

**Course Name: Organizational Behaviour: Individual Dynamics in Organization**

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**Week – 12**

**Lecture – 05**

Lecture 59: Strategies for fostering safe environment at work

Hello students. Welcome back to the course on Organizational Behavior, Individual Dynamics in Organization. Today we move to the last lecture of the last module and in fact the last class of the entire course. So today we were in the module 12 itself we were looking into employee voice and employee silence. As I have re-emphasized on the importance of employee voice as well as knowledge hiding and sharing, I would like to conclude it by taking a session on strategies for fostering a safe environment at work. Now we are not looking into the physical safety, we will be more concerned with the psychological safety per se.

I am Dr. Abraham Cyril Issac, I am a faculty at the School of Business, Indian Institute of Technology, Guwahati.

So let us start today's lecture with a theme. "If you as a leader can own up to and demonstrate how you are learned from your mistakes, it paves way for others."

Now this is interesting because as a leader most of us tend to ignore or sideline or undermine our mistakes and we tend to behave in a way that nothing has happened. But when we are looking into ourselves as a leader or when we are having a leadership, certain leadership position or certain authoritative position, we have to understand one thing that there are lot of subordinates, there are lot of individuals who are actually trying to model your behaviour, your way of doing things, how you interact with people. So that actually makes you more responsible than how authoritative you are. So basically, responsibility should be side effect of that authority that comes to you. But unfortunately, many leaders today actually are not able to take that responsibility in their hand and they are not able to actually deliver it or at least become a role model for the individuals in their organisation.

So let us understand this safety. When we look into safety, we generally think of physiological or let us say physical safety, maybe in a workplace condition, workplace

safety, it is a standalone area in environmental safety standards and organisation safety etc. It is a standalone area in the HR, human resource management, paradigm altogether. But today I would like to discuss on psychological safety. Now certain discussions in the previous module, if you have gone through that you will understand that I have touched upon this concept of psychological safety.

There I was more vocal about giving the right place or the right way or a right platform to express one's opinion. But psychological safety is more than that. What do you mean by a safe environment? A safe environment at work which can promote employee participation and engagement is psychological safety. Now when you are looking into psychological safety from a narrow viewpoint, we will see that the moment you have ability or you have a platform to raise your voice, then it is psychological safety or it qualifies as psychological safety. But more than just raising your voice, it is about promoting the employee participation, employee participation as well as engagement.

So recollect what we had discussed with respect to the engagement in the workplace. You might be an individual who has just joined the organisation. You might be an individual who is new to the entire system. Maybe technologically you are you know naive or you are just new to the entire set up. So, there might be a certain bit of inhibition for you to ask somebody.

There might be some inhibition in actually you know discussing or you know there is an established group or team which takes care of the particular job. There might be some inhibition that you might feel that you go and approach them, how will they feel, will it look bad. So, all these issues pertain to the voice. So, when you are actually trying to ascertain yourself or when you are trying to move up the ladder in the organisation itself, voice happens to be one critical thing. But for that voice to actually come out of you, you need to have psychological safety.

Think of a situation in which the organisation is pretty much against you know any democratic practices. The organisation is mainly a top to down approach. It is a rule based approach. They are giving rule. You have to do it exactly as it is coming from the top.

So in such cases there is actually zero psychological safety because neither the organisation is warranting any opinion nor you are encouraged to actually talk. So it is neither there is extrinsic motivation nor there is intrinsic motivation because you understand that the moment you talk, the moment you raise a point, it might be valid. It might be the solution to the problem that the organisation is facing but still you will see that you hesitate. You do not have the courage to speak out because you have seen in

previous cases, in previous experience that you know things have not gone according to what you thought or you were actually undermined or you were ridiculed or you will socially undermine. So, all these aspects, all these counterproductive workplace behaviours which we have discussed categorically in module 11, you can or you must have observed in an organisation when you have raised the voice.

So that is what employee voice signifies. If you want to have or state your presence in the organisation, it is a must that you should be in a position to raise your voice and you should actually be part of the decision making or at least articulate what you feel about a certain decision or a certain policy. So, this safe environment hovers around the employee participation and moreover engagement. Let us say if you are detached from the particular job, you yourself feel that you do not have the technical acumen to do something, you do not have the expertise or proficiency in doing the particular job, then there is a chance that you might disengage yourself. In such cases even if some brilliant idea strikes, it is unfortunate but it happens, it is a truth, in prospect within yourself, you tend to have a certain inhibition and you tend to retract yourself, you do not give or express your opinion or idea.

Now this is what is counterproductive to the safe environment culture or what we call or understand as psychological safety. When we are looking into psychological safety, please understand that every single organisation will become organisation to work for. We have discussed in the previous module about autonomic motivation. So autonomic motivation comes in such situation when you are actually or you want to work for that organisation and it is more of a pleasure than identified motivation. You do not think that this is a job and this is part of it and I have to do it whatever the reasons be.

