

# PSYCHOLOGICAL SAFETY: TEAM NORMS HANDOUT

## Team Resilience:

The capacity for a group to maintain equilibrium in the pursuit of important goals while being challenged.

Resilient teams (as opposed to non-resilient teams) share these 3 qualities:

- 1 They share a common and well-defined mental model of team norms.
- 2 They practice these team norms on a day-to-day basis to create Psychological Safety.
- 3 They continually make sure to monitor the team's upholding and practice of these norms.

	Non-Resilient Teams	VS	Resilient Teams
THINKS	“Psychological Safety behaviors and mindsets don’t need to be explicitly integrated into team norms.”		“Psychological Safety behaviors and mindsets must be established as an explicit set of team norms and monitored regularly.”
DOES	<p>Do not prioritize implementation of Psychological Safety mindsets and behaviors in their day-to-day interactions.</p> <p>Check in on team Psychological Safety in an ad hoc and inconsistent manner.</p>		<p>Make sure to actively incorporate openness, curiosity, and care in their day-to-day interactions.</p> <p>Hold each other to the highest interpersonal standards and frequently monitor (formally and informally) how they’re performing against their established team norms.</p>
GETS	<p>Groupthink</p> <p>Low trust</p> <p>Weak resilience buffer</p>		<p>Innovative thinking</p> <p>High trust</p> <p>High resilience buffer</p>

**Psychological Safety:** “A shared belief that the team is safe for interpersonal risk taking.” -Amy Edmondson

Mindsets for Psychological Safety	Self-Reflection Questions	Team Discussion Questions
<p><b>BE OPEN</b></p> <p>Promotion of mutual respect through fostering a shared sense of purpose and clear team norms.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Am I someone who looks for value in other’s opinions and thoughts?</li> <li><input type="checkbox"/> What can I do on a day-to-day basis to encourage my coworkers to openly share their ideas and suggestions?</li> <li><input type="checkbox"/> What can I do to ensure I continue to keep our team norms front and center in my mind?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> How can we make sure that people are not left out of the loop?</li> <li><input type="checkbox"/> What is the best way to communicate as a team?</li> <li><input type="checkbox"/> What is the best way for team members to safely discuss sources of friction so that they can be resolved?</li> </ul>
<p><b>BE CURIOUS</b></p> <p>Promotion of Growth Mindset in order to remain agile and adaptable in the face of uncertainty.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What is the best way for team members to safely discuss with me about sources of job stress so that they can get support?</li> <li><input type="checkbox"/> What am I doing on a daily basis to ensure I’m learning both from my successes and setbacks?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> What can be done as a team to make sure that everyone has a chance to safely give and receive feedback?</li> <li><input type="checkbox"/> What can be done as a team to make sure that everyone has the chance to provide their input when discussing new initiatives or workstreams?</li> <li><input type="checkbox"/> What investments will we make in nurturing a strong investment in learning?</li> </ul>
<p><b>BE CARING</b></p> <p>Promotion of trust through compassionate action.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Do I take time to notice my people’s experience?</li> <li><input type="checkbox"/> What changes (based on the six person-job mismatches that lead to burnout) can I make to ensure I’m creating conditions that foster resilience on my team?</li> <li><input type="checkbox"/> When I see one of my reports engaging in pro-resilience behaviors and/or upholding our team norms, do I notice and reinforce this behavior?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> How can we make sure that people on this team are actively prioritizing micro moments of pro-resilience skills and behaviors?</li> <li><input type="checkbox"/> What investments will we make in nurturing strong social connections and interpersonal contribution?</li> <li><input type="checkbox"/> How do we want to reinforce our team norms?</li> </ul>

## Setting up Psychologically Safe Team Norms

### Team Norms Include:

- 1 Behaviors that embody your shared guiding principles.
- 2 How you work together.
- 3 What you do and do not stand for.
- 4 How you hold each other accountable to remain a united front in times of uncertainty.

## STEP 1: Harmonize

Set aside time for 1-2 team meetings to focus exclusively on establishing Psychologically Safe team norms.

