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**“NO ONE COMES  
UP WITH A GOOD  
IDEA WHEN BEING  
CHASED BY A  
TIGER”**

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# AGENDA

Connection

Icebergs

Waterlines

Psychological Safety

Close

# CHECK IN

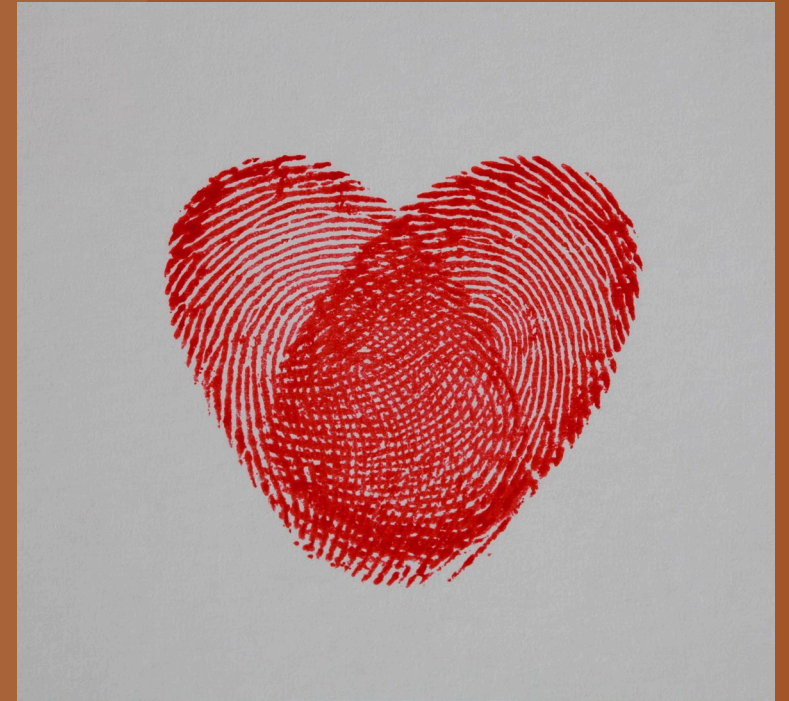
ENERGY



FOCUS



HEART

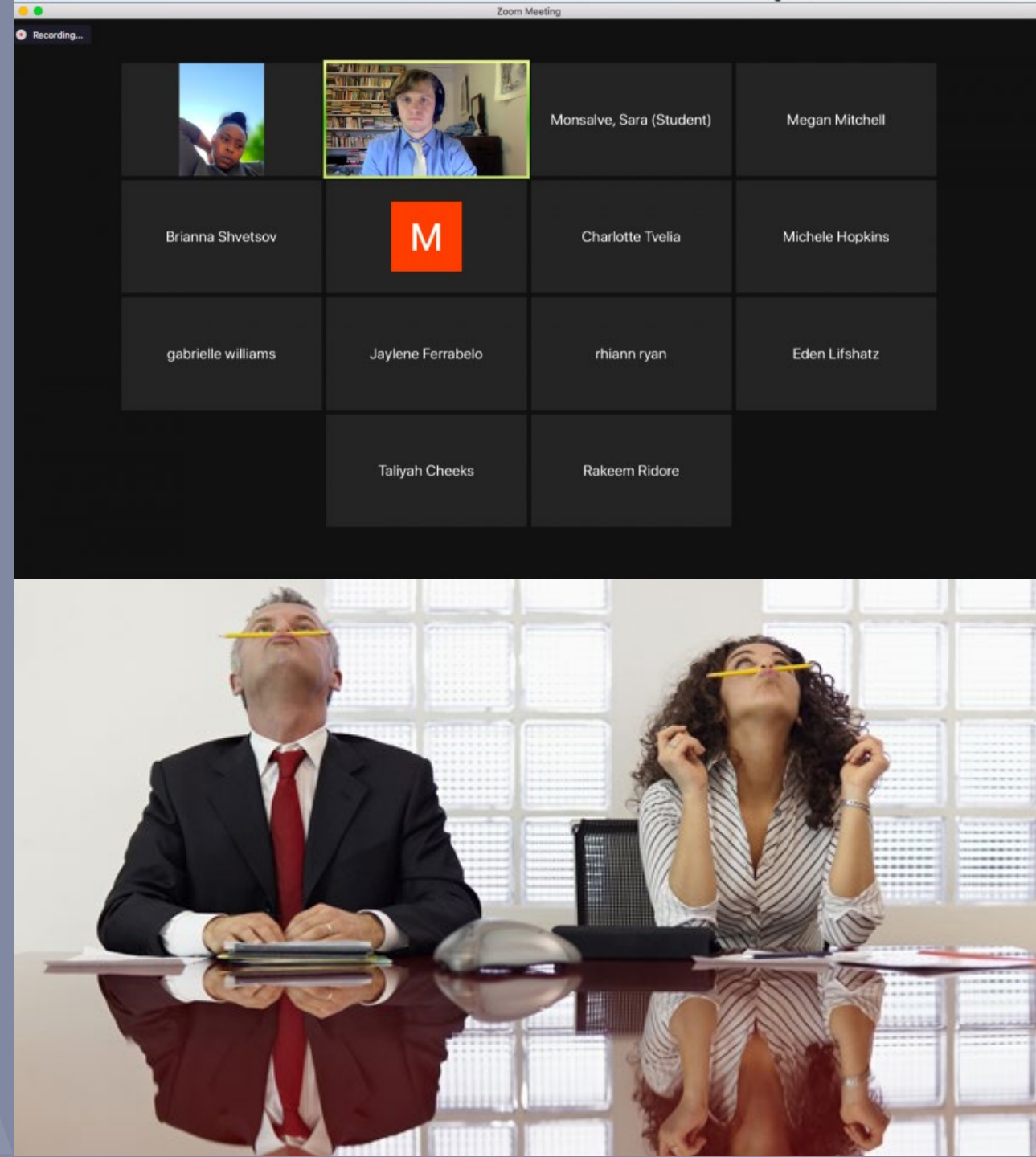


# AGREEMENTS

# GROUNDING NORMS

**BE PRESENT. BE HERE.  
TAKE SPACE MAKE SPACE.  
ASSUME POSITIVE INTENT.  
LISTEN WITH THE INTENT TO LEARN.  
BRING YOUR ENERGY AND INPUT  
LET GO OF YOUR DAY  
DON'T INTERRUPT  
LEAVE YOUR EGO AT THE DOOR**

# MEETING MISERY



**UNLOCKING MEETING  
MASTERY:  
CREATE THE STRUCTURE  
CREATE THE CONTAINER**



An iceberg floating in the ocean. The tip of the iceberg is above the water surface, and the much larger, jagged base is submerged. The sky is blue with scattered white clouds. The water is a deep blue, and the submerged part of the iceberg is illuminated from above, showing its complex, crystalline structure.

**OBJECTIVE**

**SUBJECTIVE**

**TASKS, METHODS,  
AND OUTCOMES**

**CONFLICT  
DECISION MAKING  
POWER AND INFLUENCE  
NORMS  
ROLES  
DEFENSE MECHANISMS  
PSYCHOLOGICAL SAFETY**

A large iceberg floats in a clear blue ocean under a bright blue sky with scattered white clouds. The iceberg's tip is above the water surface, while its much larger, jagged base is submerged. The water is a deep, clear blue, and the sky is a lighter, vibrant blue. The horizon line is visible in the distance, showing a range of low mountains or hills.

**OBJECTIVE**

**SUBJECTIVE**

**TASKS, METHODS,  
AND OUTCOMES**

# CREATE THE STRUCTURE

## What

### **OUTCOME**

Agenda  
Decision?  
Product?  
Task?  
Collaboration?  
Connection?