Rather than that, if you are more autonomically motivated, if there is intrinsic motivation, you tend to take a pleasure in doing that job or whatever activity you are given, whatever task you are given. You also take case of some cases where the task is interdependent, task is uncertain, complexity of task is there. We have discussed that in particularly in the previous module concerning knowledge hiding. In those situations when the task is bit uncertain, when the task is complex and you need to have certain interaction between the other team members, it is natural that you have to interact, you have to raise your voice, you have to discuss, you have to deliberate. In those cases, if the organisation is deliberately trying not to provide a safe environment, not to give a psychologically safe environment, then the organisation is not going to produce any creative solution, any creative idea. So this is what I wanted to mention at beginning itself, psychological safety is a must, psychological safety is essential for every single organisation to thrive and perform and to have the competitive edge over its competitors.

Now when we look into a context that is psychologically safe in one where people feel they won't experience interpersonal harm. So, if I am in a situation where raising a voice or raising an opinion itself, there is a possibility that more than professional jealousy, there might be some interpersonal harm. It might not be physical as such, but there might be a possibility that there might be some social undermining that may happen. There might be a possibility that some interpersonal harm like maybe your career progress within the organisation is somewhat stopped or ceased.

So all these aspects may have the potential to cause interpersonal harm. So in all those situations you cannot say that psychological safety is existing or there might be chances or possibilities of you being ridiculed or otherwise personally attacked. So if they try to speak up, make mistakes, take risks or ask to help, it is all a part of a clear voice, a high quality voice and that happens only when there is a psychologically safe environment. There is a lot of very strong evidence that creativity, learning and exploration are better where psychological safety is higher. Now this becomes critical for the simple reason that if you are in an innovative organisation, you are in an organisation which has a product of, you know, the product is let us say creative product or a process industry where some level of innovation or improvisation is essential. In those situations if you are not in a position to actually provide psychological safety where they can point out the mistakes if any, they can take risks or they can even ask for help if they don't know or they don't understand or they are not capable to do that alone. So that should be the environment how the organisation should be designed. You know we have macro subjects like organisation structure and design and all where we look into organisation structure, the organisation culture which all comes under organisation design. So, it is not basically you just make a hierarchy and say this is an organisation or you don't prefer hierarchy, you go for a matrix structure and you say this is an organisation. No, organisation is never based on the hierarchy, it is always based on the people.

That is why organisation culture becomes relevant. How you interact with others, from what context you are coming and how adaptable you are with the existing culture that becomes relevant. How effectively or how cordially you are treating your co-worker that becomes critical. So all these aspects show one thing, the organisation itself is based on its individual human resource. It is not just a structure that defines an organisation, moreover it is the people.

Let us take a case of an educational institution. Who defines or who defines the quality of educational institution? It is not the authority, it is not the government, it is the set of students who are passing out. The products are students basically. So, they will be the real stakeholders, they are the people who have come here for the education, benefited from the education and they are the people who will set the tone and tenor for what the

organisation or what the institution should be. You know when institutions claim for a larger alumni base, they also strongly rely on them, not because they want maybe some benefits like let us be very frank with respect to some placements they can help or maybe with respect to some funding and all, but more than that, more than that there is a reputation that is being built by the alumni base. There is some reputation or image of the institution that is being proclaimed or that is being established outside the world, that is more important, that is what is critical. So please understand even in an organisational setup, psychological safety is of prime importance and this is what makes voice and high quality voice. Please remember our discussions on high quality voice. Somewhere we have discussed that strategic silence is important. Strategic silence is important for the simple reason that we want to see high quality voice.

If you are silent nobody cares. In fact your boss would actually prefer, but at times they also want to hear not voice, high quality voice and please remember ladies and gentlemen high quality voice comes only when there can be a possible strategic silence in place. So strategic silence could be a precursor towards high quality voice. Now let us look into psychological safety, the importance of that. When we have talked about psychological safety, raising the voice, expressing opinion, taking risks, showing that that is a problem or pointing it out or rectifying it, all these things were discussed. But let us dissect it and see what is the critical importance of or relevance of psychological safety in an organisation.

First and foremost it encourages open communication. So, when you look into an organisation which is enclosed or let us say it is aloof from the outside world, they do not know what are the changes, what are the changes happening in the outside world and they are actually inherently disabled to adapt for the simple reason one that they do not know what is happening outside. Two, if they do not encourage or motivate their employees to openly communicate, there is another side of the coin where the organisation is very strong, very robust but you see that there is a developing culture which is more of inward looking, more of hidden, more of restricted environment. So there, open communication takes a back seat. So, when you are in an organisation where open communication is not encouraged, an open communication could be not only with respect to the same function, it could be cross functional.

