

WEBVTT

1

00:00:00.300 --> 00:00:03.400

Casey Burt from the Boeing Company and Ashley April

2

00:00:04.200 --> 00:00:05.000

okay, and

3

00:00:06.200 --> 00:00:07.700

we look forward to your presentation.

4

00:00:14.900 --> 00:00:17.500

You know practice the laser before I start make

5

00:00:17.500 --> 00:00:20.900

sure it works. Well, first of all really pleased

6

00:00:20.900 --> 00:00:23.800

to be here today and as the day has gone on so excited

7

00:00:23.800 --> 00:00:26.000

because I've heard a lot of people bring up.

8

00:00:26.800 --> 00:00:30.300

We need more people to speak up. Right we need

9

00:00:29.300 --> 00:00:32.800

to look into the interpersonal relationships. And

10

00:00:32.800 --> 00:00:35.300

I really think that we're going to be able to touch upon a

11

00:00:35.300 --> 00:00:38.500

lot of that today. So today we're here to talk about psychological safety

12

00:00:38.500 --> 00:00:41.300

through the lens of flight test as introduced. My name

13

00:00:41.300 --> 00:00:44.800

is Casey Burt fellow presenters Ashley a Brill. We're both

14

00:00:44.800 --> 00:00:48.400

blessed test engineers at the Boeing Company and fellow

15

00:00:47.400 --> 00:00:50.800

contributors are Chelsea Caton

16

00:00:50.800 --> 00:00:53.400

and random Mustafa also flight test engineers at

17

00:00:53.400 --> 00:00:54.000

the Boeing Company.

18

00:00:55.700 --> 00:00:58.800

Before we dive in we want to give you Boeing's overarching

19

00:00:58.800 --> 00:01:01.100

statement on safety and it's that we're going

20

00:01:01.100 --> 00:01:04.300

to provide a safe and healthy work environment free of Hazards

21

00:01:04.300 --> 00:01:07.500

for all of our flight testing at the end of the day. This means safety is

22

00:01:07.500 --> 00:01:10.300

our utmost priority and our primary objective will

23

00:01:10.300 --> 00:01:13.200

always be to ensure the product the safety of our personnel and our

24

00:01:13.200 --> 00:01:13.400

products.

25

00:01:16.500 --> 00:01:17.500

Let's start with the why.

26

00:01:18.600 --> 00:01:21.900

Why should we care about psychological safety this word

27

00:01:21.900 --> 00:01:24.500

that you may not have heard of until this conference

28

00:01:24.500 --> 00:01:25.300

or maybe even today?

29

00:01:26.600 --> 00:01:29.100

Well, we'll let you know and we'll Define it in a few

30

00:01:29.100 --> 00:01:29.400

slides.

31

00:01:30.500 --> 00:01:33.500

The most basic answer is because humans are at

32

00:01:33.500 --> 00:01:36.600

the Central and the Heart of everything flight test.

33

00:01:37.400 --> 00:01:40.400

Whether you're on the airplane at the very back reviewing

34

00:01:40.400 --> 00:01:43.200

data and making knock it off calls, or if you're in the

35

00:01:43.200 --> 00:01:46.400

Telemetry room doing the same you could even be monitoring drone.

36

00:01:47.500 --> 00:01:47.900

regardless of where you are

37

00:01:49.200 --> 00:01:51.900

it's a human doing that activity. Not a robot.

38

00:01:52.600 --> 00:01:55.100

And because it's a human process safety needs to

39

00:01:55.100 --> 00:01:58.700

Encompass both physical safety and psychological safety.

40

00:02:00.300 --> 00:02:03.100

At the end of the day what we're talking about is a shifting culture.

41

00:02:04.100 --> 00:02:07.500

And creating a psychologically safe environment. We'll take a

42

00:02:07.500 --> 00:02:08.900

lot of time and a lot of patients.

43

00:02:09.900 --> 00:02:12.300

And we're hoping that today can be the first step for all of

44

00:02:12.300 --> 00:02:14.000

us here in making that change.

45

00:02:15.700 --> 00:02:16.800

A little more on the why?

46

00:02:18.600 --> 00:02:21.600

Psychological safety will Encompass all parts of one's identity.

47

00:02:21.600 --> 00:02:22.300

So

48

00:02:23.200 --> 00:02:26.200

looking out at the audience. That means it encompasses all of you

49

00:02:26.200 --> 00:02:29.200

and with over 100 people here. I'm pretty

50

00:02:29.200 --> 00:02:31.900

confident. We have introverts and extroverts in the room.

51

00:02:32.700 --> 00:02:35.300

Men and women that we have a wide

52

00:02:35.300 --> 00:02:39.000

range of age inability different sexual orientations

53

00:02:38.200 --> 00:02:41.500

and races diversity of thought and

54

00:02:41.500 --> 00:02:42.000

experiences.

55

00:02:42.800 --> 00:02:45.400

In psychological safety encompasses all

56

00:02:45.400 --> 00:02:45.800

of that.

