Lost in Translation

7 Common Mistakes Leaders make when it comes to creating Psychological Safety at work
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1. Overview

In the past 15 years, working with over 10,000 leaders, I have become acutely aware of a threat to Australian workplaces, leaders, teams and individuals.

It’s a subject that is not discussed in the open, yet most people would attest to knowing someone who is experiencing a level of unhappiness in the workplace.

I am passionate about helping leaders who are under significant pressure themselves create great places to work where their people are psychologically safe, fit and thriving.

A growing threat

Work-related mental stress has become a major concern in Australian workplaces stress related claims have doubled and the trend is on the rise.

So real is this increasing trend that the World Health Organisation estimates that by 2020 depression will be the second most debilitating condition in the world.

The Victorian Workcover Authority proclaims that stress is the second most common cause of workplace compensation claims in Australia after manual handling.

The Safe Work Australia commissioned “Australian Workplace Barometer of Psychosocial safety climate and worker health, 2012” indicates that this is a matter of “National Interest”.

As the lines between work and home lives become increasingly blurred, so too is the impact of mental stress, regardless of whether it’s a result of circumstances outside of work, or in the workplace itself.

Regardless of the origins or cause, mental stress is having an impact on workplace culture, productivity, engagement, staff retention and business performance, exposing organisations and their leaders to the prospects of increasing risks and potential costs.

Sadly, Australia has very limited data for measuring psychosocial risk factors and working conditions besides compensation claims, a lag indicator, leaving us no wiser about the factors that precede the claim. Focus and measurement of these preceding factors is lacking.

For too long, many organisations have been driven by reactive mindsets, focussing on rehabilitation strategies and well meant, but often ineffective, “wellness initiatives” which treat the symptoms rather than the causes.

With depression, stress and anxiety attracting growing media coverage and social discussion, the spotlight has zoomed in on our workplaces.

This is a reality of our time not merely the flavour of the month.

Organisations and leaders that have embraced this reality, and have created workplaces that turn employees’ struggles into growth opportunities, are discovering a new kind of competitive advantage that is placing them ahead of the curve when it comes to staff performance, engagement and retention, with measurable results.
The purpose of this e-book is to raise your awareness to this very real threat to your workplace, identify some of the challenges, and provide guidance as to how to avoid some of the common mistakes that leaders make when attempting to address the challenges of creating psychologically safe, fit and thriving workplaces.

The challenges exist at a number of levels, both for leaders, as well as the people that you lead.

**The Leadership Challenge**

*Welcome to the new world of responsibility, challenge and opportunity that rests on the shoulders of business owners, leaders and managers.*

Leaders are already under pressure to drive performance, cut costs, optimise resources, engage and motivate staff and ultimately maximise profitability.

How does a business leader, already under significant pressure, and possibly lacking in adequate training or competency meet the additional demands of:

- **Legal Compliance**: Ensuring compliance with more stringent Workplace Health and Safety requirements which place a high priority on psychological safety, while managing increased risks of legal prosecution, exposure to fines and compensation claims
- **Thriving Cultures**: Developing workplace cultures that actively promote psychological wellbeing and social support where employees are highly engaged, productive and look out for each other
- **Personal Application**: Creating an environment where employees take personal responsibility and develop the skills to get themselves into the right frame of mind to manage their own performance, realise their full potential, and cope with the normal stresses of life.

The 3 most common questions I hear from leaders are:

- Where do you start?
- How do you know if it’s working?
- How do you know if what you’re doing is enough?

**The People Challenge**

In addition to the above challenges, “People” issues that leaders encounter include:

- Lack of **awareness** of the significance of Psychological Safety, and their personal legal obligations
- Not **looking for early warning signs** amongst all their other work priorities
- **Lack of confidence or skills** to address them if they were looking and identified them
- Lack of **escalation strategies** for more complex mental issues that they are not skilled in addressing
- **Apathy** when it comes to taking care of the psychological wellbeing of themselves and colleagues
- Personal **fatigue**, and a lack of energy, inspiration and connection
Leverage the Psychological Safety ‘sweet spot’

I have been privileged to work with many leading organisations in the areas of Leadership Development, Behavioural Safety Leadership and Culture Transformation.

Whilst each of these areas may appear separate, with each having its own agenda and intended audience, the penny dropped for me one day when I realised that there is an intersection between the three of them when it comes to creating psychologically safe workplaces. I refer to this intersection as the Psychological Safety Sweet spot.

