

Safety-Creating Professional

Architecting Psychological Safety in Clinical Environments

Intensives Library · Team Culture & Retention

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Part 1 · Overview

Safety-Creating Professional

Psychological safety isn't an accident — it is architected. The Safety-Creating Professional actively designs environments, interactions, and team norms that make it genuinely safe to speak up, take risks, admit mistakes, and challenge assumptions. This intensive develops the intentional practices that transform clinical cultures.

Learning Slides

Frameworks for creating psychological safety through intentional leadership and team practices.

Mind Map

Visual mapping of safety architecture elements across team and organizational levels.

Self-Assessment

Evaluate your safety-creating behaviors and identify high-impact development areas.

Worksheet

Structured exercises for designing and implementing psychological safety practices.

Safety Architecture Pillars

Leader modeling of vulnerability

Response to failure and mistakes

Creating voice equity in teams

Norm-setting for candor

Recognition of courageous honesty

Inclusive participation structures

Part 2 · Slides

Introduction

The Safety-Creating Professional

Building Psychological Safety in SUD Treatment Teams

Psychological safety represents the foundational element that enables open communication, collaborative learning, and authentic professional relationships that ultimately enhance both staff wellbeing and patient care quality.

- Team members feel safe to express concerns and admit mistakes without fear
- Psychological safety enables continuous learning and creative problem-solving
- Amy Edmondson: 'A shared belief the team is safe for interpersonal risk-taking'
- In SUD treatment, safety is essential for patient safety and treatment quality
- When absent, team members withhold information and avoid seeking consultation

Awareness

Safe Communication Environment

Creating Space for Open Dialogue

Recognizing when environments feel safe versus judgmental is the first step toward creating communication spaces that support authentic professional relationships.

- Recognize when team environments feel safe versus risky for communication
- Notice how your own communication style affects team psychological safety
- Understand the difference between supportive challenge and threatening criticism
- Identify patterns in what creates versus undermines safety in meetings
- Acknowledge both safety-enhancing and safety-reducing aspects of your approach

Awareness

Perspective-Taking & Empathy

Understanding Diverse Viewpoints

Effective psychological safety requires genuine appreciation for how different backgrounds and experiences shape colleague perspectives and approaches.

- Recognize opportunities to understand diverse viewpoints within your team
- Notice when you demonstrate versus lack empathy for colleagues' perspectives
- Understand how professional backgrounds affect team member viewpoints
- Identify when perspective-taking enhances versus undermines collaboration
- Appreciate diversity rather than trying to eliminate differences

Awareness

Feedback Culture Participation

Making Feedback Safe and Productive

Healthy feedback cultures normalize constructive dialogue as essential for team learning and continuous improvement.

- Recognize when feedback exchanges feel safe versus threatening
- Notice your comfort level with giving and receiving constructive feedback
- Understand how feedback delivery affects psychological safety
- Identify what supports versus interferes with constructive feedback culture
- Acknowledge both growth-oriented and defensive aspects of your participation

Mastery

Safe Communication Creation

Building Environments That Invite Openness

Creating safe communication environments requires deliberate practices that make diverse perspectives feel welcome and valued.

- Create communication environments safe for diverse perspectives and concerns
- Develop skills for encouraging dialogue with appropriate boundaries
- Build capacity for responding to difficult topics while preserving safety
- Create meeting structures that support rather than inhibit honest communication
- Practice active listening that demonstrates genuine interest in colleagues

Mastery

Constructive Feedback Culture

Normalizing Growth-Oriented Dialogue

Developing feedback cultures where giving and receiving feedback feels supportive rather than threatening enables continuous team improvement.

- Work to normalize constructive feedback as part of team learning culture
- Develop skills for delivering feedback in supportive rather than threatening ways
- Build capacity for receiving feedback openly without becoming defensive
- Create feedback structures that support rather than inhibit team growth
- Model feedback receptivity and learning orientation for colleagues

Mastery

Inclusive Participation

Ensuring All Voices Are Heard

Inclusive participation ensures all team members feel valued and able to contribute meaningfully, regardless of role or tenure.

- Ensure all team members feel heard, valued, and able to contribute
- Develop skills for drawing out quieter voices and managing dominant speakers
- Recognize and address power dynamics that may inhibit participation
- Create structures that accommodate different communication styles
- Advocate for marginalized voices during team decision-making

Mastery

Mistake-Friendly Learning

Treating Errors as Growth Opportunities

Mistake-friendly cultures treat errors as learning opportunities rather than failures to hide, enabling continuous improvement and innovation.