57

00:02:46.500 --> 00:02:47.900

and therefore all of you

58

00:02:50.200 --> 00:02:53.500

today's presentation is going to talk specifically about a time

59

00:02:53.500 --> 00:02:56.500

when Boeing flight test inadvertently increased psychological

60

00:02:56.500 --> 00:02:59.200

safety, and we did that through all women flight test.

61

00:03:00.300 --> 00:03:03.400

And so as we go through the presentation today, I challenge you

62

00:03:03.400 --> 00:03:06.500

to keep in mind a Time the old time

63

00:03:06.500 --> 00:03:07.900

when you were new to flight test.

64

00:03:08.600 --> 00:03:10.900

Think about if you were hesitant to speak up.

65

00:03:11.700 --> 00:03:14.400

If you're concerned about judgment to yourself, or maybe

66

00:03:14.400 --> 00:03:15.300

even to your ideas.

67

00:03:16.400 --> 00:03:17.300

Did you think to yourself?

68

00:03:18.300 --> 00:03:19.300

I should already know that.

69

00:03:20.100 --> 00:03:23.100

And thus stayed silent again. Just keep that the Forefront of

70

00:03:23.100 --> 00:03:23.400

your mind.

71

00:03:25.200 --> 00:03:28.600

Today, we're going to cover three main areas. We're going to Define psychological safety

72

00:03:28.600 --> 00:03:31.300

for you. You'll start seeing an abbreviated PS throughout the

73

00:03:31.300 --> 00:03:34.400

presentation. We're going to share an example. We're Boeing flight

74

00:03:34.400 --> 00:03:37.200

test inadvertently increase logical safety with our all women

75

00:03:37.200 --> 00:03:40.400

flight. And then lastly we're going to leave you with methods where

76

00:03:40.400 --> 00:03:43.300

you can improve psychological safety in your workplace and your

77

00:03:43.300 --> 00:03:44.000

test environment.

78

00:03:47.200 --> 00:03:50.900

Awesome. Thanks so much, Casey. What a great start. So yes,

79

00:03:50.900 --> 00:03:53.500

what is psychological safety? It's the belief

80

00:03:53.500 --> 00:03:55.700

that you won't be punished or humiliated for speaking up.

81

00:03:56.400 --> 00:03:59.300
So now let's dive a little further. What does that look like in our

82
00:03:59.300 --> 00:04:02.100
workplace? It's a state in which I as an individual

83
00:04:02.100 --> 00:04:05.400
feel comfortable exposing and learning from mistakes where

84
00:04:05.400 --> 00:04:09.100
I can speak up with my questions concerns ideas without

85
00:04:08.100 --> 00:04:11.400
fear that I'll be embarrassed or some form

86
00:04:11.400 --> 00:04:11.900
of Retribution.

87
00:04:13.400 --> 00:04:16.400
Here, we have a matrix that Dr. Amy Edmondson put

88
00:04:16.400 --> 00:04:19.700
together and it's psychological safety versus accountability. We

89
00:04:19.700 --> 00:04:22.800
have four zones. And so you might

90
00:04:22.800 --> 00:04:25.400
be asking why accountability. Well, it's really critical to

91
00:04:25.400 --> 00:04:26.700
accomplishing our business needs.

92
00:04:27.400 --> 00:04:30.900
So if you have high accountability, but no psychological

93
00:04:30.900 --> 00:04:33.400
safety you end up in the anxiety Zone which can

94
00:04:33.400 --> 00:04:36.500
be a very stressful anxious working

95

00:04:36.500 --> 00:04:37.000
environment.

96

00:04:37.900 --> 00:04:40.900
On the flip side if you have high psychological safety.

97

00:04:41.700 --> 00:04:44.300
But low accountability than you end

98

00:04:44.300 --> 00:04:47.200
up in the comfort zone which can lead to complacency. So I'm

99

00:04:47.200 --> 00:04:50.400
going to walk you through some scenarios specifically to flight tests
that

100

00:04:50.400 --> 00:04:52.600
will further explain each Zone.

101

00:04:54.800 --> 00:04:57.400
All right. So our first scenario we have a teammate that's

102

00:04:57.400 --> 00:05:01.100
burnt out from constant schedule pressure and change they are

103

00:05:00.100 --> 00:05:01.100
told.

104

00:05:01.800 --> 00:05:04.300
To get used to it when they talk to when they

105

00:05:04.300 --> 00:05:06.500
try to talk to their teammates about it. They're met with get used to it.

106

00:05:07.200 --> 00:05:10.700
And they feel like they're concerns aren't being heard. So here we

107

00:05:10.700 --> 00:05:13.400
have the apathy Zone. You can see we have

108

00:05:13.400 --> 00:05:16.000

low psychological safety and low accountability.

109

00:05:16.800 --> 00:05:19.400

So in the apathy Zone not only is the

110

00:05:19.400 --> 00:05:22.300

employees health at risk, but also it poses

111

00:05:22.300 --> 00:05:25.600

a safety risk to the flight test team in this

112

00:05:25.600 --> 00:05:28.500

structure you tend to see that teams lack adequate

113

00:05:28.500 --> 00:05:29.600

support and communication.

114

00:05:34.200 --> 00:05:36.600

All right. So now we have our second Zone.

