

# How Leaders Can Create a Real Rather than Espoused Speak Up Culture

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# Today

1. The anatomy of speaking up and why most people don't intervene
2. Navigating needed conversations and how to bolster the confidence in your teams to have these authentic conversations
3. Cultural Miracle Gro for growing your speak-up culture
4. Action steps to leverage the protective value of your teams

# NASA's Columbia Disaster-Decisions Are Guided Toward or Away from Safe Results

- “The NASA organizational culture had as much to do with this accident as the foam.”-Investigation Report
- “People's actions are influenced by the organizations in which they work, shaping their choices in directions that even they may not realize.” -Investigation Report

# Learning From Holding Back Vs Speaking Up

"For both accidents [Challenger and Columbia] there were moments when management definitions of risk might have been reversed were it not for the many missing signals, an absence of trend analysis, imagery data not obtained, concerns not voiced, information overlooked or dropped from briefings."-Investigation Report

*"When something sounds, smells, looks, feels different from yesterday at the "pointy end" of an operation, front-line workers are the first to know because they also know how work actually gets done — not how you hope, plan, or paid for it to get done".-NASA/DEKRA Campbell Institute Writing Project, 2020*



# *So What Impacts Individual and Group Speak Ups?*





# The Anatomy of A Speak Up



Noticing Exposure to Harm



Risk-Based Decision-Making



Psychological Safety/Culture



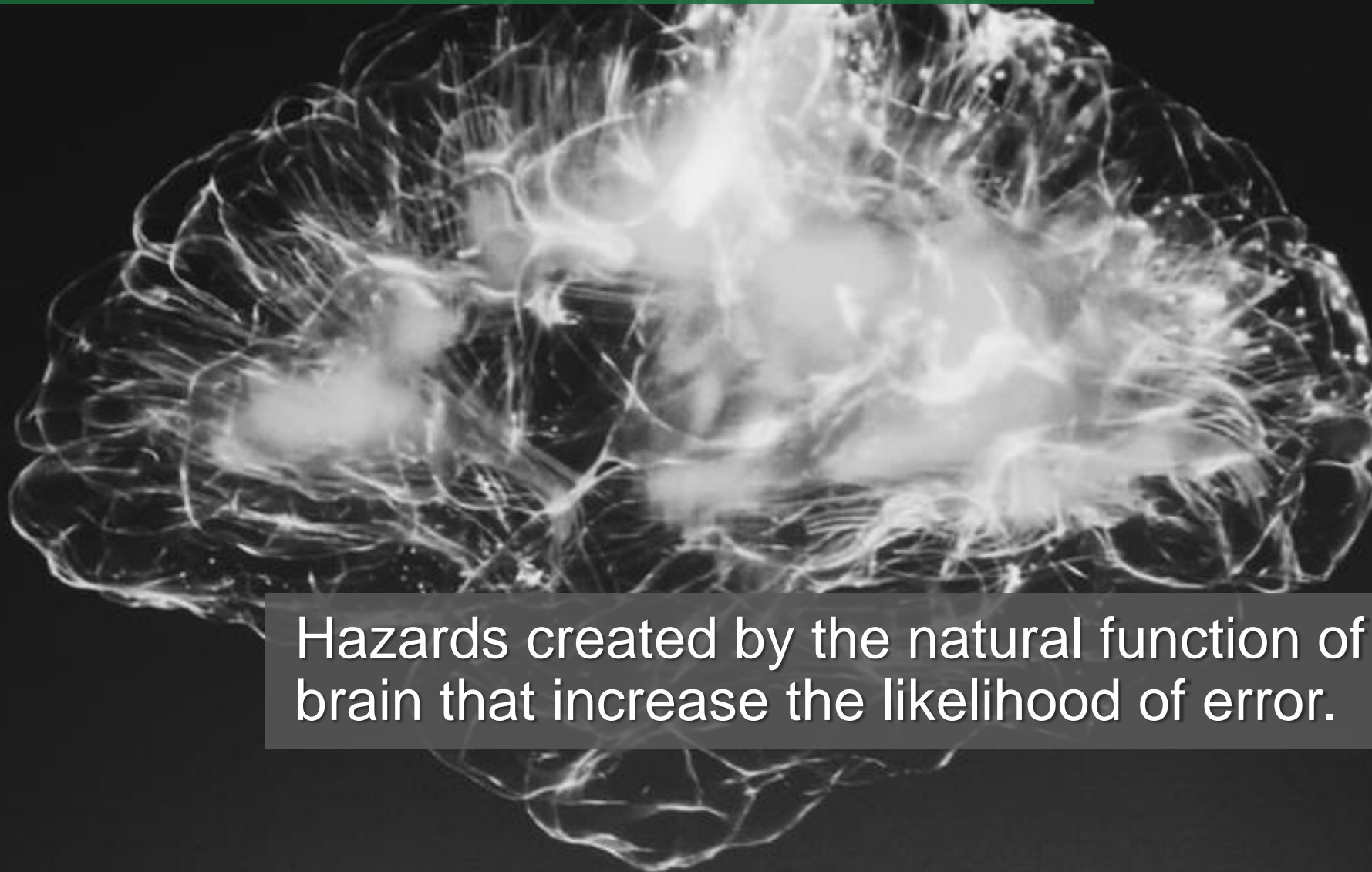
Team Value for Safety/Culture



Alignment on Navigating Goal Conflicts



# What is a Brain-Centered Hazard™?



Hazards created by the natural function of the human brain that increase the likelihood of error.

# The Seven Brain-Centered Hazards



## Fast Brain Functioning

Conducting important tasks without conscious thought and reliance on habits.



## Visual Recognition

Missing important information due to the human visual system.



## Divided Attention

Attempting to multi-task leads to missed information and error.



## Memory

Operating on information that feels correct in the moment and relying on our memory system.



## Social Think

Our innate need to go along with our group/tribe prevents us from approaching others.



## Fatigue

When our brains or bodies are fatigued our risk for error increases significantly.