So when you are in an organisation, let us say if open communication is not encouraged, there is a possibility that you need a solution from some other department. Please recollect our discussions on the task complexity, task interdependence, a real antecedent of knowledge hiding. When you are actually looking into actual scenarios where you want to actually discuss something with respect to another department, you need a, let us say a queue or a solution from another department that should essentially come or that

will essentially come only when there is open communication in the organisation. Otherwise, the organisation is not going to be making changes in a dynamic fashion, it might go in the old fashion way and ultimately it might not be in touch with the realities of the present world and ultimately it will perish. So open communication has a clear relevance in terms of the organisation psyche.

Second most important aspect is it boosts employee engagement. Let us say you as an individual within the organisation, you are disconnected from what is happening in your unit or in your department or let us say in your functional team, then you might not even feel of going to the office or going to the workplace. Consider another situation where there is somebody who is really motivated because he is always engaged with his job, he is actively engaged with his job, he loves his job, he takes pleasure in doing that job. So, there is a possibility that if you have a psychological environment, you have a platform to discuss, if something is not happening according to what you feel or there is some lacunae or there is some issue that you feel should be addressed, you can always open up, get always take risk and you can always discuss this, deliberate this. But if you are not having such an environment where you cannot even raise your voice, you cannot even discuss things, then you are actually in a very unsafe environment. You do not have psychological safety in that particular organisation and that essentially is a precursor for employee disengagement.

So please understand if you are a person who wants to discuss and deliberate and be open and vocal about your work, but in your organisation there are few chances or the organisation is not actually encouraging that, then it is not a psychologically safe environment. Another important aspect is it promotes innovation and creativity. I have touched upon it briefly. When you are looking into problems, in one of the lectures I had mentioned like modern problems require modern solutions.

So when you are actually having a psychologically safe environment, even your diversity, demographic as well as cognitive diversity is going to help you, but that will help you only if there is a psychologically safe environment. Let us say you have people from different culture, you have individuals coming from different cultural orientation, people with different style rearing practices, people with different experiences, people who have seen different, exposed to different culture, different workplaces, different industry, different sectors, they can all bring and you know assimilate that knowledge together, but that assimilation will only happen if you are actually ready to take that, if you are actually facilitating such a discussion, if you are not facilitating such a discussion, if you are not having that psychological safety, hardly a creative solution will come to a problem. It cannot be an innovative organisation because you have not considered the opinion of the diversity, you have not considered the opinion of the diverse people who make the team, you are again going by the group thing, you are again going by decisions of a few who

might not be in touch with the reality that is happening in outside world or who might not be technologically updated. There are possibilities, you can always relate with in your organisation, there are few people who make a criteria or who make a nexus and they try to take decisions, but unfortunately those decisions are not in line with the industry standards and the organisation suffers badly. Had they asked you or where you given a chance to raise your viewpoint, had you got such a platform within the organisation this would not have happened recollect, you might have thought this in your mind itself, so please understand those environment, those situations will warrant a psychologically safe environment.

Another important aspect is it facilitates learning and development, please recollect our discussions on mastery and performance climate. There are some organisations which promote mastery climate, there are some organisation which promote the performance climate. If the value of the organisation is more aligned towards performance, if the value of the particular organisation is more in line with performance, somebody you know coming and you know against you know somebody coming in and getting an edge over the competitor or coworker, if that is the culture, the underlying culture then there is an inherent competition in every single phase, even within a meeting there could be problems, there could be you know conflicts even within decision making that has done, there could be deliberations against it and all this nexus could form and actually you know bring in negative forces against the organisation, so all this actually will not facilitate learning and improvement. There are some organisations which are dedicated on, which are focused on mastery climate, they tend to encourage their individuals or employees to actually learn, they facilitate training programs, they understand that our employees lack in let us say these three or four factors, let us put them under training for that and this is part of an incentive maybe, this is part of a recognition, it is never a ridiculing mechanism, it is never an socially undermining mechanism, it is part of you know accepting the fact that you know you need some improvement in this and you are also happy as an employee, the employer is also happy because there is a win-win situation happening but in those situations where performance climate is the orientation then learning and development will not happen.

Now look into such situations where you have a psychologically safe environment, let us say you want to actually learn something new, let us understand with a clear example, there is some new machinery that has come to your workplace, you have to get acquainted with that, maybe you want to go for a training, let us say in US or in Europe somewhere where the headquarters of the particular manufacturers or they might be giving some training but includes some amount of fund that is required and the organization need to pay that.

Are you not getting a space to actually tell this? Are you not getting a platform to actually

put this across the decision-making authority? Whoever it is, it could be the head of the unit, it could be the committee who are looking after the let us say execution or commissioning of the particular unit, whoever it is, if you are not getting the real opportunity, the chance to put across this opinion then you do not have psychological safety and the moment if you have a chance, if you have platform, the organization itself is facilitating such a platform, you put across such options in front of them and the organization agrees to that then you actually develop a possibility of learning and development within the organization. So please understand psychological safety is also critically important because of the fact that it facilitates learning and development.