115

00:05:37.300 --> 00:05:40.500

The teammate feels fully engaged with their peers but isn't challenged

116

00:05:40.500 --> 00:05:43.700

by their work. There's no differentiation between high performance

117

00:05:43.700 --> 00:05:44.600

and low performance.

118

00:05:45.300 --> 00:05:48.600

Here we have our comfort zone in the comfort zone.

119

00:05:48.600 --> 00:05:51.800

We tend to see that teams. They have

120

00:05:51.800 --> 00:05:54.300

a relaxed working environment, but there's no push

121

00:05:54.300 --> 00:05:58.100

for creativity or growth this can lead to complacency and

122

00:05:57.100 --> 00:06:00.600

as we've discussed in this Workshop complacency can

123

00:06:00.600 --> 00:06:02.900

lead to significant light risks for the team.

124

00:06:05.100 --> 00:06:08.500

Now we have our third scenario. So a teammate speaks

125

00:06:08.500 --> 00:06:12.100

up with concerns about meeting quality and schedule expectations.

126

00:06:12.900 --> 00:06:15.600

Their concerns are met with rejection and intimidation.

127

00:06:16.600 --> 00:06:19.300

Here we have the anxiety Zone in the

128

00:06:19.300 --> 00:06:22.400

anxiety Zone. It can be as I mentioned earlier

129

00:06:22.400 --> 00:06:25.800

a very stressful working environment and the teammate

130

00:06:25.800 --> 00:06:28.200

might feel pressured to cut Corners to try to meet

131

00:06:28.200 --> 00:06:31.600

those quality expectations and schedule expectations.

132

00:06:31.600 --> 00:06:34.900

And so if quality expectations aren't met that

133

00:06:34.900 --> 00:06:37.300

can pose a significant risk for the flight test

134

00:06:37.300 --> 00:06:37.500

team.

135

00:06:38.700 --> 00:06:41.400

In the anxiety Zone people are afraid to take

136

00:06:41.400 --> 00:06:44.900

responsibility for their work and opportunities for

137

00:06:44.900 --> 00:06:46.800

learning and Innovation are scarce.

138

00:06:48.300 --> 00:06:51.200

All right. So now our final seminario. We have

139

00:06:51.200 --> 00:06:54.400

a test a teammate that expresses a concern during a PreFlight.

140

00:06:55.500 --> 00:06:58.600

And the testing pauses to discuss this finding here.

141

00:06:58.600 --> 00:07:01.400

We have the Learning Zone in the Learning Zone

142

00:07:01.400 --> 00:07:04.300

you tend to see teams Foster Innovation and growth.

143

00:07:05.200 --> 00:07:08.300

Not only do teammates support one another but people are

144

00:07:08.300 --> 00:07:09.900

willing to take responsibility for their work.

145

00:07:11.400 --> 00:07:14.300

So what I take away from these four different

146

00:07:14.300 --> 00:07:17.600

scenarios is that my actions

147

00:07:17.600 --> 00:07:20.900

the way that I respond to my teammates questions concerns

148

00:07:20.900 --> 00:07:23.500

or ideas. It makes a difference in

149

00:07:23.500 --> 00:07:25.400

whether or not they're going to speak up the next time.

150

00:07:26.400 --> 00:07:29.400

so as flight test Engineers, it is our responsibility

151

00:07:29.400 --> 00:07:32.100

to pause the next time someone brings up

152

00:07:32.100 --> 00:07:33.800

a concern and discuss that finding

153

00:07:35.200 --> 00:07:38.300

All right. So now that you know, what psychological safety is, let's talk

154

00:07:38.300 --> 00:07:40.000

about what are some barriers.

155

00:07:41.300 --> 00:07:44.100

The team identified five for starters the lack of

156

00:07:44.100 --> 00:07:47.700

awareness personally. I learned this term last fall so did

157

00:07:47.700 --> 00:07:50.300

Casey I'm sure many of you are learning the term for the first time today.

158

00:07:51.200 --> 00:07:54.400

Second an organization that doesn't set ground rules

159

00:07:54.400 --> 00:07:57.500

or expectations on what's acceptable what

160

00:07:57.500 --> 00:08:00.300

creates a psychologically safe culture and what do

161

00:08:00.300 --> 00:08:01.200

we expect from you?

162

00:08:01.800 --> 00:08:04.100

Third due to business

163

00:08:04.100 --> 00:08:07.500

pressures or schedule needs denying the team's pressure

164

00:08:07.500 --> 00:08:10.600

denying the team's space for these kinds of discussions.

165

00:08:11.900 --> 00:08:14.300

fourth a culture of blame or

166

00:08:14.300 --> 00:08:15.200

excessive Pride

167

00:08:16.200 --> 00:08:19.300

and lastly a lack of diversity in the

168

00:08:19.300 --> 00:08:22.200

following slides. I'm going to explain to you how identity plays a

169

00:08:22.200 --> 00:08:23.700

role in psychological safety.

