

Feedback Report on

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About the Psychological Safety Report

This report is designed to understand how safe people feel within their organisation or within the current team they operate in, in other words their level of Psychological Safety.

An environment or climate of Psychological Safety is one where colleagues give quality, open and direct feedback in a friendly style, where team members deploy candour and are prepared to deliver more difficult messages. This style of interaction creates transparency and openness between colleagues. During tough and challenging times, this openness provides Leaders with an opportunity to question tradition, suggest ideas, and admit mistakes. With the VUCA (Volatile, Unpredictable, Complex and Ambiguous) environment getting more and more complicated these changes are shifting more rapidly than ever, with even less opportunity to forecast or predict what is coming. The need for organisations and teams to be agile and courageous, and to take interpersonal risk, requires them to feel psychologically safe. Psychological Safe teams are more likely to communicate difficult messages, question tradition and outdated processes, make suggestions for change, challenge the status quo, and admit to failure or mistakes.

Psychological Safety is vital for helping people overcome defensiveness and learning anxiety faced at work, especially when there is a risk of mistakes or failure. Psychological Safety allows people to focus on achieving shared goals rather than on self-protection. Creating a Psychologically Safe environment for teams is likely to be a leadership differentiator in creating an agile working environment.

Psychological Safety is not an aspect of personality. This questionnaire is therefore not a personality assessment, as it does not aim to assess an individual's preferences or traits, but rather what the individual experiences at work.

The Psychological Safety Questionnaire measures ten aspects of Psychological Safety. Each of the aspects are dichotomous, representing both the positive indicators of psychological safety and the negative indicators of psychological safety.

The Psychological Safety Questionnaire measures ten aspects of Psychological Safety. Each of the aspects are dichotomous, representing both the positive indicators and the negative indicators of psychological safety. The results are rated, compared and ranked against a large group of 378 global working professionals who classified themselves as Individual Contributors, Managers, Leaders and Executives. This norm group was made up of 208 females and 170 males of which 225 people were aged 18 to 35 and 153 were aged 36 to 66. From this comparison group, respondents self-identified from a number of different ethnic backgrounds. For a full breakdown of the comparison group please see the user manual.

The score given represents how extreme your results are compared to this norm group; scores of 1 and 10 are extreme scores achieved by only 1% of the comparison group however scores of 5 and 6 are typical of the comparison group. The average is 5.5 on a standard 10 score (sten).

The application and interpretation of this report is limited to those people who have received specialist briefing in its use. It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place. The information contained within this report is likely to remain valid for 12 to 18 months.

This report has been generated electronically by the BeTalent software. It has been derived from the results of the assessment completed by the individual and reflects the responses that they have made. BeTalent Ltd and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. BeTalent Ltd can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

What is Psychological Safety?

Psychological Safety is defined as the belief that individuals feel comfortable speaking up, asking for help, admitting mistakes, or challenging the status quo in the environment they are operating in, all without the fear of negative consequences. A Psychologically Safe environment therefore allows individuals to feel comfortable raising issues or saying what they think without the fear of being embarrassed or punished. It is recognised through research that when we feel safe, we are more open-minded, motivated, resilient and more likely to engage in divergent thinking; ultimately leading to cognitive creativity and success.

Psychological Safety is an important factor in the workplace for everyone involved. Research shows that Psychological Safety allows for moderate risk taking, creativity and innovation, particularly as individuals who feel psychologically safe are reported to be more interested in learning and genuinely connecting with others, rather than focusing on looking good. In contrast to this, if individuals do not feel comfortable speaking up then colleagues risk losing out on hearing valuable perspectives, innovative ideas and the identification of potential threats and risks. Further to this, when employees feel anxious about speaking up, then both workplace safety and quality suffer from this silence.

It is therefore vital for organisations to create an environment where people feel comfortable being open, honest and transparent in their interactions and how they operate at work. Notably, when looking at team performance, it is greatly recognised in research that the biggest differentiator between high performing teams and less experienced teams is Psychological Safety. As such, Psychologically Safe teams are characterised by individuals who have trust, demonstrate mutual respect for others, are inclusive, and approach conflict or difficult decisions collaboratively.

The purpose of this questionnaire is to understand how Psychologically Safe you feel at work. By comparing your results, with those of your colleagues, you will be able to understand how you are feeling in comparison to your peers. As such, this questionnaire helps you to understand where your strengths and risks may be and ultimately gain an understanding of where the Psychological Safety risks exist; this report can help you to identify and build strategies for success.

