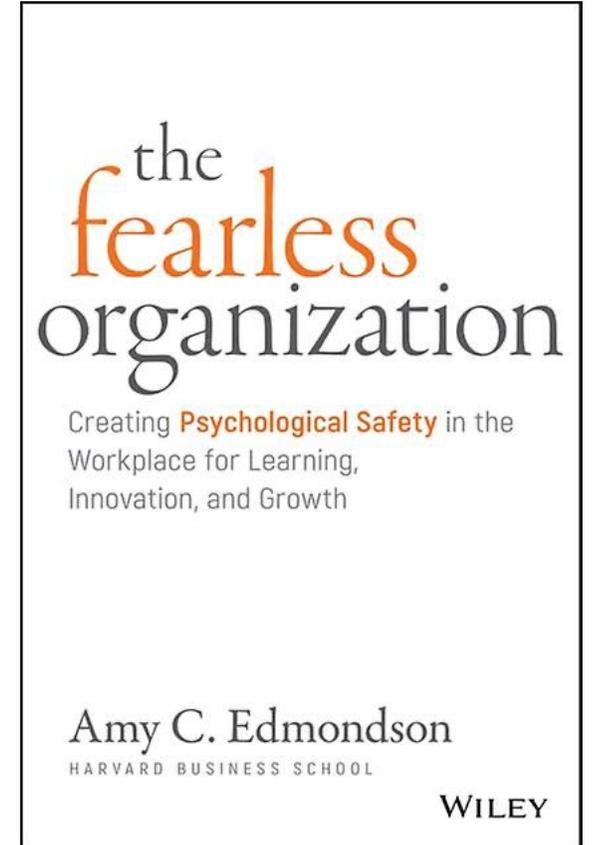# Ref: Professor Amy C. Edmondson

- Amy first identified the concept of psychological safety in work teams in 1999.

- Over 20 years of research demonstrates that organizations with a higher level of psychological safety perform better on almost any metric or Key Performance Indicator

- To be successful in a team, and "as a team", psychological safety is the enabler.

the **fearless** organization

Creating **Psychological Safety** in the Workplace for Learning, Innovation, and Growth

Amy C. Edmondson
HARVARD BUSINESS SCHOOL

WILEY

Psychological
Safety is the soil,
not the seed.

- Prof. Amy C. Edmondson

Psychological Safety

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

Google and Project Aristotle

- Studied team effectiveness for five years [1]

- Psychological Safety was the number one factor differentiating their highest performing teams

- Where it was Psychological safety was high Googlers…
  - brought in more revenue (nearly 50% in sales teams)
  - were more likely to harness the power of diverse ideas
  - were rated as effective twice as often by executives
  - were less likely to leave

- The other four factors of team effectiveness only prove to be valuable when a team is psychologically safe.[2]

1. What Google Learned From Its Quest to Build the Perfect Team - The New York Times Magazine

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

Psychological Safety is not primarily about feeling good, it is about **high performance**.

Both can (and should) co-exist!

The Benefits

Greater Innovation

Higher Work Quality

Team Learning

Employee Wellbeing

Why Are Not All Teams Psychologically Safe?

Fear of looking…..	It's easy to manage, I……
Ignorant	Don't ask questions
Incompetent	Don't admit weaknesses or mistakes
Intrusive	Don't offer ideas
Negative	Don't critique the status quo

The Risk

Dangerous Silence

Avoidable Failure

It's Better to Know-
Key Leadership Habits

- **Encourage Open Communication** – Create an environment where employees feel comfortable voicing ideas, concerns, and mistakes without fear of judgment or punishment.

- **Lead with Empathy and Be curious** – Show interest in employees' thoughts and feelings, acknowledge their perspectives, and respond with understanding.

- **Normalize Mistakes and Learning** – Promote a culture where mistakes are seen as learning opportunities rather than failures, encouraging experimentation and innovation.

- **Foster Inclusivity and Respect** – Ensure every team member feels valued, respected, and included, regardless of their background, role, or opinions.

- **Model Vulnerability and Accountability** – Leaders should admit their own mistakes, ask for feedback, and demonstrate accountability to set the tone for trust and openness.

What is Dialogue?