170

00:08:25.600 --> 00:08:26.000

All right, so

171

00:08:27.500 --> 00:08:30.500

Anyone of us can feel psychologically unsafe this impacts

172

00:08:30.500 --> 00:08:33.500

all of us and much like being new plays a

173

00:08:33.500 --> 00:08:36.600

role in how comfortable we are speaking up so does our identity.

174

00:08:37.900 --> 00:08:40.100

so here I have a poll that Mackenzie &

175

00:08:40.100 --> 00:08:42.100
Company did in 2021 and they ask

176
00:08:43.100 --> 00:08:46.500
In the past year during normal course of business have you experienced any

177
00:08:46.500 --> 00:08:49.000
of the following and they listed four microaggressions at the

178
00:08:49.300 --> 00:08:52.600
top others questioning your judgment being interrupted or

179
00:08:52.600 --> 00:08:54.000
spoken more over the others?

180
00:08:54.700 --> 00:08:58.200
others commenting on your emotional state hearing overhearing

181
00:08:57.200 --> 00:09:00.400
insults about your culture or people like you

182
00:09:01.100 --> 00:09:04.500
the identities that were surveyed at the bottom you'd see men are

183
00:09:04.500 --> 00:09:07.300
all women overall white women Latinas black

184
00:09:07.300 --> 00:09:10.800
women Asian women lgbtq+ women

185
00:09:10.800 --> 00:09:13.100
and women with disabilities. You can

186
00:09:13.100 --> 00:09:17.400
see that the three identities black women lgbtq+ women

187
00:09:17.400 --> 00:09:20.100
and women with disabilities identified as

188
00:09:20.100 --> 00:09:22.200

having experience more microaggressions.

189

00:09:22.800 --> 00:09:25.400

And so since the experience more

190

00:09:25.400 --> 00:09:28.500

microaggressions, they might be less likely to

191

00:09:28.500 --> 00:09:31.400

feel comfortable speaking up. And so that affects

192

00:09:31.400 --> 00:09:34.500

their psychologically safe space. They might not experience

193

00:09:34.500 --> 00:09:37.700

it as well as others. And so what I want to tie

194

00:09:37.700 --> 00:09:40.800

it all back together, is that although psychological safety

195

00:09:40.800 --> 00:09:43.500

impacts all of us our identity plays a

196

00:09:43.500 --> 00:09:44.400

really critical role.

197

00:09:45.600 --> 00:09:48.500

So now as I mentioned lack of diversity is a barrier.

198

00:09:49.100 --> 00:09:52.500

So why and it's because being an only of

199

00:09:52.500 --> 00:09:55.300

your individual or your race or ability on

200

00:09:55.300 --> 00:09:55.900

a test flight?

201

00:09:56.600 --> 00:09:57.300

It can be difficult.

202

00:09:58.200 --> 00:10:01.100

Only stand out and you tend to be more

203

00:10:01.100 --> 00:10:04.500

heavily scrutinized your failures and your successes are

204

00:10:04.500 --> 00:10:06.300

usually under a microscope.

205

00:10:07.200 --> 00:10:10.600

And that can leave you encountering feedback

206

00:10:10.600 --> 00:10:12.500

or comments that.

207

00:10:14.100 --> 00:10:17.300

Leaving you feeling leave you feeling othered or

208

00:10:17.300 --> 00:10:20.000

excluded and so I encourage you that the next

209

00:10:20.200 --> 00:10:21.000

time you walk into a room.

210

00:10:22.500 --> 00:10:23.700

pause and look around

211

00:10:24.500 --> 00:10:27.400

seek out the onlys if you identify yourself as

212

00:10:27.400 --> 00:10:30.200

being part of the majority group seek out only

213

00:10:30.200 --> 00:10:33.200

is you can make a difference between someone feeling excluded or

214

00:10:33.200 --> 00:10:36.400

included simple ways are introduced yourself

215

00:10:36.400 --> 00:10:39.800

ask for their opinion on something or recognize

216

00:10:39.800 --> 00:10:42.500

for their contribution. Those are easy steps

217

00:10:42.500 --> 00:10:43.200

to make a difference.

218

00:10:46.700 --> 00:10:49.400

Next we're going to talk about a time or how

219

00:10:49.400 --> 00:10:52.100

we can recognize psychological safety and to do so,

220

00:10:52.100 --> 00:10:55.500

we're going to dive into the time when Boeing inadvertently

221

00:10:55.500 --> 00:10:58.400

increase psychological safety through our all women flight.