It’s a place where peers are empowered and held accountable for managing their own psychological safety and that of each other, where they see the benefits of doing this, and where the responsibility shifts from the shoulders of the leader to the team.

When operating in the ‘sweet spot’, all that is required from leaders is...leadership... with compassion and consequence; ensuring that peers takes on the responsibility of creating ‘social support’, i.e. that peers take care of each other.

This sweet spot requires an integrated yet stand-alone strategy, which can be leveraged to achieve enhanced productivity, performance and profit, by creating a workplace where:

• Employees feel Psychologically SAFE
• Individuals ensure they are Psychologically FIT
• Teams are Psychologically THRIVING

Recognising that the ‘sweet spot’ is a place of individual ownership, with a peer driven culture of ‘social support’, I searched for what best practise might look like in each of the three above areas, and confirmed that there is indeed a common element, which when enabled and given priority, becomes the accelerator to achieve all three.

The common denominator which gives rise to the ‘sweet spot’ is found at the intersection of best practise in the areas of safety and culture development.

From a Psychological Safety perspective, Patrick Hudson, a renowned thought leader in the area of Safety Culture Evolution describes the ideal as a ‘Generative’ safety culture, where’s there’s not much work required from leaders as ‘peers take care of the safety of peers.’

Highlighting the importance of Psychological Fitness, Suzanne Hall, CEO of revolutionary desktop application Be Intent reports that “Out of 9000 people working across 12 industry sectors in Australia and New Zealand, 42% report being tired at the start of their day. By enabling them to take ownership of their mental and emotional wellbeing, we have recorded a 66% reduction in anger, tiredness and stress, and a 39% increase in inspiration, energy and focus”.

For an understanding of what underpins a Psychological Thriving culture, Harvard’s Shawn Achor states that’ “We put warning labels on smoking packs; maybe we should put warnings on companies that have low social support. Leaders have got it wrong. It’s not about managers providing social support, but rather about switching team members on to the benefits they receive in providing social support to their peers.”
My observations are that where leaders create a robust stand-alone Psychological Safety strategy, there’s a strong likelihood that they will also meet the legal requirements.

**Psychological Safety demands a standalone strategy**

The following statement may on the surface appear to offend or undermine all the good work that organisations are doing as regards Wellbeing initiatives.

This is not my intent at all, and I applaud the efforts that many organisations make in trying to be proactive and show care, however I am not sure that Wellbeing Initiatives alone, no matter how well meant, are dealing with the legal or business performance requirements effectively.

Here’s my statement:

“I believe that true Psychological Safety has become lost or diluted in the fog of Corporate Wellbeing Initiatives”

In many instances we have got the cart before the horse, dealing with the symptoms rather than addressing the cause, while ignoring the real issues.

There is no doubt that we have come a long way in the past 10 years when it comes to creating employee friendly and flexible workplaces. Improvements in working conditions, ergonomics, flexible working hours, working from home, mental health leave days and the like have certainly made conditions better for employees, and put pressure on competitors seeking to attract talent to do the same.

However, when it comes to creating a mentally and emotionally safe workplace, are these initiatives achieving the overall objective of creating a legally and culturally psychologically safe, fit and thriving workplace?

If this is our objective, then let’s explore some common mistakes that leaders and organisations make in trying to achieve it.
2. The 7 common mistakes leaders make

Mistake #1: No clear definition
Before you can create a strategy, you, as a leader, need to be really clear on your definition of psychological safety, as this is what you will be communicating to your people. It’s important that definitions are really specific and unambiguous.
In the context of this book, your definition should encompass three areas:

**Psychologically Safe**
When it comes to defining Psychological Safety, organisations may view this from 2 different mindsets:

On one hand, the Workplace Health and Safety Act places a legal responsibility on employers, leaders, managers, peers and individuals to ensure that they create a psychologically safe working environment. This often serves to drive compliance and risk mitigation mindset.

On the other hand, some leaders embrace the notion of creating of a psychologically safe working environment as a key factor to drive cultural and business performance. This generates a results, engagement and personal growth mindset.

**Psychologically Fit**
Beyond just the need to be physically safe at work, employees require a level of psychological fitness to manage the stresses they face both inside and outside of work, so they can be engaged, productive, and contribute to a greater collective.

