Full Report

Assessment name: sample report

Assessment close date: 2026-11-23 06:11:08



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Psychologically Safe Team Assessment Report

Overview

Congratulations on using the Psychologically Safe Team Assessment.

This report will provide you with information, resources and strategies to help protect and promote psychological health and safety for your team. When team members feel that they're a valued part of a team, they're more likely to be able to deal with the usual demands of work. In other words, they're more resilient. To understand how and why building team resilience can help improve morale, productivity and well-being, see Resilience for teams.

Reading the report

This report shares your results as bar graphs and lists suggestions for improvement for each statement in the assessment.

Reading the bar graphs



For each statement, there is a bar graph with the responses from your team broken into three categories:

- Serious concerns: Red on the bar graph represents potential serious concerns and could require immediate attention.
- Opportunities for improvement: Yellow on the bar graph represents potential opportunities for improvement.
- Potential strengths: Green on the bar graph represents potential strengths and could indicate areas where the team is currently doing well.

Weighting of results

The assessment response choices are Never, Rarely, Sometimes, Often or Always. Some statements are weighted differently than others. For instance, if there is discrimination, even sometimes, that is a serious concern and would be represented as red bar on the graph.

Not all employees have the same experience being on a team. This could be because of age, gender, race, competency or other reasons. In all cases, even just one response in red should be considered a serious concern.

The team leader will be responsible to determine if any specific statement represents a potential legal concern, something that could easily be improved by the team itself, or something that requires organizational support.

Choosing how you will respond

This report highlights team strengths to discuss and even celebrate with team members. It also includes suggestions for improvement with free and practical tools, including team activities, workshop materials and facilitation tips, to help you build a more effective team. It's important to remember, while some feedback may be difficult to hear, keep focused on your responsibility as a leader to take action on making the team experience better for everyone.

There are many ways to prioritize your next steps based on your results. You may wish to prioritize statements which:

- Present potential legal concerns, such as discrimination.
- Have the greatest percentage of serious concerns (red).
- Are critical to meeting your team's current objectives.

Review strategies and resources: Feel free to use the evidence-informed strategies and resources suggested in this report, any of those available on Workplace Strategies for Mental Health, or your own resources, expertise and experience to choose approaches you know will be helpful for your team.

Ask your employees for more information: Every team is unique. While the report provides you with a lot of good information and helpful resources, you may need further clarification on some responses. In these cases, you can use the **Explore further** suggestions provided for each statement to gather more information from your employees about specific issues. This could be an email asking for more information, an anonymous method to share, a focus group or workshop, or engaging in a formal team agreement process. These suggestions are intended to help you to better understand the results and target your actions to address the root cause.

Statements and resources

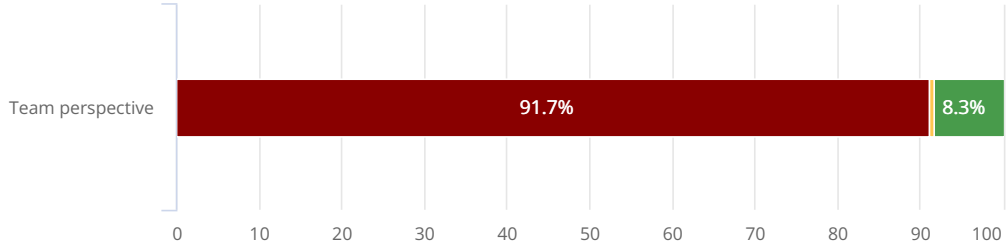
The assessment statements are broken into three categories: Leadership strategies, Team interactions and Inclusion. The Leadership section focuses on things that are largely within the control of the team leader. The Team interactions section focuses on how team members interact with each other, while the Inclusion section focuses on the level of belonging that individual team members feel. The assessment statements for each category include a bar graph of your results, resources to help you take action for improvement, and an Explore further suggestion to help you gather more information if needed.

Leadership strategies

These statements refer to things that are largely within the control of the team leader, although they can be impacted by the interactions and behaviours of the team members.

Access resources for Leadership strategies.

1. My team leader leads by example.



Response selections for Never and Rarely appear red and represent potential serious concerns. Sometimes appears yellow and represents potential opportunities for improvement. Often and Always appear green and represent potential strengths.

Do you respond to stress, frustration, overwhelm, anger, disappointment and conflict in the same way you want the rest of your team to respond? Is your response psychologically safe in terms of resolving issues effectively? If not, consider doing the Emotional intelligence self-assessment and developing ways to lead by example, even in difficult situations.

Leading by example requires vulnerability. You may not always get it right, but with courage and accountability, you can co-create a work environment that supports the mental health and well-being of all team members. Courageous leadership shares insights into leading with empathy and adopting a growth mindset, as well as strategies to help you create a courageous team.

Explore further

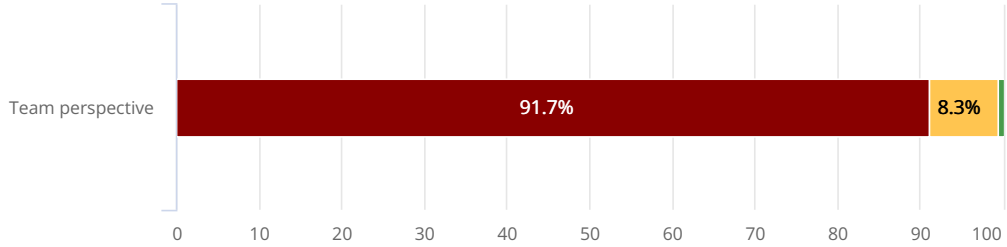
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"There is no doubt I have room for improvement as a leader. Please use [this anonymous method*] to share some helpful ideas about what I could do better to be an ideal leader."

Or you could go even further:

"Thank you for your responses to the Psychologically Safe Team Assessment. As I strive to improve the team experience for all of us, I also want to improve my own approaches as a leader. In the coming weeks you will receive the Psychologically Safe Leader Assessment where you'll anonymously provide me with your take on how often I use strategies known to support psychological health and safety. Once I get your results, I'll share with you the changes that I believe you'd like me to make in my leadership strategy."

2. I have opportunities at work to improve my skills.



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Employees who would like to improve their skills could benefit from opportunities for in-house learning development, webinars, books or articles. These microlearning modules take less than 15-minutes each and provide an interactive way to learn new concepts about interaction and communication. You can also allow employees to take on new opportunities, provide them with useful feedback, and ask them what skills they would like to further develop.

If budget is a factor, you can provide opportunities that do not require funding. Team members can share strategies, tips and techniques from reputable sources, create in-house learning to share with the team, watch free webinars or listen to free podcasts together and discuss as a team. One team member could present a particular skill to other team members, or you could ask each team member to bring highlights from any training sessions they attend back to the team. For more ideas, check out Evidence-based actions for growth and development.

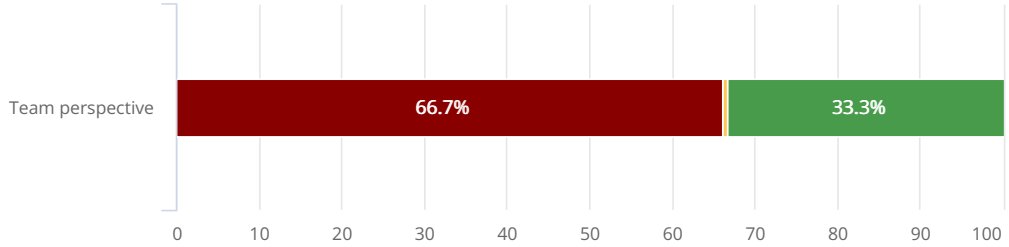
To learn more about how your team would like to improve their skills, you can facilitate a workshop on Growth and development or just have a conversation about what they'd like to learn.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Help me get creative on approaches to improving or developing the skills that matter to you. Please use [this anonymous method*] to share some helpful ideas about how we could teach and share skills in our workplace, including if we're not given the budget for external training or trainers. For example, if you feel confident about teaching a specific skill to the rest of the team, or know of a great free online resource, please let me know."

3. I can comfortably manage my workload.



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Workload stress is more likely to come from fears or concerns employees have about the consequences of not getting everything done perfectly and on time than purely from how much work they have. The way you communicate could negatively affect any insecurities your employees may have. In either case, facilitating the workshop on Workload management can help set you up for a constructive conversation. Another very effective way to reduce workload stress is to discuss priorities with each employee so that if they are unable to get everything done in a day, they are clear on which tasks matter most to you and what can wait for another day.

When employees are clear about their priorities, feel that the work they do matters, have what they need to succeed and have reasonable expectations in terms of hours and deadlines, working hard is not necessarily stressful. In fact, it may be energizing.

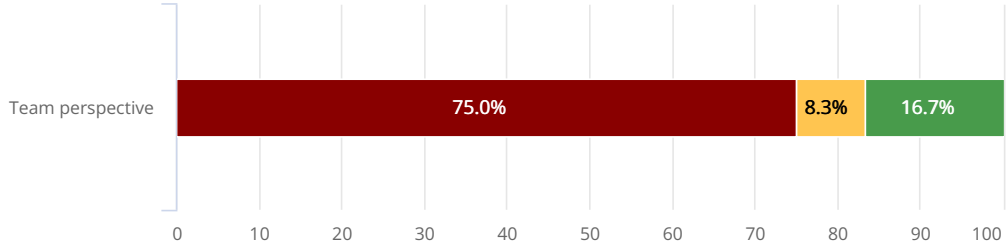
If your members are experiencing or at risk of burnout, Burnout response for leaders contains helpful information as well as an organizational assessment and prevention strategies.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that workload is sometimes an issue. Please complete this short workload reflection tool (PDF) so I can find ways to make this better for you."

4. I have access to the resources I need to meet expectations at work.



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Access to resources may mean the equipment, technology, and materials needed to do the job. Ask your employees (PDF) what else might allow them to get their job done effectively.

If you're worried that the requests will be unreasonable or impractical, it's still worth asking so that you can understand the underlying need. To learn how to do this in a way that addresses the need without necessarily promising to give them what they asked for, read Before you say no for leaders.

If you have a hybrid team, the needs of those working remotely may be different from those working on-site. Hybrid teams has some tips and strategies that could help you in this case.

