Post-Survey Action Guide

Once you have identified areas that need work, i.e. the survey questions where your team responded with the lowest scores, use the suggested actions below to help your team move forwards. Prioritise the suggestions that are most relevant to your team, and be sure to share with your team that you are doing these in response to the survey - transparency helps to build trust.

1 – On this team, I understand what is expected of me.
- Ensure tasks are clear and well defined.
- Create agreed, shared protocols around the pace and quality of work. Create a shared "definition of Done".
- Make behaviour expectations explicit and clear.
- Deal quickly with negative behaviours so they don't become implicitly acceptable.

2 – We value outcomes more than outputs or inputs, and nobody needs to "look busy".
- Work with the team to remind them of what matters to the business, highlighting strategic and tactical goals and objectives.
- Use posters or visual displays to reinforce the message about what your priority is.
- Make it clear that you do not require or value presenteeism.
- Remove requirements to log hours worked or similar and ask for outcome reports instead.

3 – If I make a mistake on this team, it is never held against me.
- Make it clear that a mistake is an opportunity for the whole team to learn and grow.
- Lead by example by being open with the team when you make a mistake and explaining what it has taught you.
- Deal quickly with members of the team who try to "blame and shame" others, reminding them of your values, to ensure that this does not become part of the team culture.
- Run the *"The Fear Conversation Exercise."*

4 – When something goes wrong, we work as a team to find the systemic cause.
- Carry out retrospectives regularly (see the *Team Retrospective Templates*).
- Make a point of asking "What went wrong?" not "Who went wrong?"
- Utilise and encourage "systems thinking" approaches to prevent mistakes before they happen or mitigate the impact of mistakes when they do. See "Making the jump to systems thinking: https://thesystemsthinker.com/making-the-jump-to-systems-thinking/ for more guidance about working with these approaches.

5 – All members of this team feel able to bring up problems and tough issues.
- Provide safe spaces such as unhurried , properly scheduled 1-1s for your team members to open up
- Model this behaviour by being honest about the challenges you face.

● Make a point in meetings of asking team members what is going well for them currently and what is not going so well, so it's clear you are not only there to "celebrate wins".

6 – Members of this team never reject others for being different and nobody is left out.
● Include all team members in discussions and meetings that are relevant to them.
● In a meeting, ensure everyone's voice is heard at least once. This is even more important in remote meetings.
● Examine your team practices to ensure you are being as inclusive as possible. Key things to consider here are:
    ○ Team socials - are they centred around alcohol and if so, is everyone in the team comfortable with that? Does the timing of social events accommodate parents and those with care responsibilities?
    ○ Birthdays - do you know when these are for each of your team and how they would like (or not like!) to celebrate?
    ○ Work environment - does the level of noise and lighting work for everyone in your team? Can you provide quiet spaces for people to work when they need it?
● Provide spaces for team members to share as much or as little as they feel comfortable with about their personal lives, and make it clear that you celebrate those differences.

7 – It is safe for me to take a risk on this team.
● Reward intelligent risk-taking by explicitly thanking and praising team members, even when those risks don't pay off.
● Invite team members to share measured risks they have taken.
● Ask your team how they determine when a risk is worth taking. Try to co-create some shared practices of calculating risk versus reward.

8 – It is easy for me to ask other members of this team for help.
● Praise and thank team members for asking for help.
● Model this behaviour by sometimes asking for help yourself.
● Normalise asking for help by creating easy ways for people to do it - for example: online chat channels where team members can post questions or challenges.

9 – Nobody on this team would deliberately act in a way that undermines my efforts.
● Praise and reward team members who go out of their way to help others, even if it impacts their individual productivity.
● Invite team members to share, celebrate and appreciate each other's successes.
● Be very firm with any negative behaviours such as people talking over each other, dominating conversations, or taking credit for someone else's work.

10 – My unique skills and talents are valued and utilised in my work as part of this team.

● Ensure that every team member is in a role they feel they bring value to.
● Identify the strengths of each team member and share these with the team.

Teams exist in varying degrees of "remoteness" at different times. Some teams are mostly co-located with a few members being remote, whilst some teams are fully remote. Consider the impact these varying degrees of remoteness have on the different members of your team and what impact it has on power structures and team dynamics. (See Martin Fowler's *Many Shades of Remoteness*). Where all or some of your team members are remote, explore the behaviours highlighted in Item D: *Remote Psychological Safety* and read a deep-dive on remote psychological safety here: Psychological safety in Distributed and Remote Teams.

Remember to be patient: this is a journey, not a destination. Teams move through various stages of psychological safety, and it is ok to sometimes move in reverse as long as you strive forwards. See item I. "*The Four Stages of Psychological Safety*", from Timothy R Clarke.

It's also important to work on your own psychological safety. You can't effectively help others if you don't look after yourself.