- Promote treating mistakes as learning opportunities rather than failures
- Develop skills for responding to mistakes that encourage future risk-taking
- Build capacity for admitting your own mistakes and modeling learning responses
- Create mistake-reporting systems that support rather than punish acknowledgment
- Reframe failures as data and growth opportunities rather than sources of shame

Mastery

Appropriate Vulnerability

Building Trust Through Authenticity

Professional vulnerability, when balanced with appropriate boundaries, builds trust and enables meaningful professional relationships.

- Practice professional vulnerability that builds rather than undermines trust
- Share uncertainties in ways that encourage rather than discourage support
- Build authentic self-presentation while maintaining professional boundaries
- Create opportunities for mutual vulnerability that strengthen relationships
- Balance professional competence with humble learning orientation

Mastery

Safety Leadership & Modeling

Leading by Example Regardless of Position

Psychological safety leadership happens through positive modeling regardless of formal authority or position.

- Model psychological safety behaviors regardless of formal position

- Develop leadership skills that encourage team member risk-taking
- Build capacity for using influence to create rather than undermine safety
- Demonstrate curiosity, learning orientation, and respect for contributions
- Inspire others to contribute to safety development through your modeling

Mastery

Conflict Resolution

Managing Disagreements Safely

Effective conflict resolution preserves psychological safety while honoring different perspectives and maintaining relationships.

- Engage in conflict resolution that preserves rather than damages safety
- Manage disagreements in ways that maintain respect and learning orientation
- Find resolution while honoring different perspectives and relationships
- Create conflict approaches that strengthen rather than weaken team safety
- Address interpersonal tensions before they escalate into threatening conflicts

Mastery

Diversity, Equity & Inclusion

Safety That Serves Everyone

True psychological safety includes attention to how different identities and backgrounds affect safety experiences for all team members.

- Ensure safety includes attention to diversity, equity, and inclusion concerns
- Understand how different identities affect psychological safety experiences
- Create safety that is inclusive rather than comfortable for only some
- Address both interpersonal safety and systemic equity concerns
- Advocate for safety that serves all team members rather than only the privileged

Application

Your Safety-Creating Journey

Building Teams Where Excellence Thrives

Psychological safety mastery develops through continuous practice, reflection, and commitment to creating environments where appropriate risk-taking enhances effectiveness.

- Seek to understand how safety can be continuously improved and evolved
- Develop commitment to ongoing learning about team dynamics and safety
- Build capacity for adapting approaches to changing team composition
- Create learning approaches that enhance your safety-building capacity
- Reflect on experiences to identify successes and areas for continued growth

Part 3 · Mind Map

Safety-Creating Professional Mind Map

Map Your Psychological Safety Building Journey

Create a comprehensive map of your safety-building patterns to identify specific development priorities for creating psychologically safe team environments.

Remember: Psychological safety isn't about avoiding all challenge—it's about creating environments where appropriate risk-taking enhances effectiveness.

Safe Communication Environment

Creating space for open dialogue

Environment Recognition

How do you recognize when team environments feel safe versus judgmental or risky?

Examples: Body language; Participation levels; Question frequency

Your specific patterns...

Communication Style

What helps you notice how your communication style affects team psychological safety?

Examples: Self-awareness; Feedback seeking; Impact observation

Your specific patterns...

Supportive Challenge

How do you distinguish between supportive challenge and threatening criticism in interactions?

Examples: Intent checking; Tone awareness; Relationship context

Your specific patterns...

Perspective-Taking & Empathy

Understanding diverse viewpoints

Viewpoint Understanding

How do you recognize opportunities to understand diverse viewpoints within your team?

Examples: Active listening; Curiosity practice; Assumption checking

Your specific patterns...

Empathy Awareness

What helps you notice when you demonstrate versus lack empathy for colleagues' perspectives?

Examples: Emotional attunement; Response checking; Understanding verification

Your specific patterns...

Background Appreciation

How do you understand how different professional backgrounds affect team member viewpoints?

Examples: History awareness; Training differences; Experience recognition

Your specific patterns...

Feedback Culture Participation

Making feedback safe and productive

Feedback Safety

How do you recognize when feedback exchanges feel safe versus threatening?

Examples: Climate sensing; Comfort levels; Response patterns

Your specific patterns...

Giving & Receiving

What helps you notice your comfort level with both giving and receiving constructive feedback?

Examples: Self-monitoring; Anxiety awareness; Skill assessment

Your specific patterns...

Delivery Impact

How do you understand how feedback delivery affects psychological safety and learning?

Examples: Method awareness; Timing sensitivity; Relationship consideration

Your specific patterns...

Inclusive Participation

Ensuring all voices are heard

Voice Recognition

How do you recognize when all team members feel heard versus when some are marginalized?

