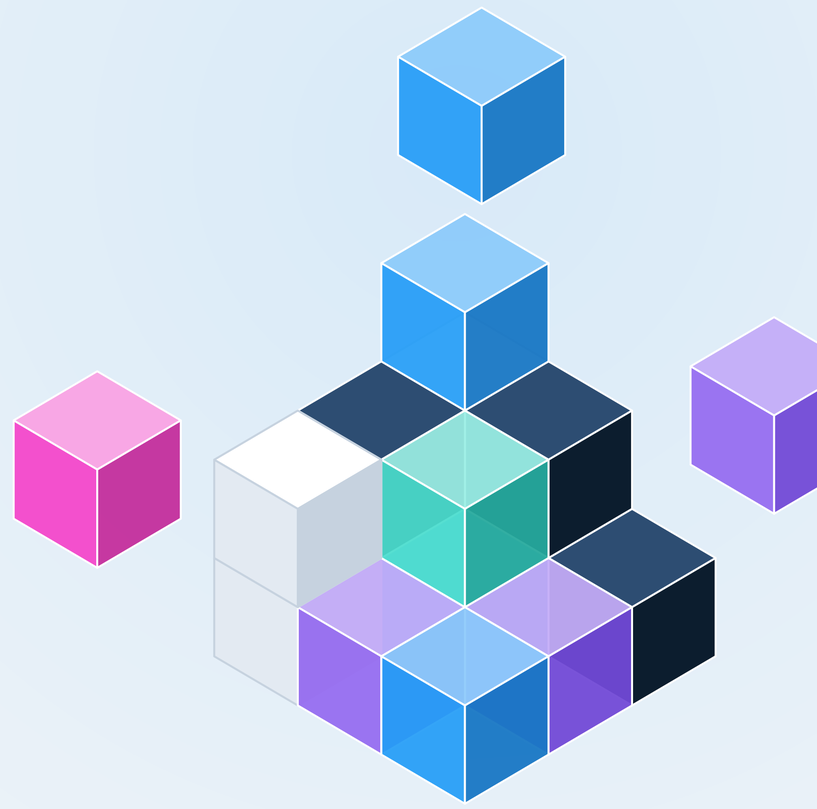
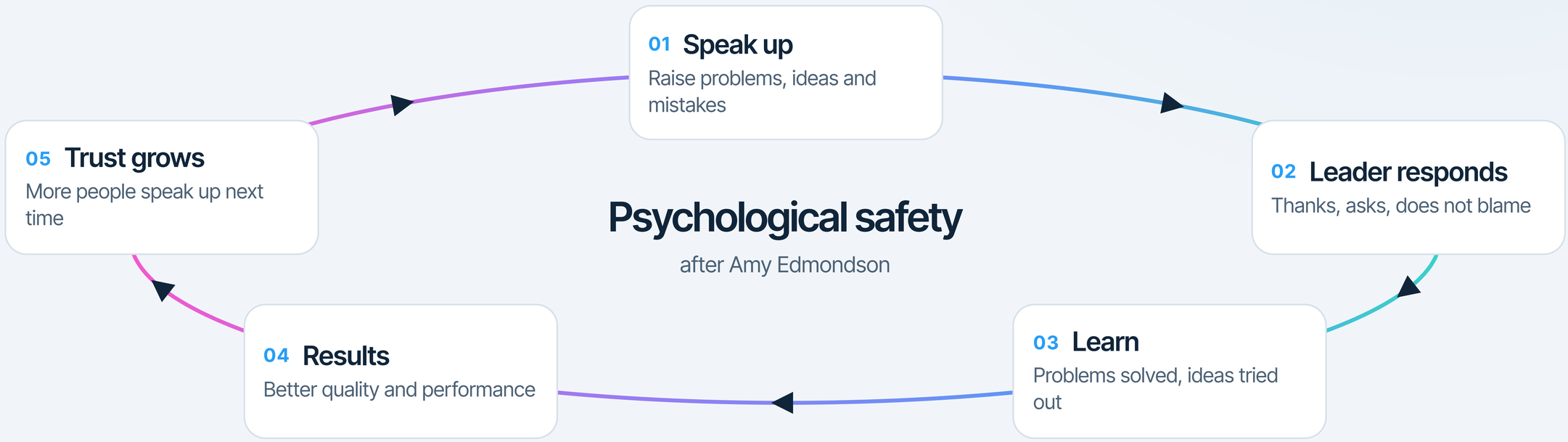
LEADERSHIP & PEOPLE

Psychological Safety at Work

Psychological safety is a shared belief that the team is safe for interpersonal risk: people can raise problems, admit mistakes and offer ideas without fear of blame.



01 THE CORE MODEL



TEAM FLYWHEEL · SPEAKING UP PAYS OFF

- **Psychological safety**
  A shared belief that the team is safe for interpersonal risk-taking.
- **Speaking up**
  Raising concerns, questions, mistakes and ideas without fear.
- **Accountability**
  High standards stay; safety lets people admit gaps in reaching them.

02 SAFETY AND STANDARDS

Safety is not comfort: it pairs openness with high standards.

FEAR — LEARNING

LOW SAFETY

- − Bad news hidden until it is too late
- − Near misses go unreported
- − Silence in meetings

HIGH SAFETY

- + Problems raised early and openly
- + Mistakes treated as learning
- + Open debate about how to meet goals

03 WORKED EXAMPLE

ASSEMBLY SHIFT · AN OPERATOR REPORTS HER OWN MISTAKE

SPEAK UP — Wrong part fitted
reported by the operator

→

RESPONSE — Thanks, then why?
no blame from the lead

→

LEARN — Look-alike parts
error-proofing added

→

FLYWHEEL — More reports
near misses surface early

04 MANAGEMENT TAKEAWAYS

01 — Respond to bad news with thanks
The first reaction decides whether people speak up again.

02 — Ask more than you tell
Questions show you want input and that you might be wrong.

03 — Keep standards high
Safety makes it easier, not harder, to discuss missed targets.

05 COMMON MISTAKE

LIMITATION

Confusing safety with niceness

Avoiding hard conversations lowers performance. Safety means candor without fear, not absence of conflict.