

**Consider your level of connection to the statements below, which may support Psychological Safety within teams. This tool has been developed with reflection in mind – there is no ‘good’ or ‘bad’.**

|                                                                                |                   |                      |                  |                    |
|--------------------------------------------------------------------------------|-------------------|----------------------|------------------|--------------------|
| <i>1 = Never</i>                                                               | <i>2 = Rarely</i> | <i>3 = Sometimes</i> | <i>4 = Often</i> | <i>5 = Always*</i> |
| <i>*Always means that you feel this is true all of the time, without fail.</i> |                   |                      |                  |                    |

## **Communication and collaboration**

1. I know how and when to adapt my communication style to facilitate effective interaction with diverse employee personalities, emotional states, or learning styles.
2. I ensure that all employees who report to me have clarity in terms of job expectations and task priorities.
3. I have, one-to-one meetings with each team member to discuss issues that affect their work, including how their work links to organizational goals and objectives.
4. I ensure employees are kept up to date when there are proposed or actual changes in processes, policies or priorities that could impact their work.
5. Even when I’m not authorized to share information, I communicate as appropriate with employees to address any unnecessary fears or concerns.
6. I conduct check-ins to help each employee maximize their capabilities and potential on the job.
7. I seek feedback from employees about what might be currently challenging or frustrating them at work.
8. I seek input about each employee’s professional development goals.
9. I provide positive, constructive feedback to employees with the intent of helping them grow and develop.
10. I actively encourage employees to suggest ideas for new workplace experiences that they may value or benefit from (e.g., committee work, mentoring, job shadowing).
11. I provide employees with opportunities (formal or informal) to develop their interpersonal skills at work.
12. I discuss with my team how we can all work better together.
13. I verbalize my appreciation to employees for their individual tasks and efforts at work.
14. I recognize the successes and achievements of my team.
15. I demonstrate genuine appreciation to individual employees for the specific work they do.

## Social Intelligence

1. I refer employees experiencing distress, mental health issues or disabilities to appropriate resources in the organization or community.
2. I support the accommodation needs (formal or informal) of employees experiencing distress, mental health issues or disabilities.
3. I am comfortable when employees share their emotional or personal concerns with me.
4. I'm effective at dealing with employees' emotional reactions even when I have high work stress.
5. Employees can easily access me if they need someone to listen.
6. I keep my team motivated and positive, even when stress or pressures are high.
7. I take active steps to create a work environment that is inclusive for everyone and free of stigma and discrimination.
8. I actively strive to facilitate respectful and non-judgmental discussions about mental health in the workplace.
9. I encourage solution-focused discussions about issues that affect work relationships and morale.
10. During times of high work stress, I remain positive in my language and attitude with my employees.
11. I motivate all of my employees to do their best work and achieve their job goals.
12. I help each employee foster a sense of purpose and meaning in their work.
13. During times of high work demands, I work even harder at keeping my employees motivated and engaged.
14. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.
15. I facilitate development of interpersonal skills, in addition to the development of technical job skills.
16. I find opportunities for employees to utilize their personal strengths at work.
17. I have a strong understanding of what makes each of my employees feel appreciated for their efforts.
18. I recognize efforts and successes in ways that are meaningful to each particular employee.
19. I am aware of how my stress and frustration can impact others at work.

## **Problem Solving and Conflict Management**

1. I ensure our team interactions remain inclusive and respectful for all, regardless of current demands, stressors or personal biases.
2. I ensure that all team members demonstrate civility in their workplace interactions.
3. I effectively resolve workplace conflict in a way that preserves the respect and dignity of all participants.
4. I hold members of my team accountable for inappropriate workplace conduct.
5. I actively solicit input from my team on potential solutions to work-related challenges and issues.
6. Where possible, I communicate with employees on potential decisions and changes that may affect their work.
7. Where possible, I provide employees flexibility over how they achieve their agreed-upon work outcomes.
8. As soon as possible, I inform employees in a clear and positive manner of changes outside of my control that may impact how their work is done.
9. I actively involve employees in discussions about how they can best achieve their work objectives.
10. I help my employees manage their workload demands.
11. My team feels comfortable talking to me when they are having challenges completing their tasks within their defined work hours.
12. I monitor my team's workload demands on an ongoing basis, and make adjustments as needed.
13. When demands are high, I work with employees to prioritize tasks and responsibilities.
14. My staff come to me when they need help prioritizing job tasks.
15. I ensure that employees have the skills and resources they need to meet the psychological and emotional demands of their job.
16. All my employees would agree that I fairly and promptly resolve workplace issues and disagreements.

## Security and Safety

1. I ensure the mental and emotional effort required by my employees to do their work is reasonable.
2. I require employees to take their entitled breaks and time off (e.g., lunchtime, breaks, vacation time).
3. My team knows that I support and encourage them to maintain healthy work-life harmony.
4. When an employee expresses a conflict between work and personal demands, they trust me to support them in finding an effective solution.
5. I model healthy work-life harmony in what I say and do.
6. I respond in an effective and timely manner to any potential risks to employee psychological safety.
7. I effectively support employees during and after times of crisis or trauma.
8. I recognize and address the psychological impact of verbal, sexual or physical bullying, discrimination, harassment, or violence at work.
9. I effectively address and resolve situations that may threaten or harm employee psychological health or safety including from clients, customers or patients.
10. Employees feel comfortable speaking to me about risks to their psychological safety.
11. I respond in an effective and timely manner to any potential risks to employee physical safety.
12. I ensure employees have the resources, knowledge, and skills needed to do their job in a physically safe manner.
13. I respond promptly to concerns raised by employees about physical safety.
14. I recognize and address the psychological impact of illnesses, accidents, or injuries at work.
15. Employees feel comfortable speaking to me about risks to their physical safety.

## Fairness and Integrity

*Strategies relevant to fairness and integrity were drawn from the other domains: communication and collaboration, social Intelligence, security and safety, problem solving and conflict management. All questions in this domain come from the other domains.*

1. I know how and when to adapt my communication style to facilitate effective interaction with diverse employee personalities, emotional states, or learning styles.
2. I ensure that all employees who report to me have clarity in terms of job expectations and task priorities.
3. Even when I'm not authorized to share information, I communicate as appropriate with employees to address any unnecessary fears or concerns.
4. I support the accommodation needs (formal or informal) of employees experiencing distress, mental health issues or disabilities.
5. I take active steps to create a work environment that is inclusive for everyone and free of stigma and discrimination.
6. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.
7. I have a strong understanding of what makes each of my employees feel appreciated for their efforts.
8. I recognize efforts and successes in ways that are meaningful to each particular employee.
9. I am aware of how my stress and frustration can impact others at work.
10. I ensure our team interactions remain inclusive and respectful for all, regardless of current demands, stressors or personal biases.
11. I ensure that all team members demonstrate civility in their workplace interactions.
12. I effectively resolve workplace conflict in a way that preserves the respect and dignity of all participants.
13. I hold members of my team accountable for inappropriate workplace conduct.
14. Where possible, I communicate with employees on potential decisions and changes that may affect their work.
15. As soon as possible, I inform employees in a clear and positive manner of changes outside of my control that may impact how their work is done.
16. I monitor my team's workload demands on an ongoing basis, and make adjustments as needed.