

Executive Summary

# Team Psychological Safety in Real Teams

## Country Comparisons

What 503 teams across 16 countries reveal — and the seven country reports that tell the story.

Cauwelier, P. (2026). *Team Psychological Safety in Real Teams – Country Comparisons*. TEAM.AS.ONE Working Paper.  
<https://doi.org/10.5281/zenodo.21372466>



## Three findings

# Countries look alike on the average and differ underneath it.

*Three findings stood out across the seven country comparisons.*

## 01

### Averages look alike across countries.

- Overall Team Psychological Safety (TPS) average scores cluster across countries
- Even the largest country gaps are fractions of a point
- Teams within each country spread differently — Brazil widely, Netherlands tightly

## 02

### Element profiles distinguish countries from one another.

- Some countries lean broadly positive on multiple elements
- One country has a broadly negative pattern across multiple elements
- Some have a single clear weakness with the other elements at baseline
- One country has a sharply asymmetric profile (one down, two up)

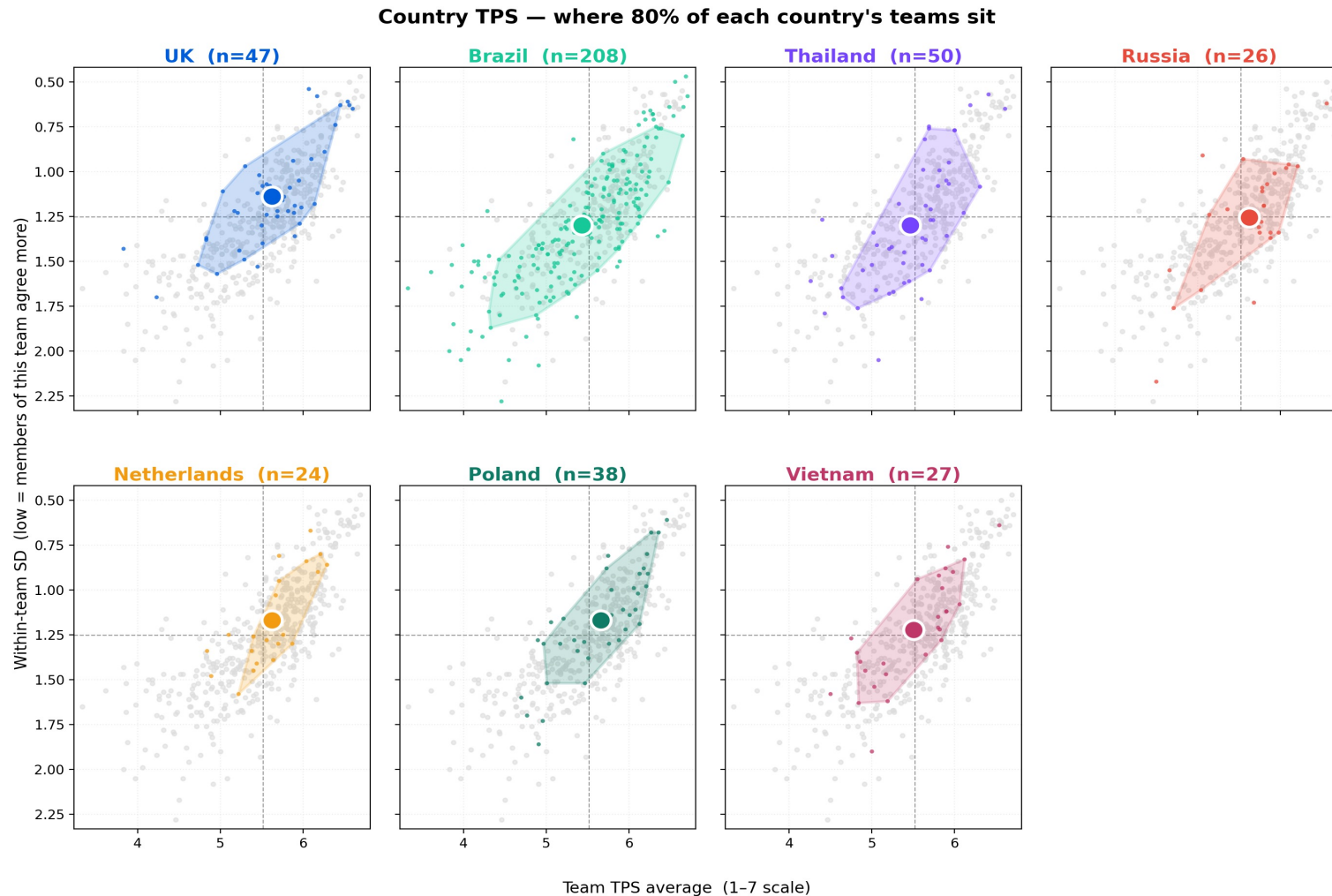
## 03

### Verbatim adds a layer the numbers cannot reach.

- Same score, different feel — the words show what numbers don't
- Members converge on the same theme = team-level alignment
- Calls for "more inclusion" where Embracing Diversity is low

## Finding 1

# Where each country sits — and how widely its teams are spread.



Dashed grey lines = full dataset average on both axes. Coloured polygon = the inner 80% of the country's teams (the 20% most extreme are outside).

Large filled marker = country average on both dimensions. Grey dots = teams from the rest of the dataset.