If each of your team members do very different tasks or if you have the capacity to take a one-on-one approach, you may want to use Supporting employee success or the Task improvement process (PDF) to develop individual plans.

Sometimes employees do not clearly understand their leader's expectations. To help you develop an approach with your team to address this issue, engage them in the Clear leadership and expectations workshop. This can improve your understanding of what they need to meet or exceed your expectations.

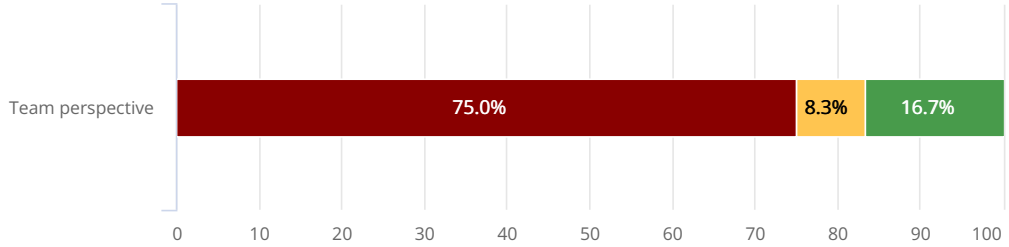
For more ideas on clarifying expectations, see Evidence-based actions for leadership and expectations.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't have access to the resources you need to meet expectations at work. Please let me know what resources are required for you to be able to do your job. I'll review all requests and let you know what is possible."

5. My leader clearly communicates any changes in work expectations.



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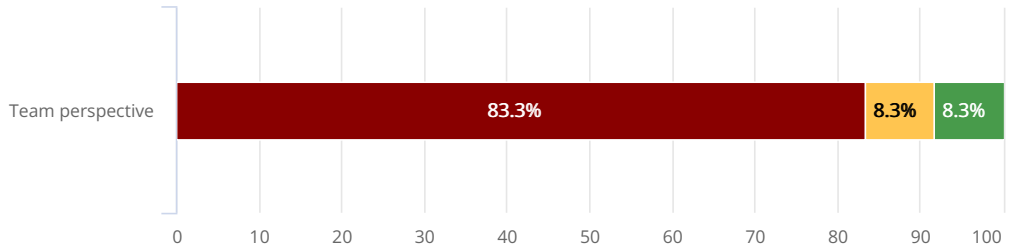
How each team member responds to information about change will depend on their current emotional state, mental and physical health, and satisfaction level with their job. Helping employees to manage change is a skill that requires adaptation depending on the circumstance and the individual employee. You can find many techniques and strategies that can help in Psychologically safe communication and collaboration.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that changes in work expectations are not always clearly communicated. I'm asking all of you to share ideas that would improve clarity around work expectations for you or anyone on our team."

6. I am given an appropriate amount of time to complete my work tasks.



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It's not unusual for a leader to have a different sense of the amount of time required to complete a task than the employee does. Whenever team members are given a new task or are concerned about the amount of time needed for an existing task, it's good practice to break it down. Providing clarity about each step and the amount of time you believe it'll require gives your employee a clear understanding of your expectation. To encourage constructive dialogue, invite them to let you know if any of your estimations don't match the actual time required. If there's a discrepancy between your estimation and the actual time the employee is taking, you may benefit from watching the employee complete the task or having a more experienced team member demonstrate how they do the task. The intention is to decide whether the employee needs more knowledge, skills or support, or if you need to adjust your estimation and expectations.

One tool that can help with this is the Task improvement process (PDF) and Task improvement worksheet (PDF). If the issue is more broad than a particular task, you may ask the employee to complete the Workload reflection and discussion tool (PDF) to help you understand what they're dealing with.

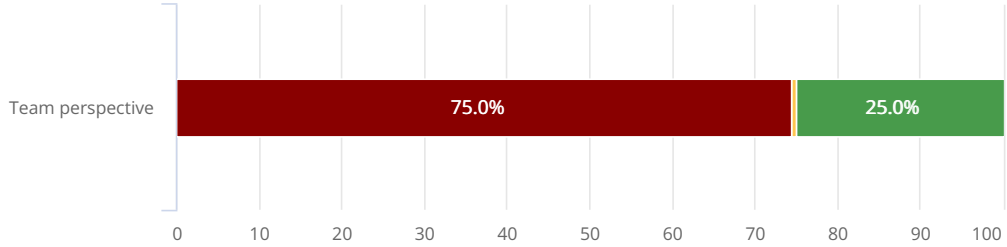
In some situations, an employee may be dealing with a health issue or disability that is affecting the amount of time it takes them to complete a work task. If this is the case, you should consider your Legal duty to accommodate.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you indicated that you don't have enough time to complete certain work tasks. I'd like to work together with you on how we can improve that. It could be that I don't fully understand what's involved, that there's an easier way that you haven't been taught or that competing demands are interfering with your ability to complete the task. Whether it's one of these or something else, we can work together to improve your experience. Together we'll complete the Task improvement worksheet (PDF) to explore solutions."

7. The feedback I receive from my leader is constructive.



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A leader can motivate – or demotivate – employees by the feedback we give them. Learning about giving constructive feedback is critical to motivating growth and development. Learning to ask good questions can help employees come to their own conclusions about what they could do better.

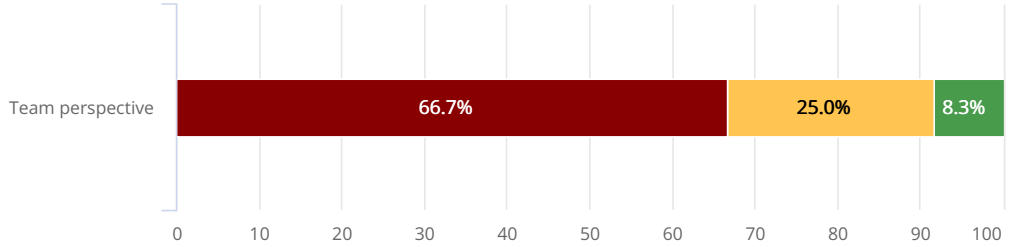
It's also a good idea to help your team members learn to receive and view constructive feedback as something to support them rather than as a threat to their job security. In Interpret negative feedback accurately, you can help your team think about how to respond and what it really means to get constructive feedback. You can also learn more about individual preferences for how they receive feedback by using the Feedback preferences form (PDF) with each team member.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that there are better ways to provide feedback. Please complete this Feedback preferences form (PDF) and send it back to me by **[date]**."

8. My team leader considers the team's feedback when making decisions.



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Learning to Elicit feedback, and to resist dismissing or criticizing it, can be difficult. While you can't always do what your team wants you to do, demonstrating that you seriously consider their ideas and asking how they might deal with your perceived challenges can open up a dialogue focused on solutions that you may not have considered.

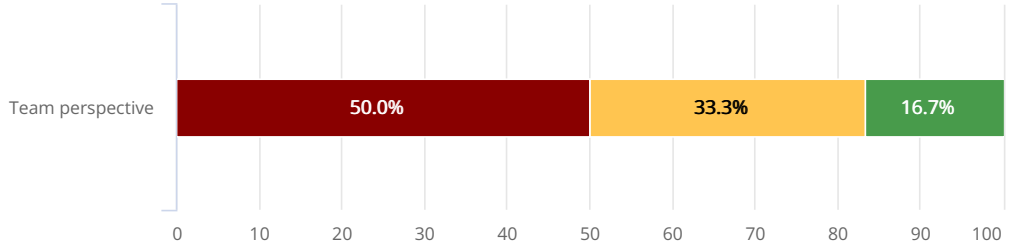
Any of the On the agenda workshop creating awareness series can help you seek and integrate your team's feedback in a way that respects limitations related to time, authority and resources.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you feel your feedback is not being considered in decision-making. While some of the decisions made in this organization are outside of our control, I do value your feedback on those that impact our team. I will try to make a clearer connection with your feedback and how it impacts my decision-making going forward. Please let me know what the best approach is on how to do this."

9. All team members are held accountable for their performance.



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As a leader, it's important to support effective performance for each team member, and part of that is the follow up to ensure success. Accountability doesn't have to be punitive. Using the approach to performance management that includes the Supportive task improvement can help you do this effectively.

There's also a process to help your team members respectfully hold each other accountable. This could also be an effective approach to improving accountability.

Explore further

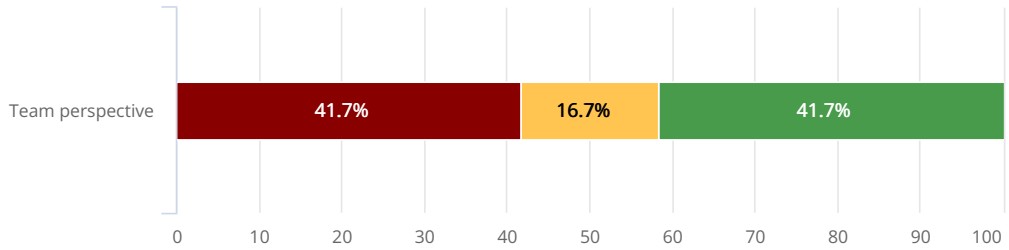
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't believe everyone on the team is held accountable for their behaviours or performance equally. Please use [this anonymous method*] to share more about how you feel so we can do better."

Or

"Some of you shared that you don't believe everyone is held accountable for their behaviours or performance equally. We'll engage in a team accountability process to develop a strategy to respectfully and effectively hold each other accountable."

10. My team leader recognizes my individual contributions to the team.



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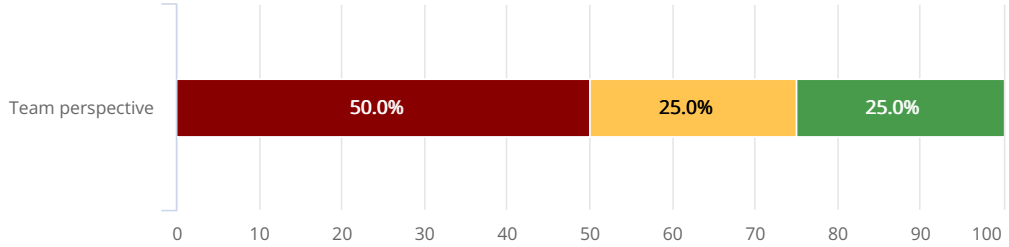
How and when leaders recognize individual contributions from each team member is an important element of motivation. In Recognition strategies for leaders, you'll find strategies and tools to help you improve your approach to providing recognition to team members.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that individual recognition for your contributions to our team could be improved. I would like each of you to complete the attached Recognition preferences form (PDF) so I can learn more about the strategies you prefer."

