

FACTORS THAT HELP BUILD PSYCHOLOGICAL SAFETY

PSYCHOLOGICAL SAFETY CAN BE ENCOURAGED AT MULTIPLE LEVELS.

The factors listed below come from research on healthcare teams,* but most apply across industries:

*O'Donovan, R., & McAuliffe, E. (2020). A systematic review of factors that enable psychological safety in healthcare teams. *International journal for quality in health care*, 32(4), 240-250.

AT THE INDIVIDUAL LEVEL:

- Employees have **confidence** that speaking up will result in change
- Employees feel a **professional responsibility & accountability** to share concerns



AT THE TEAM LEVEL:

- Team Leaders' **actions match their words** regarding psychological safety
- Leaders encourage **innovative thinking & risk-taking**
- Leaders are **visible & accessible**
- Peers form **supportive, trusting relationships**



AT THE ORGANIZATION LEVEL:

- **Safety culture** encourages open discussion, accountability & inclusiveness
- Raising concerns is received positively and **supported by administration & policies**
- Employees believe the organization **values their contribution and cares about their wellbeing**



THOUGHT QUESTIONS:

- How can team leaders improve in "walking the walk" of psychological safety? Encouraging innovation and being tolerant of mistakes? Being accessible?
- Does company culture reflect written policies regarding psychological safety? Why or why not?
- Do employees feel that raising questions is part of their professional responsibilities? Why or why not?