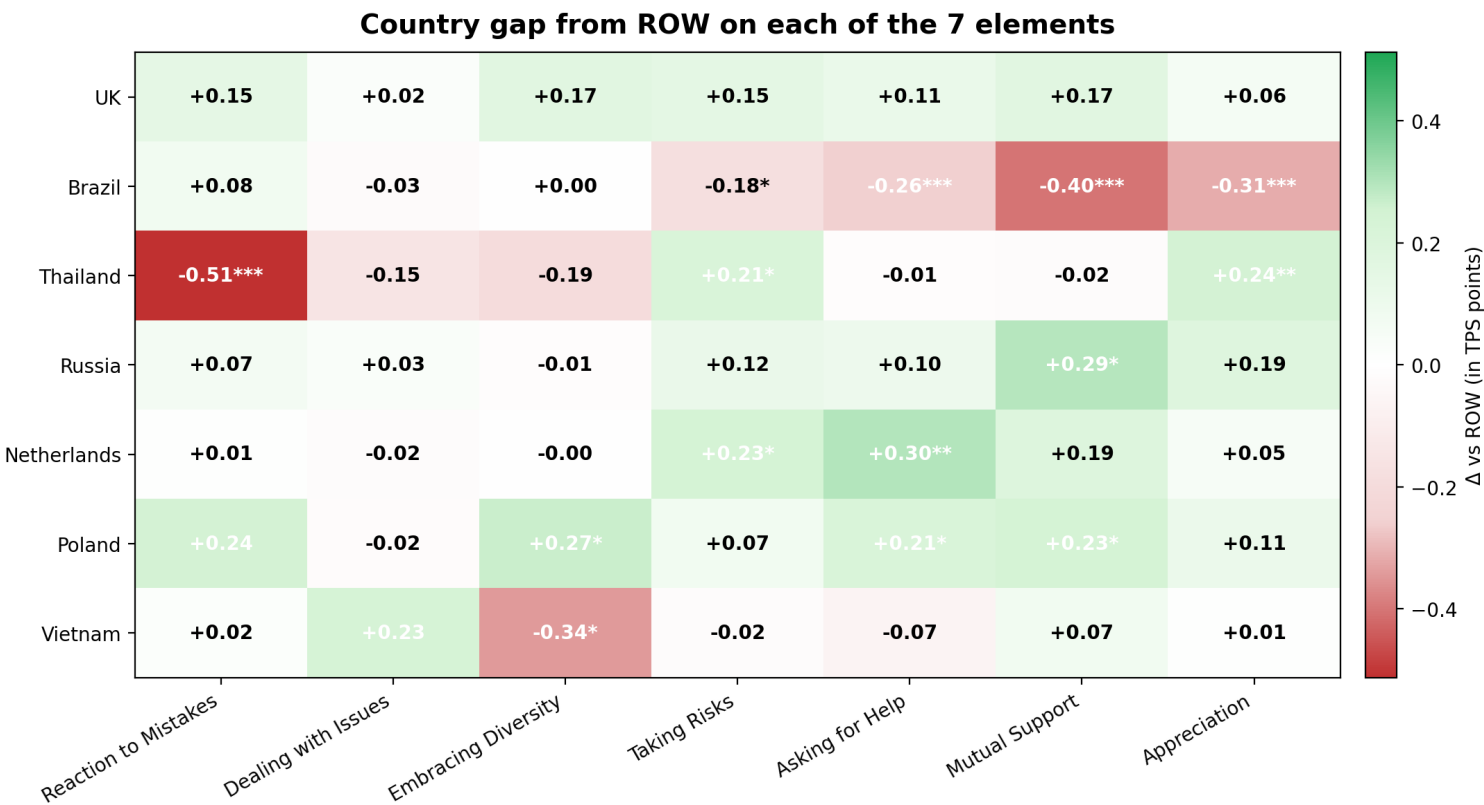
### What to notice

- Five of seven country averages within 0.15 point of each other on the country TPS average
- No country average far from the dataset average
- Top-right = higher average TPS and more aligned teams
- Coloured polygon = where the inner 80% of that country's teams sit (the 20% most extreme are outside)
- Polygon size and shape show how widely teams within a country are spread around its centre

Finding 2

The texture inside the seven elements is where countries differ.

Country gap from ROW on each element.



Green = country higher than ROW · Red = country lower than ROW · \*\*\* p<0.001, \*\* p<0.01, \* p<0.05

What to notice

- Brazil — broadest negative pattern (4 elements down)
- Thailand — most asymmetric (1 down, 2 up)
- Russia · Netherlands · Poland · UK — no element below ROW
- Vietnam — single element down (Embracing Diversity)
- Most elements move in both directions across countries — significantly up in one and significantly down in another

# Seven country fingerprints, side by side.

*One distinctive feature per country — the main finding of each report.*



**UK** - All elements lean slightly positive but nothing reaches significance — the most baseline-like profile.



**BRAZIL** - Largest sample (n=208). Four elements significantly below ROW. Widest spread of teams.



**THAILAND** - Most asymmetric profile. Reaction to Mistakes well below ROW; Taking Risks and Appreciation well above.



**RUSSIA** - All elements at or above ROW; Mutual Support significantly higher. Moderate team spread, upper-middle.



**NETHERLANDS** - Asking for Help and Taking Risks significantly higher and more aligned. Tightest team spread overall.



**POLAND** - Broadest positive lean. Three elements significantly higher; Embracing Diversity is the strongest signal, echoed in member verbatim.



**VIETNAM** - Single significant element-level finding — Embracing Diversity significantly below ROW.

*Each country has a dedicated comparison report with the full numerical detail and a verbatim section.*

