

Team Psychological Safety Leader Assessment[©]



JOHN DOE

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TEAM PSYCHOLOGICAL SAFETY

This report assesses the impact of JOHN DOE on the level of team psychological safety in their team. This report is based on the input of 7 team members.

This assessment is based on Professor Amy Edmondson's research on team psychological safety and the TEAM.AS.ONE model that turns this research in an actionable tool.

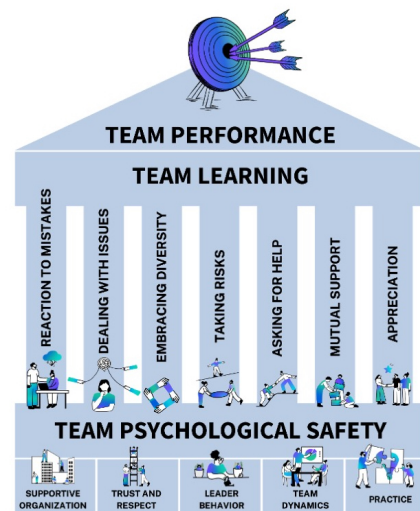
Team psychological safety is a **shared belief** by members of a team that the team is **safe for interpersonal risk taking**.



Team psychological safety is the key to ensure a team learns. Learning at the level of the team, in turn, increases team performance. If you are interested in impacting your team's performance, take a closer look at team psychological safety!

Team psychological safety is measured by assessing seven elements: reaction to mistakes, dealing with issues, embracing diversity, taking risks, asking for help, mutual support and appreciation.

There are five foundations to team psychological safety: the level of the support of the organization, the trust and respect amongst the members of the team, the team dynamics, the extent to which the team practices to become a better team, and the team leader's behavior.



Amongst these five, the **team leader's behavior has the biggest impact** and this impact can be assessed along three dimensions:

- **Role-Modeling**: how the team leader takes interpersonal risks in the team;
- **Supportive Responding**: how the team leader reacts when someone takes an interpersonal risk in the team;
- **Team Enabling**: how the team leader promotes interpersonal risk-taking in the team and intervenes when members react negatively to others taking interpersonal risks.

ROLE-MODELING



The first dimension along which the team leader has an impact on the level of psychological safety in their team is the extent to which they take interpersonal risks with the members of that team. **Role-modeling is assessed by answering seven statements that look at the extent to which the team leader takes interpersonal risks.**

REACTION TO MISTAKES	My leader shares his/her own mistakes and the learning from them with team members (1)
DEALING WITH ISSUES	My leader brings up problems and tough issues for the team to discuss and find solutions (2)
EMBRACING DIVERSITY	My leader is authentic with team members and open about his/her own biases (3)
TAKING RISKS	My leader proposes new initiatives or untested ideas for the team to explore (4)
ASKING FOR HELP	When facing challenges, my leader asks team members for help (5)
MUTUAL SUPPORT	My leader communicates to team members in a transparent way what he/she is working on (6)
APPRECIATION	My leader contributes his/her skills and talents to the team and is clear about which skills he/she lacks (7)

Team leader (self-assessment) and team members rate the statements on a 1-5 scale:

- 5 This is how my leader behaves with this team nearly all the time.
- 4 This behavior is observed quite frequently.
- 3 This behavior is observed regularly.
- 2 This behavior is observed but infrequently.
- 1 This behavior is never or very seldomly observed.

