LEAD ACTIONS

1. **Encourage different ideas & viewpoints:**

    In meetings, make a deliberate effort to:

    (a) **Be the last to speak:** Ask others to con
        their thinking before you state your ow
        narrowing the debate or taking up too
        airtime.

    (b) **Invite challenge:** Ask "what might we
        here", "who has a different perspective
        would our dissenters say" to help broad
        thinking and generate new ideas. Wh
        have a strong point of view, ask peopl
        at least one thing that is wrong with yo

2. **Observe psychological safety in your tea**

    Spend a week being alert to psychologica
    in your team. Use the Sounds of Silence" T
    on the following page to identify signals th
    team members do/do not feel psychologi
    to voice different ideas/views, ask questio
    raise concerns. Select an area for improve
    then commit to working on that over the ne
    quarter. Repeat the exercise in 3 months.

Creates an environment where team members feel safe to
speak up without fear of negative consequences

LEAD ACTIONS

1. Encourage different ideas & viewpoints:

In meetings, make a deliberate effort to:

(a) **Be the last to speak:** Ask others to contribute
their thinking before you state your own, to avoid
narrowing the debate or taking up too much
airtime.

(b) **Invite challenge:** Ask "what might we be missing
here", "who has a different perspective" or "what
would our dissenters say" to help broaden the
thinking and generate new ideas. When you
have a strong point of view, ask people to tell you
at least one thing that is wrong with your idea."

2. Observe psychological safety in your team:

Spend a week being alert to psychological safety
in your team. Use the Sounds of Silence" Tip Sheet
on the following page to identify signals that your
team members do/do not feel psychologically safe
to voice different ideas/views, ask questions or
raise concerns. Select an area for improvement,
then commit to working on that over the next
quarter. Repeat the exercise in 3 months.

3. Re-frame failures & mistakes as learning opportunities:

Adopt the mantra of innovators that "our failures are
our growth opportunities", and actively encourage
the team to share failures and mistakes.

For example:

(a) **Reflect in action:** No matter how busy your team
is, dedicate regular periods (once a fortnight
or month) to team reflection to demonstrate a
learning mindset. i.e. have each member reflect
on the period and articulate what did/didn't
work: "what did I/we learn from this?" and "what
could I/we do better next time?". Always come
prepared to role model your commitment to
acknowledging and learning from your mistakes
or missteps.

(b) **Conduct post-mortems:** Schedule time directly
after the end of each project—no matter how
big or small—to review what worked well, and
what could be done differently next time. Frame
the session positively as an opportunity to grow
and improve. Document the learnings, and share
these with other teams who might also find them
valuable.

4. Check in one-to-one:

One of the easiest ways to create a psychologically
safe environment is to ask your employees what
you could be doing better to support them, or to
make them feel comfortable sharing their ideas and
opinions. Include a regular agenda item in your 1:1
catch-ups, and ask them whether there is anything
they're concerned about in the way that the team is
engaging, including anything they'd like you to do
differently. Make sure you don't react defensively
—instead, see their feedback as your leadership
growth opportunity.