Examples: Participation tracking; Silence awareness; Contribution counting

Your specific patterns...

Facilitation Role

What helps you notice your role in encouraging or discouraging participation from quieter members?

Examples: Invitation practice; Space creation; Interruption awareness

Your specific patterns...

Power Dynamics

How do you understand how power dynamics affect team member willingness to speak up?

Examples: Hierarchy awareness; Status sensitivity; Authority recognition

Your specific patterns...

Mistake-Friendly Learning

Treating errors as growth opportunities

Error Response

How do you recognize when mistakes are treated as learning versus shameful failures?

Examples: Reaction patterns; Language use; Follow-up actions

Your specific patterns...

Personal Reactions

What helps you notice your own reactions to both your mistakes and colleagues' errors?

Examples: Self-monitoring; Emotion tracking; Response assessment

Your specific patterns...

Risk-Taking Impact

How do you understand how mistake response affects team willingness to take risks?

Examples: Innovation levels; Experimentation frequency; Honesty patterns

Your specific patterns...

Vulnerability & Authenticity

Building trust through openness

Vulnerability Balance

How do you recognize when professional vulnerability enhances versus threatens relationships?

Examples: Trust indicators; Connection quality; Boundary awareness

Your specific patterns...

Uncertainty Sharing

What helps you notice your comfort level with admitting uncertainties or knowledge gaps?

Examples: Self-assessment; Disclosure patterns; Support seeking

Your specific patterns...

Boundary Balance

How do you understand the balance between authentic sharing and appropriate professional boundaries?

Examples: Context sensitivity; Relationship stages; Role awareness

Your specific patterns...

Safety Leadership & Modeling

Leading by example regardless of position

Modeling Role

How do you recognize your role in modeling psychological safety behaviors regardless of position?

Examples: Influence awareness; Example setting; Behavior consistency

Your specific patterns...

Impact Awareness

What helps you notice when your actions support versus undermine team psychological safety?

Examples: Outcome tracking; Feedback reception; Pattern recognition

Your specific patterns...

Leadership Effects

How do you understand how leadership behaviors affect team willingness to engage openly?

Examples: Climate impact; Trust building; Safety signaling

Your specific patterns...

Action Planning for Psychological Safety Development

Capacity 1: Define the specific safety-building capacity you want to develop

First priority capacity...

Capacity 2: Define your second psychological safety development priority

Second priority capacity...

Capacity 3: Define your third psychological safety development priority

Third priority capacity...

How do these goals support each other and enhance overall team effectiveness?

Integration strategy...

Part 4 · Assessment

Safety Architects Assessment

Building Cultures of Innovation and Growth in SUD Treatment

Understanding Your Current Culture of Safety

The Psychological Safety Foundation

1. I recognize when team members appear hesitant to share ideas or concerns.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

2. I notice how my responses to questions or mistakes influence team openness.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

3. I understand how power dynamics affect psychological safety in clinical teams.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

4. I see patterns in which topics or situations create discomfort or silence in discussions.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

5. I acknowledge my own contribution to the psychological safety climate of my team.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

The Trust and Respect Dimension

6. I recognize strong trust between team members across different roles and levels.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

7. I notice how consistently colleagues demonstrate respect for diverse perspectives.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

8. I understand the connection between interpersonal trust and willingness to innovate.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

9. I see evidence of mutual respect in how clinical disagreements are handled.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

10. I acknowledge areas where trust may be compromised in my treatment setting.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

The Communication Culture Assessment

11. I recognize how openly team members share concerns about treatment approaches.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

12. I notice whether clinicians feel comfortable challenging established practices.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

13. I understand how communication patterns influence innovation in our setting.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

14. I see evidence of active listening when new ideas are presented.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

15. I acknowledge how communication hierarchies may limit creative input.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

The Vulnerability Examination

16. I recognize how comfortable leaders are in admitting uncertainty or mistakes.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

17. I notice whether team members openly discuss challenges and failures.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

18. I understand how vulnerability avoidance impacts learning in our setting.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

19. I see authentic sharing of struggles across different levels of the organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

20. I acknowledge my own comfort level with professional vulnerability.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

The Growth Mindset Evaluation

21. I recognize whether challenges are framed as opportunities or threats.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

22. I notice how feedback is typically received by team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

23. I understand how effort and improvement are valued relative to natural talent.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

24. I see evidence of learning orientation in response to setbacks.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

25. I acknowledge whether our language reflects fixed or growth mindset perspectives.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

The Risk-Taking Climate Analysis

26. I recognize the level of comfort with calculated risks in our treatment approach.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