## Why

### **PURPOSE**

All participants  
must know 100%  
of the time

## Who

### **PARTICIPANTS**

ONLY  
People who have  
critical roles

## How

### **FACILITATION**

Above the waterline  
Below the waterline

# CREATE THE STRUCTURE

## What

### OUTCOME

Share Information

*To Inform*

Advance Thinking

*To Create*

Provide Input

*To Discuss*

Make Decisions

*To Decide*

Build Capacity

*To Build Skill*

Build Community

*To Connect*

Improve Communication

*To Build Relationship*

# CREATE THE STRUCTURE

## Why

Participants understand importance of their presence  
Align contributions with goals and objectives  
Cultivate ownership

### **PURPOSE**

All participants  
must know 100%  
of the time

# CREATE THE STRUCTURE

## Who

### **PARTICIPANTS**

ONLY

People who have  
critical roles

Expertise

Authority

Role clarity

Balance inclusivity with efficiency

Ensure diverse perspectives

# CREATE THE CONTAINER

## How

### **FACILITATION**

Above the waterline  
Below the waterline

Balance Above and Below  
Manage Agenda  
Invite Participation  
Foster Collaboration  
Encourage Communication  
Manage What, Why, Who, and How

# UNLOCKING MEETING MASTERY: CREATE THE CONTAINER

Leadership Insights: Team Dynamics



An iceberg floating in the ocean. The tip of the iceberg is above the water line, and the much larger, jagged base is submerged. The sky is blue with some clouds, and the water is a deep blue.

**OBJECTIVE**

**SUBJECTIVE**

**TASKS, METHODS,  
AND OUTCOMES**

**CONFLICT  
DECISION MAKING  
POWER AND INFLUENCE  
NORMS  
ROLES  
DEFENSE MECHANISMS  
PSYCHOLOGICAL SAFETY**

An iceberg floating in a clear blue ocean under a bright blue sky with scattered white clouds. The visible tip of the iceberg is small and jagged, while the much larger, submerged part is smooth and rounded. The water surface is slightly rippled.

**OBJECTIVE**

**SUBJECTIVE**

**PSYCHOLOGICAL SAFETY**

An iceberg floating in a blue ocean under a blue sky with white clouds. The visible tip of the iceberg is labeled 'OBJECTIVE', while the much larger submerged part is labeled 'SUBJECTIVE'. To the right of the submerged part, the text 'PSYCHOLOGICAL SAFETY' is written in large, bold, black letters.

**OBJECTIVE**

**SUBJECTIVE**

**PSYCHOLOGICAL  
SAFETY**

I wonder if she knows about the last time this was done?

What is she even talking about?

This is dangerous!

Are we all in agreement?

Why does she talk over everyone?

This is the 3<sup>rd</sup> time she's tried this!

This is never going to work!



Oh, my gosh, YES!

You are amazing!

Are we all in agreement?



100%!!

ABSOLUTELY!





**“NO ONE COMES UP  
WITH A GOOD IDEA  
WHEN BEING CHASED  
BY A TIGER.”**

- Anonymous board member of Tesla to Elon Musk  
as quoted by Wired in DR. ELON & MR. MUSK

# PSYCHOLOGICAL SAFETY

A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes



# 'PROJECT ARISTOTLE'

The central question:

*What makes teams, objectively, successful?*

Team Performance Myths:

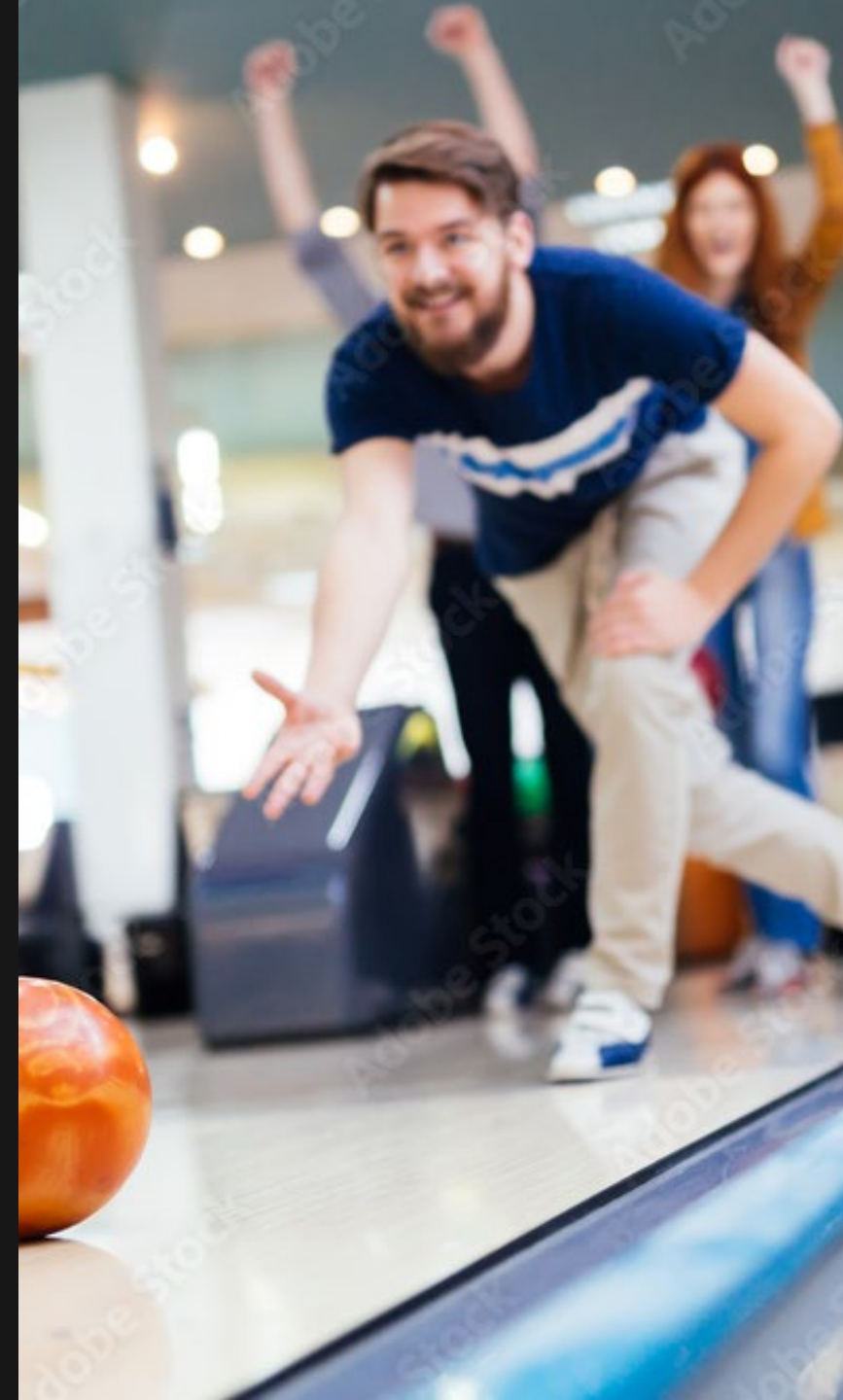
Expertise

Influence of a shared educational background

Socializing outside of work

\*What Google Learned From Its Quest to Build the Perfect Team

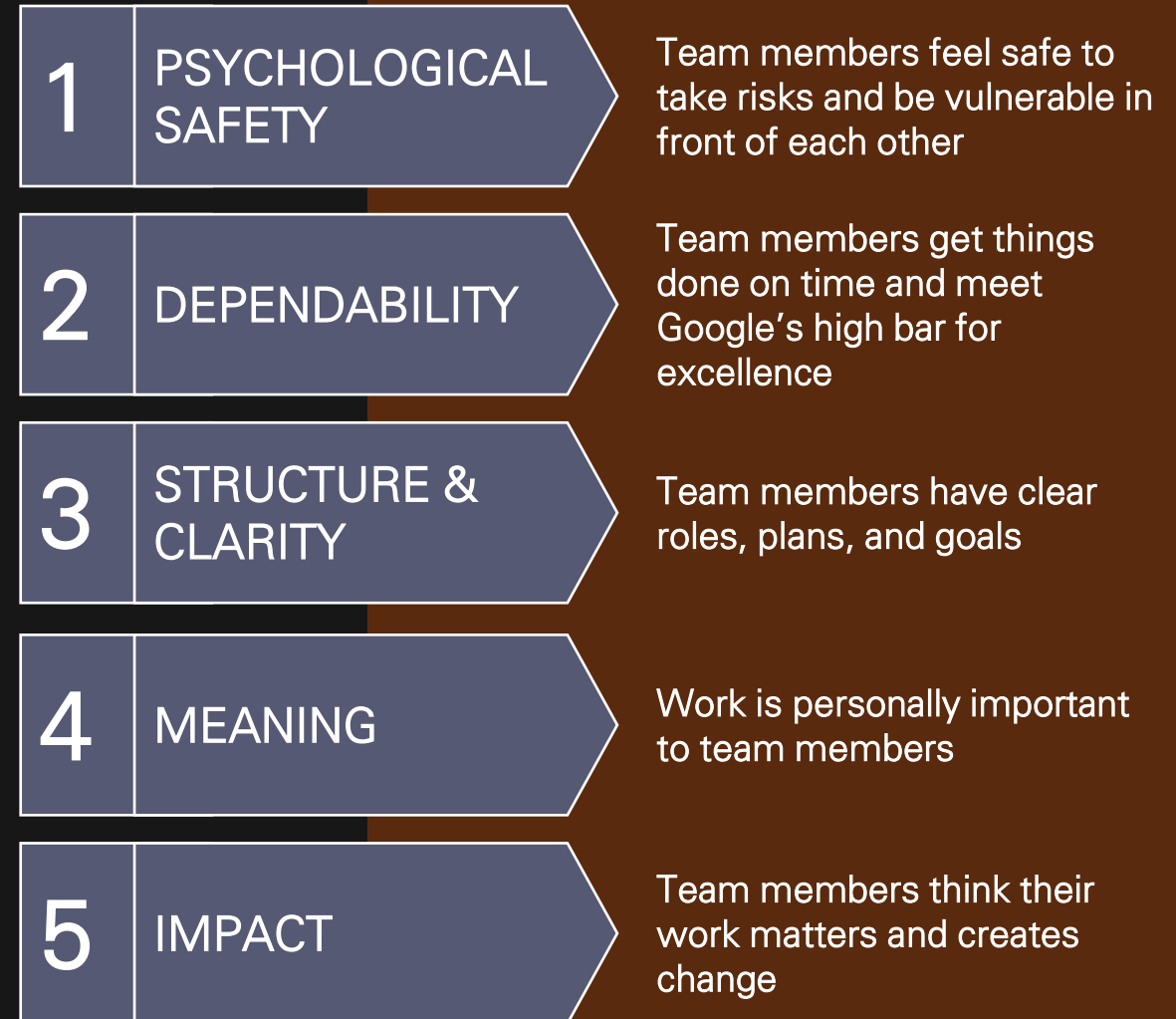
- The New York Times Magazine



# PSYCHOLOGICAL SAFETY AS GATEKEEPER TO TEAM EFFECTIVENESS

5 Distinctive metrics

4 Factors only valuable when a team is psychologically safe.\*



\* The five keys to a successful Google team - Rozovsky, J.

