



FREE TASTER

Free taster

# Psychological Safety in Teams

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A practical first step from the programme: understanding what psychological safety is, and noticing when people stay silent

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About 20 minutes to read, then a week of noticing. Best used alongside the free first video lesson, What psychological safety really is.

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Name

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Date

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**STARBUCK & ASSOCIATES**

COACHING & LEADERSHIP DEVELOPMENT

# For leaders who want people to speak up

Psychological Safety in Teams is a video programme for managers and team leaders. It helps you build a team where people ask questions, raise concerns, share ideas and admit mistakes, while standards stay high.

It helps when meetings are dominated by the same few voices, bad news reaches you late, mistakes get hidden, or the real conversation happens after the meeting rather than in it.

## How it works

Ten short video lessons, each with a practical tool and a workplace task to try with your team. Knowledge checks help the ideas stick, and you receive a certificate of completion. You have 12 months' access.

## What is inside

| LESSON                                 | WHAT YOU GET                                              |
|----------------------------------------|-----------------------------------------------------------|
| 01 What psychological safety really is | The definition, what it is not, and the learning zone.    |
| 02 Why it matters                      | How safety affects learning, early warning and wellbeing. |
| 03 Reading your team                   | Signs of low and high safety, and a team pulse check.     |
| 04 Your impact as a leader             | How your own behaviour shapes what people say.            |
| 05 Setting the stage                   | Framing work so that speaking up is expected.             |
| 06 Inviting participation              | Techniques that bring quieter voices in.                  |
| 07 Responding productively             | Reacting to questions, ideas and bad news well.           |
| 08 Learning from failure               | Blame-free reviews that still hold people to account.     |
| 09 Safety and high standards           | Keeping expectations high without fear.                   |
| 10 Making it last                      | Routines and a 90-day plan to keep it going.              |

### HOW TO USE THIS TASTER

Watch the free first lesson, then read page 2 and use the observation log on page 3 for a week. Page 4 shows where the full programme goes next.

# What psychological safety really is

Professor Amy Edmondson of Harvard Business School defines psychological safety as a shared belief that the team is safe for interpersonal risk taking. In practice, people believe they can ask a question, raise a concern, offer an idea or admit a mistake without being embarrassed, rejected or punished.

Every day, people in your team make quick decisions about whether to speak. Will I look ignorant if I ask? Negative if I disagree? Incompetent if I admit this error? When the risk feels high, silence feels safest, and you never hear what was held back.

## What it is not

- Being nice, or avoiding difficult feedback
- Lowering standards, or accepting poor performance
- Everyone agreeing, or never feeling uncomfortable

## Safety and standards together

Edmondson treats safety and standards as two separate dimensions. You need both.

|             | LOW STANDARDS                                  | HIGH STANDARDS                                                |
|-------------|------------------------------------------------|---------------------------------------------------------------|
| High safety | Comfort: people are at ease, but not stretched | Learning zone: people stretch, challenge and improve together |
| Low safety  | Apathy: people go through the motions          | Anxiety: people work hard but keep problems to themselves     |

### EXAMPLE

Sam leads a busy finance team. Month end runs smoothly, and nobody ever raises a concern in the team meeting. Sam takes this as a good sign.

After a week of watching closely, Sam notices that two people never speak unless asked directly, and that a reconciliation problem was known about for days before it reached Sam. The quiet was not agreement.

## YOUR TURN

# Your speaking-up observation log

For one week, simply notice. Do not try to fix anything yet. Watch meetings, one to ones and informal moments, and note what you see.

### Exercise 1: The log

| MEETING OR MOMENT | WHO SPOKE FREELY | WHO HELD BACK, AND WHAT YOU NOTICED |
|-------------------|------------------|-------------------------------------|
|                   |                  |                                     |
|                   |                  |                                     |
|                   |                  |                                     |
|                   |                  |                                     |

### Exercise 2: Your first impression

| IN MY TEAM, PEOPLE SPEAK UP | RARELY                   | SOMETIMES                | OFTEN                    | FREELY                   |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| With each other             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| With me                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Exercise 3: Reflect

Think of a team where you felt safe to speak up. What did the leader do that made the difference?

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What did you notice this week that surprised you, and what might silence be costing your team?

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# Where the full programme takes you

The first lesson helps you see psychological safety clearly. The rest of the programme helps you read your own team honestly and build safety deliberately, through everyday behaviours any leader can learn.

1

**See why it matters and where you are.**

Lessons 2 and 3 include a team conversation guide and an anonymous team pulse check.

2

**Look at your own impact.**

Lesson 4 helps you see how your reactions teach people what is safe to say.

3

**Build it through three practices.**

Lessons 5 to 7 cover setting the stage, inviting participation and responding productively.

4

**Learn from failure, keep standards high.**

Lessons 8 and 9 show how to review mistakes without blame and hold people to a high bar.

5

**Make it last.**

Lesson 10 helps you build routines and a 90-day plan so safety does not depend on one good week.

## Who gets most from it

- Managers who sense their team is holding back but cannot yet see why
- Team leaders taking on a new or changing team
- Leaders who want challenge and honesty without lowering standards

### HOW PEOPLE USE IT

A practical rhythm is one lesson a week, trying each task with your team before moving on. The tasks are designed to fit into meetings and one to ones you already hold.

It also works well alongside a colleague, comparing what you each notice in your teams.

## What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

### My three actions

| WHAT I WILL DO | WHEN | WHO I WILL TELL |
|----------------|------|-----------------|
|                |      |                 |
|                |      |                 |
|                |      |                 |

### Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

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What did I not get to, and what got in the way?

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What am I carrying forward?

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#### READY FOR THE FULL PROGRAMME?

### Psychological Safety in Teams

Ten short video lessons, each with a practical tool and workplace task, to help you build a team where people speak up, learn from mistakes and keep standards high.

**£149 per person, per year, inc. VAT**

Enrol at [academy.starbuckassociates.com/courses/psychological-safety-in-teams](https://academy.starbuckassociates.com/courses/psychological-safety-in-teams)

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