Meeting 1:	Review the 3 mindsets for Psychological Safety (on page 2) and go through the team discussion questions for each. Have someone take notes.
Between Meetings:	Team members asynchronously suggest 3-5 key behaviors for Psychological Safety that are most relevant to your team (based on outcome of meeting 1).
Meeting 2:	Review all team suggestions. Combine similar ideas and narrow down team norms to top key themes.

## STEP 2: Draft a Psychological Safety Team Manifesto

Based on these established norms, draft a team manifesto. This can be done synchronously or asynchronously. Below is an example team manifesto, however, it's okay to get creative and find a format the best represents your team.

Key Area	Questions	Output
TEAM MISSION	What is our mission as a team?	<i>To not only ensure that our customers have the best product experience possible, but to delight them.</i>
GUIDING PRINCIPLES	What do we stand for?	<ul style="list-style-type: none"> <li>• Resilience is necessary for our success.</li> <li>• We are stronger together.</li> <li>• Mutual respect and trust ultimately foster candor.</li> <li>• Feedback and collaboration make us grow.</li> </ul>
	What don't we tolerate?	<i>Disrespect, shaming, taking undo credit, blame, exclusion.</i>
TEAM NORMS	What are our core operating principles for Psychological Safety?	<ul style="list-style-type: none"> <li>• Get to know each other as people first.</li> <li>• Speak up using honesty infused with respect.</li> <li>• Be okay with saying "I don't know" or "I need help."</li> <li>• Proactively address signs of stress and job-person mismatches.</li> <li>• Strive for equal talk time in most meetings.</li> <li>• Seek opportunities to celebrate each other's pro-resilience behaviors.</li> <li>• No blaming, shaming, or undermining.</li> <li>• Mistakes are okay as long as we learn from them.</li> </ul>
MONITORING PLAN	How will we hold each other accountable?	<i>Each month, one of us will volunteer to be the Psychological Safety point person that leads us through a retrospective at the end of the month.</i>

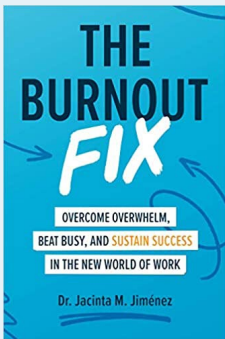
### Step 3 : Monitor

Decide on ways the team as a whole will hold themselves accountable and monitor efforts to increase levels Psychological Safety and resilience.

### Step 4 : Learn

Set up regularly occurring retrospectives. Below are two types of learning retrospectives to consider implementing:

1. Project Reviews: Following major projects, hold a review meeting to give the team space to acknowledge mistakes, wins, and opportunities to develop.
2. Monthly Psychological Safety Norm Reviews: Once a month, come together as a team to review how team norms are going. At this time, members can share learnings, insights, and opportunities to enhance efforts.



*The Burnout Fix* provides a compelling and timely message for individuals, teams and organizations about what it means to thrive in today's complex and rapidly changing world of work by introducing science-backed pro-resilience skills, behaviors, and mindsets.

**About the author:** Jacinta M. Jiménez, PsyD, BCC (also known as “Dr. J”) is an award-winning psychologist and board-certified leadership coach with a 15+ year career dedicated to the betterment of leaders. An in-demand speaker, consultant, and coach, she has worked with individuals in top organizations in Silicon Valley and throughout the world. A graduate of Stanford University as well as the PGSP-Stanford PsyD Consortium, Dr. J is an expert in bridging the fields of psychology and leadership. She has contributed to national news and

TV outlets, including CNN/HLN, Business Insider, Forbes, Fast Company, and Wired. As the former Global Head of Coaching at BetterUp, Dr. J was a key leader in the development of groundbreaking science-backed coaching approaches for helping foster resilience in today's top organizations, while also leading a community of 1500+ international Leadership Coaches in over 58 countries. She holds a certificate in Diversity & Inclusion from Cornell University and provides consultation on topics related to this important topic as well.

To learn more visit [theburnoutfixbook.com](http://theburnoutfixbook.com)

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