Another important aspect which is seldom addressed is that it reduces stress and burnout. We had clear discussions on stress as well as burnout specifically. Now we generally do not talk about this but many a time there are some individuals who feel depressed, dejected and they are very sad after coming from work, the time they spend in home, they are so much in depression for the simple reason that they think that the organization is not listening to them, the decision makers are not listening to them, there is a possibility that you can give some rectifications or some solutions but the organization or the decision-making body is not taking care of that or not even giving them an ear or not even listening to them.

So such learned helplessness, such issues that you know you are not being heard even if you have a high quality voice, this will create stress and stress will ultimately lead to burnout and the natural consequence is either it will take a physiological hit or you may have to leave the organization because you feel that you are not compatible to the organization, you do not belong there, there might be some inherent feeling that will develop like that. So please understand psychological safety has its own importance, it has its own importance from the point of view of open communication in terms of employee engagement, in terms of innovation and creativity, in terms of learning and development and even in terms of stress and burnout.

Now let us look into fostering psychological safety, we have understood what psychological safety is and what is the importance or relevance of psychological safety in an organization. Now let us understand what can foster psychological safety and that is the theme of our lecture today. Psychological safety as we have understood, I will take this idea from this source which is Harvard Business Review article and Amy Emondson says that psychological safety is a climate that we co-create sometimes in mysterious ways. So basically, what happens is that when you are there as an individual, you tend to or you need the support from your co-workers because many a time it is evident that you cannot do the work alone. You need input from your friends, your co-workers, your subordinates, maybe your boss, your superior etc. So, all these aspects need to come in, all these employees and their valuable opinion should come in. There should be a



cohesion, there should be an amalgamation of idea which can only lead to a creative solution.

When you are looking into why employee voices matter, it matters because it encourages individuals to overcome the instinct of silence. Many a time individuals are in the realm of silence, they don't know, they generally feel that okay nobody has asked me so I am just remaining silent. Had anybody asked me I would have definitely told, but unfortunately they remain silent and it is detrimental to the organization, there is no doubt about it. So it is crucial to establish an environment where their ideas are valued. The moment they feel that their ideas are encouraged, their ideas are valued, they get an understanding or they get a feeling that they should speak up because their ideas are valued.

The moment they feel that they are belittled or they are actually socially undermined, they tend to remain silent. So clearly articulating the importance of the perspective and input reinforces the significance of their contribution. So sometimes the contributions might be very negligible, but sometimes the contributions might be very large scale, but the thing is that if they are not recognized and supported and appreciated even for small contributions, they may get neglected and they may feel dejected and there is all possibility that they might not go for the larger contributions and they might stay away from, they might refrain from actually raising voice or they might actually refrain from actually stating very good suggestions or solutions to the existing problems or increasing the level of contribution. So emphasizing how it directly impacts the outcomes and success of collective work. So collective work is critical and collective work as I mentioned comes through a cohesion of individuals working as a team, working as a single unit.

So by actively setting the stage for open communication, I have already underscored the relevance of open communication when it comes to psychological safety. So actively setting the stage for open communication, individuals are motivated to share their insights and enhance the overall collaborative process. So psychological safety is the precursor towards a collaboration, towards synergetic approach in organization, towards selective effort in an organization. You cannot advocate, you cannot preach or profess collective effort and synergistic approaches without providing an environment of psychological safety.

Now let us look into the fallibility. Please admit your own fallibility because to earth is human. So, from this point of view if you look into the fallibility angle, if you as a leader can own up and this is our theme today, can own up to and demonstrate how you have learned from your mistakes. So many a times leader as an individual within an

organization you tend to hide your mistakes, you tend to ignore your mistakes, you tend to undermine or underplay your mistakes. But if you are in a position, if you are in an authoritative position and there are individuals looking up to you, then if you can own up your mistakes and demonstrate how you have learned from your mistake, it generally paves the way for others. So, it is important to model the behavior you want to see in your team and normalize vulnerability.

Now this is critical. In the present-day scenario vulnerability is a common norm but generally people tend to underplay it, tend to undermine it because they feel that the moment they are vulnerable the others will be all over them. But unfortunately, that is a wrong understanding. You have to understand that being human we all err, we all make errors, we all make mistakes but the thing is how effectively you can bounce back, how effectively you can normalize vulnerability and model your behavior, let others learn that as a leader you are not perfect, you also make mistakes and based on that if you can actually motivate others that would be what is the requirement or the need of the hour. This includes things like being respectful, open to feedback and willing to take risks.

Now this is something which generally people stay away from. Being respectful, nowadays we hardly see that in organization, we are not open to feedback, it is like one way channel we do and we are not going to listen to things because we don't think that we can make mistakes. So please admit your own fallibility that will equip you a willingness or that will facilitate a willingness to take risks. Now let's look into how we can actively invite input because as I mentioned feedback is an essential aspect in communication. So, if you look into all the sessions of communication, all the theories of communication, something which is very critical is the understanding feedback loop. If the feedback is not given or not accepted, so either the party is not ready to give feedback or there is the receiver who is not ready to accept the feedback, in either of these cases the communication channel breaks down.