To achieve psychological fitness, organisations and employees need to be transparent about their respective obligations.

Employees need clarity on the psychological requirements and expectations for them to deliver on their roles, address day to day stresses and challenges, and the comfort and courage to speak up if they are struggling.

Likewise, the organisation needs to be clear on what resources they can make available to support them.
It’s a two edged sword for leaders. Stress is not necessarily negative.

Too little stress, or ‘stretch’ and employees don’t feel enough challenge and opportunity for growth, which can result in boredom, disengagement or departure.

Too much stress, whether the cause is work related or not and there is the risk for employees to break down, with potentially severe consequences for both the individual and the organisation.
Psychologically Thriving
When employees feel psychologically safe, and are able to manage their own psychological fitness, teams thrive.

The catalyst for thriving is a culture of social support and connection, where people move beyond their own psychological ‘fitness’ to help, support, challenge, inspire and hold each other accountable.

The goal of a thriving culture needs to be communicated clearly to employees. The benefits of such a culture, both to the employee and the organisation need to be shared, as well as corresponding behaviours, expectations and how these will be measured and monitored.

Equally important is the defining the expectations of manager behaviours to lead with care and consequence, and their ability to provide constructive and engaging feedback.

Be clear about the spectrum
Adding another level of complexity to the definition of psychological safety is the broad spectrum of mental and emotional illness that exists in the workplace.

Conditions may range from depression, stress, anxiety and fatigue to more serious clinical disorders such as personality disorders, bipolar, schizophrenia and other mental illnesses.

Evidence suggests that the more severe forms of mental illness affect a significant share of our workforces, and, for privacy reasons, are often not required to be disclosed.

From a personal point of view, there may be a reluctance to disclose them for fear of ridicule, stigma, and concern that it could be career or opportunity limiting.

My intention in this e-book is not to address these severe conditions specifically, but rather to draw your attention to them, so you can be clear about the definitions regarding:

- Which aspects of the spectrum your managers and team members are expected to look out for and address, and which are not within their scope of responsibility or care?
- Whether you have expert support on hand if required.

As a guide, the World Health Organisation defines Mental Health as “A state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”
Mistake #2: Strategies that aren’t specific
Your strategies flow from your definitions. When definitions are not clear, strategies are not either. Some of the questions that you might want to consider are:

- Do you have a clear and specific strategy for the various segments of the mental health spectrum or a simply a range of ad hoc initiatives?
- What are people expected to do, or not do?
- What is your culture capable of in terms of cultural maturity?
- What capacity do you have to deliver on the definition?

If for example, you chose to align with the World Health Organisation’s definition above, what specific strategies would you put in place for each element of the definition?

Depending on which of the 3 definitions of Psychologically Safe, Fit and Thriving you choose to develop, what specific behaviours are required for the various elements within your business, for example:

- Personal Health and Wellbeing
- Engagement and participation
- Ongoing learning and development
- Aligning with purpose
- Contribution
- Recognition and acknowledgement
- Social support and expected behaviours
- Creating deliberately developmental teams
- Induction
- Connection and belonging
- Giving and receiving feedback
- Formal and informal Mentoring
- Mindfulness and contemplation
- Connecting with the community
- Anti-social behaviour and ostracism
- Covert and overt bullying
- Making work meaningful

Cultural maturity
A key factor that impacts your choice of strategy, and informs your definition and behavioural expectations, is the level of cultural maturity of your organisation.

Patrick Hudson, who I mentioned earlier in the overview, views safety culture as an evolutionary journey, and identifies 5 stages of Safety Culture evolution in organisations, as per the diagram below.
It’s absolutely critical that your strategies match the level of safety and cultural maturity of your organisation.

The two drivers for moving up through the levels are the degrees of Informedness and Trust that exist within your organisation.

Depending on which level your organisation is at, different strategies will apply. For example at the lower levels there is a higher need for paperwork, check sheets, ‘policing’, micromanagement, constant reinforcement and follow up etc.

Once you reach the proactive level and beyond, there is less need for paperwork, and with high levels of Informedness and Trust, people can be relied on to deliver on the strategy and the outcomes without management supervision.

At the generative stage, there’s virtually no leadership involvement required as peers take care of the safety of peers.

Knowing your level of cultural maturity will clearly inform you as to your organisation’s capacity, appetite and capability for your choice of strategy.

