

# International Certification Program



Team Psychological Safety

Certified Practitioner<sup>©</sup>





## Building Teams through Psychological Safety

A certification program on building high-performance and sustainable teams  
leading to the recognition as TEAM.AS.ONE Team Psychological Safety Certified Practitioner

### OBJECTIVES

At the end of the program, participants will be able to

- Understand the concept of team psychological safety (TPS), its elements and foundations;
- Master the TPS measurement and understand in-depth the TPS report;
- Design interventions and adjust working routines based on the TPS survey results to increase and sustain team learning and performance.

### FOR WHO ?

Leaders and HR professionals who are looking to get more out of their teams.

Consultants, facilitators and coaches who want to bring sustainable improvements in the teams they support, during and after their intervention.

### CERTIFICATE

Program graduates receive a certificate, become licenced TPS practitioners and can order the TPS report for use with the teams they work with.



The program is endorsed by WIAL and earns 28 ICF CCE



### PRACTICAL INFORMATION

Program structure: 4 x 3 hours online or 2 full days with preparatory and assigned work.

Delivered in English, French, Portuguese, Thai, Vietnamese, Polish, Korean, Russian and Dutch.

For dates and fees, contact your Master Facilitator or [peter@teamasone.com](mailto:peter@teamasone.com)

Each participant receives one free TPS report (value 300 US\$) to be used within 12 months

### METHODOLOGY

Participants will discover the concept of team psychological safety, the theoretical origins and components, and apply the concept on sample cases. They will design interventions using TPS as a foundation on which to build team effectiveness and efficiency, and to sustain team performance. Participants' prior experiences are key to apply the program concepts in actionable strategies.

### PROGRAM CREATOR

Peter Cauwelier, PhD, is an expert in team development. He is a WIAL Master Action Learning Coach, IAF Certified Professional Facilitator and Certified Team Performance Coach. This program is based on his doctorate research on team learning and practical experience with teams across the world. He has published two books on the topic of teams «The Untapped Team Advantage» and «Your Untapped Team Advantage Toolbox».



The program is delivered through a **GLOBAL NETWORK of MASTER FACILITATORS**



## What is Team Psychological Safety ?

Team Psychological Safety (TPS) is the shared belief by members of a team that the team is safe for interpersonal risk taking (Amy Edmondson, Harvard).

In Google's internal research on the effectiveness of 180 teams, TPS had by far the biggest impact on team performance (project Aristotle 2015). TPS is the foundation of continuous learning in a team.

## Measuring TPS

TPS in a team is measured anonymously through a simple seven statement survey. In addition, three customized questions allow team members to express their views on the team's performance and potential for Improvement.

This is the report for SAMPLE TEAM. Out of 8 team members who were invited to complete the survey, 7 have submitted a complete reply. This report is based on the complete replies received.

For SAMPLE TEAM, the overall average<sup>1</sup> team psychological safety (on a scale from 1 to 7) is 5.76 and the standard deviation<sup>2</sup> is 1.13.

This average is similar<sup>1</sup> to the average for most of the teams where this survey has been administered. This means that the team members overall have a positive perception of the team, but at the same time they see some areas where the team can be more effective. There is some foundation but some ways to improve and become high performance team!

The standard deviation is similar<sup>2</sup> to the standard deviation for most of the teams where this survey has been administered. This means there are differences in how team members rate the survey statements, but no outliers where some rate very low and others rate very high. This is a good indicator because team psychological safety is a shared belief that the team is safe for interpersonal risk taking. If team members rate at opposite ends of the scale, this indicates the views are not shared.

The combination of the average and standard deviation reveals more information about the team.

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The TPS report analyzes the level of psychological safety in the team as a whole and at the level of the 7 elements that constitute TPS:

- Reaction to Mistakes
- Asking for Help
- Appreciation
- Embracing Diversity
- Dealing with Issues
- Taking Risks
- Mutual Support.