So ladies and gentlemen, please understand feedback is essential and how we can actively invite input becomes critical especially in the background of psychological safety. So don't assume, people will tell you what they are thinking or that they understand that you want their input. So as you might not be in authoritative position, let's say you are in a meeting within the organization, let's say it is a morning meeting, there is a team lead and there is some discussion that is going on but unfortunately there are some point that others want to raise but unless and until they are asked, they won't tell, it is natural for them to just keep mum. So this is what you have to understand. So you have to be proactive in those situations, you have to be pragmatic in these situations, understand that it is natural that they will not tell, they might have hesitation in stating the point or they might be even doubtful with their opinion because they might think that I don't know

whether this is going to work out or maybe I will cut a sorry figure in front of the entire organization, I don't want that, better to remain silent.

So all these things might be running in the back of their mind. So please understand, you have to take the lead, you have to explicitly request it. Please team, tell us or tell me what we can do. So that explicit request makes things, it breaks the ice, it makes things clear, it brings clarity to the whole situation. You will be actually more enticed, you will be more happy to tell those things or whatever ideas you are having or whatever suggestions you are having, your subordinates or co-workers might open up because you are explicitly seeking that. Unless and until you don't explicitly seek, perhaps they think that okay this guy does not need our suggestion or he is not even looking for our suggestions and why should we tell that.

So please understand, situations or how to foster psychological safety, one of the critical reason explicitly request others ideas, other suggestions. Let others also feel that they are having a say in the organization. Let others also feel that their decisions or their ideas are also part of the decision making. Let others also feel that they are also included in every single decisions of the organization or every single meetings of the organization is not just another formality.

Please explicitly request it. Maybe you can ask open-ended questions like what are you seeing, what are your thoughts on this, where do you stand on this particular idea. So, there might be some initial hiccups, people might not open up. You act as a facilitator, you act as the leader, this is how the leadership emerges, this is how the leadership evolves. So, you act as a leader, ask them explicitly what are your thoughts on this, how do you want to do this or what would be your stand on this or what do you think that if I do like this, what would be counter strategy or what would happen against it.

So all these inputs they might have thought of it. You might get better ideas. No doubt as an experienced person having seen the organization, you must have got some ideas of yourself. But that does not mean that other ideas might not be useful. They might have a better high-quality voice than you because they must have seen that from a different angle altogether. You are too much carrying the recency effect maybe or you have the escalation of commitment.

I have discussed everything so that is why I am just bombarding you with terms. So, you might have the escalation of commitment, they do not have that baggage. They do not have any other baggage with respect to raising the opinion. Only thing is that you have to facilitate an open environment so that they talk, they react and they communicate.

Now respond productively. Now just explicitly requesting the feedback is not the only thing. It is only the first part. You have invited them, you have asked them, you have sought their opinion. But please once they respond, once they actually tell you or give you some suggestions or ideas, please respond in a productive manner. Do not be dismissive, do not be too much of autocratic, do not try to undermine them, do not try to actually belittle them suggesting that your idea is a foolish idea or a stupid idea, something like that. So please respond in a productive manner.

Productive manner is to respond in a sensible manner. So, you can tell, you can basically tell people you want their input or it is okay to make mistakes but they won't do these things if they feel like they are being blamed or shut down. This is basically the moment let's say there could be a possibility that you are explicitly requesting and there is one person who is raising his or her voice, then suddenly you tell that okay I am not going to take your idea because last time you told something and it backfired. So that is a clear case of, a classical case of blaming. So please don't enter into blame games, please don't shut them down, please don't undermine them, let them tell, let them come up with ideas.

When people speak up with a wacky idea or even tough feedback, how do you respond? That becomes critical. Be always appreciative and forward-thinking. Bygones be bygones, you don't have to look into what has happened in the past. Be appreciative that the fact that they have talked, they have initiated the discussion, they have actually raised a valid point. Be a forward thinker. Replace blame with curiosity. If they might have some idea, respond productive, in a productive manner you can respond and ask them okay if that is the case then what could be the addendum, what could be the next phase of execution. Something like which actually underscores your curiosity. Rather than blaming them, be curious to the entire situation. So, if you believe you already know what the other person is thinking then you are not ready to have a conversation. Instead adopt a learning mindset knowing you don't have all the facts. Now this is particularly relevant in organization. Many a time we feel that individuals, they tend to have a different opinion altogether when it comes to the decision-making process. They feel that they know everything. They feel that they can understand everything and their decisions will be the best decision. Please do not leave in such fool's paradise.

You might be only one individual. There is a collective wisdom outside the boardroom. There is a collective wisdom within the organization which has seen the thick and thin of the organization. They know exactly what's happening in the organization right from the bottom to the top. So, you might not get a clear picture if you are trying to not involve them. So please understand avoiding such decisions, such valuable suggestions would be a big mistake. So that would work against the psychological safety which otherwise you are trying to provide. So is it all about being nice?