222

00:11:00.100 --> 00:11:03.600

To do that though. We need to give you some data as a

223

00:11:03.600 --> 00:11:06.200

baseline women make up about one to three members

224

00:11:06.200 --> 00:11:09.600

of a Boeing flight test crew and a crew itself is about 13 members

225

00:11:09.600 --> 00:11:12.600

looking at the chart here the dark navy color

226

00:11:12.600 --> 00:11:15.800

are the male participants on a flight the light

227

00:11:15.800 --> 00:11:18.300

are pink color represent. The female participants. I think

228

00:11:18.300 --> 00:11:22.100

a quick glance tells you pretty quickly that they're very

229

00:11:21.100 --> 00:11:24.600
male-dominated and then with my

230

00:11:24.600 --> 00:11:27.800
laser. Yep, you can see that there's actually some

231

00:11:27.800 --> 00:11:30.600
there and there there

232

00:11:30.600 --> 00:11:34.300
and there sorry, it's really hard with the laser all male

233

00:11:33.300 --> 00:11:36.500
naturally occurring flights. And so

234

00:11:36.500 --> 00:11:39.200
this data only represents two airplanes two different

235

00:11:39.200 --> 00:11:41.800
months, but it's a very quick snapshot that

236

00:11:43.300 --> 00:11:46.100
there isn't very many women, but that's what makes

237

00:11:46.900 --> 00:11:50.000
are all women flight so special and

238

00:11:49.300 --> 00:11:52.100
this was an active effort to assemble all

239

00:11:52.100 --> 00:11:56.000
women crew and we did this because women are underrepresented

240

00:11:55.200 --> 00:11:58.400
in Boeing flight test and maybe you see that in

241

00:11:58.400 --> 00:12:00.800
your places of employment or Academia as well.

242

00:12:01.600 --> 00:12:04.700

As we were creating this flight safety was

243

00:12:04.700 --> 00:12:08.100

and will always be the primary objective having

244

00:12:07.100 --> 00:12:10.300

100% women on board was a secondary

245

00:12:10.300 --> 00:12:13.300

objective the last two bullets all so apply

246

00:12:13.300 --> 00:12:16.400

to safety each test participant had to be qualified for

247

00:12:16.400 --> 00:12:19.200

their role. And then at least one of the piles flying that

248

00:12:19.200 --> 00:12:21.100

day had to be working that specific program.

249

00:12:21.900 --> 00:12:24.600

Now I'm going to direct your eyes to the chart on

250

00:12:24.600 --> 00:12:27.300

the right side of the screen. I think it's pretty clear

251

00:12:27.300 --> 00:12:30.100

what they are all women true to the air.

252

00:12:30.700 --> 00:12:34.000

Let me get the laser out October 20th. And

253

00:12:33.300 --> 00:12:36.300

in that month though itself. You can also

254

00:12:36.300 --> 00:12:39.400

pick out two all-male naturally occurring flights.

255

00:12:39.400 --> 00:12:42.400

So even with that ours was

256

00:12:42.400 --> 00:12:44.800

definitely was not naturally occurring it took some coordination.

257

00:12:46.100 --> 00:12:49.100

Let's talk about the flight itself. It was a really standard day. It was

258

00:12:49.100 --> 00:12:52.200

handling qualities medium risk testing testing. It had

259

00:12:52.200 --> 00:12:55.600

the standard array of test participants on board. You can see them
pictured

260

00:12:55.600 --> 00:12:58.500

below at the bottom of the screen the outcome of

261

00:12:58.500 --> 00:13:01.400

the Day quote from one of the crew members. It felt

262

00:13:01.400 --> 00:13:05.300

like a normal flight, but there's just, you know a little bit of
excitement. They

263

00:13:04.300 --> 00:13:08.000

said that there are weather challenges because let's be

264

00:13:07.100 --> 00:13:10.800

honest most of us face weather challenges while

265

00:13:10.800 --> 00:13:13.600

doing flight test and then they also said

266

00:13:13.600 --> 00:13:16.500

that are they also managed to complete four test

267

00:13:16.500 --> 00:13:18.500

plans. So a standard sequence

268

00:13:19.200 --> 00:13:22.300

In about three hours all in all a very

269

00:13:22.300 --> 00:13:24.800

standard day of testing for the Boeing Company I should say.

270

00:13:26.100 --> 00:13:27.500

But now let's talk about findings.

271

00:13:29.700 --> 00:13:32.600

After the debrief that the crew had they

272

00:13:32.600 --> 00:13:35.400

noted that everyone operated and performed as

273

00:13:35.400 --> 00:13:36.500

they would on any other flight.

274

00:13:37.200 --> 00:13:40.400

That's huge because what that tells us is that this

275

00:13:40.400 --> 00:13:43.600

unique occurrence, like we saw with the data very unique

276

00:13:43.600 --> 00:13:45.900

to have all women on a single flight test.

277

00:13:46.900 --> 00:13:49.300

It was unique and there was changes that came from it. But

278

00:13:49.300 --> 00:13:52.600

this did not inhibit test performance or the physical safety

279

00:13:52.600 --> 00:13:55.700

of the crew what this is telling us is that

280

00:13:55.700 --> 00:13:58.300

the changes that came from this flight have the

281

00:13:58.300 --> 00:14:01.600

potential to be sustainable and then applied to every

282

00:14:01.600 --> 00:14:02.200

other flight.

283

00:14:03.100 --> 00:14:06.300

Within Boeing and without within the industry as

284

00:14:06.300 --> 00:14:06.400

well.

285

00:14:07.600 --> 00:14:10.200

The next finding the crew said that they felt more

286

00:14:10.200 --> 00:14:11.700

comfortable in the test environment.