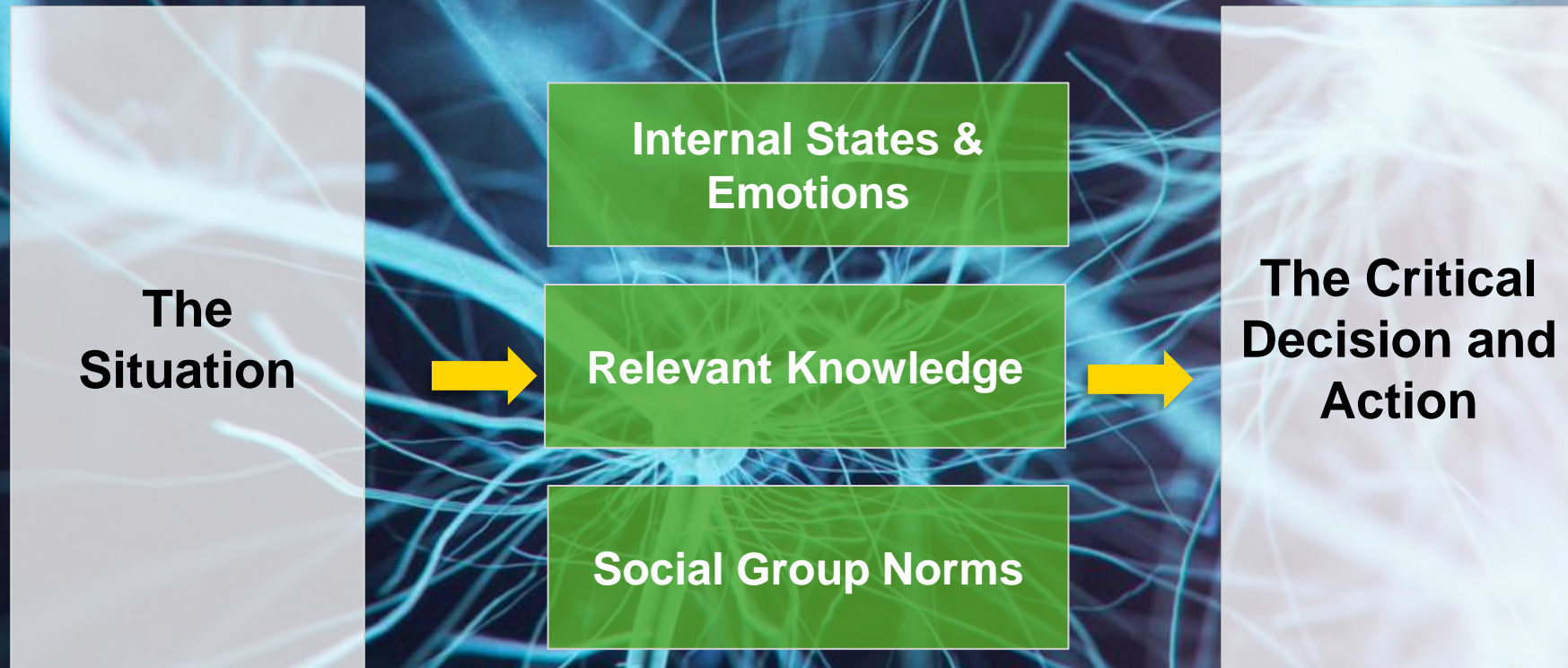
## Stress & Urgency

When we notice hints of urgency from others, we put pressure on ourselves to complete tasks.



# How We Decide to Speak Up

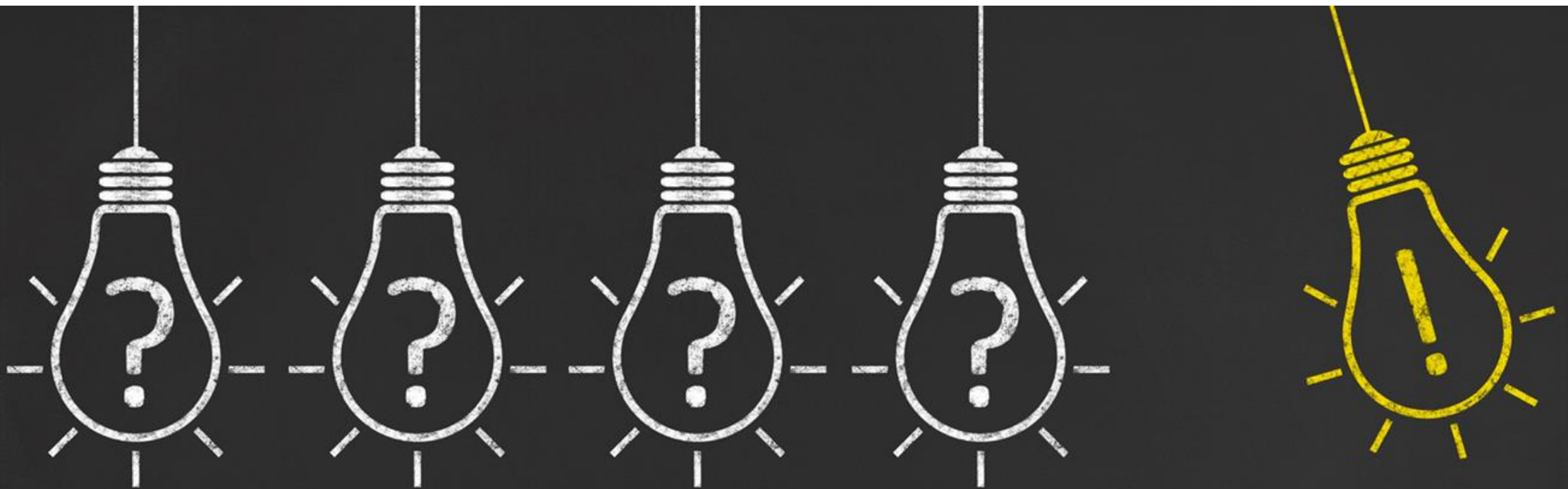
## THREE PROCESSING CENTERS



# What Can We Do to Grow Speak Up Culture?

- Promote diversity, inclusiveness, equity and belonging within your teams. It isn't enough to have diverse teams.
- Leaders model speaking up to teams (ask questions, listen to diverse ideas openly, be curious).
- Connected Leaders are the Miracle Gro for Speak Up Culture Creation!
- Openly thank people for raising issues, asking questions. Make it more positive than not.
- Authenticity builds connection. When people feel 'psychological safety' they are more likely to speak up.
- The social systems of the human brain seek safety, inclusion, fairness and authenticity from others as an integral function of our survival within social networks.
- Never assume people are comfortable speaking up. It's about noticing the discomfort and doing it anyway.

# Questions





# Thank you!



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