**TO AVOID LOOKING**

*ignorant*  
*incompetent*  
*intrusive*  
*negative*

**WE STOP** asking questions  
admitting weakness  
offering ideas  
critiquing the status quo

# VOLKSWAGEN DIESEL EMISSIONS SCANDAL



# BOEING 737 MAX CRISIS



# WELLS FARGO ACCOUNT FRAUD SCANDAL

WELLS  
FARGO

WELLS  
FARGO

WELLS  
FARGO

USA

# PSYCHOLOGICAL SAFETY VS ACCOUNTABILITY?

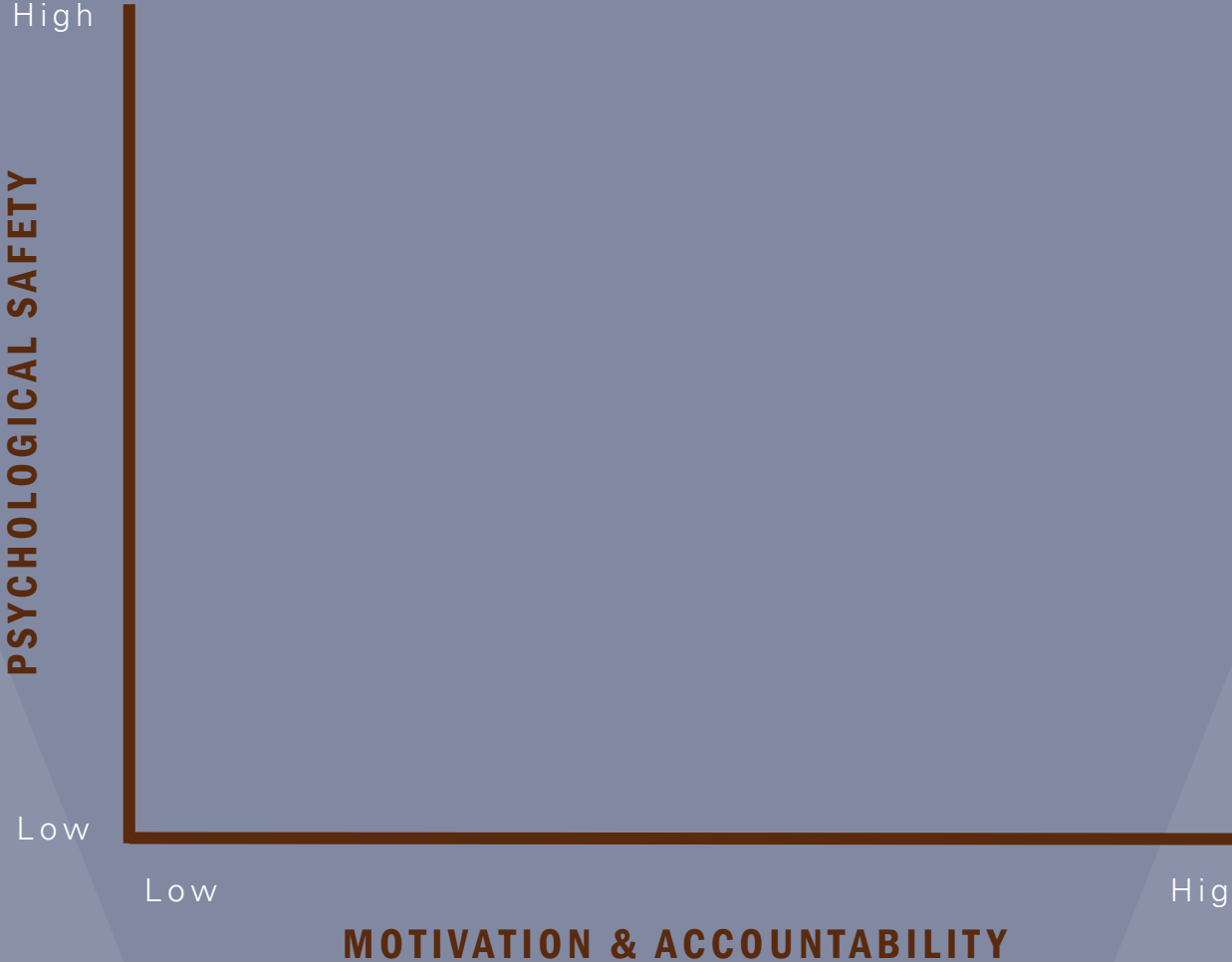
Finding the right point on a balance beam