287

00:14:13.200 --> 00:14:16.700

At the end of the day feeling more comfortable will increase and

288

00:14:16.700 --> 00:14:19.400

develop psychological safety, and it does this

289

00:14:19.400 --> 00:14:22.400

because at the end of the day it will Foster an environment people

290

00:14:22.400 --> 00:14:24.100

aren't concerned about being right or wrong.

291

00:14:25.100 --> 00:14:28.300

It'll improve communication. It will reduce barriers to speaking

292

00:14:28.300 --> 00:14:28.500

up.

293

00:14:29.200 --> 00:14:31.500

Which is a good segue to the next finding.

294

00:14:32.100 --> 00:14:34.700

The women noted in increased ability to speak up.

295

00:14:35.500 --> 00:14:38.400

This is huge and this directly relates

296

00:14:38.400 --> 00:14:41.900

to psychological safety. Now people are raising concerns.

297

00:14:41.900 --> 00:14:44.200

They're asking questions. They're attempting to

298

00:14:44.200 --> 00:14:45.300

provide answers.

299

00:14:46.700 --> 00:14:50.000

By being able to speak up will prevent accidents.

300

00:14:52.600 --> 00:14:55.700

On the right side of the screen. We have a quote from one of the test participants.

301

00:14:55.700 --> 00:14:57.200

I'll read this out loud.

302

00:14:58.500 --> 00:15:01.600

Most notably one of the pilots asked about prediction for

303

00:15:01.600 --> 00:15:01.900

the test.

304

00:15:02.800 --> 00:15:05.500

I felt comfortable in accepted saying I don't

305

00:15:05.500 --> 00:15:07.000

know and I need to call someone.

306

00:15:07.900 --> 00:15:10.400

While I would have done this in any other pre-brief with

307

00:15:10.400 --> 00:15:13.600

more men, I would have left feeling guilty and shameful

308

00:15:13.600 --> 00:15:14.800

due to the atmosphere.

309

00:15:16.800 --> 00:15:19.600

I would have left feeling guilty and shameful.

310

00:15:20.800 --> 00:15:23.700

I think that's a mental state. We can all empathize with.

311

00:15:24.700 --> 00:15:27.300

You remember at the beginning when I asked you to picture and remember the

312

00:15:27.300 --> 00:15:30.500

time when you were new to flight test, let's bring that to the Forefront now.

313

00:15:31.700 --> 00:15:34.500

Do you remember when you were terrified to ask that quote unquote

314

00:15:34.500 --> 00:15:35.400

dumb question?

315

00:15:36.300 --> 00:15:39.300

Or that if you pointed out that rattling noise

316

00:15:39.300 --> 00:15:42.700

you hear you would actually be pointing out how new and

317

00:15:42.700 --> 00:15:43.600

inexperienced you are.

318

00:15:45.100 --> 00:15:48.900

We can all relate to that feeling of being feeling guilty

319

00:15:48.900 --> 00:15:51.000

and shameful for not knowing the answer.

320

00:15:52.100 --> 00:15:55.200

But that's what makes this quote so powerful.

321

00:15:55.900 --> 00:15:58.500

This test participant did not feel guilty

322

00:15:58.500 --> 00:16:01.600
or shameful something about this test made everybody

323
00:16:01.600 --> 00:16:04.300
on board feel psychologically safe enough to

324
00:16:04.300 --> 00:16:07.300
ask that quote unquote dumb question to point out

325
00:16:07.300 --> 00:16:10.500
that rattling noise and to say that they didn't

326
00:16:10.500 --> 00:16:11.200
know the answer.

327
00:16:13.100 --> 00:16:16.500
By increasing psychological safety, we can increase

328
00:16:16.500 --> 00:16:19.600
the safety of every single flight and everybody

329
00:16:19.600 --> 00:16:21.800
on board can feel more comfortable to raise their voices.

330
00:16:23.900 --> 00:16:26.500
At the bottom of the screen. I have the definition

331
00:16:26.500 --> 00:16:29.200
of psychological safety, which is the belief that

332
00:16:29.200 --> 00:16:31.700
you won't be punished or humiliated for speaking up.

333
00:16:33.100 --> 00:16:36.600
all the findings on the screen point to an increase

334
00:16:36.600 --> 00:16:38.000
in psychological safety

335
00:16:39.100 --> 00:16:41.600
But that was a very unexpected result.

336

00:16:42.600 --> 00:16:45.300

All the same it's a result that we

337

00:16:45.300 --> 00:16:47.400

should all pay. He too and learn from

338

00:16:49.500 --> 00:16:52.500

let's tie it a little bit back together. Why did psychological safety

339

00:16:52.500 --> 00:16:52.900

increase?

340

00:16:53.700 --> 00:16:56.500

Earlier we talked about only on this

341

00:16:56.500 --> 00:16:59.300

flight women were no longer in only the whole crew was women

342

00:16:59.300 --> 00:17:02.400

instead of being one to three members. We had

343

00:17:02.400 --> 00:17:03.500

the whole kit and caboodle.

344

00:17:05.300 --> 00:17:08.400

The team also noted that they had the opportunity in space

345

00:17:08.400 --> 00:17:11.300

to debrief on their experience directly addressing one

346

00:17:11.300 --> 00:17:13.800

of the barriers to psychological safety. We brought up earlier.

