



How to Build Psychological Safety in Teams.





EMPLOYEE ENGAGEMENT: A DEFINITION

Feel energized

31%

More likely to stay and put in extra effort.

Find purpose in
their work

Feel empowered to
do valuable work

15%

Contribute to the broader organizational success.

Source: Gartner

Employee engagement today



31% Actively engaged

69% Moderately engaged or actively disengaged

THIS IS NOT DUE TO A LACK OF EFFORT.


- Employee recognition programs
- Flexible work arrangements
- Training & development opportunities
- More communication
- Employee feedback and surveys
- Leadership development programs
- Wellness initiatives
- Diversity and inclusion efforts
- Technology and digital tools
- Performance management
- Team building activities
- Workplace design
- Recognition of work-life balance
- Remote and hybrid work policies
- Employee Assistance Programs

EMPLOYEE ENGAGEMENT IS
HUMAN ENGAGEMENT

THERE IS NO APP FOR
HUMAN CONNECTION

ARE OUR EMPLOYEES
ENGAGED?

HOW ENGAGING ARE WE?

A large, multi-masted sailboat is shown from a low angle, sailing on a blue ocean. The sails are a light tan color and are partially unfurled. The deck is made of wood and is crowded with crew members wearing white shirts and dark shorts. The boat is leaning slightly to the right, and the water is choppy with white foam from the wake. The sky is clear and blue.

Are we creating the conditions in which our teams can open their sails and catch the wind?





















Five Indicators of Low Psychological Safety



DE-MOTIVATION



WITHDRAWAL



DEFENSIVENESS



KEEPING QUIET



AVOIDING CONFLICT

‘I have defined psychological safety as the belief that the work environment is safe for interpersonal risk taking. The concept refers to the experience of feeling able to speak up with relevant ideas, questions or concerns.’

Amy Edmondson, The Fearless Organization



The Thrive Equation

Change management, systemic thinking, coaching, leadership development

Accelerate change, unlock performance and potential.

Applied to multiple contexts.

THE THRIVE EQUATION

THRIVING = HEAD+ HEART+ HANDS+ CONNECTION

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- Cognitive intelligence
- Emotional intelligence
- Kinesthetic intelligence
- Social intelligence

THE THRIVE EQUATION

$$\text{THRIVING} = \frac{\text{HEAD+ HEART+ HANDS+ CONNECTION}}{\text{OBSTACLE S}}$$

OVERCOME OBSTACLES

Shift ways of thinking, feeling, behaving
and interacting that undermine
psychological safety.

THE HEAD: 1. Be explicit about why.



THE HEAD:

2. Move from
a mindset of
criticism



THE HEAD:

To a
mindset of
curiosity



THE HEART: 3. Be a role model for courage

Psychological safety fosters courage

Courage creates safety

THE HEART: 3. Be a role model for courage

feeling scared or awkward,

accepting those feelings, and

moving forward anyway

Brene Brown

THE HEART: 3. Be a role model for courage

Choose courage over comfort

THE HEART: 4. Lean in to vulnerability

- Uncertainty
- Risk
- Emotional exposure

THE HANDS: 5. Make it safe to disagree

- Express your openness to feedback.
- Tell your face.



THE HANDS: 6. Invite new perspectives

A close-up photograph of a hand reaching towards a row of white dice on a reflective surface. The dice are arranged to spell out 'MY YOUR VIEW'. The top face of the first die shows 'M', the top face of the second die shows 'Y', and the top faces of the remaining four dice show 'V', 'I', 'E', and 'W' respectively. The bottom faces of the first two dice show 'YO' and 'UR'. The background is a blurred green and blue gradient.

M **Y**
YO **UR** **V** **I** **E** **W**



CONNECTION: 7. Create a shared agreement

What do you need:

- From me
- From each other

To feel safe to
speak up and
disagree in this
team?



CONNECTION: 8. Include others



OBSTACLES: 9. Learn from mistakes



~~I have made
a lot of mistakes~~
At least
I learned something



A₁

S₁

K₅

F₄

O₁

R₁

H₄

E₁

L₁

P₃

Ten tips to improve psychological safety:

1. Explain why
2. Move from criticism to curiosity
3. Choose courage over comfort
4. Lean into vulnerability
5. Express openness to feedback
6. Invite new perspectives
7. Create a shared agreement
8. Include others
9. Learn from mistakes
10. Ask for help

Pick one to focus on

THREE KEY QUESTIONS



Is employee engagement improving fast enough to keep your talented people?

THREE KEY QUESTIONS



If just 10 people managers in your organisation did a better job of building psychological safety over the next three months, what would their motivation, commitment and extra effort unleash?

THREE KEY QUESTIONS



How long can you afford to wait before you address psychological safety issues?

Create a customised solution
for your team or organization.



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24-CPC6Y