The results for each team are compared to the database of teams where the TPS survey has been applied. The report identifies the team's strengths and priority improvement areas. Verbatim comments give a qualitative and complementary aspect of the team members' views.

## Improving TPS

The report describes each of the seven TPS elements and suggests a number of approaches to work on each.

The report can be used as the foundation of a team support program by an external coach or practitioner or as the first step to develop new or adjusted management routines for a team leader.

TAKING RISKS: "It is safe to take a risk on this team."

For SAMPLE TEAM, the average 5.43 is similar<sup>1</sup> and the standard deviation 1.27 is similar<sup>2</sup> compared to the 315 teams where team psychological safety has been measured.

A high-performance team needs to take risks to embrace uncertainty. It is safe to think, to guess, to assume, to be great when everything is stable and predictable. But that is hardly how things are in this VUCA (Volatile, Uncertain, Complex and Ambiguous) world. When team members come up with new ideas or ways to change how the team works, they take a risk in how the other team members will react. Proposing risky or never-tried approaches can invite lots of questions. "How do you know this will work?", "Why is it necessary to do this?", "High-performance teams explore new ideas and prefer to try, learn and adjust rather than reject them. If a team kills new ideas as too risky or impossible, team members will quickly shut down and stop putting out their neck and inviting critical comments or questions. Sticking to "the way things were" may feel good for a while but is not a formula for sustainability.

"The biggest risk is not taking any risk." Mark Zuckerberg

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Elements of Team Psychological Safety on the two dimensions of average and standard deviation

TEAM STRENGTHS (green) = elements with highest average and lowest standard deviation

PRIORITY IMPROVEMENT AREAS (red) = elements with lowest average and highest standard deviation

MUTUAL SUPPORT, EMBRACING DIVERSITY, ASKING FOR HELP

APPRECIATION

REACTING TO MISTAKES

TAKING RISKS

HEALING WITH ISSUES

Average

Standard Deviation

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## MORE INFORMATION

The TPS survey and report is available in English, French, Portuguese, Thai, Vietnamese, Polish, Korean, Russian and Dutch. The full report is 23 pages and sent as PDF file. A sample report is available and can be shared with clients. Contact your Master Facilitator or [peter@teamasone.com](mailto:peter@teamasone.com).

# More than 750 participants from 28 countries completed the Team Psychological Safety Certified Practitioner program ! Here is what some of them share ...

"The TPS certification program was very insightful and inspiring, and helped in understanding better the need to focus on team construction as it is a foundation to team performance. I liked that we shared practical aspects around TPS so it is not just a concept anymore. I definitely recommend attending this program."



**Kim Pen, France  
Agile and Professional Coach**



**Dina Guo, China  
I-Run Consulting**

"It is a fantastic and fruitful learning journey for me to attend the virtual TPS program. The Master Facilitator shares deep knowledge and experience about TPS to us fully in every module. The program is well-designed with group discussion, sharing, teamwork and reflection. In this way we learn how to use TPS, not just know what is TPS. After every module, we get the video and program slide deck of the module which helps our learning deeply, especially for the foreigner like me. If you want to improve your team or help your client's team, I recommend you attend the program that could give you a new insight of teams."



**Ed Williams, UK  
Executive Coach**



**Patricia Ansarah, Brazil  
IISP**

"I've been working with Leadership and Organizational Culture for 20 years and when I took the TPS Certified Practitioner Program I realized that teams are key to building a learning culture in an organization: teams that are able to perform at their best together, innovating and collaborating with each other with a high level of engagement and shared common goals. TPS is about helping organizations become more conscious about their responsibilities and impacts on its people and to build a better world."

I joined for three key reasons: learning from the best, validating my approaches, and connecting with like-minded professionals. This program has exceeded all expectations! This course provided invaluable tools, case studies, and evidence-based insights to translate beliefs into tangible results. It reinforced that "common norms" often needs the backing of robust data.



**Rishi Narang, Hong Kong  
Google Cyber Security & AI**