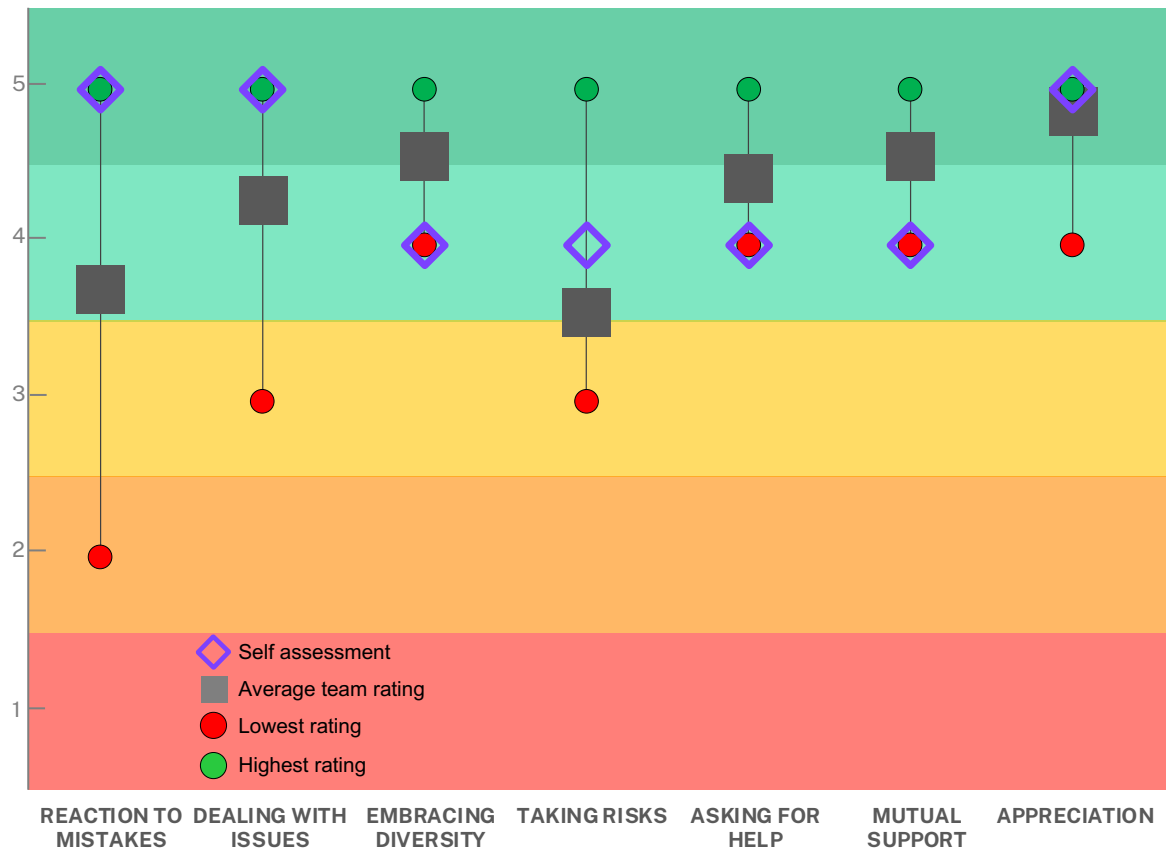
The graphs on the next pages show the self-assessments, averages, lowest and highest team ratings.

The tables highlight for which of the seven elements

- the team leader rates him or herself **HIGHER** than the average of the team's assessment; these elements can indicate **blind spots** where the leader's self-perception is higher than how the team members see it;
- the team leader rates him or herself **LOWER** than the average of the team's assessment; these elements can indicate **hidden strengths** where the team recognizes the leader's behaviors more than the leader does him or herself.

