

A woman with short grey hair and glasses, wearing a blue polka-dot shirt, stands in the center of a meeting. She is smiling and gesturing with her right hand. Several men are seated around a table, looking towards her. The background shows a whiteboard and shelves with books or papers. The overall atmosphere is professional and collaborative.

# Psychological safety

# What is psychological safety?

- 1 A climate in which people are comfortable being (and expressing) themselves.
- 2 The belief that you won't be punished when you make a mistake.
- 3 To know that others will have your back.

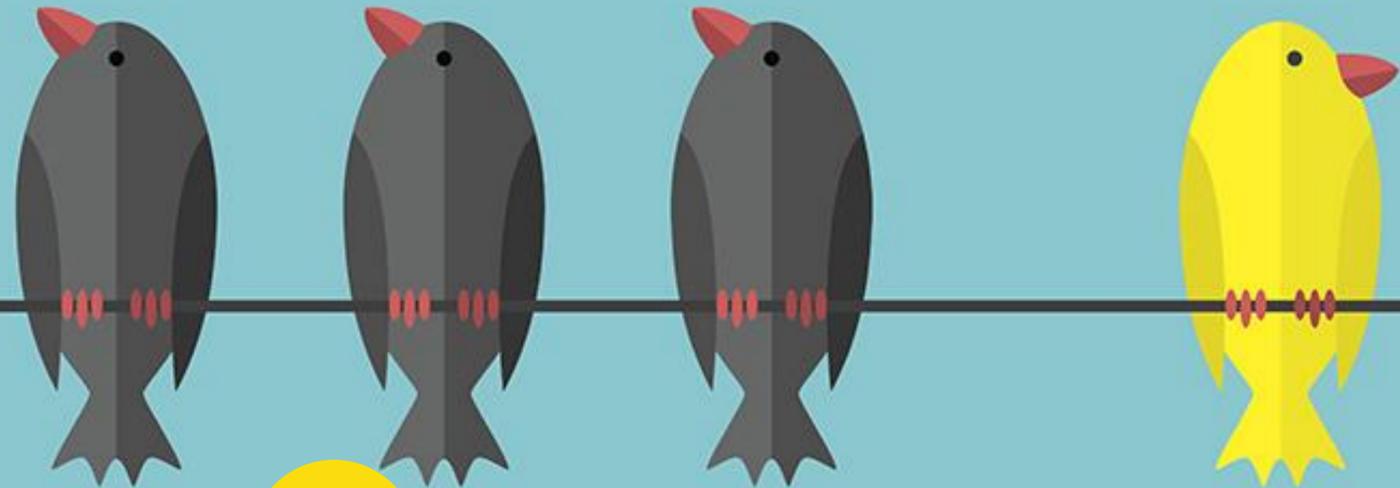
Dr Amy Edmondson  
Harvard Business School