### Finding 3

# Verbatim adds a layer the numbers cannot reach.

*Extracts from the country reports — what members actually said.*

## THAILAND

### Reaction to Mistakes — what should change

*"No emotions. No pressure. No complaints. No blame." · "Stop to throw responsibility to others." · Indirect, aspirational lists — no naming of specific incidents.*

## NETHERLANDS

### Asking for Help + Taking Risks — paired strength

*"Everyone is helpful and supportive." · "We have the space to test new approaches and be agile and experimental." · The two textures coexist in the same team without tension.*

## POLAND

### Embracing Diversity — convergent strength

*"Acceptance." · "Acceptance of the fact that we are different." · "A sense of safety no matter who you are, who you love, what values you have." — three members of one team, same question.*

## VIETNAM

### Embracing Diversity — felt deficit

*"Foster an inclusive, supportive environment." · "Promote inclusiveness to ensure team members feel valued." — three different members asking leaders, in their own words, for what the numbers show is missing.*

How to use these reports

# Seven country reports, one map.

01

**Read the Executive Overview PDF for the full descriptive narrative.**

It walks through the big picture, the seven elements, the verbatim layer, and what we can and cannot say.

02

**Open the country comparison report for the country you are interested in.**

Each report follows the same six-section structure and reads in about five to seven minutes.

03

**Use this overview as the map — not the destination.**

The reports are descriptive: they inform, not prescribe. Read them in any order.

*A country average is a story about a population of teams — not about any one of them.*