ROLE-MODELING

The team leader takes interpersonal risks



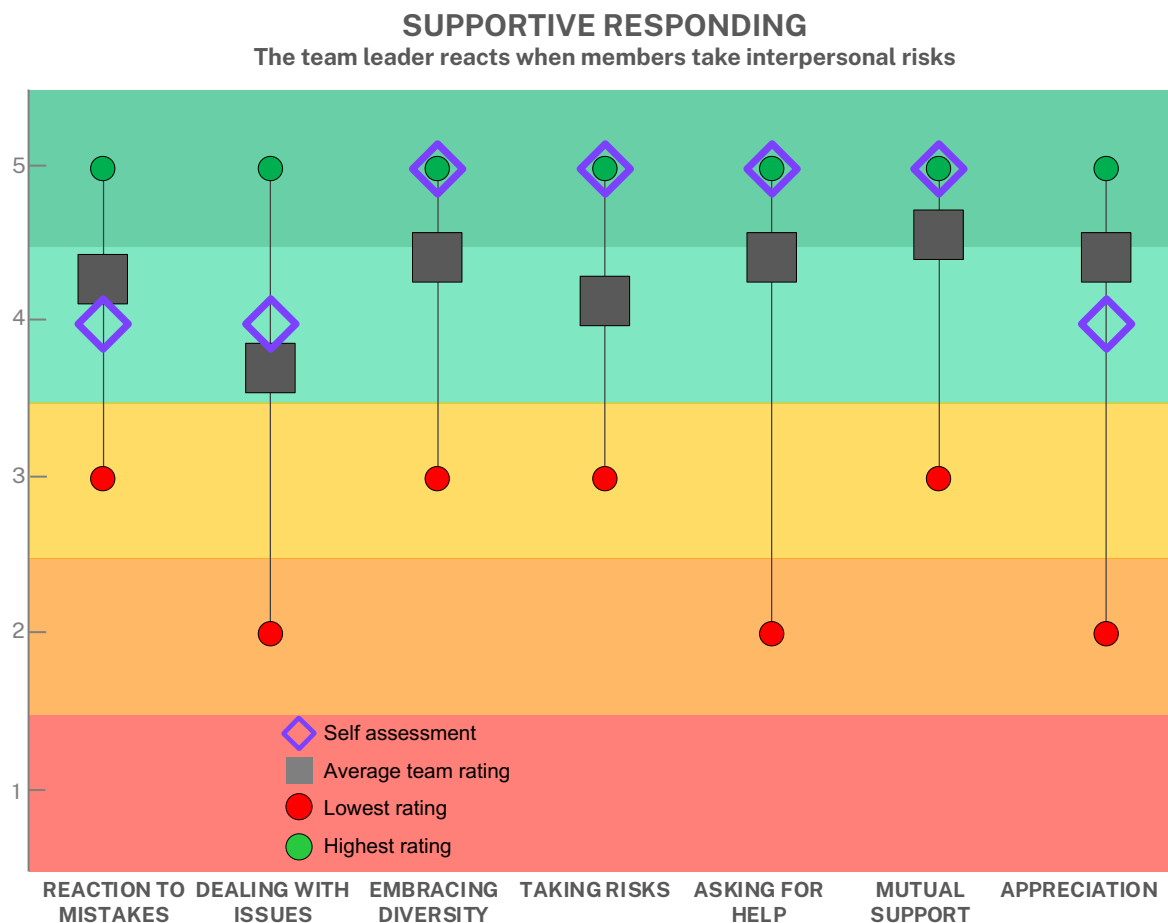
	ROLE-MODELING The team leader takes interpersonal risks	SELF	AVGE	MIN	MAX	GAP
REACTION TO MISTAKES	My leader shares his/her own mistakes and the learning from them with team members	5	3.71	2	5	-1.29
DEALING WITH ISSUES	My leader brings up problems and tough issues for the team to discuss and find solutions	5	4.29	3	5	-0.71
EMBRACING DIVERSITY	My leader is authentic with team members and open about his/her own biases	4	4.57	4	5	0.57
TAKING RISKS	My leader proposes new initiatives or untested ideas for the team to explore	4	3.57	3	5	-0.43
ASKING FOR HELP	When facing challenges, my leader asks team members for help	4	4.43	4	5	0.43
MUTUAL SUPPORT	My leader communicates to team members in a transparent way what he/she is working on	4	4.57	4	5	0.57
APPRECIATION	My leader contributes his/her skills and talents to the team, and is clear about which skills he/she lacks	5	4.86	4	5	-0.14

SUPPORTIVE RESPONDING



The second dimension where the team leader has an impact on the level of psychological safety in their team is linked to how they react when members of the team take interpersonal risks. **Supportive Responding** is assessed by answering seven statements that look at how the team leader reacts when members take interpersonal risks.