Now let me start concluding this. I have talked vociferously; I have articulated in a very positive tone about your voice and about the psychological safety. But does that mean it's all about being nice? I will say creating a psychologically safe environment isn't about just being nice. It is not that you have to be a nice individual. No, it is much more than that. In fact there are many polite work places that don't have psychological safety. Please remember there are many work places such that because there is no candor, there is no absolute honesty, there is no openness in those environments. They are all very polite. They are not very aggressive. There are work places which take things very silently, in a very meek manner, in a very silent manner.

But there are no candor. There is no openness, there is no honesty and people feel silenced by the enforced politeness. It is not aggression, it is not undermining, it is no force, no blaming, no ridiculing, nothing is happening, but excessive politeness, excessive enforced politeness. You feel that if I tell something, you know they might feel bad. That level of politeness might set in and again it is doing the same thing if you remember.

If you understand it clearly, it is doing the same purpose. It is actually making you silent. It is forcing you to be silent. It is reducing the chances of your employee voice. So please understand it is not about just being nice. Unfortunately, at work, nice is often synonymous with not being candid. So, you are not in a position to actually tell because you have some barriers which are not visible but it exists.

So within those barriers you cannot actually express your ideas, you cannot actually express your viewpoint. You have a stunning, a brilliant idea, a brilliant solution to the problem that they have in the hand. But the problem is that you feel that whether you might be misunderstood or misinterpreted or maybe the raising the voice itself would sound impolite. So, all these aspects pertain to or actually show us one thing that it is all about not being just nice. So, when you are looking into psychological safety, there are certain common misconceptions associated.

You must feel comfortable in a psychologically safe environment. But that said, when you are looking into many individuals, they mistakenly believe that maintaining psychological safety requires constant comfort, thinking they must avoid saying anything that might make others uneasy. Something which we are discussing just now when we are looking into the excessive politeness. Excessive politeness, there is no candor. It makes the life uneasy. You have to say something, you have in your mind to say something but unfortunately you do not have the environment to say that.

So that is simply not true. Learning and messing up and pointing out mistakes is usually

uncomfortable. So being vulnerable will feel risky. The key is to take risk in such safe environment. So one without negative interpersonal consequences, anything hard to achieve requires being uncomfortable along the way. I repeat anything hard to achieve requires being uncomfortable along the way.

So, candor is hard but non-candor is worse. So please understand that should be the clarity you should have with respect to psychological safety. So that completes the entire course. I hope a very good journey of organizational behaviour.

Now before concluding I just want to quickly check on what we did, quick recap of what we did. In the entire 12 weeks, in the entire 30 hours we have taken 60 sessions. Let us look back and understand what we have learned. We have travelled across 12 modules. The first module was to introduce you to organizational behaviour.

We looked into understanding organizational behaviour where we traced into the evolution one and two. Then we moved to the individual in the organization. We understood the relevance of the individual within the organization. Though we had established what organization is, what organizational behaviour management is, in the first two lectures we had categorically summarized the importance of individual in the organization as the building block within the organization. Then within the first module we moved to understanding, acknowledging and appreciating what individual differences are.

So we took two lectures specifically on understanding and appreciating what individual differences are. Please remember it takes all types of people to make the world. So, we need to have a clear understanding of the individual differences. We need to understand individual within the organization will have a different mindset, will have a different predisposition, will have different attitudes, will have different personality. All these factors would actually make him all the more relevant for the organization. So before being dismissive, being, appreciating and process of belittling him or her, always understand the relevance of individual differences and how it can actually bring in better workforce in your organization.

So from the discussions from individual differences we moved to the module two, where we categorically discussed about the diversity and inclusion in the organization. So we looked into diverse workforce in lecture six and seven where we looked into the inclusive mindset particularly. From that we ventured into the understanding of perception of diversity. Please understand and please remember and recollect that diversity does not mean inclusion. You might perceive that there is diversity in an organization but it might not be the inclusion that you actually want to see that is existing in the organization.

Then we ventured into ableism and inclusion. Please understand one thing that a physically challenged person or a physically able, differently able person is not made physically challenged or not made physically disabled by let us say a wheelchair or such equipments. It is the lack of proper facilities given to him, lack of ramps given to him, lack of proper pathways given to him or her that makes him differently abled. So please understand we understood this in ableism and inclusion. And finally, we looked into ways of how we can manage diversity. We looked into some of the strategic factors and some of the strategies that organizations incorporate for diversity management.

So it should not be a peripheral diversity. It should not be only the demographic diversity, it should be also the cognitive diversity that we should look into. Then we moved to the module 3 where we looked into perception and decision-making. We introduced you to the perceptual process. We understood what are the factors that influence perception per se.

And we also tried to underscore the relevance of perception and decision-making. How perception or your perceived behavior or your perception about certain situation, certain ideas, certain people are making an impact or influence on the decision-making. How perception acts as an influential parameter in decision-making. Then we ventured into what affects decision. We critically looked into decision-making.

