<table>
<thead>
<tr>
<th>Leader behavior¹⁶</th>
<th>Cultivating psychological safety (Leaders in action)</th>
<th>Signs the work environment is psychologically safe (Examples from Mayo Clinic)</th>
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</table>
| Be accessible     | • Be present and approachable through word and action.  
                   • Intentionally make yourself visible to the team.  
                   • Deepen the emotional connection by getting to know your team members.  
                   • Designate office hours for drop-in discussions and keep the commitment to be there and be present. | • As a leader, you are frequently approached for curbside consultations by colleagues and your team members.  
                   • Team members know how to contact you and aren’t afraid to do so.  
                   • Leaders are seen frequently in their work area, e.g., rounding.  
                   • Team members know your values, and you know theirs. |
| Invite participation | • Establish a supportive environment where face-to-face, phone or virtual interaction is expected.  
                   • Set expectations that everyone will contribute verbally with or without an invitation to speak.  
                   • Initiate daily huddles that cover personal anecdotes (to build relationships) and work-related metrics.  
                   • Get curious when it comes to problem-solving by inviting each member’s input.  
                   • Challenge beliefs and assumptions that may be preventing people from speaking up.  
                   • Thank those who speak up and tell them the impact of their willingness to do so. | • Curiosity is the driver versus a culture of silence. Team members ask open-ended questions of each other to understand a decision, challenge a belief or assumption or get clarity on their role.  
                   • All team members speak up and are equally comfortable leading as well as participating.  
                   • Team members know what strengths their colleagues possess and routinely tap each other for those strengths to get the work done.  
                   • Trust between team members and leader is palpable. Visitors to the work area/unit note that “something is different.”  
                   • No one is punished or humiliated for speaking up. |
| Display fallibility and acknowledge limits | • Be willing to share that you don’t know everything.  
                   • Admit when you are wrong. Self-disclosure of limitations demonstrates grace, humility and vulnerability.  
                   • Share your story — what you hoped would happen and what actually did. | • Team members feel free to admit their mistakes.  
                   • When a team member has concerns about an idea or proposal, they are able to bring it up for discussion and the dialogue centers on the idea, not the person. |
| Highlight failures as learning opportunities | • Actively address failures when they occur without judgment.  
                   • Establish a regular cadence of measurement and analysis using small tests of change to highlight problem-solving and the continuous improvement cycle. Talk about these at a daily huddle or during rounding. | • Team members understand and can verbalize that failures are treated as learning opportunities in their work area.  
                   • Team members conduct small tests of change allowing the team to experiment and take calculated risks to identify practical solutions for local problems.  
                   • The team demonstrates confidence and agility in change and engages everyone in identifying sustainable solutions. |
| Set boundaries and hold people accountable | • Initiate discussion on team norms and expectations for behavior and work with agreements and commitment from the team. Hold yourself to these same norms and expectations. Regularly revisit these agreements in projects, team meetings or one-on-one discussions, ensuring alignment and commitment.  
                   • When transgressions to norms and agreements occur, address these immediately and directly to stop the undesired behavior.  
                   • Help all team members set goals for their individual growth and engage them in discussion around goals for the work area. | • “I” statements are used frequently by the leader and the team members, indicating ownership of next steps or taking accountability.  
                   • There is consistency in word and action among the leader and team members.  
                   • When a team member is not demonstrating their values in action, there is enough trust present that peer-to-peer discussion occurs.  
                   • Team members know there are clear boundaries and any transgressions will be addressed.  
                   • Team members go above and beyond normal expectations. They are excited to do the work and the work is aligned with organizational goals. |