27. I notice whether innovative ideas are encouraged even if untested.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

28. I understand the balance between evidence adherence and experimentation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

29. I see appropriate risk-taking being supported by leadership.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

30. I acknowledge how failure is perceived and discussed in our organization.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

The Learning From Failure Assessment

31. I recognize how thoroughly failures or setbacks are analyzed for learning.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

32. I notice whether discussions of failures focus on learning or blame.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

33. I understand how insights from unsuccessful attempts are documented and shared.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

34. I see evidence that past failures inform future approaches.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

35. I acknowledge whether failures are suppressed or explored in our culture.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Developing Innovation-Safety Leadership

Psychological Safety Development

36. I actively create forums where team members can speak freely without fear.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

37. I develop awareness of verbal and non-verbal reactions that might stifle input.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

38. I build consistent response patterns that encourage rather than punish vulnerability.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

39. I create explicit norms that promote questioning of current practices.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

40. I practice receiving challenging feedback non-defensively.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Trust Cultivation Approaches

41. I actively demonstrate competence while acknowledging limitations.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

42. I develop reliability by consistently following through on commitments.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

43. I build transparency around decision-making processes.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

44. I create opportunities to demonstrate care for team members as whole persons.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

45. I practice appropriate vulnerability to model and build trust.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Open Communication Facilitation

46. I actively implement communication structures that invite diverse perspectives.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

47. I develop specific techniques for drawing out quieter team members.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

48. I build discussion formats that reduce status barriers to participation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

49. I create safe channels for anonymous input when needed.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

50. I practice constructive responses to ideas I initially disagree with.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Leader Vulnerability Modeling

51. I actively acknowledge my own knowledge gaps and mistakes.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

52. I develop comfort in saying 'I don't know' or 'I was wrong' when appropriate.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

53. I build transparency around my own learning and development areas.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

54. I create opportunities to share how I've grown from past failures.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

55. I practice appropriate disclosure of professional challenges.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Growth Mindset Promotion

56. I actively frame challenges as opportunities for learning and development.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

57. I develop language patterns that emphasize effort, strategies, and improvement.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

58. I build recognition systems that celebrate growth and learning attempts.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

59. I create developmental pathways that highlight progression rather than fixed ability.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

60. I practice reframing setbacks as valuable learning opportunities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Calculated Risk Encouragement

61. I actively support team members in taking appropriate clinical innovation risks.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

62. I develop clear parameters for what constitutes acceptable experimentation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

63. I build protection for those who take smart risks that don't succeed.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

64. I create formal processes for proposing and testing new approaches.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

65. I practice tolerating the discomfort that comes with uncertainty in innovation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Failure Learning System Creation

66. I actively implement structured approaches to analyze unsuccessful attempts.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

67. I develop blame-free reviews of initiatives that don't meet expectations.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

68. I build systems to capture and share insights from failures across teams.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

69. I create opportunities to celebrate valuable lessons from unsuccessful efforts.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

70. I practice highlighting my own learning from failures to model the approach.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Innovation Resource Provision

71. I actively allocate specific time and resources for innovation activities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

72. I develop clear processes for accessing resources to test new ideas.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

73. I build connections between innovation efforts and organizational priorities.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

74. I create protected space for experimentation within regulatory boundaries.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

75. I practice balancing resource stewardship with innovation investment.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Innovative Idea Processing

76. I actively implement systems to capture and evaluate emerging ideas.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

77. I develop consistent approaches to provide constructive feedback on proposals.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

78. I build pathways for promising ideas to receive further development support.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

79. I create connections between different innovation efforts to enhance learning.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

80. I practice patience with the iterative nature of innovation development.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Innovation-Safety Culture Sustainability

81. I actively integrate safety and innovation values into hiring and orientation.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

82. I develop ongoing training that reinforces psychological safety principles.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

83. I build recognition systems that highlight safety and innovation behaviors.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

84. I create strategic alignment between safety culture and organizational goals.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

85. I practice persistent reinforcement of cultural values despite setbacks.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Never · Always

Scoring guide

Comprehensive Culture Awareness

Score: 140 and above

You demonstrate thorough understanding of the cultural dynamics that influence psychological safety, growth mindset, and innovation in your substance use disorder treatment setting.

Substantial Culture Awareness

Score: 105 and above

You recognize significant aspects of your organization's safety culture across several domains.

Developing Culture Awareness

Score: 70 and above

You acknowledge some important aspects of your organization's innovation-safety culture but have significant opportunities to develop deeper insight.

Limited Culture Awareness

Score: below the band above

You may be substantially underestimating the cultural factors that influence psychological safety and innovation in your setting.