11. My team leader supports the team in coming up with solutions to challenges.



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Effective problem solving involves supporting and requiring respectful, solution-focused approaches to challenges.

Psychologically safe problem solving and conflict management and Psychologically safe social intelligence have many strategies and techniques to help improve your team's approach to resolving workplace issues. In some cases, the challenges are related to the work environment and culture. Conversation starters for psychological health and safety can help you begin a dialogue that can uncover solutions to those issues.

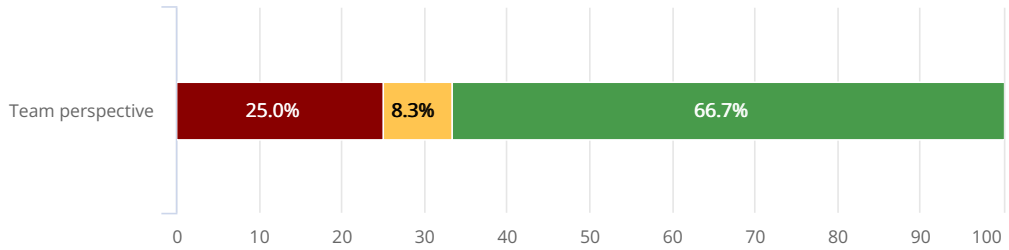
In Team building activities under the heading Problem-solve, you'll find activities that can help boost both your team members' confidence and competence in dealing with challenges.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Please use [this anonymous method*] to share ideas on how we can improve our ability to problem solve more effectively as a team. All ideas are welcome."

12. My team leader cares about me as an individual.



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You may indeed care about each employee as individuals, but not effectively demonstrate this with your words and actions. Learning to identify employee issues and helping to resolve them successfully is an important skillset. Identifying employee issues provides an approach to asking questions, working together on solutions and clarifying expectations. All of this can help you show your team members that you care about them as individuals and have a genuine desire to support their success.

Building trust for leaders provides 11 core competencies to help you develop, improve or sustain positive working relationships with your employees.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"There is no doubt I have room for improvement as a leader. Please use [this anonymous method*] to share some helpful ideas about what I could do better to be an ideal leader."

Or

"Thank you for your responses to the Psychologically Safe Team Assessment. As I strive to improve the team experience for all of us, I also want to improve my own approaches as a leader. In the coming weeks you'll receive the Psychologically Safe Leader Assessment where you'll anonymously provide me with your take on how often I use strategies known to support your psychological health and safety. Once I get your results I'll share with you the changes that I believe you'd like me to make in my leadership strategy."

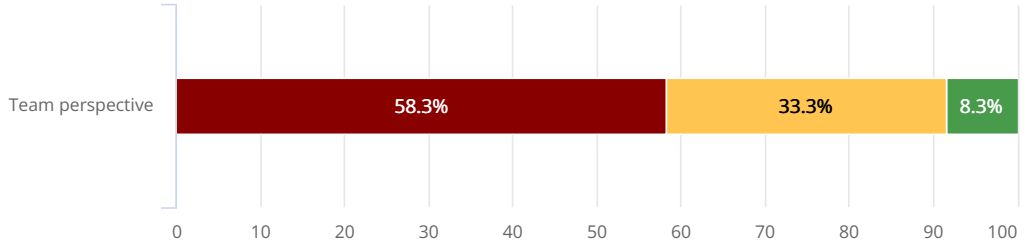
***Note:** The term "anonymous method" refers to a specific approach the leader has in place to gather feedback without any identifying information. Some approaches include an online platform, suggestion box, online survey, or a dedicated team email address that will not identify the sender. Be sure to replace "**[this anonymous method*]**" in the "Explore further" suggested wording with clear instructions on how they can provide their feedback anonymously.

Team interaction strategies

These statements are related to how the team members interact with each other. They can be influenced by both leadership strategies and the level of inclusion each team member feels.

Access resources for Team interaction strategies.

1. Members of my team approach the work we have to do with a solutions-focused attitude.



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There are many reasons why your team may not have a can-do, solutions-focused attitude. It may be that they do not have the resources, time, equipment or skills to do their jobs effectively. If this is the case, it may help to review Performance management techniques to understand what is required to address these issues. It may be that some people on your team don't have healthy coping strategies. The resources in Employee workload stress can also provide you with strategies that could help.

Having a shared positive intention for a meeting, project or season can help your team better envision success.

There may be issues in terms of how conflict is resolved or it may be that your employees need help with Managing stress overall. Using Plan for resilience with all team members can be a good starting point to build healthier coping strategies to deal with stress and challenges. There are resources such as slides and a facilitator guide that can help you host a workshop to build resilience.

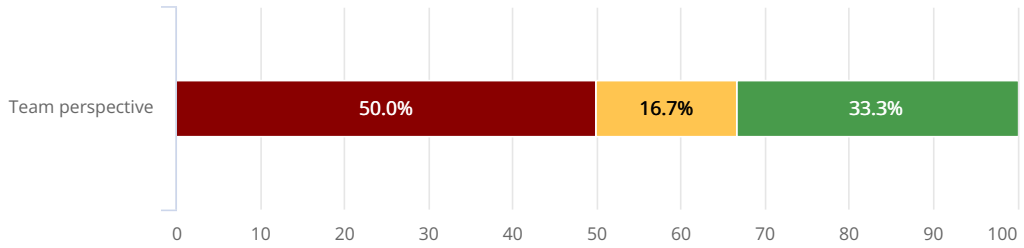
If the issues are more complex, you may want to use the Team agreement process to develop a way of working together that supports everyone.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"I want everyone to feel supported to do their job effectively, even when challenges arise or mistakes are made. To do this, I'd like each of you to complete this workload reflection tool (PDF) so I can learn what could help make your job easier. I will arrange to meet one-on-one with each of you in the coming months to discuss what you shared with me."

2. My team celebrates our successes together.



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In a busy work environment, we may go from one project or task to the next without ever stopping to reflect on the efforts and contribution that each employee made. Debrief questions can help the team gain insight from their effort, success and even failure.

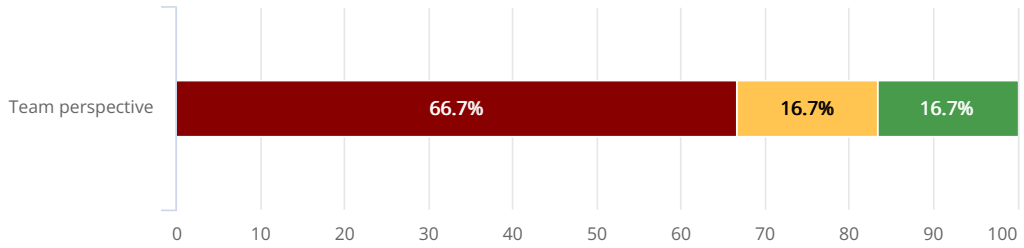
Celebrating successes can help boost team morale, prevent burnout and share knowledge. Some activities that can help each team member support the celebration of success of every other team member include Acknowledge our accomplishments, Specific active acknowledgment, Hero exercise and Recognize strengths.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Please use [this anonymous method*] to share ideas on ways we can celebrate team successes. Think about ways it can be done that are inclusive and cost-effective. All ideas are welcome."

3. My team adheres to boundaries that support a work-life balance.



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Because every team is unique, the best approach is to have a discussion about what would support work-life balance. The Balance workshop materials can help you facilitate this discussion while managing any unreasonable or impractical expectations. You could also share these Work-life balance tips or use them for discussion about how people can best manage and achieve balance in their lives. Although work-life balance may look different for each employee, you may want to have a discussion about the expectation that each team member will find what works for them. If you have specific employees who struggle with managing their own boundaries, you can share Setting healthy boundaries with them, or explore it as part of a team discussion.

Explore further

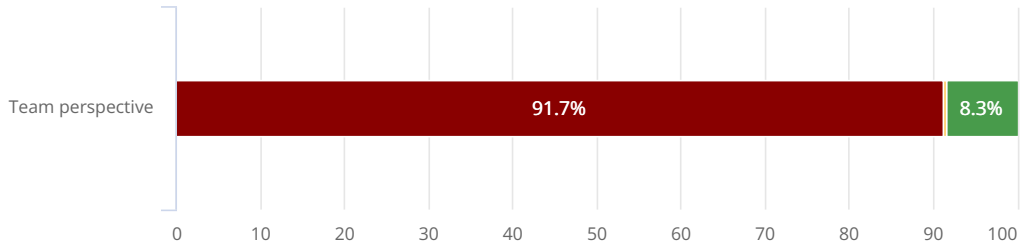
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that work-life balance can be an issue. I'll be sharing tips each week to help with that. I also want to know how work can be changed to provide more balance while still meeting our goals. Please use [this anonymous method*] to share your ideas for changes at work. All ideas are welcome, and I'll share those that are practical for our team."

Or

"Work-life balance looks different for each of us. Some want a known routine while others appreciate flexibility. Please use [this anonymous method*] to share ideas on ways your work-life balance can be supported. I will share all of the ideas that are practical for our team and then we can discuss the pros and cons of each. For example, an idea that might help your work-life balance could place more of a burden on your co-workers, where another idea might have positive benefits for everyone."

4. My team interacts respectfully.



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There are many approaches to improving respect on a team. The most comprehensive would be using the Team agreement process to create a shared understanding of what respectful interactions are for your specific team. This process requires about 1.5 hours multiplied by the number of people on your team. If you don't have the time to create a team agreement, each of the following ideas will take less than half a day and still contribute to improvement.

The Psychologically safe interactions workshop can help show how behaviours might be interpreted as disrespectful, regardless of intent.