**IT IS NOT SIMPLY ABOUT FEELING GOOD  
IT IS ABOUT HIGH PERFORMANCE**

# THERE IS NO TRADE OFF



# WHERE WE OFTEN FIND OURSELVES



# WHERE WE WANT TO BE



**IT REALLY WORKS!**



PIXAR



IDEEO



# THE LEADERSHIP TOOLKIT

*Source: The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*  
by Amy Edmondson

# THE LEADERSHIP TOOLKIT

## 1. SETTING THE STAGE



## 2. INVITING PARTICIPATION



## 3. RESPOND PRODUCTIVELY



# THE LEADERSHIP TOOLKIT

## 1. SETTING THE STAGE

### A. Frame the Work, Frame the Situation

Set expectations about failure, uncertainty, and interdependence to clarify the need for voice

### B. Emphasize Purpose

Identify what's at stake, why it matters, and for whom



**Accomplishes shared expectations and meaning**

# THE LEADERSHIP TOOLKIT

## 1. SETTING THE STAGE



## 2. INVITING PARTICIPATION



## 3. RESPOND PRODUCTIVELY



# THE LEADERSHIP TOOLKIT

## 2. INVITING PARTICIPATION

### A. Demonstrate Situational Humility

- Acknowledge gaps

### B. Practice Inquiry

- Ask good questions

- Model intense listening

### C. Set Up Structures and Processes

- Create forums for input

- Provide guidelines for discussion



Accomplishes confidence  