347

00:17:15.200 --> 00:17:18.200

They also noted a healthier culture of humility and support

348

00:17:18.200 --> 00:17:21.400

again addressing one of the barriers we brought up earlier.

349

00:17:22.500 --> 00:17:25.100
And lastly the women noted that the

350
00:17:25.100 --> 00:17:28.800
flight was more inclusive and as we described there is

351
00:17:28.800 --> 00:17:32.000
a relationship between psychological safety inclusion

352
00:17:31.300 --> 00:17:32.800
and diversity.

353
00:17:33.600 --> 00:17:36.300
And it's important that we acknowledge on this

354
00:17:36.300 --> 00:17:39.400
flight. We had a homogeneous crew. We had all women

355
00:17:39.400 --> 00:17:42.000
diversity decreased on this flight.

356
00:17:42.600 --> 00:17:44.800
but at the same time inclusion increased

357
00:17:45.500 --> 00:17:48.200
So what I want to still think about and imagine is what

358
00:17:48.200 --> 00:17:51.500
if we could increase the diversity on each flight and the inclusion.

359
00:17:51.500 --> 00:17:54.600
Imagine how much the psychological safety

360
00:17:54.600 --> 00:17:55.200
would increase.

361
00:17:56.500 --> 00:17:59.200
And with that psychological safety, we will

362
00:17:59.200 --> 00:18:00.000
also raise.

363

00:18:00.800 --> 00:18:02.400
the safety of our flight test campaign

364

00:18:04.900 --> 00:18:08.700
We want to share a few other metrics with you as well. Some

365

00:18:07.700 --> 00:18:10.700
of our Boeing colleagues spoke earlier about

366

00:18:10.700 --> 00:18:13.400
SMS and orms, so we'll

367

00:18:13.400 --> 00:18:14.400
be building on that a little bit.

368

00:18:15.300 --> 00:18:18.700
Boeing we're always striving for continuous safety Improvement we want

369

00:18:18.700 --> 00:18:21.100
to see that positive culture change and we have a few

370

00:18:21.100 --> 00:18:25.400
tools that we're using to do that here on the screen we have the orms

371

00:18:24.400 --> 00:18:28.000
forms have been submitted over the past few years with

372

00:18:27.700 --> 00:18:31.000
2022 projected to have about 700. We

373

00:18:30.300 --> 00:18:33.700
also have our safety management system Hazard reporting

374

00:18:34.400 --> 00:18:37.200
with 2022 projected to have 40 submitted by

375

00:18:37.200 --> 00:18:40.300
the end of the year. You can see a good increase in our

376

00:18:40.300 --> 00:18:40.800
metrics.

377
00:18:41.700 --> 00:18:44.500
And while these do not relate directly to our

378
00:18:44.500 --> 00:18:48.200
all women flight psychological safety does relate

379
00:18:47.200 --> 00:18:48.600
to these

380
00:18:49.800 --> 00:18:51.300
When I'm in a pre-brief.

381
00:18:52.100 --> 00:18:55.400
I need to feel psychologically safe enough to raise my

382
00:18:55.400 --> 00:18:57.400
hand and say I feel scheduled pressure today.

383
00:18:58.200 --> 00:19:01.200
I need to feel psychologically safe enough to say do we

384
00:19:01.200 --> 00:19:03.000
have enough daylight to complete this mission?

385
00:19:04.400 --> 00:19:07.900
For me to submit my hazard report. I need to feel psychologically safe

386
00:19:07.900 --> 00:19:10.100
enough to go and write that down and submit it.

387
00:19:12.200 --> 00:19:15.800
Right. Now these forms do not explicitly in

388
00:19:15.800 --> 00:19:18.700
take into account psychological safety. So

389
00:19:18.700 --> 00:19:20.400
there's opportunity for improvement there.

390

00:19:23.800 --> 00:19:26.200

So how can we apply these learnings to improve

391

00:19:26.200 --> 00:19:27.100

psychological safety?

392

00:19:28.900 --> 00:19:31.700

What we want you to take away from this presentation is that

393

00:19:31.700 --> 00:19:34.600

your behavior creates your culture and therefore it

394

00:19:34.600 --> 00:19:36.000

affects your day-to-day testing.

395

00:19:36.700 --> 00:19:39.100

How you react to someone's questions going to make a difference

396

00:19:39.100 --> 00:19:41.100

on whether or not they speak up the next time?

397

00:19:43.200 --> 00:19:46.200

So some personal call to action for starters each one

398

00:19:46.200 --> 00:19:49.400

of us learned today. What's psychological safety is take that

399

00:19:49.400 --> 00:19:52.400

back to your teams share why it's

400

00:19:52.400 --> 00:19:55.300

important and how it plays a role in Flight tests. You

401

00:19:55.300 --> 00:19:58.200

can take it one step further and speak up the next time you

402

00:19:58.200 --> 00:19:59.800

see someone dismissing a concern.

