ASK®

Psychological Safety Starter Kit

Practical Tools for L&D Leaders Developing Managers

Psychological Safety is a shared belief that it's **safe to speak** up, **ask questions**, and **learn** without fear of humiliation or punishment.

engage learn transfer...

Five Manager Behaviours that start to build Psychological Safety This Week

Use these micro-actions in everyday conversations, meetings, and feedback moments.

Behaviour 1:
Invite Voice

Say...

- What are we missing?
- Who has a different perspective?
- What feels hard to raise right now?

Manager intention:
Make participation normal.

Behaviour 2:
Model Fallibility

Say...

- I may be wrong – what do you think?
- Here's something I learned from a mistake this week...

Manager intention:
Reduce fear of imperfection.

Behaviour 3:
Respond Productively

Say...

- Thank you for raising that.
- That's useful feedback - let's explore it.

Manager intention:
Reward speaking up.

Behaviour 4:
Include Quiet Voices

Do...

- Ask the most junior person first.
- Use round-robin check-ins.
- Create space after asking a question.

Manager intention:
Safety is collective, not *just* for assured speakers.

Behaviour 5:
Treat Mistakes as Learning

Say...

- What can we learn from this?
- How to we improve the system, not blame the person?

Manager intention:
Build learning agility.

Spotlight on Learning and Development

These behaviours are trainable skills - *Psychological Safety* is founded on shared team capabilities, not personality.

WEBINAR

A 10-Minute Ritual to Create Psychological Safety in Teams

One of the fastest ways to build psychological safety is to design simple team routines that normalise openness and learning.

Facilitation Notes

- Keep it brief and consistent.
- Leaders should speak last.
- Thank people explicitly for contributions.
- Focus on the team dynamic, not individuals.

Spotlight on Learning and Development

Psychological Safety is not about avoiding the tough conversations – it's about creating space for honest dialogue, learning, and accountability.

Quick Diagnostic: Psychological Safety Pulse for Teams

Use these questions to understand whether *Psychological Safety* exists in practice – not just in intention.

Instructions: Rate each statement from 1 (Strongly disagree) to 5 (Strongly agree).

Pulse Questions		1	2	3	4	5
1.	People in this team can raise problems and tough issues.					
2.	It feels safe to take interpersonal risks in this team.					
3.	Mistakes are treated as learning opportunities, not blame triggers.					
4.	People are comfortable asking for help.					
5.	Different perspectives are welcomed and included.					
6.	Leaders respond constructively when challenged.					
7.	People feel their unique skills and contributions are valued.					

Reflection

One insight from our results:

Reflection

One behaviour we want to strengthen next month:

Spotlight on Learning and Development (Important Note)

Psychological Safety is a shared team norm. Avoid singling out individuals – focus on collective habits and routines.

WEBINAR

Embedding Psychological Safety into Manager Development

Psychological Safety is not a standalone activity – it is the foundation for **effective leadership** and **learning transfer.**

Spotlight on Learning and Development Leaders

Ask yourself:

- Where do managers in our organisation need more confidence to speak up and listen well?
- Which leadership programmes could include *Psychological Safety* behaviours explicitly?
- How will we measure progress beyond awareness?

Your Next Step

Complete ASK's **Psychological Safety Diagnostic for L&D Leaders** to understand where your organisation sits today – and what to do next.

scan *here*

to take the diagnostic

#JustAsk

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