**Mistake #3: Lack of staff engagement with your strategy**

Once you have defined and identified the drivers of your strategy, you also need to communicate the expected outcomes, and why you put the strategy in place.

**Sensemaking**

One of the biggest mistakes I have come across in the past decade is that even where processes are defined, they haven’t been communicated particularly well or clearly. More often than not,
employees aren’t made aware of the reason why the policy has been put in place, how it will affect them, and what the benefit is to them.

I refer to this as the ‘Sensemaking’ gap, and it has a significant impact on what happens on the shopfloor or frontline.

I have worked with many organisations that are quite clear on the outcomes they want to achieve, but their communication processes are flawed, and on closer consultation with the workforce I hear the organisational policies described as the idealistic or aspirational ‘right’ way, which may differ from the ‘real’ way that things are done.

So with the best intentions, organisations put policies and initiatives in place, communicate them to the workforce, and at a senior level believe that enough has been done and the all the boxes have been ticked to ensure a successful implementation.

However, on closer inspection, the ‘sensemaking’ has not been effectively communicated. Management hasn’t invested the time and effort to monitor and review whether the initiatives have been effective in delivering the desired outcomes, and if not, asked their people for feedback as to why it isn’t working.

Working with front line employees, I receive plenty of feedback on the effectiveness of current wellbeing policies and programs.

**Common feedback on standard policies**

- **Psychological Support**  
  Employee Assistance programs (EAP) are the most common and the feedback I often get includes:

  - “I didn’t know we had one”, “I don’t know what it’s about”,
  - “I wouldn’t know where to find the number”
  - “People aren’t comfortable talking about it”

  In a recent report entitled “The elephant in the boardroom: getting mentally fit for work”, author and ICMI Work Health Safety Solutions director Graeme Cowan found that out of over 4000 employees surveyed only 8% judged EAP to be an effective resource to assist workers, yet it’s a resource many organisations rely on to provide assistance.

- **Company Policies**  
  E.g. Bullying and harassment, gender and race discrimination, drugs and alcohol, etc...

  - “Nobody will report it if they are bullied as we don’t believe that management will do anything”
  - “We fear retaliation”
  - “It’s not my job to turn my colleagues in”
• **Health Initiatives**
  E.g. Massages, gym discounts, lunch time exercise, healthy food options, ergonomic assessments etc.
  • “That’s great but it’s really not for me”
  • “Wonderful incentive, but I am too busy and I don’t have the time”
  • “It’s just a fad and it will pass”
  • “It’s just a corporate butt covering exercise”

• **Periodic events**
  E.g. Annual health checks, health seminars, get the world moving day, RUOK day, Movember etc.
  • “These are great and raise awareness for a short while, and then everyone goes back to what they were doing”
  • “What about the other 364 days of the year?”
  • “I feel weird and a bit fake asking someone if they are OK on RUOK day”

• **Team and community**
  E.g. Team building events, social clubs, yoga, group drumming etc.
  • “These are great for some, but not everyone attends”
  • “We weren’t consulted on what we would like”
  • “Everyone gets over the top for a while but nothing changes back at work”

• **Employee benefits**
  E.g. Work from home, flexitime, mental health days, concierge services etc.
  • “These are nice to have and everyone seems to be doing it to stay ahead of the competition when it comes to attracting staff.”
  • “It’s the expected norm nowadays.”

Don’t get me wrong, these are all wonderful initiatives, but the missing ingredient seems to be the way things are communicated in a way that “makes sense’ to people, so that they can understand and embrace the benefits of the initiative, and proactively engage in it for their own benefit.

Another point to consider is that members of your workforce who are experiencing mental or emotional challenges, the people who need your initiatives the most, may be feeling invalidated, unsupported, stigmatised or perhaps have a sense that they don’t want to rock the boat, draw attention to themselves, or let the team down and hence might not avail themselves of the initiatives that are meant to support them.

How do you ensure that they feel comfortable to speak up, that they have someone they can turn to, and have they got the confidence and trust to do so?

The next mistake provides some insights as to how to do so.
Mistake #4: Lack of unity, consultation and follow up

Make it a priority
One of the pitfalls for many leaders who have a desire to create workplaces that are legally and culturally safe, fit and thriving, is that the implementation gets left to a particular function, division or department e.g. Occupational Health and Safety, Human Resources, Payroll, etc.