We tried to understand all those factors which can actually have an impact on decision. Then we also looked into the ethical parameters or the ethical decision-making process altogether. How in organization decision-making is happening, but ethical decision-making is not happening. We understood the actual flavor of ethical decision-making with couple of case studies there.

Then we ventured into module 4 where we looked into the affect and emotions. Now affect and emotions we categorically understood with the help of affective events theory. In lecture 17 we categorically understood what do you mean by affect, what do you mean by affective events theory on the basis of the theoretical understanding we tend to establish why emotional intelligence is critical and we also tried our attempt to understand stress. So, this is what has correlated or maybe it has come for our help even in module 12 which we are discussed in just a few minutes ago. So, when we are looking into affect and emotions we concluded the module with emotions and moods.

We tend to differentiate between emotions and moods. We tried to understand the applications of emotions and moods. So do not be hesitant in using emotions and moods. You can use your emotions and moods for the benefit or to excel within the organization and we have discussed some tips regarding that too in module 4. In module 5 specifically

we ventured into personality. We looked into what self is and we tried to understand what personality means.

We also understood in lecture 22 what types and theories of personality are. We looked into almost all the theories, trait theories and we almost looked into even other social theories as well. So, we tried to understand how do different inventories work, how measuring personality is significant and how we can actually measure personality. We looked into various tests and personality-based inventories in module 5 lecture 23. In lecture 24 we ventured into personality traits which are relevant to the organization.

We looked into certain traits which make some individuals successful, some individuals a failure. What could be the reason we ventured into if you look into if you recollect we had looked into different theories including big five. We understood what is the relevance of openness, conscientiousness, extraversion, agreeableness, neuroticism, etc. We also looked into other trait theories and how certain personality traits are relevant to organization. Finally, we looked into in the last lecture of the module 5 that is lecture number 25 we looked into how we can assess personality. It is not about measuring personality but assessing personality and specifically underscoring the caveats and concerns with respect to the assessment of personality.

That concluded the module 5. In module 6 we looked into values at workplace. So the lecture number 26 was more on understanding values, the importance or relevance of values in workplace. Lecture number 27 was all about sources and types of values. We tried to underscore what are the different types of values specifically. In the next lecture we looked into values that cut across culture and we had a specific detailed discussion on person job fit and person organization fit.

Two of the most important criteria which I have discussed across the course in lecture 29 and lecture number 30. So, person job fit and person organization fit is what we concluded in module 6 in values at workplace. In module 7 we ventured into motivational differences in individual. One of the key modules of the entire course. We understood what motivation is, what do you mean by motivation, what are the different types of motivation, intrinsic, extrinsic, how it emanates, what are the different ramifications of motivation etc.

In lecture number 32 and the second lecture of module 7 tracing the roots was what was our focus. We looked into the early theories. We also looked into early theories in lecture number 33. Now in lecture 34 and 35 we tried to look into almost all the contemporary theories that were part of or that led us to a detailed understanding on motivational differences in individual. So, we categorically covered the entire motivation both



theoretical as well as practical understanding in module 7 in this course.

In module 8 we tend to make it in a more application oriented manner. We tend to understand the application of motivation at workplace. We tend to design or devise or understand the motivation from a practical angle, from a pragmatic angle. For that we looked into different elements, different factors and for lecture number 36 the point of discussion was job design and job characteristic model. In lecture number 37 we looked into employee involvement, how an involved employee is more than just a employee who participates in thing.

Please understand participation plus commitment is involvement. So, when you are looking into an involved employee how effectively you are venturing into an organization and how successful you are in an organization totally depends on the involvement of the particular employee. In lecture number 38 and 39 we looked into strategies, specific strategies for organization in motivating the employees which can act as a reference load, which can act as a reference slide for organizations itself to bring out the best in those when their employees or bring out the best in their workers. So, motivating the employees and different strategies were looked upon in lecture number 38 and 39. And finally we concluded the module 8 of motivation application at workplace by looking into organizational justice and employee motivation.

Now finally in module 9 we ventured into learning, one of the most critical aspects of learning in the entire OB altogether where we tried to define learning and understand learning in an unequivocal fashion in lecture number 41. In lecture number 42 we tried to understand how do individuals learn rather than going for an organizational angle we tend to look into different mechanisms how individuals specifically learn. In lecture number 43 and 44 we looked into the theories of learning.

All the theories almost all the theories of learning were covered in lecture number 43 and 44. In lecture number 45 we looked or we took the learning into a practical point of view. Again if you see that has been the entire scheme of things as the modules progress the last one or two lectures would be more practically oriented.

So following the trend in lecture number 45 which was the last lecture of module 9 we looked into learning in an organizational setting. So rather than just beating around learning and how individuals learn or the theories of learning we tend to become pragmatic. We try to become pragmatic, we try to bring in learning in an organizational setting with lecture number 45. Then we move to module 10 and lecture number 46. Module 10 was all about creativity, psychological capital and mindfulness.