The Aspects of Psychological Safety

This questionnaire measures how you feel against the ten aspects of Psychological Safety. Each of the aspects are dichotomous and the positive indicators and negative indicators of psychological safety have been defined. The ten indicators of Psychological Safety include:

Psychological Safety Aspects	
Low Psychological Safety	High Psychological Safety
Consensus Driven - Seek compromise and consensus; to the detriment of taking personal ownership for decision making.	Speak up and Share Ideas - Engage openly in conversation and debate, they share ideas and are vocal in questioning assumptions.
Professionally Focused - Prioritise building professional relationships over personal connections, avoiding personal conversations	Personally Connected - Are invested in each other's personal and collective success, seeking to understand one another at a deeper level.
Want to Please - Stay under the radar, avoid addressing concerns and do not call things out that they disagree with.	Courageous - Challenge the status quo, are confident when taking risks and are tenacious when faced with difficulty.
Seek Consistency - Prefer working in teams with similar individuals and have a low tolerance for diversity.	Embrace Diversity - Value individual differences and diversity; encouraging colleagues to voice differing opinions.
Defer to Leadership - Escalate decisions up the chain of command, shifting the accountability away from the team.	Inclusive - Create a sense of belonging, value equality and take time to actively listen to their colleagues.
Avoid Failure - Avoid reporting mistakes due to fear of recrimination, see failure negatively, viewing it as a sign of weakness.	Learn from Mistakes - See failure as a learning opportunity, report mistakes honestly and take time to consider and learn from errors.
Require Purpose - Lack clarity and struggle to understand their value as a team. They require purpose and direction.	Create Purpose - Clarify team roles and responsibilities, set clear standards and work towards a common goal.
Nice all the time - Avoid having difficult conversations and sweep disagreements under the carpet to 'keep the peace'.	Candid and Honest - Communicate sincerely and frankly; provide honest feedback without skirting around difficult messages.
Have Relentless Expectations - Overly criticize performance; focusing on required improvements, rather than celebrating successes.	Appreciate each Other - Celebrate team successes, provide positive feedback and give credit to individuals where it is due.
Cautious to Trust - Lack trust and mutual respect and are thus cautious and sceptical of their colleague's intentions.	Trust each Other - Trust and respect their teammates intentions and create group ownership and accountability.

Psychological Safety Strengths

The following section provides your three highest scores of Psychological Safety. These are the three positive characteristics of your team, department or group that will help to contribute towards you operating in a Psychologically Safe way with each other. Take some time to read these strengths, and consider what it is like to work in a team where these behaviours are prevalent.

Personally Connected



Forming personal, rather than just professional connections with colleagues is a key aspect of feeling valued and part of something that matters. Psychologically safe individuals take a personal interest in others investing in their individual and collective success. The connections they build with others enables them to be honest and vulnerable with others as they recognise the respect that exists in the relationship. They are authentic and build genuine interpersonal connections, displaying empathy and understanding of the challenges their colleagues are facing.

You believe the team to be:

Empathic

Understanding

Authentic

Emotionally intelligent

Embrace Diversity



Psychologically safe individuals embrace diversity. They actively bring people together who are different from themselves and value them for being so. They are curious and interested, and have a strong desire to learn about the individual differences which exist in the team. They encourage colleagues to voice their opinions, even if they are unconventional or not in line with current perspectives and ideas. They recognise and celebrate that having a cognitively diverse team of individuals who think differently to one another can help to stimulate thinking, ideas and innovation.

You believe the team to be:

Open-minded

Collaborative

Curious

Culturally intelligent

Create Purpose



Individuals that create a sense of safety start with clarity and purpose. They understand why their colleagues should come together as a team and recognise the value they bring to the organisation. In other words, they have a compelling purpose and create meaning in their work, understanding their role and the impact they make. They also work to clarify team roles, thus setting standards that they expect themselves and their colleagues to achieve. As a result, they have a clear direction, they act with purpose, and behave according to their principles.

You believe the team to be:

Synergistic

Principled

Strategic

Resolute

Psychological Safety Risks

The following section provides your three lowest scores of Psychological Safety in order. These are the three potential risks that could inhibit your team, department or group from operating in a Psychologically Safe way with each other. Take some time to read the risks, and think about the behaviours you observe within the team or department that reflect these risks.



You believe the team to be:

Compromising

Harmonious

Conforming

Pacifying

When an individual is consensus driven, their primary focus is to seek consensus and come to an agreement. Their need for harmony results in them believing they do not personally own the decision and are unable to influence or control the outcome. This lack of ownership creates a sense of external locus of control; believing that they are not able to influence outcomes. This lack of Psychological Safety results in conformity and compromise which interferes with the creative process. When they are too agreeable and aspire to fully collaborate, this can result in lower innovation.