Strong Innovation-Safety Leadership

Score: 200 and above

You demonstrate robust capacity for cultivating psychological safety, growth mindset, and innovation across multiple dimensions of your leadership practice.

Developing Leadership Capacity

Score: 150 and above

You have established several important leadership practices for fostering innovation-safety but have opportunities to strengthen others.

Beginning Leadership Development

Score: 100 and above

You show emerging capacity for innovation-safety leadership but need substantial development in several areas.

Limited Leadership Development

Score: below the band above

Your capacity for cultivating innovation-safety culture requires focused development across multiple dimensions.

Awareness Exceeds Action

Score: below 1.1

Your awareness of cultural dynamics outweighs your leadership capacity for addressing them. Focus on developing specific leadership practices.

Balanced Development

Score: 1.5 and below

You've developed relatively balanced awareness and leadership capacities, suggesting healthy professional development.

Action Exceeds Awareness

Score: below the band above

Your leadership practices substantially outweigh your cultural awareness. Consider deepening your understanding of specific cultural dynamics.

Your Safety Architects Results

Part 5 · Worksheet

Safety-Creating Professional Worksheet

Building Psychological Safety in Treatment Teams

This worksheet helps you explore your psychological safety building patterns, develop safety-creating capacities, and build sustainable team collaboration practices.

Recognizing Your Safety-Creating Patterns

Which aspect of psychological safety building (safe communication, perspective-taking, feedback culture, inclusive participation, mistake-friendly learning, vulnerability balance, safety leadership) resonates most strongly with your experience, and why?

How has your understanding of 'psychological safety' evolved from avoiding conflict to enabling authentic collaboration throughout your career?

In what ways do you notice periods when you contribute to team environments that feel safe versus when you may inadvertently create barriers to authenticity?

How does your experience with psychologically safe versus threatening team environments influence your ability to provide excellent patient care?

What makes certain aspects of psychological safety building feel natural versus challenging in your work relationships?

The Psychology of Interpersonal Risk-Taking

How does understanding psychological safety as foundational infrastructure rather than just 'being nice' affect your approach to team communication?

What helps you distinguish between appropriate professional vulnerability that builds trust versus oversharing that may compromise boundaries?

How has your perspective on 'team dynamics versus individual performance' evolved in relation to creating sustainable work environments?

What aspects of balancing honest feedback with psychological safety have been most challenging to navigate in your team experience?

How might viewing psychological safety as essential for patient outcomes rather than optional enhancement influence your approach to professional relationships?

Developing Your Safety-Creating Capacities

What specific practices help you create communication environments that feel safe for diverse perspectives?

How do you approach engaging in perspective-taking exercises while developing appreciation for how different professional backgrounds shape approaches?

What strategies help you normalize giving and receiving constructive feedback while building capacity for receiving feedback without becoming defensive?

How do you build skills for ensuring all team members feel heard while developing capacity for recognizing power dynamics that may inhibit participation?

What helps you promote treating mistakes as learning opportunities while building capacity for admitting your own mistakes and modeling learning responses?

Building Sustainable Safety-Creating Practice

What psychological safety building capacities have you already developed that you might be overlooking or undervaluing?

How might your experience with team conflicts or communication challenges eventually benefit your ability to create more supportive professional environments?

What aspects of maintaining psychological safety building still feel most challenging to your team effectiveness and professional satisfaction?

How do you imagine your approach to psychological safety and team collaboration evolving over the course of your career?

What would healthy integration of professional authenticity and appropriate boundaries look like in your ongoing team relationships?

Psychological Safety Development Map

Track your journey toward safety-creating mastery

Communication-Threatening to Environment-Safe

"I communicated in ways that felt judgmental rather than creating safe environments for diverse perspectives"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Perspective-Limited to Empathy-Enhanced

"I lacked empathy for colleagues' perspectives rather than engaging in perspective-taking exercises"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Feedback-Defensive to Culture-Constructive

"I became defensive with feedback rather than normalizing constructive feedback as part of team learning"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Participation-Exclusive to Voice-Inclusive

"I allowed voices to be marginalized rather than ensuring all team members feel heard and valued"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Mistake-Shaming to Learning-Friendly

"I treated mistakes as shameful failures rather than promoting them as learning opportunities"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Vulnerability-Defensive to Authenticity-Appropriate

"I maintained defensive self-presentation rather than practicing appropriate professional vulnerability"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...

Safety-Undermining to Leadership-Modeling

"I undermined team psychological safety rather than modeling safety behaviors regardless of my position"

Where I was

Past patterns...

Where I am now

Current state...

Where I'm heading

Future goals...