REACTION TO MISTAKES	When team members share a mistake, my leader focuses on the issue, not the person, and looks for learning (9)
DEALING WITH ISSUES	When team members bring up problems and tough issues, my leader asks questions to explore and understand (10)
EMBRACING DIVERSITY	My leader openly embraces the diversity amongst team members, including those aspects that are very different from his/her own (11)
TAKING RISKS	When team members propose untested ideas or new initiatives, my leader embraces them and is willing to take the risk with the team (12)
ASKING FOR HELP	My leader encourages team members to ask for help and responds positively when they do (13)
MUTUAL SUPPORT	My leader ensures that his/her own activities do not undermine the efforts of the team members (14)
APPRECIATION	My leader values and expresses appreciation for team members' skills and talents (15)



SUPPORTIVE RESPONDING The team leader reacts when members take interpersonal risks		SELF	AVGE	MIN	MAX	GAP
REACTION TO MISTAKES	When team members share a mistake, my leader focuses on the issue, not the person, and looks for learning	4	4.29	3	5	0.29
DEALING WITH ISSUES	When team members bring up problems and tough issues, my leader asks questions to explore and understand	4	3.71	2	5	-0.29
EMBRACING DIVERSITY	My leader openly embraces the diversity amongst team members, including those aspects that are very different from his/her own	5	4.43	3	5	-0.57
TAKING RISKS	When team members propose untested ideas or new initiatives, my leader embraces them and is willing to take the risk with the team	5	4.14	3	5	-0.86
ASKING FOR HELP	My leader encourages team members to ask for help, and responds positively when they do	5	4.43	2	5	-0.57
MUTUAL SUPPORT	My leader ensures that his/her own activities do not undermine the efforts of the team members	5	4.57	3	5	-0.43
APPRECIATION	My leader values and expresses appreciation for team members' skills and talents	4	4.43	2	5	0.43

