



the
fearless
organization
scan

Psychological safety index

your Avengers team

Feb 19th '24

6 out of 6 participants completed the surveys.

This report is for: **your Avengers team**

Introduction

If you change the nature and quality of the conversations in an organization, the quality of the outcomes of these conversations increases exponentially.

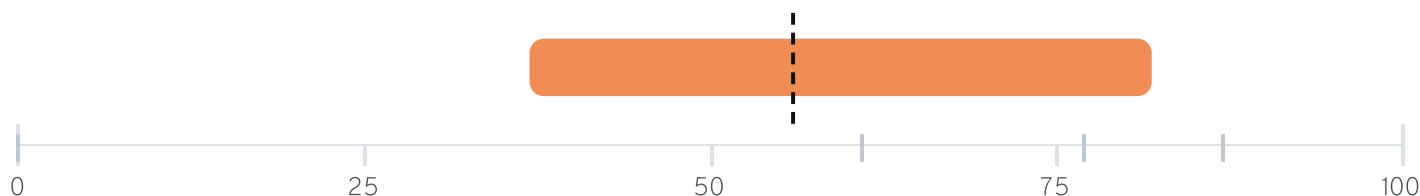
Scientifically, Psychological safety is the core component to unlock this.

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

This is the definition of Prof. Amy C. Edmondson at Harvard Business School. She has been researching the effect of psychological safety or - rather the absence of it- on performance and effectiveness in teams and organizations for over 25 years.

This report debriefs the score for the context you completed the survey for, expressed as the Psychological Safety Index, the PSI. Low PSI indicates low psychological safety, high PSI indicates high levels of psychological safety.

The median PSI for your Avengers team is 56 out of a maximum 100



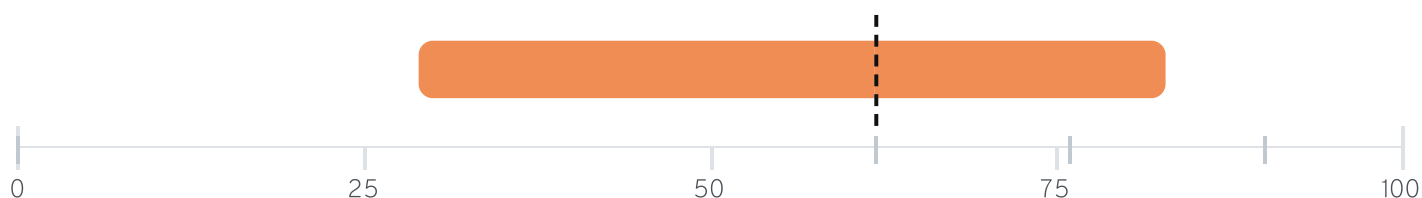
The score suggests that in this team the average team member experiences very low psychological safety. Team effectiveness is probably hampered by the lack of it.

The score indicates that not all team members experience psychological safety equally in your Avengers team, there's a big variance in the sense of safety within this context.

Willingness to help and teaming

Willingness to help is instrumental for effective teaming. With the absence of this factor, a team risks operating in an ineffective and fragmented way. Low willingness to help may correlate with people burning out, as they may feel that they are unsupported. Note that external pressures, such as a very high workload may unconsciously reduce willingness to help in a team, as people will follow the human inclination to hunker down and focus on their own tasks and deadlines under pressure. Not checking in with each other on this may result in avoidable failures and unnecessary risks.

The median score of this group for 'Willingness to help and teaming' is 62 out of a maximum 100



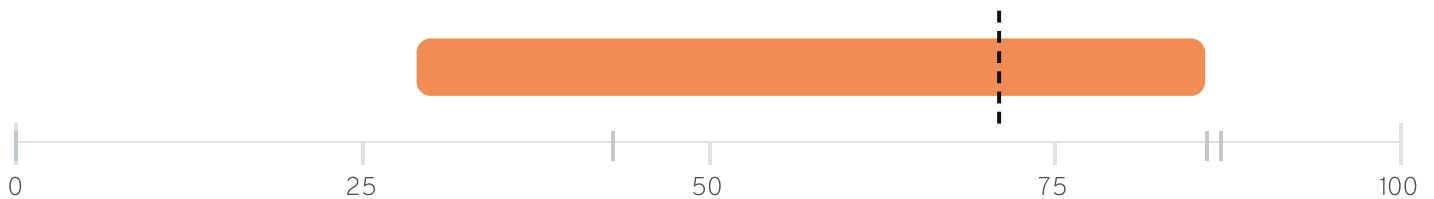
The score suggests that in the team the members - on average - do not give and/or feel no room to help each other. A culture where nobody is able to help each other tends to create issues around trust, quality and security. When you feel left on your own, it is hard to come together on tougher issues.