What can transpire is that the designated department faces competing internal priorities, may be under resourced for the task, or struggles with the competing priorities of other divisions across the business.

Further to this, if leaders of other divisions are unsupportive, or don’t role model the required behaviours and expectations, this can undermine the whole strategy.

What is required is a unified approach across the business, where senior leadership are a role model for the expected behaviours, and communicate a compelling message of no tolerance for excuses or non-conformance.

This cannot be done effectively from behind a desk, and involves getting out amongst your workforce, talking with and listening to your people, which is a simple way of describing Due Diligence.

Effective Due Diligence
Due Diligence is not a new concept, and is often viewed as applying to matters of legal or fiscal compliance.

Besides legal and fiscal matters, the individual elements of Due Diligence apply equally to the success of any form of organisational strategy or initiative, and serve as a wonderful tool for engagement and stress testing.
From a legal perspective, merely having systems and processes doesn’t cut it today. What the courts are interested is an active demonstration of the other two elements.

Once a specific strategy, system or process is put in place, questions that may be asked include:

- How did you consult with your people to ensure that the strategy would be effective in delivering the intended outcomes?
- How did you communicate with them to ensure that it ‘made sense’ to them?
- How did you check for their understanding of what the strategy entailed?
- How did you monitor to ensure that the intended actions or behaviours were actually happening?
- When did you make time to review what you had been monitoring to establish if there was a trend?
- If, when monitoring, the desired behaviours weren’t in place, how did you respond, i.e. return and consult further, or change the policy based on feedback and observation?

Many organisations are very good at creating systems and processes; however, it’s the lack of focus or accountability in applying the other 2 elements of Due Diligence that often undermine the entire process.

As described earlier, effective Due Diligence really means “talking with and listening to your people”, and following up!

How effective is your organisation in applying all 3 elements, and how would you know?

**Mistake #5: Lack of real data and interpretation**

Without a standalone psychological safety strategy, and the necessary monitoring and measuring, it’s difficult for organisations to assess the impact (positively or negatively) of their psychological safety efforts, or lack thereof.

The ‘hard’ costs would include things such as fines and compensation claims, increased insurance premiums, staff recruitment costs, business interruption, etc.

Recent analysis by Comcare reveals that their average mental stress leave claim costs $250,000; and in a disturbing trend, psychological injuries have risen 30% in the 3 years to 2012.

However, there are also ‘soft’ costs such as absenteeism, presenteeism, team dysfunction, missed opportunities and loss of creativity.

The Medibank Private “Sick at work” report calculated the cost of presenteeism related to stress disorders and depression at $11.6 billion per year, which, when added to Price Waterhouse Coopers estimate of absenteeism costs for the same reasons of $2 billion amounts to $13.6 billion, or $1,174 for every worker.
Two questions flow from this:
- If organisations don’t have a standalone Psychological Safety strategy built on a solid framework, how would they be able to measure or correlate these costs?
- How do we measure the degree to which ad-hoc wellness initiatives address the real causes?

Mistake #6: What about incentives?
One of the challenges facing most leaders is getting your people to take personal ownership of their physical and psychological safety and wellbeing.

Evidence suggests that this may not be happening despite the best efforts of leaders to make facilities or incentives available.

The question I raised earlier is whether wellness incentives are truly effective in addressing the causes versus the symptoms, and mainstream media has joined the debate by querying the return on investment of such incentives.

In a Wall Street Journal article on 8 April 2013 titled “Your company wants to make you healthy”, Jan Wieczner comments that, “Nearly 90% of employers offer wellness incentives, or financial rewards or prizes to employees who work toward getting healthier, according to a recent survey from Fidelity Investments and the National Business Group on Health. That’s up from 57% of companies in 2009. The perks are also worth more now: $521 per employee on average, compared with $260 four years ago.”

The mere fact that an organisation needs to offer incentives suggests to me that personal ownership remains a challenge.

The article continues to discuss the pros and cons of incentives such as cash, gift cards, rewards for goal achievement or action based activity, or disincentives such as exclusion for non-achievement, and concludes that some work better than others, and some don’t work at all.

Common failures include the fact that there is no long term behavioural change. Once the incentive stops, the activity stops.

If the incentive is activity based, once people reach the incentive goal (for instance walking a number of steps per day over 30 days) they don’t continue, and the people who don’t or can’t reach the goal feel excluded, penalised and emotionally negatively impacted.