One reason team members might feel disrespected is because of the unintentional or implicit bias of other members. Explore Implicit bias with workshop materials, team building activities and other information to help you address this issue.

The Civility and respect workshop brings your team together to develop a shared understanding of what civility and respect means to them and what changes they'd like to make to the ways they interact.

The Being a mindful employee online course speaks to each of your team members' responsibility to be respectful and protect the psychological safety of every other member. You could assign them to complete the course, then use each of the modules to discuss how people should be interacting in the workplace.

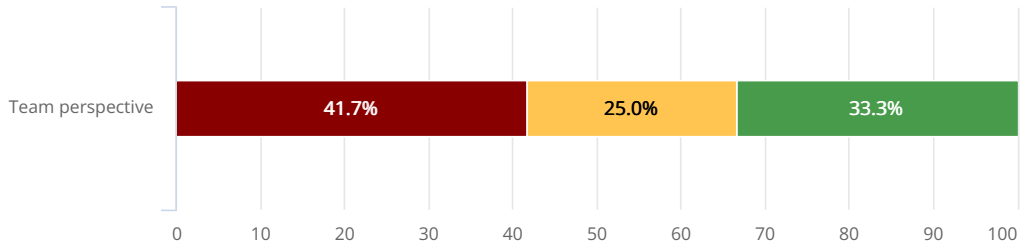
There are many other Team building activities that can help your team ensure they can work together in a respectful way.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that not all team interactions are respectful. Because respect can mean different things to different people, we will come together to define civility and respect for our team. This 2.5-hour workshop will happen on **[date/time/location]**. Please come prepared to make a positive contribution. This session will not focus on specific individuals or situations. It will focus on how we want to interact as a team in the future."

5. My team is supportive when one of our members is upset.



Response selections for Never and Rarely appear red and represent potential serious concerns. Sometimes appears yellow and represents potential opportunities for improvement. Often and Always appear green and represent potential strengths.

Sometimes people are not supportive because of the assumption they make about behaviours when someone is upset. Some people may become angry, others may be on the verge of tears, and some may become anxious. When we learn to look beyond the behaviours to become curious about what might be motivating them, we're Practicing non-judgmental interpretations. This team activity can help all of your team members to be more supportive when someone is upset.

If a co-worker is going through a stressful time, including dealing with a mental health issue, the information in Helping troubled co-workers can help your team members learn how to help while protecting their own well-being.

Another reason team members may not be supportive is if your workplace or team culture is one of personal competitiveness. To help reconsider the approach, you can help reset by using the team activity Improve team culture. For more ideas on building team resilience, review Protect your team against psychological injury.

Explore further

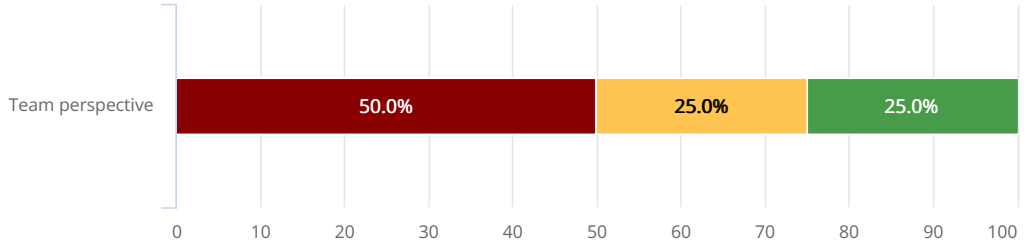
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that our team could be more supportive when one of our members is upset. Of course, some of us like to be left alone, while for others that would feel isolating. Some would like to talk about what they're experiencing and others would prefer not to. Please use [this anonymous method*] to share ideas on how you feel about this approach:

- We refrain from making judgments or assumptions about the behaviours of others, as we never know what someone is going through.
- If the person appears to be in extreme distress, we identify only what we see, without adding our interpretation, for example "You seem to be shaking" or "I see that you're crying" instead of "You're angry" or "You're upset."
- Ask if there is anything you could do to be supportive and trust the person to respond in the way that works for them. If they say "nothing" or "I just need some time for myself" then respect their wishes.
- If you're concerned for the safety of that individual or others, share this concern with someone in management so that appropriate support can be provided to the individual and any others as needed.

Once I have your feedback about this, I will craft another version for us to consider."

6. When project timelines change, my team works together to re-examine our priorities.



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When teams work together to re-examine priorities during times of change, they're more likely to be committed to a successful outcome than when a change is simply put upon them. You can use the team activity Identify and overcome obstacles at any time of change to help re-establish what success or the desired outcome will be now.

Having a shared positive intention for how you will deal with project changes helps to create a clearer pathway while acknowledging and addressing potential stress.

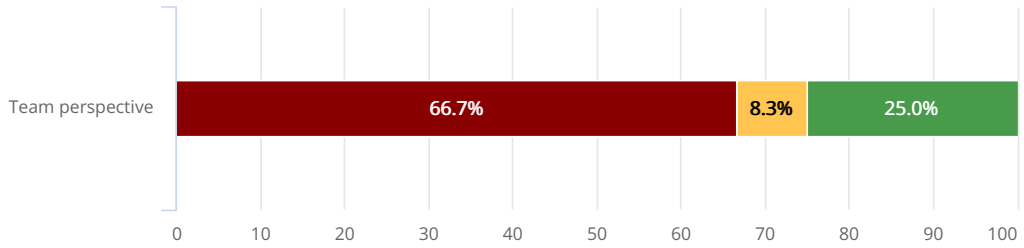
Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that our team could do better at re-examining our priorities when project timelines change. We will come together to complete a team exercise that will help us come up with a process to do this more effectively."

[For a more complete explanation of what the team will be asked to do, and share questions with them in advance, see Identify and overcome obstacles.]

7. My team approaches setbacks or failures as learning opportunities.



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If your team does not learn from setbacks or failures, you can help change that by how you give feedback. You could also engage your team in activities like Mistake meetings, Identify and overcome obstacles, Identify workplace risks or Learning from the past to help change the way they think about and learn from challenges.
Leveraging team wisdom is a workshop you can facilitate that walks your team through three activities.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

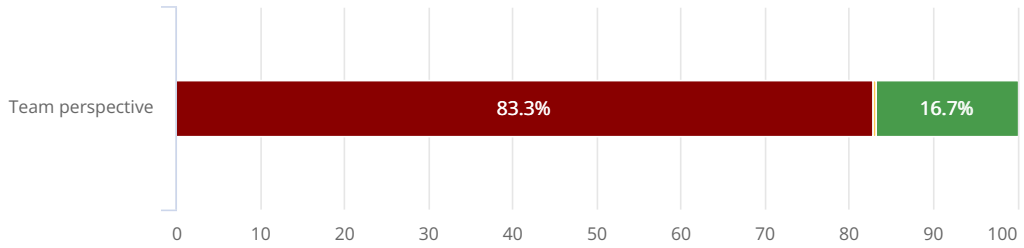
"Some of you shared that our team doesn't always see the learning opportunities in our setbacks or failures. On any team where continual improvement and innovation are expected, we'll make mistakes. The goal is to learn from our mistakes. One way we can do this is by sharing our experiences and either sharing how we corrected the mistake or asking the team for help to solve the problem.

I'm going to go first **[insert when and where]** and at later meetings, you'll each be asked to bring something to the meeting that you can share about a challenge you've encountered or a mistake you've made."

Or

"Some of you shared that our team doesn't always see the learning opportunities in our setbacks or failures. While nobody enjoys failing, if we don't learn from it, we're much more likely to repeat it. I would like us to consider a way to make it safe to share our challenges for the benefit of the entire team. Please use [this anonymous method*] to share your ideas for what would make it safe or comfortable for you to share your mistakes or failures. All ideas are welcome and I will share those that are practical for our team."

8. My team resolves differences of opinion respectfully.



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Teaching each member of the team how to resolve interpersonal conflict themselves can greatly reduce your need to intervene. You can share Resolving personal conflict with your team and engage them in role-playing using these strategies. It's important to understand how differences can impact the approach to resolving conflict. In Supporting neurodiversity for leaders and Communicating with emotional employees, you'll find many tips and strategies that could be useful.

Developing a Team agreement can also help your team resolve differences of opinion more respectfully.

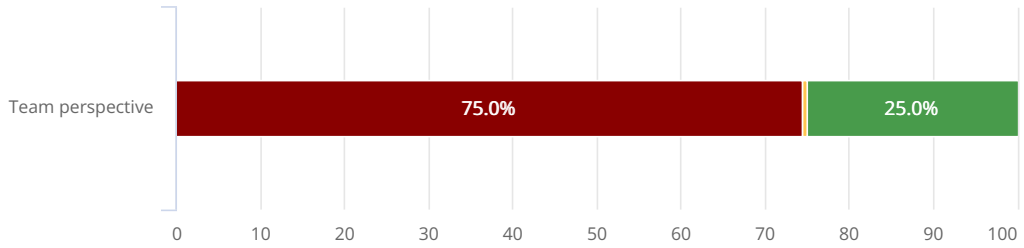
In cases where you need to intervene, Conflict response for leaders can help.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Thank you for your feedback in the Psychologically Safe Team Assessment. As part of our continual improvement, we'll now engage in a team agreement process. This will allow you to tell me what kind of team environment is ideal for us and how we can better consider differences of opinion and resolve conflict more respectfully and effectively."

9. All team members are held accountable for their behaviour.



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There could be many reasons why an employee's behaviour is problematic. Whether it's related to a mental health issue, a life stressor or conflict in the workplace, it's important that you address the behaviour in such a way that it no longer has a negative impact on others. Developing employee plans for leaders provides you with a step-by-step guide to developing solutions to work-related behavioural issues.