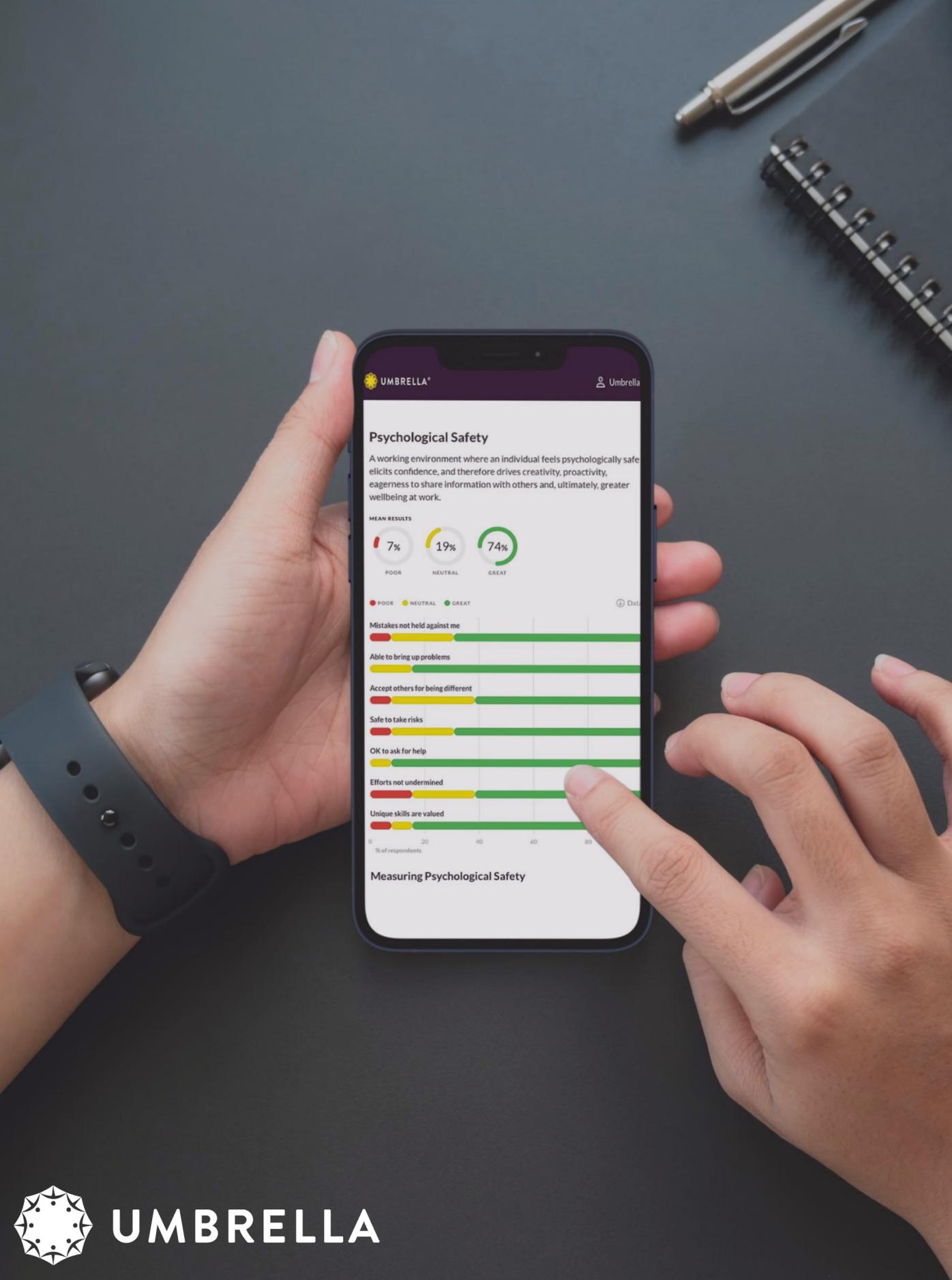
***Psychological safety  
must be lived and  
experienced at every  
level of the  
organisation***





