



How to use this Questionnaire:

This questionnaire has been designed to reveal the differences within a team in how psychologically safe people feel, as studies have shown it is very closely related to team performance. When team members feel psychologically safe, they are more likely to offer ideas or ask questions that can lead to better solutions. It's common for a few people in a team to feel they can speak up and be authentic, and for others to feel very differently. The latter won't reveal their feelings and perceptions openly – but they will do so in an anonymous questionnaire – as long as they are assured their answers remain confidential.

You can use the questionnaire in a number of ways:

- To assess everyone in the team to gauge the current team position (or track the position over time when repeated)
- Use it by yourself to get a sense of how psychologically safe you feel in your team
- Use it by yourself as a prompt for reflective thinking prior to attending training

The results within a team may show significant differences. Sharing these with the team creates the opportunity to discuss how to ensure everyone feels they can be their authentic selves when working in the team.

To use with a team, best practice is that the responses remain anonymous - so the issuance or collation should be managed by someone independent (like HR or a Team Coach).

The Psychological Safety Questionnaire:

In the past month, I have: (please tick just one)	Not once	Once	2 - 3 times	4 or more times
1. Held back on giving a colleague honest and critical feedback				
2. Felt that a helpful suggestion from me might not be received positively				
3. Not admitted a mistake, which colleagues might have learned from				
4. Felt that my ideas weren't valued				
5. Been upset by a colleague's comments				
6. Avoided mentioning something for fear of "treading on a colleague's territory"				
7. Pretended I understood something I really didn't				
8. Kept silent about something that didn't seem congruent with the team's espoused values				
9. Covered up for a colleague's mistakes				
10. Felt pressured into supporting something that didn't seem right to me				
11. Steered clear of a senior colleague, because they appeared to be in a bad mood				
12. Told a white lie to "keep the peace"				
13. Suspected that I wasn't being told the whole truth, but not confronted the issue				
14. Been made to feel isolated or disloyal when I questioned something outside of my area				

In this team: (please tick just one)	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Status is often more important than getting the job done				
2. People often form cliques to pursue their own interests				
3. It's not a good idea to question what the leader says				
4. People generally avoid honest, difficult conversations				
5. Loyalty and respect are demanded, rather than earned				
6. People say what they think others want to hear, not what they really think				

Score 0	Score 1	Score 2	Score 3
0			
Your Total Score			

Scoring:

Now go back through both tables above to score each response:

Score 0 for everything in Column 1 (**Not once** in the top table, **Strongly Disagree** in the bottom table).

Score 1 for each tick in Column 2 (**Once** in the top table, **Disagree** in the bottom table).

Score 2 for each tick in Column 3 (**2-3 times** in the top table, **Agree** in the bottom table).

Score 3 for each tick in Column 4 (**4 or more times** in the top table, **Strongly Agree** in the bottom table).

Add all your scores together.

Interpretation of the Scores:

As very broad indicators:

50 points or more: This team is a dangerous place to be. There are high levels of stress (significantly increased risk of heart attacks and other ailments). Politics is rife.

25 - 50 points: Lack of psychological safety contributes substantially to team dysfunction.

5 - 25 points: The team members are good at papering over the cracks. There is enough goodwill and collective focus to ensure that honest conversations happen before too much damage is done, but the team is still missing out on the benefits of a genuinely open climate.

0-5 points: Nobody's perfect! But this team works hard to create an environment, where it's not just okay to speak up, but where people expect and appreciate it.

These indicative scores are to give you a high-level understanding of the team's overall position for psychological safety. They are not absolute and like most diagnostics can vary from day to day.

How to Debrief a Team:

Be aware that some individuals may score much higher (or lower) than the team average and that you should be mindful of their individual position & their psychological safety. The purpose of showing the scores is to make the team aware that there may be different views or perspectives within the team and to generate greater discussion and openness. It must NEVER be used as a mechanism to identify high/ low scoring individuals or to encourage them to self-identify.

The simplest way to debrief the results is to show the total anonymous individual scores alongside the total average score for an immediate snapshot of the teams psychologically safety. Like so:

Team member	1	2	3	4	5	6	7	AVERAGE
Their Total Score	15	23	19	29	7	38	18	21

Note: Team members 5 & 6 show significant variance with the team average and so more work is needed here to create greater openness and trust.

The more complex but extremely powerful method allows for greater granularity and can provide a detailed action plan (starting with the question that has the greatest individual variances from the average team score for that question). Like so:

Question	1	2	3	4	5	6	7	AVERAGE
Held back on giving a colleague honest and critical feedback	0	1	3	1	0	1	0	0.85
Felt that a helpful suggestion from me might not be received positively	0	0	3	1	1	0	0	0.71
Etc								

Note: Team members 3 shows significant variance with the team average. The second question around suggestions shows the greatest variance between the individual & the team average. This subject should be the primary area to focus on improving within the team – for example by having more brainstorming sessions.

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