403

00:20:00.400 --> 00:20:03.900

There's a lot of benefits to this first for starters courageous

404

00:20:03.900 --> 00:20:06.200

contained Kate contagious. I'll be more

405

00:20:06.200 --> 00:20:08.200

likely to speak up when I see someone speaking up.

406

00:20:08.900 --> 00:20:12.700

Also, if the concerns of no issue then you

407

00:20:11.700 --> 00:20:14.600

know, I see someone that's going

408

00:20:14.600 --> 00:20:17.600

to be educated rather than dismissed and this creates

409

00:20:17.600 --> 00:20:19.400

a mindset of continuous learning.

410

00:20:20.500 --> 00:20:23.900

I challenge you and your colleagues to come from a place of curiosity

411

00:20:23.900 --> 00:20:27.100

explore that tension rather than defensiveness be

412

00:20:26.100 --> 00:20:27.200

curious.

413

00:20:30.200 --> 00:20:33.400

Challenge yourself to come a place from Curiosity. And so

414

00:20:33.400 --> 00:20:36.700

when you walk into a room as I mentioned earlier seek

415

00:20:36.700 --> 00:20:39.600

out only you can make a difference between someone feeling included

416

00:20:39.600 --> 00:20:42.200

or excluded and just like we're doing

417

00:20:42.200 --> 00:20:45.700

today in this Workshop share those Lessons Learned. I think

418

00:20:45.700 --> 00:20:48.900

we could have a workshop in itself on how to do that effectively, but

419

00:20:48.900 --> 00:20:50.800

I'll leave it at that.

420

00:20:51.500 --> 00:20:53.800

So then I'll take you to organizationwide.

421

00:20:54.500 --> 00:20:57.600

What gets measured gets done so set goals around psychological

422

00:20:57.600 --> 00:21:00.500

safety and integrate it into your

423

00:21:00.500 --> 00:21:03.200

training and onboarding processes just like

424

00:21:03.200 --> 00:21:06.500

safety. It's not a one-time activity. It's a

425

00:21:06.500 --> 00:21:09.500

mindset that we each need to have and it needs to be integrated.

426

00:21:10.300 --> 00:21:12.000

into our everyday activity

427

00:21:13.300 --> 00:21:17.100

Another thing is practice scenarios. So for me, you know

428

00:21:17.100 --> 00:21:20.200

talking over calms is a big barrier is

429

00:21:20.200 --> 00:21:23.500

it's a very stressful environment ATC the

430

00:21:23.500 --> 00:21:26.400
pilots test Director people on box

431
00:21:26.400 --> 00:21:29.900
whether you're in the Telemetry room on an airplane. It's a

432
00:21:29.900 --> 00:21:32.800
very stressful environment. So offer Hands-On training

433
00:21:32.800 --> 00:21:35.900
so that you can practice increase your comfortability create

434
00:21:35.900 --> 00:21:38.900
a base so that when you actually go and test you

435
00:21:38.900 --> 00:21:41.700
have something to work off of and improve

436
00:21:42.800 --> 00:21:45.700
Lastly ensure that you have an anonymous

437
00:21:45.700 --> 00:21:48.200
reporting system. This will ensure that

438
00:21:48.200 --> 00:21:51.400
you are working towards a robust safety culture

439
00:21:51.400 --> 00:21:54.500
with effective SMS policies now, I'll

440
00:21:54.500 --> 00:21:56.300
pass it over to KC to wrap up our presentation.

441
00:21:59.400 --> 00:22:03.100
Yep, there's three takeaways. We want you to leave this conference

442
00:22:02.100 --> 00:22:05.100
room with today. The first ones on the

443
00:22:05.100 --> 00:22:08.300
screen is the definition of psychological safety. This is

444

00:22:08.300 --> 00:22:11.500

where teams will feel comfortable exposing and learning from their mistakes.

445

00:22:11.500 --> 00:22:14.700

They're going to speak up with questions ideas concerns because

446

00:22:14.700 --> 00:22:17.700

they are not worried about embarrassment or retribution.

447

00:22:19.500 --> 00:22:22.800

The second takeaway personal and organizational change

448

00:22:22.800 --> 00:22:25.800

can and will increase psychological safety.

449

00:22:25.800 --> 00:22:28.500

We've just heard several great actions

450

00:22:28.500 --> 00:22:32.000

that you could walk out of here today and start doing immediately. You

451

00:22:31.200 --> 00:22:33.300

can even start in here before you leave.

452

00:22:34.300 --> 00:22:37.900

And then lastly increasing psychological safety

453

00:22:37.900 --> 00:22:40.500

will increase the safety of every single

454

00:22:40.500 --> 00:22:40.900

flight.

455

00:22:42.700 --> 00:22:45.700

I'd like to say thank you for creating a psychologically safe

456

00:22:45.700 --> 00:22:48.400

place for us to share and our fellow

457

00:22:48.400 --> 00:22:51.200

presenters. And now you actually know what that means so we

458

00:22:51.200 --> 00:22:52.400

can open up to our questions now.

459

00:22:53.300 --> 00:23:02.400

Thank you. Should we

460

00:23:02.400 --> 00:23:03.200

go over and sit down instead?

461

00:23:04.500 --> 00:23:04.700

Okay.