**Leaders need safety too**  
Foster *and* experience

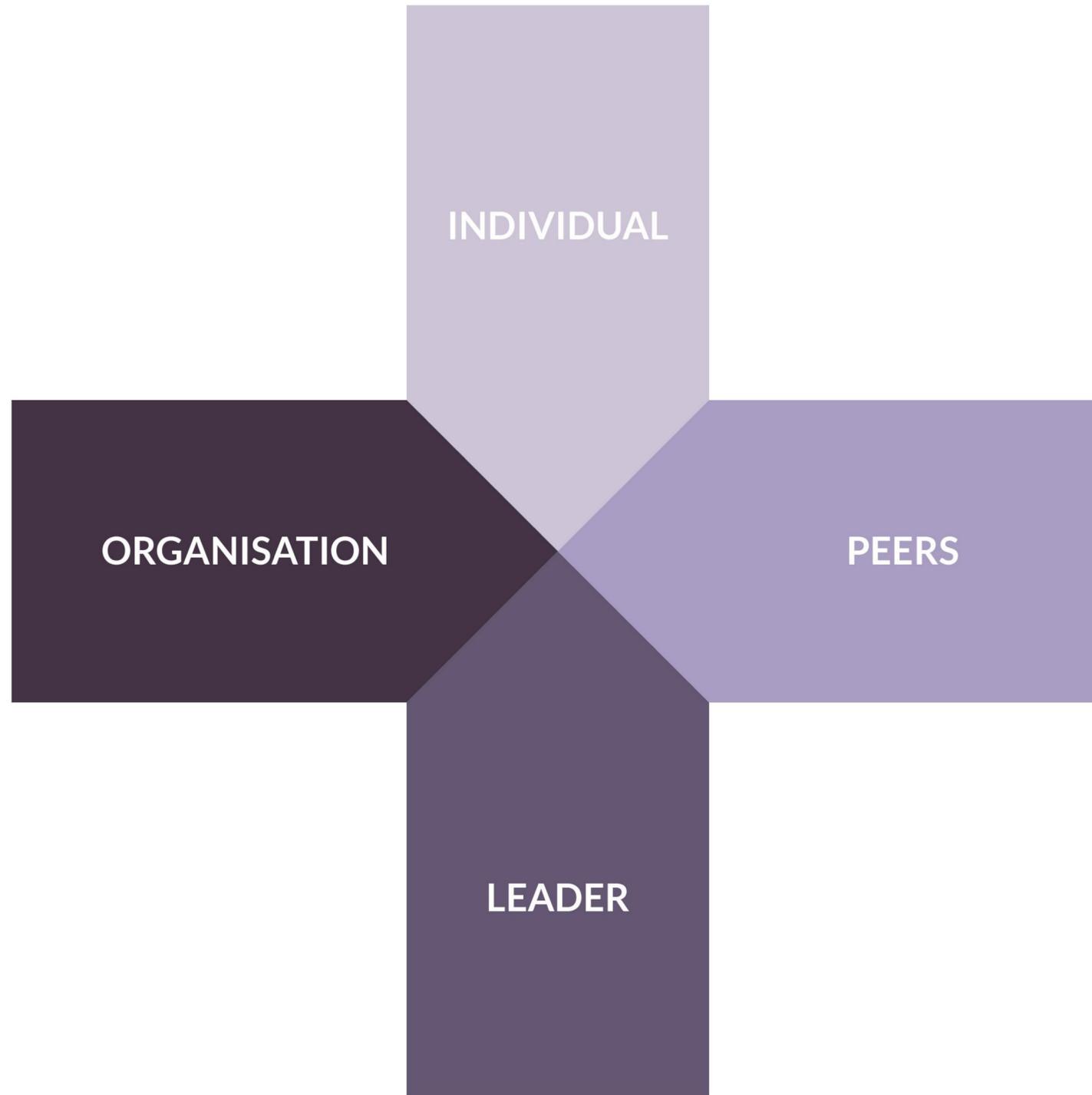
# Assess first



- 1 Measure for baseline
- 2 Determine barriers and enablers
- 3 Take collaborative action

# Action at all levels

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## Awareness and skill

BUILD KNOWLEDGE

COMMUNICATION

VALUE DIFFERENCE

ASK FOR HELP

## Train Leaders

UNDERSTAND LEGAL DUTY OF CARE

ROLE MODELLING

DEVELOPING TRUST

COMMUNICATION

## Build Safety Culture

EXEC ROLE MODEL

PROMOTE COLLABORATIVE AND  
COMPASSIONATE MANAGEMENT

POLICIES AND PROCESSES EMPHASIS  
FAIRNESS

ENABLE IMPROVEMENT

# What gets in the way?

# Our data on leaders



**Significantly lower  
peer support**



**Significantly  
greater work  
demands**  
(senior leaders = highest)



**Significantly  
greater work-life  
imbalance**



# Emotion labour

“Effort it takes to keep your professional game face on when what you’re doing is not concordant with how you feel”

Dr Susan David  
Harvard Medical School

# Impact of emotion labour

## Performance

- 1 Harder to prioritise
- 2 Distracted attention
- 3 Increased error rate
- 4 Take longer to do tasks
- 5 Produce lower quality outputs
- 6 Increased rigidity
- 7 Lower job satisfaction

# Impact of emotion labour

## Health and wellbeing

- 1 Emotional dissonance
- 2 Emotional fatigue
- 3 Insomnia
- 4 Loss of memory
- 5 Depersonalisation
- 6 Hypertension
- 7 Heart disease
- 8 Burnout

# What do we need to do?

# Realistic role scope



**Role clarity**



**Work load demands  
manageable**



**Development**

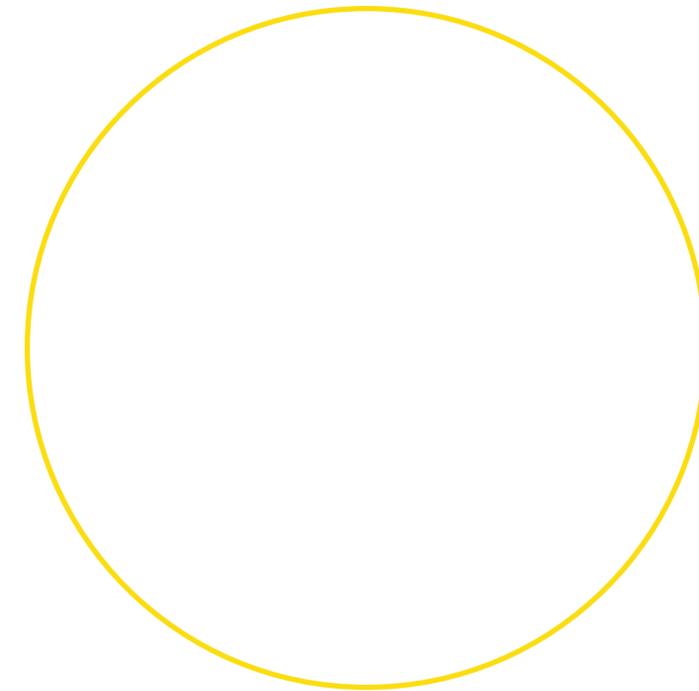
# Prioritise leader wellbeing



**Safe harbours**



**Routines and rituals  
– pause and recover**



**Reflection**



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organisation***