The score shows that in your team there are people who rate willingness to help as (much) lower than others. There's a lot of variance in the perception your team members have of willingness to help. Where certain colleagues rate it as high, certain team members don't share that perception at all. Can you think of situations where you have seen this difference within the context of your Avengers team?

Inclusion & diversity

Teams that have values and display behaviors which foster inclusion can best leverage the benefits of diversity, so the order of inclusion and diversity is a deliberate choice here. Without inclusion, diversity will not add to traction, it may even lead to toxic behavior and “us” versus “them” dynamics. In inclusive environments, people are more likely to speak up and make better contributions to a team.

The median score of this group for 'Inclusion & diversity' is 71 out of a maximum 100



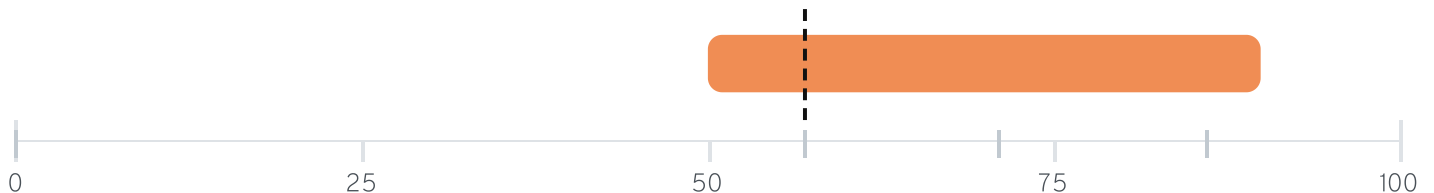
The score suggests that members of this team perceive that inclusion and diversity on this team is relatively poor.

The score indicates there is a broad spectrum of scores within your Avengers team. That means that there are big differences for different members of this team. Can you think of situations where it has been apparent that certain members feel left out or not included at times?

Attitude to risk and failure

A constructive attitude to risk and failure is crucial for building high-performing teams that are at the same time not overly risk-taking. High-performing teams build a balance between assuming risk and achieving success from this perspective. It can only be struck when a team can foster a true feedback culture. This means a team has to safeguard that making mistakes is both OK and will be shared openly in the team, so everyone can learn from them. Teams that hold mistakes against their members are at risk for eroding trust and stifling growth and innovation, as the research from Prof. Amy C. Edmondson shows. Teams that have a real feedback culture avoid the pitfalls of avoidable failure and dangerous silence.

The median score of this group for 'Attitude to risk and failure' is 57 out of a maximum 100



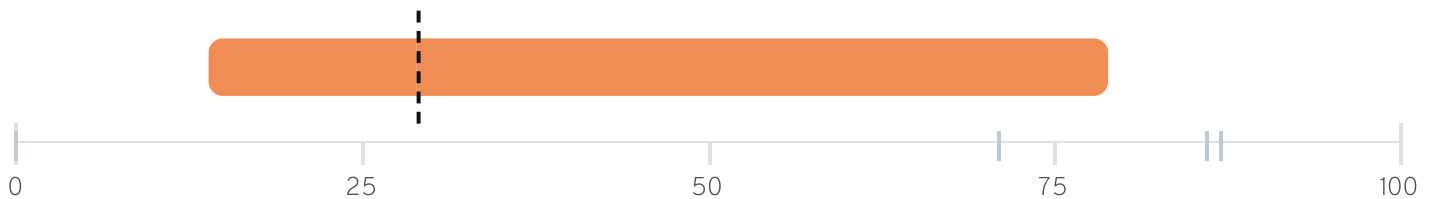
The score suggests that within your Avengers team, on average, people perceive that the attitude to taking risks is poor. It could well be that members are afraid to share mistakes and each member tackles risks and errors individually. The team is likely to risk the pitfalls of dangerous silence and avoidable mistakes.

Be aware, scores show not everybody perceives attitude to risk and failure similarly. Certain members rate it higher than others do.

Open conversation

If you improve the quality of your conversations, the quality of your outcomes will increase exponentially. The ability to bring up tough issues and how they are dealt with in conversation are a key component of psychological safety. Dangerous silence (not daring to speak up) and the ensuing avoidable mistakes disappear when everyone feels free to come forward with what needs to be said in open conversation.

The median score of this group for 'Open conversation' is 29 out of a maximum 100



The score suggests that within this team, the average member is not feeling that he or she is heard. When teams lack open conversations, team performance is often severely hampered. Teams that are able to have open conversations tend to have better results and lower risk of toxicity.

The score suggests there's a high variance in how team members experience conversations. Can you think of situations where you've witnessed this difference within meetings?