

# Psychological Safety Discussion Guide for Leaders

Adapted from [rework.withgoogle](https://rework.withgoogle.com/)

Psychological Safety	
Signs your team needs to improve:	<ul style="list-style-type: none"> <li>• Fear of asking for or giving constructive feedback</li> <li>• Hesitance expressing divergent ideas and asking “silly” questions</li> </ul>
Questions to ask yourself:	<ul style="list-style-type: none"> <li>• Do all team members feel comfortable brainstorming in front of each other?</li> <li>• Do all team members feel they can fail openly, or will they feel shunned?</li> </ul>
Dependability	
Signs your team needs to improve:	<ul style="list-style-type: none"> <li>• Team has poor visibility into project priorities or progress</li> <li>• Diffusion of responsibility and no clear owners for tasks or problems</li> </ul>
Questions to ask yourself:	<ul style="list-style-type: none"> <li>• When team members say they'll get something done, do they?</li> <li>• Do team members proactively communicate with each other about delays and assume responsibility?</li> </ul>
Structure and Clarity	
Signs your team needs to improve:	<ul style="list-style-type: none"> <li>• Lack of clarity about who is responsible for what</li> <li>• Unclear decision-making process, owners, or rationale</li> </ul>
Questions to ask yourself:	<ul style="list-style-type: none"> <li>• Do team members know what the team and project goals are and how to get there?</li> <li>• Do team members feel like they have autonomy, ownership, and discrete projects?</li> </ul>
Meaning	
Signs your team needs to improve:	<ul style="list-style-type: none"> <li>• Work assignments based solely on ability, expertise, workload; little consideration for individual development needs and interests</li> <li>• Lack of regular recognition for achievements or milestones</li> </ul>
Questions to ask yourself:	<ul style="list-style-type: none"> <li>• Does the work give team members a sense of personal and professional fulfillment?</li> <li>• Is work matched to team members based on both skills/ability and interest?</li> </ul>
Impact	
Signs your team needs to improve:	<ul style="list-style-type: none"> <li>• Framing work as “treading water”</li> <li>• Too many goals, limiting ability to make meaningful progress</li> </ul>
Questions to ask yourself:	<ul style="list-style-type: none"> <li>• Do team members see their work as creating change for the better?</li> <li>• Do team members feel their work matters for a higher-order goal?</li> <li>• How are current team processes affecting well-being/burnout?</li> </ul>

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