Psychological safety and wellbeing

Creating an enabling work environment workshop resources

October 2021

Introduction

This booklet provides an overview of the key concepts, tools and practices from the Psychological Safety and Wellbeing webinar as part of the series Creating an enabling work environment. The purpose of this booklet is to give some guidance to organisations that are rethinking their work environment.

The overview is by no means an exhaustive list. It only offers a small but curated set of reading, exercises, and activities from the huge variety of methods and techniques that are freely available in the public space. The resources in this booklet will be most useful to people leaders and teams keen to improve the psychological safety and wellbeing at work.

Starting to apply the practices in this booklet is a step towards creating an enabling work environment. However, to truly transform your work environment will also require carefully considered and designed strategies. That said, we hope that with this booklet you will feel inspired to start improving your workplace in new and exciting ways.

Purpose at Work 2021

Psychological safety

Topic	Practice	Description	Links
Psychological safety	-	Shared belief that the team is safe for interpersonal risk taking	A guide to psychological safety How fearless organisations succeed Psychological safety and role of leadership Psychological safety scale How to create a culture of psychological safety How to create psychological safety in a hybrid work world HRM-online article on psychological safety
Frame the work	Cynefin Framework	A conceptual framework that aids decision-making by describing five contexts based on cause-and-effect relationships	Introduction to the Cynefin Framework A video describing the Cynefin Framework by its creator
Frame the work	Wicked Questions	Articulate the paradoxical challenges that a group must confront to succeed	Articulating paradoxical challenges with Wicked Questions Wicked Questions exercise
Emphasise purpose	Nine why's	Make the purpose of your work together clear	How to run the nine why's exercise
Emphasise purpose	Team purpose	A team purpose describes the reason why a team exists. It binds the team and guides behaviour	How to design a team purpose
Situational humility	Build a challenge network	A group of people in your life who provide you with radical transparency and feedback to help you improve.	How smart leaders use humility to improve their teams Why you need a challenge network
Situational humility	Humble leadership	Humble leaders have the courage and insight to admit they do not have all the	Short video of Edgar Schein who literally wrote the book on humble leadership on the why of humble leadership

		answers and can benefit from the expertise of others and the confidence to recognise their own weaknesses.	HRM-online article on admitting mistakes
Practice inquiry	Humble inquiry	The art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person	Utilizing humble inquiry to achieve humble leadership How leaders can ask better questions Principles for asking better questions
Practice inquiry	Active and reflective listening	The process of listening attentively while someone else speaks, paraphrasing and reflecting back what is said, and withholding judgment and advice	Active listening in healthcare (but equally important in social care) Active listening exercise
Set up structures and processes	1-2-4-all	Engage everyone simultaneously in generating questions/ideas/suggestions	1-2-4-all structure to group engagement
Set up structures and processes	Uncover the stinky fish	An activity to share any and especially unspoken concerns on a central topic	How to: uncover the stinky fish exercise
Express appreciation	Team strengths	Identifying and appreciating strengths in team members helps build trust, mutual respect, and self-confidence in group	Team strengths mapping exercise based on storytelling Team strengths mapping exercise based on appreciation
Express appreciation	Praise to criticism ratio	The ratio of positive comments to negative comments	The ideal praise to criticism ratio
Destigmatise failure	Celebrate failure	Create a safe environment where people can share failures, learn from them, and have fun	Loser ball exercise: playful energiser to start celebrating failure How to host regular failure celebration events

Destigmatise failure	Feedforward	Giving future-orientated suggestions aimed at helping others achieve their goals	[Try feedforward instead of feedback](#)
Sanction clear violations	Min Spec + sanctions upon violating a min spec	Min Specs are the minimum number of simple rules that must be respected. Specify only the absolute "Must do's" & "Must not do's" for achieving a purpose	[How to develop Min Specs as a team](#)
	Talk in rounds	Taking turns to talk, one person after another without interrupting, cross talking or responding directly. If you want to respond to someone else, you wait for your turn in the order to do so.	[Article explaining talking in rounds](#)
Sharing failures	Idea's funeral	Event where a team shares their learnings, what parts of a failed idea they'd like to keep and ways to incorporate the 'best of' the idea into other initiatives.	[Inc article on ideas for consciously celebrate failure including ideas funeral](#) [The learning opportunities hiding in our failures](#)
	Heard, Seen, Respected	A practice for deeper listening and empathy with colleagues	[How to run Heard, Seen, Respected](#)

PURPOSE AT WORK

Wellbeing

Topic	Practice	Description	Links
Wellbeing	-	How you feel about yourself and your life based on a combination of your physical, mental, emotional, and social health.	Benefits of health and wellbeing for work Workplace wellbeing Black Dog Institute WorkSafe Victoria Create a mentally healthy workplace Worker's comp for psychological injury NSW Code of Practice: Managing psychosocial hazards at work Highlights from Strengthening Senior Leader, Resilience and Wellbeing session-NDS Safer and Stronger 2021 workplace burnout study
Self-care and reflective practices	Self-care plan	A self constructed guide to help you promote your health and wellbeing.	Developing a self-care plan
Self-care and reflective practices	Good day bad day	A tool to helps us to learn what is important to us and how to what we can do to have more good days and fewer bad ones	Good day, Bad day person-centred thinking tool
Self-care and reflective practices	What, So What, Now What	A shared experience of a process that collects facts about What Happened to making sense of these facts with So What and finally to what actions logically follow with Now What.	What, So What, What Now practice walk through What, So What, Now What MURAL Template
Empathy and compassion	Empathy bingo	An activity that helps differentiate between empathy and other responses	The power of empathy in times of crisis and beyond Animated video Brené Brown: Empathy vs Sympathy Empathy Bingo exercise

Empathy and compassion	Reflective listening	A technique in which the listener tries to understand the speaker's message or idea and then checks with them if they have been correctly heard and understood	[Translated rant exercise](#) [The three types of empathy every leader needs](#) See also Active and reflective listening practice under psychological safety
Empathy and compassion	Compassionate (nonviolent) communication	A practice that helps us learn to clarify what we are observing, what emotions we are feeling, what values we want to live by, and what we want to ask of ourselves and others, so we no longer need to use the language of blame, judgment, or domination	[On nonviolent communication](#) [The heart of nonviolent communication](#) [Feelings inventory from the Centre for nonviolent communication](#) [Needs inventory from the Centre for nonviolent communication](#)
	Check-in check-out	A practice that invites each group member to be present, seen and heard, and to express a feeling or reflection to open and close a meeting in collaborative way	[13 Reasons to do a check in round](#) [Check-in check-out: how to facilitate](#)
	Work-life impact assessment	A workshop created by Atlassian as a way to build empathy and identify the right support for your team through changing work experiences.	[Work-life impact assessment](#) [MURAL template to run the work-life impact assessment](#)
	My user manual	A short document outlining how you like to work, collaborate, communicate, and receive feedback to help colleagues understand each other	[My user-manual exercise](#) [My user manual template](#) [My user manual example](#)
	How to best support me	A tool that helps team members articulate and share their stressors, their behaviour when stressed and what both they themselves and others can do to help	[Stress and support tool](#)

For further information and support in creating an enabling work environment see www.purposeatwork.com.au