without fear, costly surprises and schedule delays disappear



## Culture of Learning

**Experience-Driven Improvement:** When veteran craftspeople share lessons without fear of looking weak, projects avoid repeating the same expensive mistakes

# Amy Edmondson's Research Findings

## High Psychological Safety Means Teams Share & Discuss Mistakes

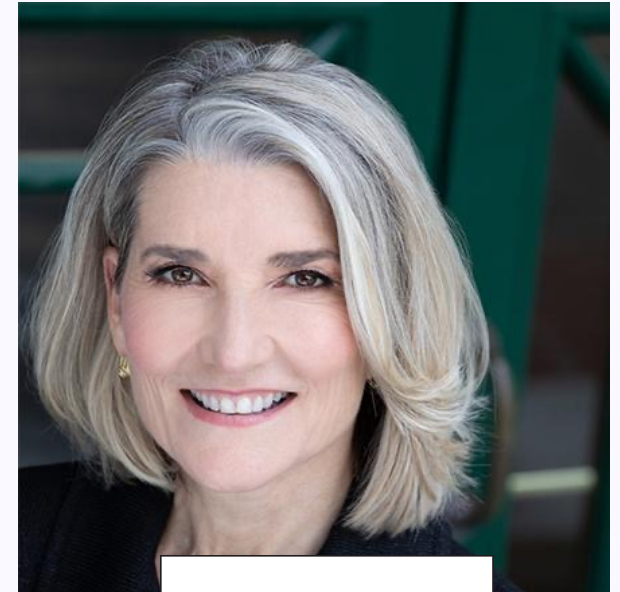
Edmondson's research revealed that teams with low psychological safety have employees who are afraid to speak up because they fear negative consequences, such as being judged, blamed, or punished.

Teams with high psychological safety reported more errors which resulted in better results as errors could be corrected.

## Positive impact of psychological safety

Psychological safety is strongly linked to better teamwork, innovation, and organizational performance.

Teams with high psychological safety are more likely to experiment, learn from their mistakes, and achieve their goals.



## the fearless organization

Creating **Psychological Safety** in the Workplace for Learning, Innovation, and Growth

Amy C. Edmondson  
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# Google's Project Aristotle and Psychological Safety



## Team Dynamics

- Study of 250 attributes over 180 teams on team performance
- Discovered that the most important factor in a team's success was psychological safety
- Other factors: dependability, clarity and structure, meaning and impact



## Key Findings

Teams with high psychological safety:

- More innovative
- More productive
- Took calculated risks
- Admitted mistakes
- Collaborated more
- Higher job satisfaction

# Construction Challenges Solved by Psychological Safety

## Preventable Safety Incidents

When crew members feel safe reporting hazards without fear of being labeled "difficult," problems get fixed before becoming recordable injuries or OSHA violations

## Skilled Worker Turnover

When team members feel valued and respected rather than just "another hard hat," they stay committed even when competitors offer slightly higher wages

## Project Delays & Budget Overruns

When early warning signs aren't hidden out of fear of delivering bad news, small issues get resolved before becoming costly change orders



# Safer Job Sites and Lower Incident Rates

1

## Identifying Hazards

Psychological safety empowers workers to proactively identify and communicate workplace hazards

2

## Speaking Up

See something, say something.

The difference between seeing something and saying something can be psychological safety

3

## Reducing Harm and Cost

Reducing injuries and associated costs

Psychological safety empowers workers to proactively identify and communicate workplace hazards





## A Sense of Belonging Leads to Retention

1

### Belonging

When employees feel safe to be themselves, they are more likely to share their unique perspectives and ideas, leading to more innovative and creative solutions. This sense of belonging fosters stronger team bonds, trust, communication, collaboration and performance.

2

### Retention

Employees who feel valued and respected are more likely to stay with the company. Psychological safety contributes to a positive work environment and reduced turnover rates.



# Project Delays & Budget Overruns

1

## Improved Decision Making and Collaboration

- Transparent problem-solving culture
- Psychological safety encourages early identification of potential issues without fear of being the bearer of bad news

2

## Measurable Outcomes

- Problems identified earlier in a project lifecycle
- Fewer change orders and RFIs
- Reduced schedule extensions
- Lower contingency spending
- Improved client satisfaction ratings



# Psychological Safety Summary

 Boosts Productivity

 Reduces Rework

 Safer Job Sites

 Reduces Costs

 Better Problem Solving

 Encourages Continuous Improvement

 Improves Communication

 Support Cross Trades Communication

 Improves Engagement & Retention

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Culture Coach Construction page with this presentation, resources, videos and articles