TEAM ENABLING

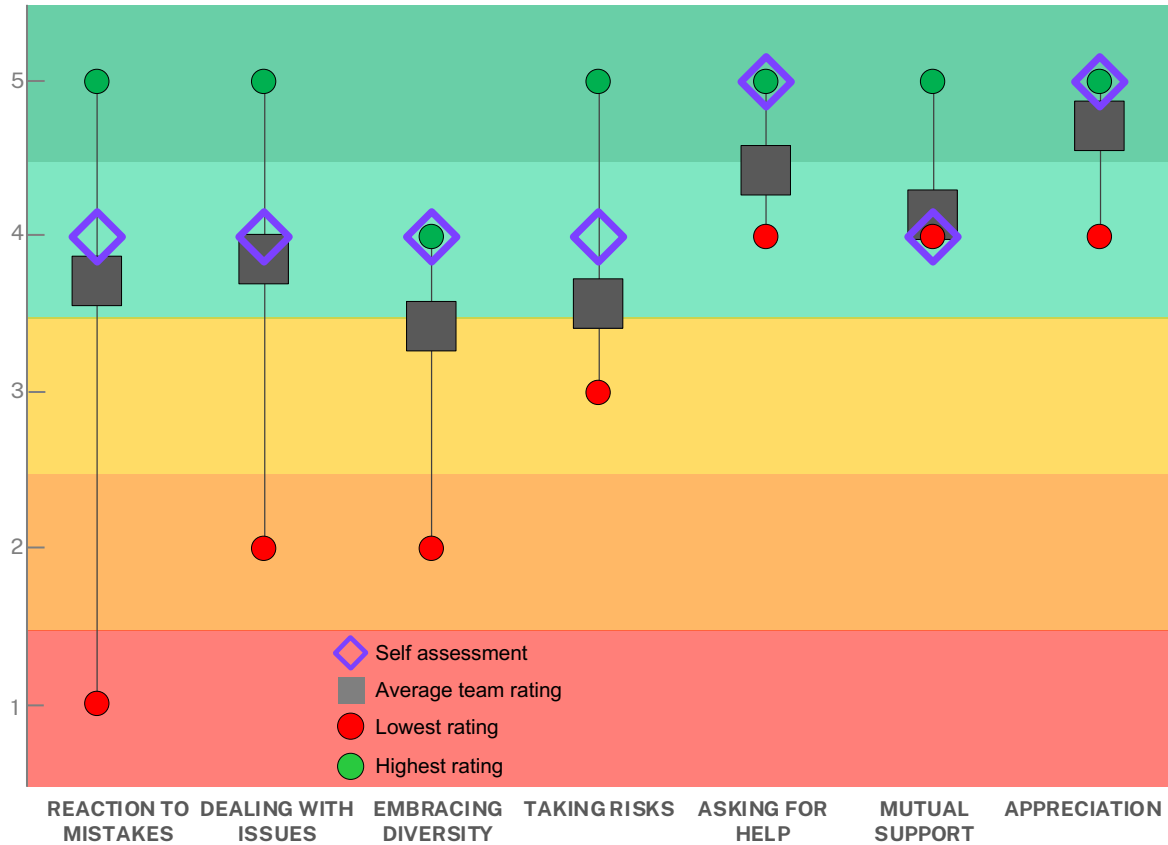


The third dimension along which the team leader has an impact on the level of psychological safety in their team is linked to how they react when team members take interpersonal risks. **Team Enabling** is assessed by answering seven statements that rate how the team leader promotes interpersonal risk-taking in the team and intervenes when members react negatively to others taking interpersonal risks.

REACTION TO MISTAKES	My leader encourages sharing and learning from mistakes and does not allow negative reactions or blaming from anyone in the team (17)
DEALING WITH ISSUES	My leader encourages members to speak up about problems and issues and ensures that these are explored by the team (18)
EMBRACING DIVERSITY	My leader ensures that the team hears and explores all points of view, even if the majority thinks in a certain way (19)
TAKING RISKS	My leader ensures new ideas or initiatives are reviewed thoroughly by the team before decisions are made and does not allow ideas to be rejected out of hand (20)
ASKING FOR HELP	My leader encourages team members to ask for help and for others in the team to offer their help (21)
MUTUAL SUPPORT	My leader promotes coordination so members' activities don't negatively impact others' activities and acts when contradictions exist (22)
APPRECIATION	My leader creates opportunities for team members to use their specific skills and talents to contribute to the team's performance (23)

TEAM ENABLING

The team leader promotes interpersonal risk-taking in the team and intervenes when members react negatively to others taking interpersonal risks



TEAM ENABLING The team leader promotes interpersonal risk-taking in the team and intervenes when members react negatively to others taking interpersonal risks		SELF	AVGE	MIN	MAX	GAP
REACTION TO MISTAKES	My leader encourages sharing and learning from mistakes, and does not allow negative reactions or blaming from anyone in the team	4	3.71	1	5	-0.29
DEALING WITH ISSUES	My leader encourages members to speak up about problems and issues, and ensures that these are explored by the team	4	3.86	2	5	-0.14
EMBRACING DIVERSITY	My leader ensures that the team hears and explores all points of view, even if the majority thinks in a certain way	4	3.43	2	4	-0.57
TAKING RISKS	My leader ensures new ideas or initiatives are reviewed thoroughly by the team before decisions are made, and does not allow ideas to be rejected out of hand	4	3.57	3	5	-0.43
ASKING FOR HELP	My leader encourages team members to ask for help, and for others in the team to offer their help	5	4.43	4	5	-0.57
MUTUAL SUPPORT	My leader promotes coordination so members' activities don't negatively impact others' activities, and acts when contradictions exist	4	4.14	4	5	0.14
APPRECIATION	My leader creates opportunities for team members to use their specific skills and talents to contribute to the team's performance	5	4.71	4	5	-0.29

TOP and BOTTOM 5 / 7 ELEMENTS

TOP and BOTTOM 5 The tables show the statements with the highest and lowest average team assessment.