So we started with the module with lecture number 46 understanding creativity. We distinguish creativity with other behaviors which are usually misunderstood with that. We try to bring in the different factors or understand those factors which actually are relevant in creativity and how creativity is vital in organization. Lecture number 47 discussed on the stages of individual creativity. Every single individual might be creative but there are some stages which are forgotten which are not taken into consideration.

In lecture number 48 we looked into a specific topic of creativity and problem solving. So, we had looked into different cases also in most of the modules and creativity and problem solving had been vital. Creativity and problem solving becomes one of the most critical lecture within the module 10.

Then we ventured into lecture number 49 where we try to define psychological capital. Psychological capital was defined and understood clearly when we ventured into lecture. Then we ventured into lecture number 50 using psychological capital we tried to understand what exactly do you get from mindfulness and what do you get from the creativity and psychological capital.

Then we ventured into the last two important modules which were improvisation in the entire course which was termed as knowledge sharing and hiding module 11 and module 12 which was again employee voice and silence. So as a caveat I already mentioned till creativity psychological capital we had some backup from textbooks. We had learned there are some courses which are actually discussed on it or there are everyday things which are generally written or codified on aspects till module 10.

But from module 11 things were evolving. We have made use of extensive use of sound empirical research some of the research that we do here at IIT Guwahati and also part of knowledge hiding and then we are also looked into some of the contemporary research that has happened. So most of the background work was done with respect to with the help of the aid of sound empirical research. So as part of module 11 we looked into knowledge sharing and hiding.

So, lecture number 51 looked into understanding knowledge sharing. We tend to understand first what do you mean by chaos what in knowledge management why knowledge sharing is getting the importance and not knowledge hiding and lecture 52 was all about understanding knowledge hiding. A clear understanding of what it is and what it is not where we also looked into we combine this lecture and looked into individual factors affecting knowledge hiding.

So lecture 52-53 looked into knowledge hiding specifically. I tried to bring in a decent understanding about knowledge hiding why organizational politics out of the entire activities or strategies revolving around organizational politics why specifically

controlling knowledge is significant, why controlling knowledge is taking the center stage and why out of the entire scheme of things like even absence of knowledge sharing, knowledge hiding, knowledge hoarding, why knowledge hiding is becoming more critical within the organization. We also try to understand how knowledge hiding is different from other counterproductive workplace or counterproductive workplace organizational behaviors.

We also looked into in lecture 54 how we can integrate knowledge sharing and hiding behaviors because in organization both of these exist and many a time we are myopic in seeing the knowledge hiding. We sometimes acknowledge the fact that our knowledge management system is not working fine but we tend to undermine or we tend to neglect the fact that there is a diametrically opposite construct which is knowledge hiding and we tend to forget to acknowledge that and that brings all the issues.

In lecture 55 which was the last lecture of module 11 we looked into strategies for individuals to foster knowledge sharing. We categorically looked into those strategies those points where we can actually nurture and develop knowledge sharing as a good practice as a best management practice within an organization. So how to tackle knowledge hiding and how to focus on knowledge sharing specifically was the intent in lecture number 55 the last lecture of module 11.

Finally, we move to the last module. In the last module employee voice and silence in lecture number 56 we tried to understand employee voice and employee silence. We tried to define what is employee voice, how it is different from other workplace behaviors. We tried to understand what is employee silence, how is it different from knowledge hiding, how is it different from knowledge hoarding. We tried to bring in such subtle understanding in lecture number 56.

In lecture number 57 we looked into individual factors affecting behaviors. We tried to look into those situations or those cases where we can make the quality of the voice effective or higher. We looked into the factors affecting silence in lecture number 58 and we also tried to understand the scenario where silence can be strategic, where silence can be important.

Finally, we concluded with strategies for fostering safe environment at work. So this was the last lecture where we looked into all the strategies, most of the strategies which can foster safe environment at work. So this completes our entire scheme of things. We tried to cover 12 modules, almost 60 lectures, all portions of organizational behavior in a comprehensive fashion. We tried to add some inputs specifically with respect to the cases and moreover from sound empirical research we have taken some inputs as well.

So when we look back this is what we have learned. So that concludes the entire organizational behavior course. I hope that I have shown justice to this particular course but before I conclude I will just try to conclude it one simple statement. How we are is defined by basically how we perform in an organization. We may have n number of problems, n number of issues, n number of personal choices to make but in the end if you are not working for the organization, if you are not working for the goals of the organization you might be deemed as a failure and you are in fact a failure. Organization, behavior, management, though it starts with individual, it starts with interpersonal relationship, it ends in organizational goal.

Many a time in the quest to see the individual trees we do not appreciate the forest. So please try to see that you have got a good organization, you are working for a good organization or you may get a good organization sooner but are you worth for that particular organization. You might make big claims before entering in the organization but once you enter into the organization are you doing justice to the organization.

That defines what you are as a person, as an individual and as an employee. So that will be all from my part. See you with another course some other time. Thank you for listening to me patiently. Namaskar.