So if incentive schemes don’t work for everyone, and at a suggested average of $521 per employee, what is the return on investment for the organisation, and have we achieved our legal and cultural goals?

I’m not suggesting that we do away with incentives, but we need to evaluate their effectiveness.

The answer may lie in taking a different approach to encourage people to take personal ownership in a way that is sustainable.
Mistake #7: A reactive mindset
On a number of occasions I have been in discussion with an organisational leader who acknowledges that not having a standalone Psychological Safety Strategy generates legal and performance risks to their organisation, and hear them end the conversation with the words, “we would rather not know about the risks and early warning signs”.

I interpret this to mean that:

- They feel that if they were aware of the issues, they would be then be compelled to do something about it, which may leave them exposed as leaders,
- It is simply in the ‘too hard basket’.

Small wonder that the Cowan report which I referred to earlier states that “34% of lost productivity is caused by depression and stress disorders, yet 86 % of employees with stress or depression prefer to suffer in silence, and businesses pay the price.”

This combination of apathy from managers and a reluctance to speak up by those who are suffering results in organisations falling into and reinforcing a reactive mindset, at a far greater cost to themselves and their business.

This is by far the most challenging of all the mistakes discussed so far.

How, as a leader, do you shift your culture from being reactive to proactive and beyond, and what is it that you need to be proactive about?

I have been fortunate to work with a number of organisations that have made this shift in their cultural journey. It requires commitment from the most senior leaders to set the tone for the organisations, using the ideas outlined earlier, in particular Due Diligence.

Early Warning Signs
In most cases of mental stress claims, hindsight teaches us that there are many early warning signs that something is amiss way before the actual incident or breakdown.

In the overview I commented that mental stress can be a result of circumstances either outside of work, or in the workplace itself.

Regardless of the origins of the stress, the proactive notion of recognizing early warning signs is a critical part of building a culture of social support, and provides a few challenges for leaders.

The first challenge for leaders is switching their people’s minds onto the importance of being aware of and looking for the early warnings.

The second challenge is if they are looking for early warning signs and they identify them, what and how do they address them? What conversational skills or competence do your people have in this sensitive area?

Thirdly, given the broad spectrum of mental health challenges, which ones fall into the specialist provider category, what is the escalation process, and how well has it been communicated?
From a legal perspective, the questions asked of team mates and front line leaders once they became aware of early warning signs is:

- What did you do?
- Did you do enough?

For more senior leaders who may not be present all the time, the question becomes:

- What did you know?
- What ought you to have known?

So the challenge for leaders is to take this notion of early warning seriously, consult and communicate with your people so they have a clear understanding of their importance, and build a culture of trust and collaboration where people feel safe to speak out, and colleagues are on the lookout.

3. Conclusion

A challenge and an opportunity

Dating back to the early times of man’s existence, communities have always been under threat, and the survival of a community or tribe relied on two key factors, TRUST and COOPERATION.

The modern workplace is no different. Threats to our organisational survival still exist, ranging from competitors to changes in market conditions and technology, and more recently, the growing threats of managing mental stress in the workplace.

Whilst we have no control over the external threats, what we do have control over is the environment in which we operate. Psychological Safety entails building an environment where people feel safe, where they belong and where there is demonstrated trust and cooperation.

Before an organisation can reach a maturity level where peers take care of peers, leaders need to set the tone and create Psychological Safe workplaces. This requires great leaders.

What makes a great leader?

In his March 2014 Ted talk, management theorist Simon Sinek suggests, it’s someone who makes their employees feel secure, who draws staffers into a circle of trust.

But creating trust and safety — especially in an uneven economy — means taking on big responsibility.

Creating trust and safety, especially in an unpredictable and often volatile economy requires a deliberate and informed commitment.
**Seize the opportunity**

At Larsen Jensen, we understand that in order to create a robust culture of Psychological Safety, this requires effort from both leaders and individual team members.

We’ll share with you the numerous case studies of organisations that have recognised the threats to the Psychological Safety of their people, and have turned these challenges into a competitive advantage, and we’ll help you:

- Create awareness and ownership
- Design a strategy
- Engage your leaders and your people

If you would like a complimentary Psychological Safety assessment of your organisation, contact Pete Jensen at pete.jensen@larsenjensen.com.