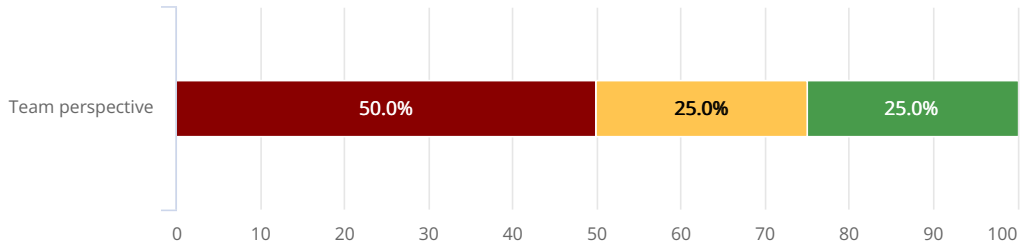
It is also helpful if team members respectfully hold each other accountable. The Team accountability process can help you engage your members to develop their own strategy.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that not all team members are held accountable for their behaviour. I need some more information to be able to help set up a process that is more equitable for everyone. I'm not looking for you to complain about your co-workers, I am asking that you use [this anonymous method*] to share your ideas for what a respectful and effective accountability process might be, as well as those behaviours that should not be acceptable on our team."

10. My team members share supportive feedback with one another.



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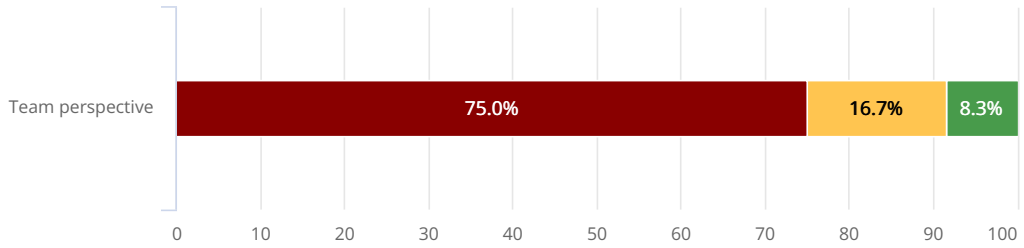
Every team is a little bit different in terms of how they interact. To develop a shared understanding of how your team members will support each other, you can use team discussion workshops such as Psychologically safe interactions or Civility and respect. Other activities that could help are Improve team culture and Specific active acknowledgment.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Although I have the primary responsibility for providing feedback, the responses to the Psychologically Safe Team Assessment indicate that feedback from your team members can also have an impact. To support effective feedback between and among all team members, we'll be engaging in an activity on **[date/time/location]** where we will learn an approach to provide specific and active feedback. We will then hold each other, myself included, accountable to use this approach as often as we can."

11. My team members support each other's successes.



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Teaching your team members why, when and how to provide Specific active acknowledgment is important. This can become part of team meetings where people give shout outs to others, or you can have a gratitude or appreciation board where people can post these expressions, but most important is to encourage people to acknowledge the efforts of others in the moment. You can encourage this beginning at orientation and continue to support and reinforce it going forward.

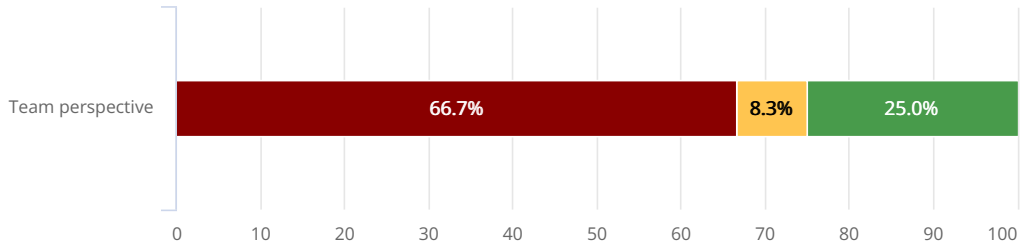
Once you have taught this skillset, you can create a regular opportunity for your team to use this by facilitating the team activity Acknowledge our accomplishments.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Although I have a responsibility to support your work, the responses to the Psychologically Safe Team Assessment indicate that support from your team members can also have an impact. To help us improve on this, we'll be engaging in an activity on **[date/time/location]** where we will learn an approach to provide support between and among team members. We will then hold each other, myself included, accountable to use this approach as often as we can."

12. I can influence important team decisions.



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Influencing decisions isn't the same as making the decisions. It's important to be clear about what can be influenced or changed before discussion begins. Facilitating the workshop on Involvement and influence can help establish opportunities and boundaries related to decision-making.

For more ideas, check out Evidence-based actions for involvement and influence.

Even when decisions about what needs to get done are not open for discussion, you can bring the team together to create a shared positive intention about how the tasks will be accomplished.

Explore further

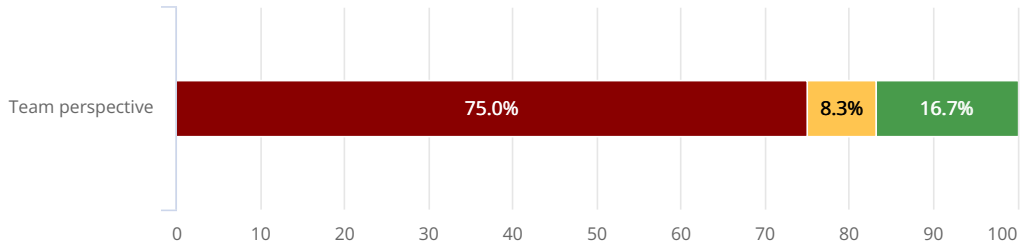
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't feel you have any influence on team decisions. Please use **[this anonymous method*]** to share the types of decisions where you would like to have more influence. While some decisions are outside of my control, I do want everyone to know that your opinions and ideas matter."

Or

"Some of you shared that you don't feel you have any influence on team decisions. While some decisions are outside of my control, I do want everyone to know that your opinions and ideas matter. Because this can mean different things to different people, we'll come together to define involvement and influence for our team. This 2.5-hour workshop will happen on **[date/time/location]**. Please come prepared to make a positive contribution by thinking of creative ideas related to how your voice is heard and how your opinions are considered in decision-making that impacts your job."

13. The stressors at work are manageable.



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If you're aware of the stressors affecting your team members, you can address them directly. For example, if the issue is psychological demands, work-life balance, bullying or mental health issues including stress, there are resources that can help.

If you believe workload is the biggest stressor, you can find strategies in Employee workload stress or you can facilitate the Workload management workshop to engage your team in a discussion about potential solutions.

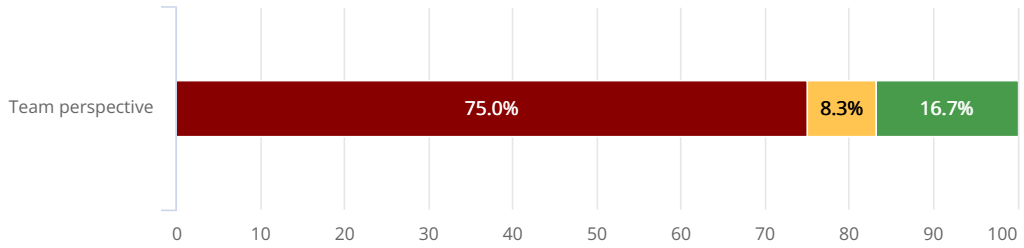
If you're unsure of what the challenges are, you can look at the strategies in Resilience for teams.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that the stressors at work are sometimes overwhelming. I want to understand what that means so that I can take action. Please use **[this anonymous method*]** to share all of the stressors that you encounter at work, even those that may seem minor, because if we can eliminate some of those, it might make it easier to deal with the stressors we can't eliminate."

14. My work matters to my team.



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Ensuring employees feel their work matters can be as simple as regularly pointing out how each person's contribution makes a difference to the team. You might recognize or point out a couple of examples each week with just a few sentences in a meeting or newsletter. For example, saying, "Because Paul delivered the mail so promptly on Thursday, I was able to have the answer to the client immediately." It's important to do this in front of the other team members so that everyone learns to appreciate the contributions of the other members.

Some team activities that may be relevant include:

- Acknowledge our accomplishments. Try this team-building activity to help recognize team members' contributions.
- Improve team culture. This team-building activity helps you ask the right questions and pay close attention to the answers.
- Recognize strengths. This team-building activity helps team members think about and articulate the strengths that others bring to the team.
- Team huddle. Celebrating each other's wins and supporting one another's challenges can help build team and organizational resilience.

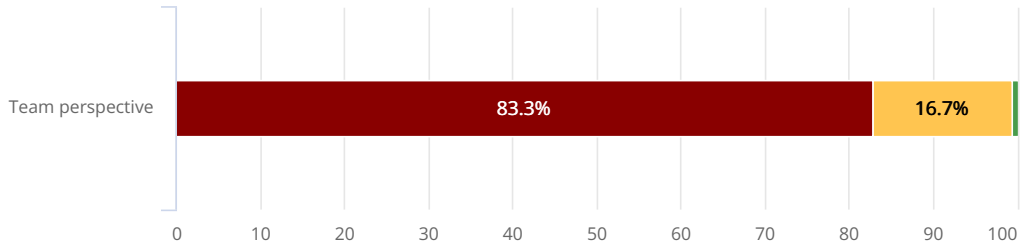
If the majority of your team feels their work doesn't matter, it may not be an individual issue. Working together to create a Team purpose statement, may help to improve clarity and a sense of pride about the impact your team has in the organization.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that acknowledgment by team members about your contributions matters to you. I agree it's important that everyone recognizes and values the work of everyone else. To do this, I'd like to ask each of you to write at least 3 bullet points about the work you contribute and how it impacts the team, our products or services, and the organization. I'll collect these and remove the names, then as a team, we'll read them out and guess who they belong to. I will take the liberty of enhancing or modifying if I feel that you haven't adequately stated your contribution. Please have these to me by **[date]**."

15. I am committed to the success of my team.



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This is a fundamental question related to the level of engagement of your team members. Facilitating the Engagement workshop explores what it would take for your employees to be fully committed to the success of the team.

One way to improve commitment for the team is to bring them together to create a shared positive intention about the team, a project or an event.