You believe the team to be:

Agreeable

Complaisant

Conflict Averse

Deferential

Psychological safety can break down when individuals are deferential or are overly "nice" to others. They focus on the positives to the detriment of the truth or reality and have a tendency to sweep disagreements under the carpet. Their desire to focus on the positives can result in disingenuous communication, where they say what they think people want to hear, rather than what is important to hear. This means they miss the opportunity to communicate honestly and learn from others. Difficult conversations where there might be potential conflict are avoided, which could impact their ability to be innovative or to disrupt.



You believe the team to be:

Hierarchical

Submissive

Respectful

Indecisive

When individuals have an excessive confidence in authority, they tend to defer to their leader's opinion and they are unlikely to disagree. This can lower the level of Psychological Safety which exists in a team setting because they are less likely to include and listen to all colleagues equally, and are likely to gravitate towards senior colleagues, or colleagues of influence. Consequently, decision making can often be delegated up the chain of command, with each individual shifting the accountability away from themselves towards critical stakeholders.

Creating a Psychologically Safe Team

For each of the three Psychological Safety Risks that are apparent to you, in your team or department, we have offered a suggestion for how you and your colleagues could work together to turn each risk into a strength. Please take some time to read these and think about what you are personally prepared to do to help contribute to a positive working environment.



The results suggest that you believe your team and/or department focus on coming to a consensus as a priority. Consensus driven teams avoid disagreeing with each other, quickly seeking agreement in order to remove the risk of difficult or challenging conversations. As a comparison, psychologically safe teams speak up and share ideas, they question openly, they challenge and they are prepared to disagree. You could positively contribute towards creating a psychologically safe environment and team by encouraging your colleagues to suggest new ideas, by creating an environment where 'no idea is a silly idea' and by asking the quieter colleagues to contribute to the conversation.



The results suggest that you believe that the team and/or department in which you work focus on the positives to the detriment of the truth or reality. Their desire to be nice and focus on the positives can result in the team saying what they think people want to hear, rather than what is important to hear. This means they miss the opportunity to communicate honestly and learn from each other. As a comparison, teams that foster a sense of psychological safety speak with candour and respect, communicating the truth in a frank and open way. In order to build psychological safety in this team always try to give feedback honestly, and admit when you do not know the answer.



The results suggest that you see your team and/or department to have an excessive confidence in authority. They are likely to defer to the leader's opinion and are unlikely to disagree. As a comparison, teams that are psychologically safe ask questions and actively listen to their colleagues. They include all colleagues as equal team members, irrespective of their rank or job title. You could help to enhance the psychological safety in the team by encouraging contributions from quieter colleagues, by asking direct questions to encourage debate and by personally being prepared to challenge ideas of your more senior colleagues, when there is evidence to the contrary.

How to increase the Psychological Safety in the Team

Achieving the environment and creating the group experience of psychological safety is a critical step in becoming a high performing team. High performing teams operate in a psychologically safe way, and are prepared to speak with candour and take interpersonal risks. They speak openly, they challenge each other, they question and debate and they innovate. In other words they collaborate effectively and successfully. We have provided some general suggestions to help you develop and improve the level of psychological safety in your team or environment.

Clarify the Purpose of the Team

1. Talk about how the team's core values connect with the vision.
2. Using the values, discuss and agree the team's purpose, and why you exist.
3. Articulate the values and purpose to the wider team to get their buy in.
4. Hold the purpose and values steady. When the goals and actions change, values are the guiding light when everything else is unknown.

Communicate Openly

1. Create a psychologically safe environment where people can speak up and take interpersonal risks.
2. Invite the quieter colleagues to contribute to conversations.
3. Respect differences in opinions and values, ask questions to find out more.
4. Be open, share what you know as openly as what you do not know.

Build Trust

1. Encourage the team to spend quality time together.
2. Ask questions to get to know each other's back story and talk about non work-related topics.
3. Share responsibility and ownership for success. The instinct is to hold on to control during times of challenge or difficulty.
4. Ask for help and be clear that you cannot do it alone. This gives give the team both meaning and a sense of trust.

Other BeTalent Resources to Explore

The BeTalent products support the assessment and development of potential; providing you with the ability to select a delivery mechanism which will most engage your people and create insight for your business.

**BeTalent
Strengths**



**Winning
Attitude**



**Culture
Fit**



**BeTalent
Resilience**



**Decision
Styles**



**Blended
360**



**Inspiring
Leader**



**Situation
Analysis**



**BeTalent
Team**



**Talent
Fit**



All our tools can be accessed through the BeTalent Platform.

Physical copies of our card sort exercise packs can be purchased from BeTalent.com or Amazon.



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Key Notes:

-  Questionnaire
-  Card Sort
-  Case Study
-  Multi-rater 360/180
-  Group Report