

# Psychological Safety & Safety Culture

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## Team Norms

The following table “**Contrasting the norms between teams with high psychological safety and low psychological safety**” is adapted from the webpage [Psychological Safety At Work: what do psychologically safe work teams look like?](#)

Teams with psychological safety	Teams with low psychological safety
Taking the time to reflect on how we are doing as a team and on our performance is part of our work.	Performance evaluation is the job of team leader or divisional manager.
We learn on the job through feedback, controlled experimentation and risk-taking, open debate and the analysis and discussion of errors, failures and unexpected and unintended outcomes.	We learn by attending courses.
Work is both a learning and an execution problem.	Work is primarily an execution problem.
It is unavoidable that there will be mistakes, omissions, and problems in the course of our work. Being imperfect and fallible is normal. Ignoring or hiding mistakes is not acceptable.	Mistakes, problems and failures are due to employees deviating from policies and procedures. Ignorance in work-related matters is stigmatising.
Admissions of errors, lack of knowledge or skill are met with support and appreciation.	Admissions of errors, lack of knowledge or skill have adverse implications for the individual involved.
Dissenting views are appreciated and encouraged.	Outlying views are ignored. Dissent is seen as disruptive and is unwelcome.
We are on the lookout for ways to improve our work and we initiate change ourselves.	Improvement and change are initiated externally to the team.
We seek feedback frequently from a range of stakeholders.	We think, analyze and plan with the aim of convincing one another and senior management without testing our thoughts, analyses and plans, e.g., by inviting external stakeholders to comment, piloting, and fast, low-risk iterations.
Everyone’s input, views, feedback contribution is valued and appreciated irrespective of rank, status or job title.	Rank, status and job title primarily determine whose view matters the most when discussing work matters.



## References

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