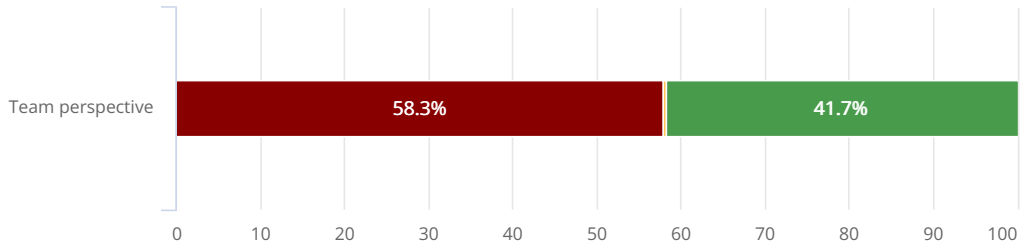
Working together to create a Team purpose statement may help to increase commitment to the success of the team by improving clarity about the positive impact your team makes in the organization.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't feel engaged with the team. We're going to come together to consider ways to support engagement for every team member. This 2.5-hour workshop will happen on **[date/time/location]**. Please come prepared to make a positive contribution by thinking about what does or could make you feel committed to the success of your team at work. This session won't focus on specific individuals or situations. It will focus on how we want to interact as a team in the future."

16. People on my team recognize one another's efforts.



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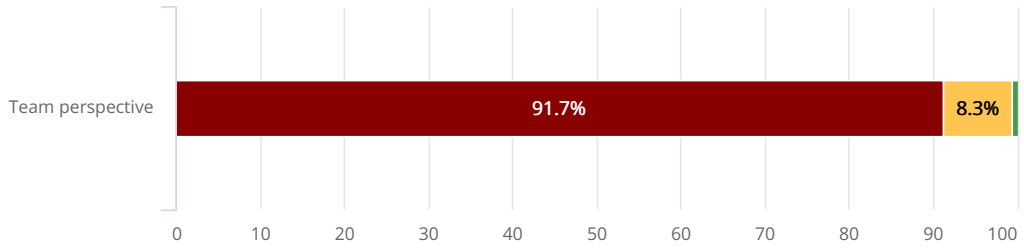
Facilitating and encouraging team members to recognize the successes and contributions of their co-workers helps promote team cohesion. Team activities like Recognize strengths, Acknowledge our accomplishments or Specific active acknowledgment can help you to begin or improve this approach.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Although I have the primary responsibility for providing recognition for your work efforts, the responses to the Psychologically Safe Team Assessment indicate that recognition from your team members can also have an impact. To help us improve on this, we'll be engaging in an activity on **[date/time/location]** where we'll learn an approach to provide recognition between and among team members. We will then hold each other, myself included, accountable to use this approach as often as we can."

17. My team is respected within our organization.



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It's likely that you, as the leader, often receive accolades for the work of your team. Ensure that each time this happens, you share it with all team members. If your team isn't receiving accolades or respect, begin to advocate for them or promote the contributions they're making in order to change the impression of others.

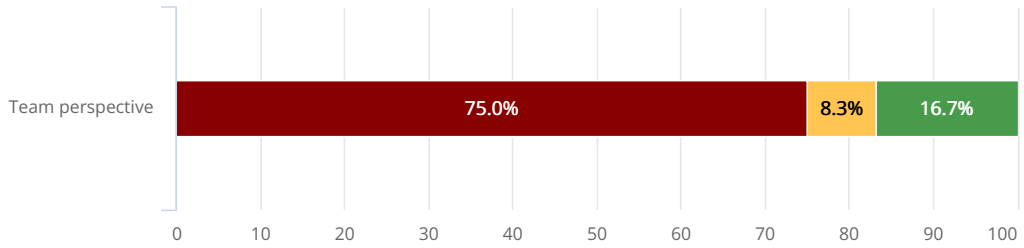
Working together to create a Team purpose statement that you can share with the rest of the organization can not only clarify the contribution your team makes, it can also improve team morale.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Please use [this anonymous method*] to share ideas on ways we can improve respect for our team within this organization. Please share how you feel respect from those outside our team is or can be demonstrated. For example, respect might be demonstrated by someone seeking the opinion of our team related to planning or development. If this doesn't happen now, we may need to be more proactive in sharing our ideas for innovation and improvement. All ideas are welcome."

18. I feel like a valued member of my team.



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Part of feeling valued is putting value on our own efforts. Ask your team members to recognize their own daily contributions and accomplishments. This could be used in a follow-up discussion with each team member, it could be something that becomes part of an ongoing process or you could choose some of the best highlights of the week or month to share in team meetings. Be sure to include both small and large accomplishments.

Team activities like Recognize strengths, Acknowledge our accomplishments or Specific active acknowledgment can help each member of your team feel valued.

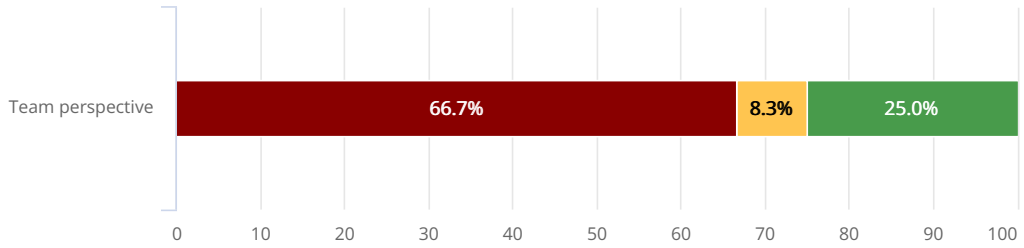
If they don't feel their work is valued, there are several strategies to consider in Recognition strategies for leaders.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"In the busy day-to-day, we may not be aware of the efforts or contributions our own team members are making. It's equally important for you to be able to recognize your own achievements. Every day for the next two weeks, I want you to record one positive contribution of any size and one accomplishment that you made at work that day. I'd like you to email these to me at the end of each day."

19. I enjoy being part of my team.



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If team members don't enjoy being part of their team, it could be due to ongoing conflicts. Conflict response for leaders provides an approach to managing conflict between workers that focuses on solutions rather than the disagreement.

Team building activities can also help support team cohesion, communication and effectiveness. These are especially helpful as they directly engage team members in improving the way they manage workplace stress and interactions with others.

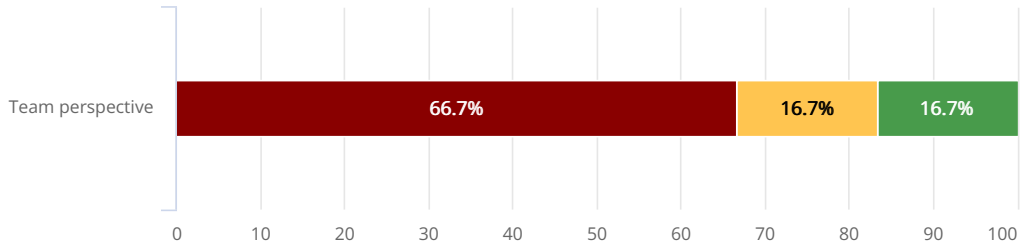
For those who would normally enjoy being part of their team, the fact that this has changed could potentially be a sign or symptom of feeling burnt out. Burnout response for leaders provides information to help identify, prevent and respond to burnout at work. These strategies can help protect overachievers and those recovering from burnout.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared how much you enjoy being part of this team. It is my goal that everyone enjoys being part of our team, at least most of the time. Please use [this anonymous method*] to share all of the ways you already enjoy being part of this team or ways in which your enjoyment on this team could be increased. I will take these into consideration as I create a plan for continual improvement."

20. I feel proud of the work I do.



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There are at least three perspectives on this statement. One is whether the person feels that the work they do is adequately done. If this is not the case, they may need more training to feel competent to accomplish the task at hand. You could use the Supportive performance management approach to help with this.

Another perspective is whether they feel their work is valued by their team. This can come from the way they are recognized for their efforts by you the leader, and by their peers. If they don't feel their work is valued, there are several strategies to consider in Recognition strategies for leaders.

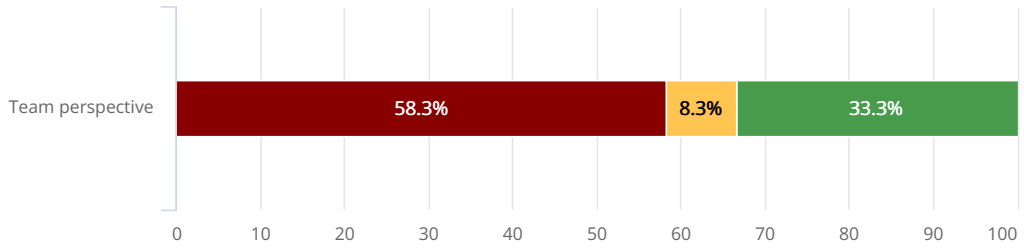
It could also be that the work they're doing clashes with their personal values or does not take advantage of their strengths. In these situations, you may want to have a conversation with the employee to understand what they need to be different to allow them to be proud of their work.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared how proud you are of the work you do. It is my goal that everyone be proud of their work, at least most of the time. Please use [this anonymous method*] to share all of the ways you feel proud of the work you do, and what is needed to increase your pride in your work. I will take these into consideration as I create my plan for continual improvement."

21. When I make mistakes at work, I am able to learn from them and move on.



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When your team members are afraid of making a mistake, or beat themselves up afterwards if they do make one, it can be hard for them to see mistakes as inevitable, part of learning and something that should be shared to help others. In addition, honesty about mistakes means that they're less likely to be hidden until a time they become a crisis. Some of the team activities that can help you change this behaviour include Mistake meetings and Interpret negative feedback accurately. The activity Learning from the past can help more senior employees share some of the mistakes or challenges they've had, and how they learned or grew from them.

On the other hand, one reason people may not feel comfortable sharing their mistakes could be that they're not sure how you as their leader would react. In Building trust for leaders you can explore the core competencies of trust and ways you can improve their comfort level with you.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"In any organization where continual improvement and innovation are expected, we'll make mistakes. The goal is to learn from our mistakes. One way we can do this is by sharing our experiences and either sharing how we corrected the mistake or asking the team for help to solve the problem.

I'm going to go first, and at subsequent meetings, you'll each be expected to bring something to the meeting that you can share about a challenge you've encountered or a mistake you've made."