Debate
to debase

Discussion
to deconstruct

Dialogue
the flow of
meaning

The 4 levels of listening

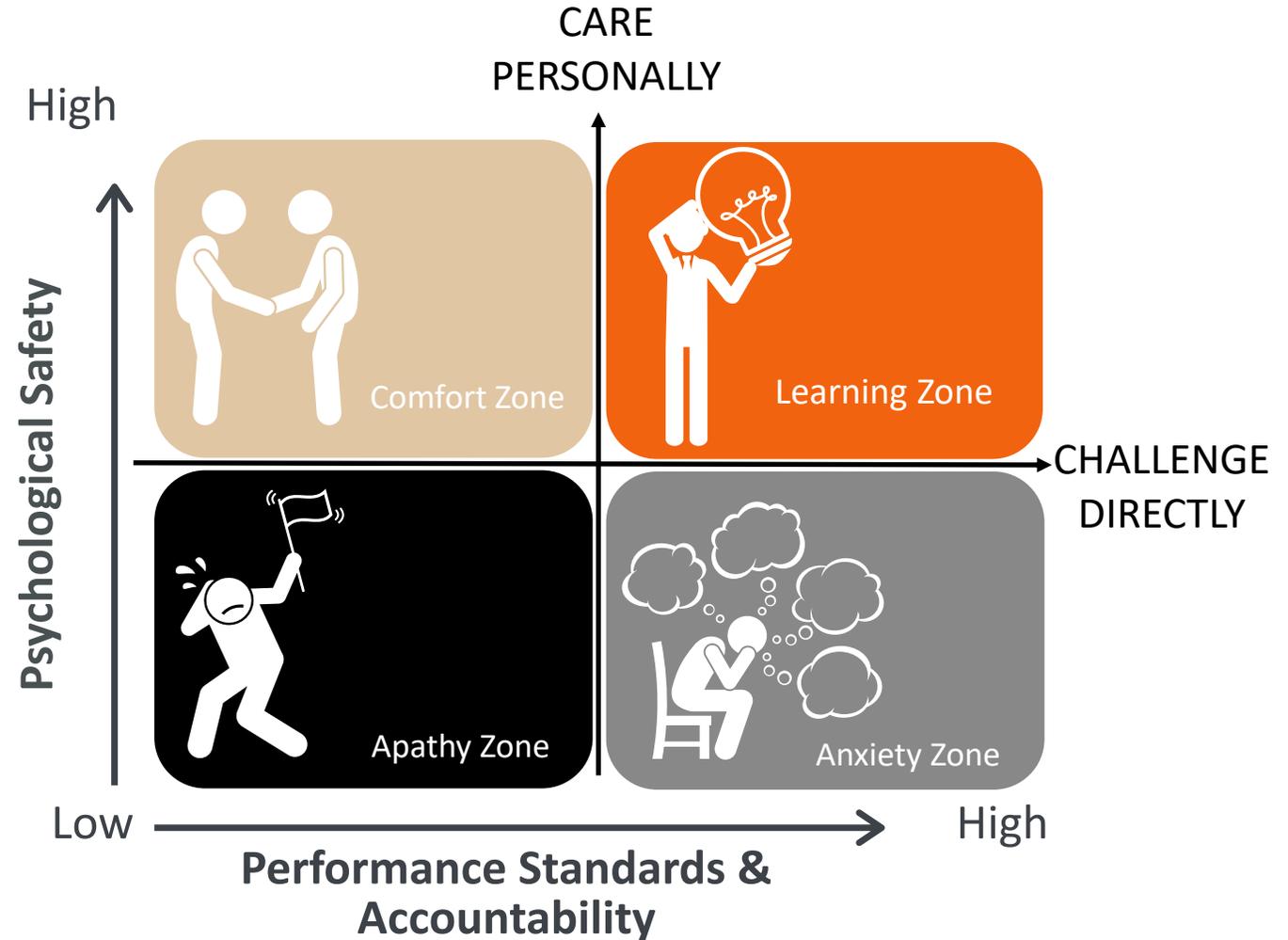1. Downloading

2. Factual listening

3. Empathic Listening

4. Generative listening

Ethos & The Fearless Organization Scan

- Ethos measure psychological safety using *The Fearless Organization Scan (7 question Survey and analysis)*

- This maps how your team members perceive psychological safety in their immediate team

- To improve team performance, it helps to know the levels of psychological safety in a team as this is a critical predictor of how members will learn, work and succeed together

- Provides a transformational team debrief

We are offering 2 free scans including team debriefs to OEUK members