that voice is welcome

# THE LEADERSHIP TOOLKIT

## 1. SETTING THE STAGE



## 2. INVITING PARTICIPATION



## 3. RESPOND PRODUCTIVELY



# THE LEADERSHIP TOOLKIT

## 3. RESPOND PRODUCTIVELY

### A. Express Appreciation

- Listen
- Acknowledge and thank

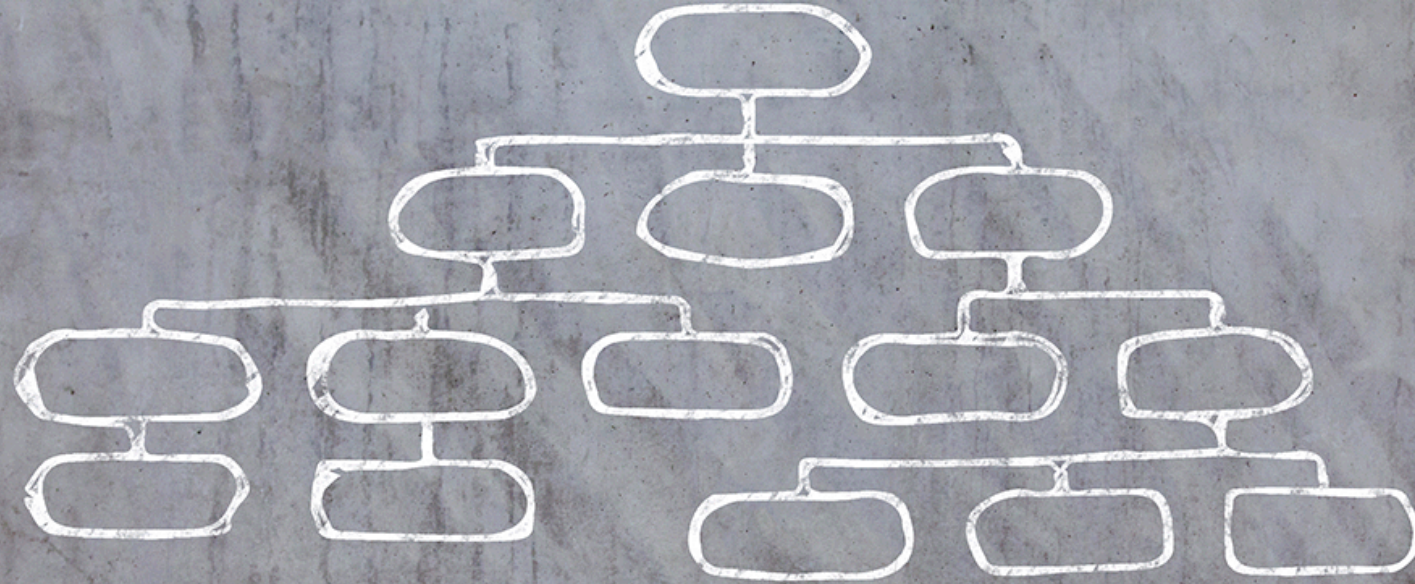
### B. Destigmatize Failure

- Look forward
- Offer help
- Discuss, consider, and brainstorm next steps

### C. Sanction Clear Violations



Accomplishes Orientation  
toward continuous learning



**BUILDING AND REINFORCING PSYCHOLOGICAL  
SAFETY IS THE RESPONSIBILITY OF LEADERS  
AT ALL LEVELS OF THE ORGANIZATION**



# CREATE A CULTURE OF OPENNESS



Encourage  
Risk-Taking and  
Experimentation



Model Vulnerability



Promote Inclusive  
Leadership



Provide Support  
and Resources



Celebrate  
Successes and  
Learn from Failures

**JUST TAKE ONE STEP**

**LISTEN**



# CHECK OUT

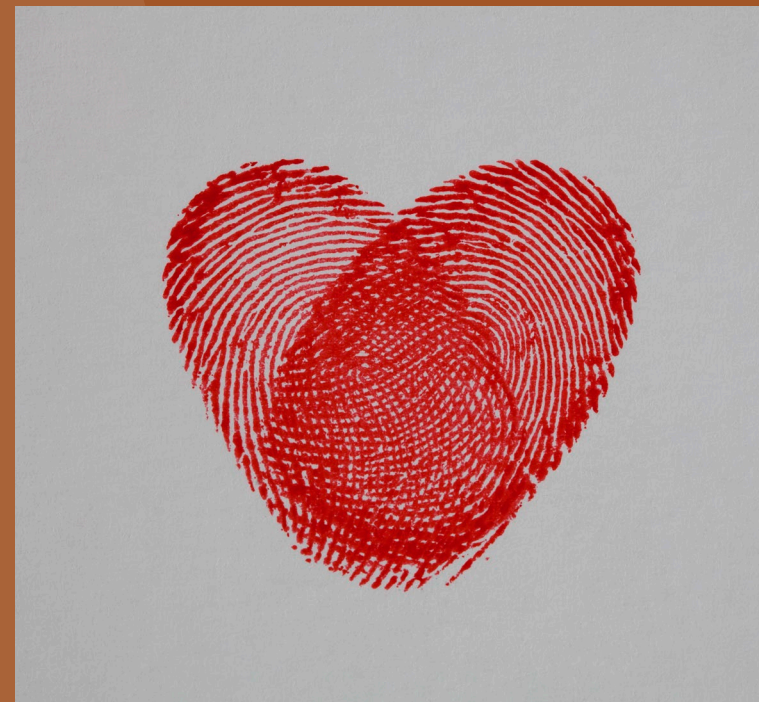
**ENERGY**

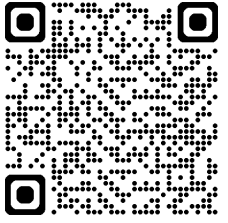


**FOCUS**



**HEART**





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# THANK YOU

Please reach out for:

Consulting  
Executive Coaching  
Value Engineering

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