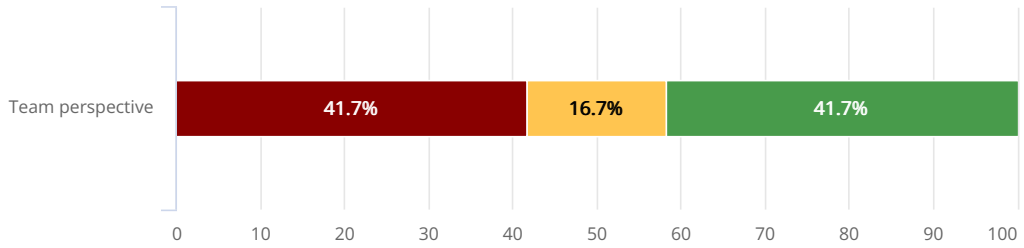
***Note:** The term "anonymous method" refers to a specific approach the leader has in place to gather feedback without any identifying information. Some approaches include an online platform, suggestion box, online survey, or a dedicated team email address that will not identify the sender. Be sure to replace "**[this anonymous method*]**" in the "Explore further" suggested wording with clear instructions on how they can provide their feedback anonymously.

Inclusion strategies

These statements are related to the level of inclusion and belonging that individual team members feel.

Access resources for Inclusion strategies.

1. I am treated fairly on our team.



Response selections for Never and Rarely appear red and represent potential serious concerns. Sometimes appears yellow and represents potential opportunities for improvement. Often and Always appear green and represent potential strengths.

Fairness is subjective. If the people on your team don't feel they're being treated fairly, it may be because there is discrimination, which needs to be addressed immediately. We all have implicit bias and often it is unconscious. Awareness can reduce the damage caused. It could also be because they do not trust your motives or understand your decision-making processes. In all cases, these links will bring you to resources that can help.

Explore further

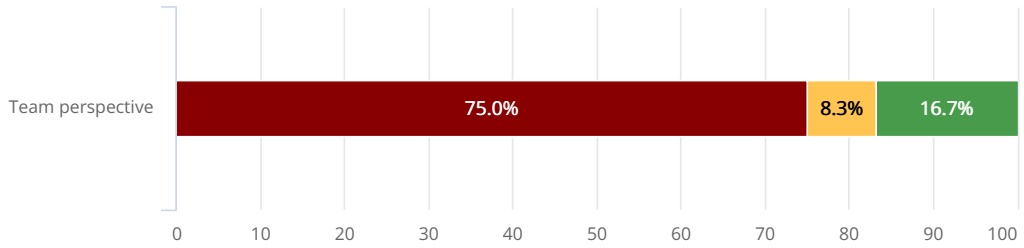
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't always feel you're treated fairly on our team. I want to understand what that means so that I can take action. Please use [this anonymous method*] to share examples of how you feel you or someone else are not being treated fairly on our team. I really appreciate your help in eliminating any intentional or unintentional bias."

Or

"Some of you shared that you don't always feel you're treated fairly on our team. We're going to come together to learn more about how that might happen and how we can do better. This one-hour Implicit bias workshop will happen on **[date/time/location]**."

2. My colleagues treat me with respect.



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This is so critical to a psychologically safe team. You as a leader can be as respectful as humanly possible, but if your team members are disrespectful towards each other, they will never feel safe. It is not practical for you to police every interaction, so you need to have the team develop their own agreement about how they will interact, and you need to have a process for them to hold each other accountable. It should only be when this process fails that they need to come to you to enforce respect. You could begin with the Putting civility and respect on the agenda workshop to determine what matters to your team members. You could also develop a Team agreement by sitting down with each team member to create an agreement that everyone can agree to.

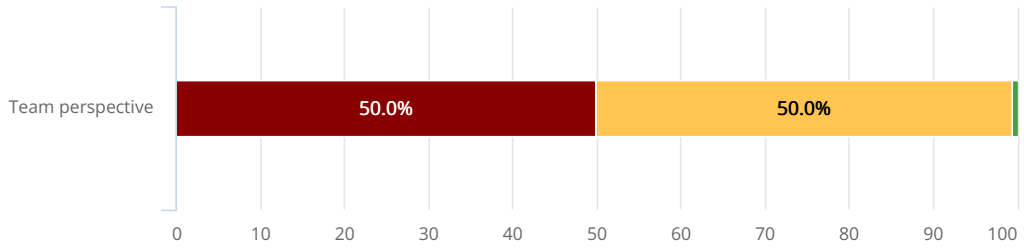
You could also use the Psychologically safe interactions workshop to help people better understand the unintended consequences of their words and behaviours.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that not all team interactions are respectful. We all deserve to have a safe working environment, and this goes beyond physical safety to psychological safety. This means we interact and communicate in ways that do no harm to others. This 3-hour Psychologically safe interactions workshop will happen on **[date/time/location]**. Together we will think about and discuss the type of work environment we want to create. In this workshop, we will examine the unintended consequences of what we say and do, the assumptions we make about others and the meaning of moral courage for our workplace."

3. I feel comfortable being myself at work.



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Not everyone wants to share every aspect of who they are at work. The goal is to make it safe to do so, rather than expecting or forcing it. To make it safe to be yourself means you don't have to hide any part of yourself for fear of judgment, ridicule or harassment. Workshops on Psychological and social support, Implicit bias or Civility and respect may help. Check out each of these workshops and decide which might be most effective for your team. This is another situation where the development of a Team agreement could be helpful.

Explore further

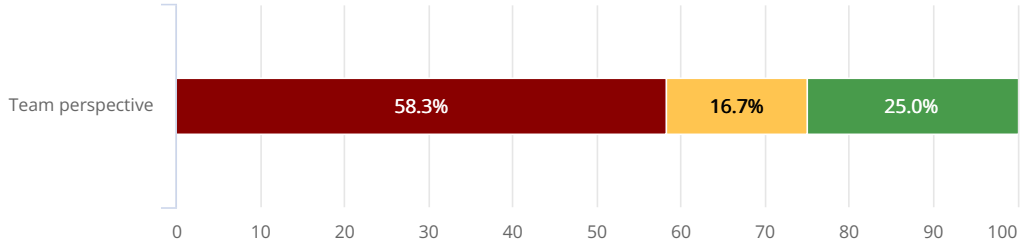
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't always feel comfortable being yourself at work. I want to understand what that means so that I can take action. Please use [this anonymous method*] to share examples of where you or someone else may not feel comfortable being themselves at work. I really appreciate your help in making this a more inclusive work team."

Or

"Some of you shared that you don't always feel comfortable being yourself at work. We're going to come together to learn more about how that might happen unintentionally and how we can do better. This one-hour Implicit bias workshop will happen on **[date/time/location]**."

4. If someone outside of our team was being difficult, my team members would support me.



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Knowing that someone supports you is an important part of psychological safety. The more your team members support each other, the more they'll feel safe to share concerns and challenges. This in turn can help avert crises or bigger problems from being hidden or allowed to grow. The Team agreement process can be used to decide what being supportive means to your team members, and the specific actions that will either reinforce or take away from this.

Some of the questions in Conversation starters for psychological health and safety may also be useful in starting a discussion about the type of support your team members want.

Explore further

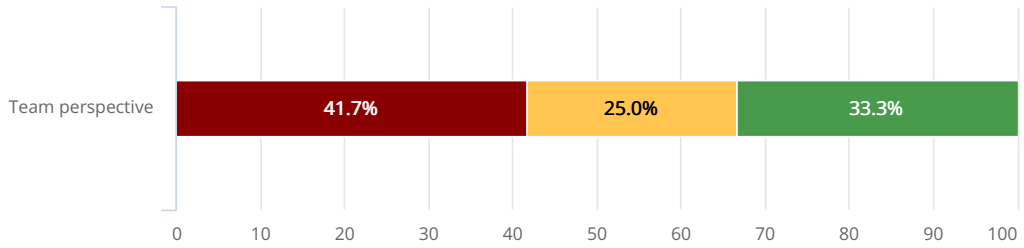
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Thank you for your feedback in the Psychologically safe team assessment. As part of our continual improvement, we'll now engage in a team agreement process. This will allow you to tell me what kind of team environment is ideal for us and how we can better support each other."

Or

"Some of you shared that you don't feel your team members would support you if someone outside of your team was being difficult. I want to understand the type of support you'd want to receive if this happened, both from me and from others on the team. Please use [this anonymous method*] to share your thoughts on what would be most appreciated as well as any examples of the difficulties you might face with people outside of our team."

5. Each of my team members has a voice in establishing work priorities.



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Priorities may be outside the authority of team members, and sometimes even outside your authority as a leader. Engaging team members in a discussion about what they can influence can boost commitment and motivation. Even when the priority is not negotiable, engaging team members in how they will meet work priorities and deadlines can be beneficial. It's critical to ensure that every member of the team is encouraged to contribute to these conversations. To arrive at an approach to do this effectively, you can use the Involvement and influence workshop with your team.

The team activity Identify and overcome obstacles could be used at any time to revisit or discuss priorities.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

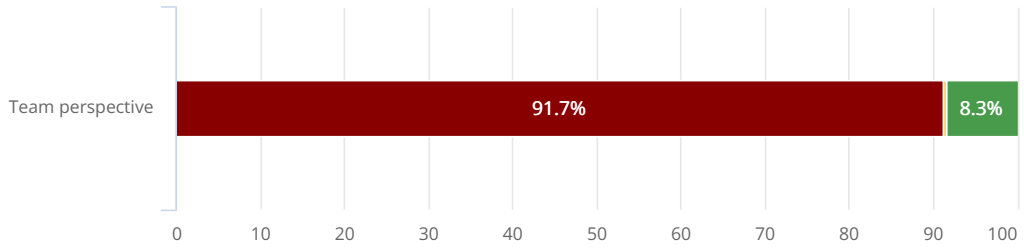
"Some of you shared that you feel that not all team members have a voice in establishing work priorities. While some priorities are outside of even my control, I do want everyone to know that your opinions and ideas matter. Because this can mean different things to different people, we will come together to define involvement and influence for our team. This 2.5-hour workshop will happen on **[date/time/location]**. Please come prepared to make a positive contribution by thinking of creative ideas related to how your voice gets heard and how your opinions are considered in decision-making that impacts your job."

Or

"Some of you shared that you feel that not all team members have a voice in establishing work priorities. While some priorities are outside of even my control, I do want everyone to know that your opinions and ideas matter. We will come together to do a team exercise that will help us come up with a process to do this more effectively."