ROLE-MODELING APPRECIATION	My leader contributes his/her skills and talents to the team and is clear about which skills he/she lacks	4.86	SUPPORTIVE RESPONDING DEALING WITH ISSUES	When team members bring up problems and tough issues, my leader asks questions to explore and understand	3.71
TEAM ENABLING APPRECIATION	My leader creates opportunities for team members to use their specific skills and talents to contribute to the team's performance	4.71	TEAM ENABLING REACTION TO MISTAKES	My leader encourages sharing and learning from mistakes and does not allow negative reactions or blaming from anyone in the team	3.71
ROLE-MODELING EMBRACING DIVERSITY	My leader is authentic with team members and open about his/her own biases	4.57	ROLE-MODELING TAKING RISKS	My leader proposes new initiatives or untested ideas for the team to explore	3.57
ROLE-MODELING MUTUAL SUPPORT	My leader communicates to team members in a transparent way what he/she is working on	4.57	TEAM ENABLING TAKING RISKS	My leader ensures new ideas or initiatives are reviewed thoroughly by the team before decisions are made and does not allow ideas to be rejected out of hand	3.57
SUPPORTIVE RESPONDING MUTUAL SUPPORT	My leader ensures that his/her own activities do not undermine the efforts of the team members	4.57	TEAM ENABLING EMBRACING DIVERSITY	My leader ensures that the team hears and explores all points of view, even if the majority thinks in a certain way	3.43

7 ELEMENTS x 3 DIMENSIONS The radar chart shows the assessment (average for all team members) for the seven elements of team psychological safety on a scale from 1 (lowest) to 5 (highest) and represents how team members assess each element along the three dimensions of **role-modeling**, **supportive responding** and **team enabling***.



* Priority improvement needed for those elements (1) with a low score on two or three dimensions and (2) with a big gap between the three dimensions.

VERBATIM COMMENTS

- Keep being yourself, keep getting the job done
- The lower marks I believe can "easily" be "fixed" with a system for communicating critical agreements made in Mgt Meetings to partners not in the management team.
- Continue being very transparent on difficult issues, and asking for help with decisions. Normalize conversations on mistakes so we can all learn together.
- Keep up your great leadership skills and continue to tap on the strengths of the team!
- share learnings, mistakes, new ideas, and ask for help more.
- Be more bold in pursuing new areas to explore!
- You are a great motivator and are willing to support others who have ideas that add value
- My leader embraces all suggestions and feedback given by team members
- Continue being open to other people's ideas, and willingness to try new things
Manage the instinct to provide solutions immediately without probing deeper into the context and the various possible perspectives
- At times it would be beneficial to you and the group if you assert yourself a little more, especially when discussions and situations are hijacked by louder voices in the group
- It was difficult to answer the communication bits because the team is very empowered to be self-led; and the system and individual personalities promote immediate communication and feedback.
- Continue the alignment activities across functions Again, normalize the conversations on mistakes/problems/issues so we all learn from them. Even in the end of week, a questions can be "what mistake/problem/issue did you make/face this week and what can we learn from it?"
- facilitate deeper and thorough exploration of challenges, problems, and ideas that are shared so that the group does not fall into group think

TIME FOR ACTION!



The preceding pages give you different views of the results of the assessment. Hopefully these data give you some insights as to how you can impact the way you work with your team to further develop the level of team psychological safety.

You could work with a TEAM.AS.ONE Team Psychological Safety Certified Practitioner to build an action plan for the coming months.

You can celebrate those leadership behaviors that are recognized by the team as strengths and enhance these behaviors even further (CONTINUE).

Some of the data can indicate that there is a gap between how you assess yourself and how your team members assess you (blind spots). Some data points indicate that certain team members see your behaviors differently from the others (lowest rating).

Depending on the assessment results, you can focus on a particular dimension (role-modeling, supportive responding or team enabling) or on a particular element (reaction to mistakes, dealing with issues, embracing diversity, taking risks, asking for help, mutual support and appreciation).

For sure, if you want to see change, it is time for action, by reducing or stopping certain behaviors (STOP) or by trying something new that you typically don't do (START).

CONTINUE

STOP

START

Interested to assess psychological safety in your team?

The TEAM.AS.ONE Team Psychological Safety survey and report has been used with more than 500 teams and exists in English, French, Portuguese, Russian, Polish, Korean, Thai, Dutch and Vietnamese!