[For a more complete explanation of what the team will be asked to do, and to share questions with them in advance, see Identify and overcome obstacles.]

6. I feel safe working with my team.



Response selections for Never, Rarely, Sometimes, and Often appear red and represent potential serious concerns. Always appears green and represents potential strengths.

Feeling physically safe has as much to do with being intimidated or threatened by others as it may have to do with other safety protocols. To understand what this actually means, you can either engage each team member personally to ask what feeling safe on the team means to them, or you could facilitate the Protection of physical safety workshop or the Psychological protection workshop, depending on where you feel the greatest need is.

Some of the questions in Conversation starters for psychological health and safety may also be useful in starting a discussion about what could improve psychological safety for your team.

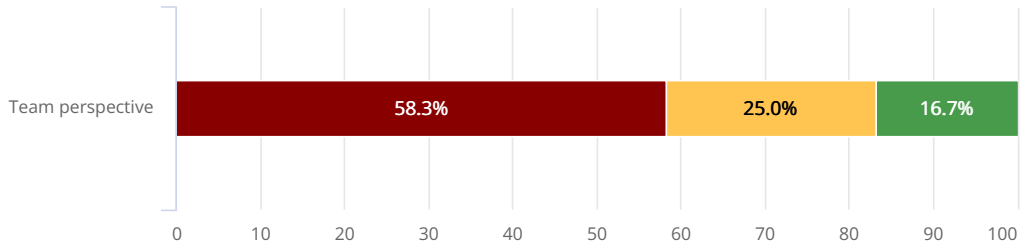
More strategies are available at Protect your team against psychological injury.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't always feel safe working with your team. I want to understand what that means so I can take action. Please use [this anonymous method*] to share examples of where you or someone else might not feel physically or psychologically safe."

7. I would feel comfortable reaching out to members of my team for help.



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As a leader, you want to create a relationship where team members feel safe reaching out to you, but if they're more comfortable reaching out to each other, you're still supporting psychological safety. To improve the giving and receiving of help, you may want to facilitate the Psychological and social support workshop. Team activities and events, such as Volunteer together, can also help foster trust.

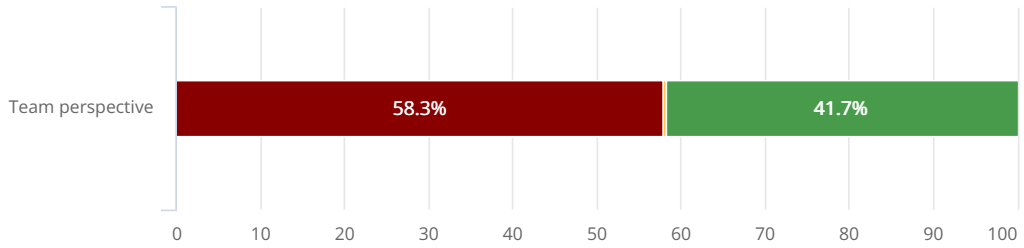
Developing a Team purpose statement may also help to reinforce your team cohesion.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't feel comfortable reaching out to members of our team for help. Let's get together to explore the possible reasons for this. This 2.5-hour workshop will happen on **[date/time/location]**. Please come prepared to make a positive contribution by thinking about the type of support you're able to give, and the type of support you'd like to receive from other members of the team."

8. My team is respectful of different cultures.



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Teams that are not respectful of different cultures can exist when there is a lack of understanding of newcomers to this country, implicit bias in how people interact on your team, or discrimination. In addition to taking advantage of these resources, consider asking your team members how they demonstrate respect for different cultures in the workplace, and begin a conversation that leads to an agreement about how all team members will show respect going forward.

The Civility and respect workshop brings your team together to develop a shared understanding of what respect means to them, and what changes they'd like to make to the ways they interact.

Explore further

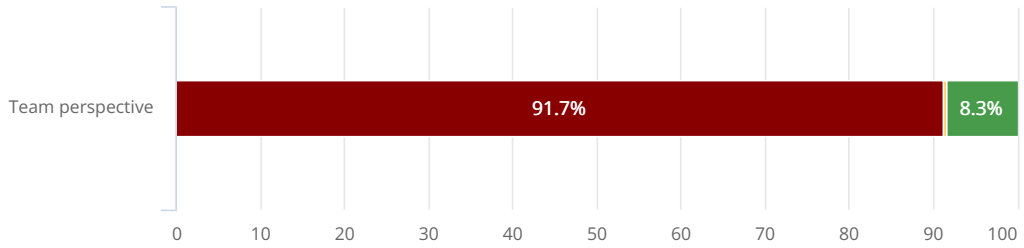
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't always feel that our team is respectful of different cultures. I want to understand what that means so that I can take action. Please use **[this anonymous method*]** to share examples of where you or someone else may feel they're not being respected. I really appreciate your help in making this a more inclusive work team."

Or

"Some of you shared that you don't always feel our team is respectful of different cultures. We're going to come together to learn more about how that might happen unintentionally and how we can do better. This one-hour Implicit bias workshop will happen on **[date/time/location]**."

9. Our team is free of discrimination.



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If there's the risk of discrimination in the workplace, human rights legislation in Canada requires that you take action to stop it. See Potential legal concerns for more information.

To be preventative, the Implicit bias workshop can help each team member safely recognize how they may be unintentionally biased against others, and how that bias may show up as microaggressions, stigma or discrimination. If you don't have time for the workshop, there are team activities that you could use, including Intersectionality and Microaggressions.

If the issue is bigger than just your team, you may want to facilitate a workshop on Organizational culture which will include discussion about values, being part of a community, accountability, trust and diversity.

Explore further

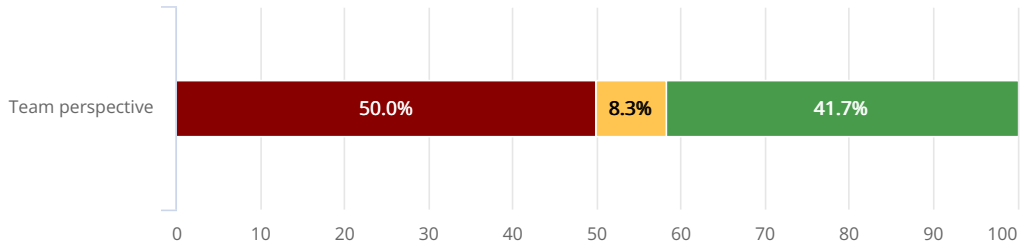
If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that there may sometimes be discrimination here. This is never acceptable. I would like all team members to reflect on what may be or feel like discrimination and share these answers anonymously with me through **[this anonymous method*]**, where you don't have to share any identifying information. I also encourage anyone who has experienced discrimination at work to come and see **[me or the appropriate person]** so that **[I or they]** can immediately address this situation."

Or

"Some of you shared that there may sometimes be discrimination here. This is never acceptable. We're going to come together to learn more about how that might happen unintentionally and how we can do better. This one-hour Implicit bias workshop will happen on **[date/time/location]**."

10. I feel comfortable speaking up when I don't agree with my team members.



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Setting the foundation for how a team interacts, especially when there's a difference of opinion, is critical. Psychologically safe interactions is a workshop you can facilitate that can help you do this. Implicit bias is another workshop that can be helpful where one or more people on the team have different experiences or perspectives that may not be heard or valued equally.

Sometimes the reason people don't feel safe speaking up has more to do with their own comfort level than with the responses for others. The activity What were you thinking? helps your team members consider whether their assumptions about others are objective. You can also use the activity Communicating with clarity to help team members gain confidence that what they intend to say is less likely to be misinterpreted.

To go even further, you could consider whether you are an inclusive leader, and if there are additional strategies you could use to improve psychological safety for everyone.

Explore further

If this is an area you want to address, consider following up with your team members for more insight, adapting the suggested wording below:

"Some of you shared that you don't always feel comfortable speaking up when you disagree with a team member. This may be because of the reaction of team members to a difference of opinion, or because you don't feel comfortable disagreeing. Or it may be something else. We want to support healthy and respectful debate to help us consider our blind spots and improve our ability to innovate. I need your help in understanding what training or resources we need to make speaking up comfortable for everyone. Please use [this anonymous method*] to share what might make it uncomfortable for you or any of your colleagues to speak up when they don't agree with a team member."

***Note:** The term "anonymous method" refers to a specific approach the leader has in place to gather feedback without any identifying information. Some approaches include an online platform, suggestion box, online survey, or a dedicated team email address that will not identify the sender. Be sure to replace "**[this anonymous method*]**" in the "Explore further" suggested wording with clear instructions on how they can provide their feedback anonymously.

Psychologically Safe Team Assessment Report



Congratulations!

You now have a snapshot of your team's experiences with psychological health and safety in your workplace.

Next Steps

It's ideal to take immediate action to demonstrate your commitment to responding to the results, showing employees that their efforts and feedback are worthwhile and valued. Something as simple as subscribing to free weekly emails on mental health awareness or work-life balance and forwarding them to your team could help show action while you prepare a plan for improvement.

Many strategies for understanding and prioritizing your results, as well as choosing the approach you want to take to make positive change, are available at no cost from Workplace Strategies for Mental Health. If you are not sure where to find what you need, contact us for help.

If you choose to share the streamlined Team Report version available from your dashboard with each of your team members, the next steps section asks them to do the following and share it with you:

1. Identify any results that do not seem accurate to you. This could be because they seem too high or too low compared to your experience. Include any possible reasons for the differences.
2. Suggest any actions you believe could improve the team experience for yourself or others.
3. Share how you currently contribute to a positive team experience for your coworkers.

This information could help support you to have a productive and effective team discussion.

Workplace Strategies for Mental Health is always adding new resources. Please check out the Approaches for people leaders section and Team building tools for helpful guidance. You can also subscribe to Psychologically safe leader tips to get bite-sized and effective ideas each week.

Workplace health and safety requires a continual improvement approach. Psychologically healthy and safe teams are no different. Demands, members and stressors will change, but with ongoing assessment, action and evaluation, you can support your team to remain resilient.

This free resource is brought to you by Workplace Strategies for Mental Health, compliments of Canada Life.