

Psychologically Safe Leader Assessment

The assessment requires an average of 20 minutes to complete. We recommend completing it in one sitting, free of distractions and without the input of others. This helps to ensure more accurate reporting.

Please answer as objectively as you can, based on what you currently do and/or how you would likely approach a situation. Remember that you may never have been authorized or asked to implement some of these strategies and the intent is to take a snapshot of current practices to allow identification of alternative strategies that may help improve psychologically safe leadership.

Demographics are collected for research purposes and will be kept confidential by the independent researchers, with data only being presented in aggregate form without identifying information.

Choose 5 - Always, only if you consistently use the strategy with all employees. **Choose 1 - Never**, only if you never use the strategy.

Information

Employment Status

- ☐ Employed full-time (35 or more hours a week)
- ☐ Employed part-time, casual, or contract
- ☐ Self-employed
- ☐ Other (Unemployed / Not in the workforce / Retired / Volunteering)

What best describes your current role?

- ☐ Senior Executive / Leadership Team
- ☐ Director
- ☐ Manager
- ☐ Supervisor / Team Leader
- ☐ Professional / Individual Contributor
- ☐ External Consultant
- ☐ Skilled Trade / Technical
- ☐ Staff / Administrative Support
- ☐ Other

In your job, do you have responsibility for any of the following (check all that apply)?

- ☐ Human Resources (HR)
- ☐ Employee health and wellness
- ☐ Disability management
- ☐ Occupational health and safety
- ☐ Organizational development
- ☐ Education and training
- ☐ EFAP
- ☐ None of the above

How many people do you manage, support or lead (including employees, volunteers, students, interns, consultants)?

Psychologically Safe Leader Assessment

- ☒ Communication and Collaboration
 ☐ Social Intelligence
 ☐ Problem Solving and Conflict Management
 ☐ Security and Safety

Communication and Collaboration

1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

	1	2	3	4	5
1. I know how and when to adapt my communication style to facilitate effective interaction with diverse employee personalities, emotional states, or learning styles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I ensure that all employees who report to me have clarity in terms of job expectations and task priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have one-to-one meetings with each team member to discuss issues that affect their work, including how their work links to organizational goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I ensure employees are kept up to date when there are proposed or actual changes in processes, policies or priorities that could impact their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Even when I'm not authorized to share information, I communicate as appropriate with employees to address any unnecessary fears or concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I conduct check-ins to help each employee maximize their capabilities and potential on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I seek feedback from employees about what might be currently challenging or frustrating them at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I seek input about each employee's professional development goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I provide positive, constructive feedback to employees with the intent of helping them grow and develop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I actively encourage employees to suggest ideas for new workplace experiences that they may value or benefit from (e.g., committee work, mentoring, job shadowing).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I provide employees with opportunities (formal or informal) to develop their interpersonal skills at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I discuss with my team how we can all work better together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I verbalize my appreciation to employees for their individual tasks and efforts at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I recognize the successes and achievements of my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I demonstrate genuine appreciation to individual employees for the specific work they do..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Social Intelligence

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1. I refer employees experiencing distress, mental health issues or disabilities to appropriate resources in the organization or community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I support the accommodation needs (formal or informal) of employees experiencing distress, mental health issues or disabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am comfortable when employees share their emotional or personal concerns with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I'm effective at dealing with employees' emotional reactions even when I have high work stress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Employees can easily access me if they need someone to listen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I keep my team motivated and positive, even when stress or pressures are high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I take active steps to create a work environment that is inclusive for everyone and free of stigma and discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I actively strive to facilitate respectful and non-judgmental discussions about mental health in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I encourage solution-focused discussions about issues that affect work relationships and morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. During times of high work stress, I remain positive in my language and attitude with my employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I motivate all of my employees to do their best work and achieve their job goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I help each employee foster a sense of purpose and meaning in their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. During times of high work demands, I work even harder at keeping my employees motivated and engaged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I facilitate development of interpersonal skills, in addition to the development of technical job skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I find opportunities for employees to utilize their personal strengths at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. I facilitate development of interpersonal skills, in addition to the development of technical job skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I am aware of how my stress and frustration can impact others at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Problem Solving and Conflict Management

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1. I ensure our team interactions remain inclusive and respectful for all, regardless of current demands, stressors or personal biases.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I ensure that all team members demonstrate civility in their workplace interactions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I effectively resolve workplace conflict in a way that preserves the respect and dignity of all participants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I hold members of my team accountable for every instance of inappropriate workplace conduct.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I actively solicit input from my team on potential solutions to work-related challenges and issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Where possible, I communicate with employees on potential decisions and changes that may affect their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Where possible, I provide employees flexibility over how they achieve their agreed-upon work outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. As soon as possible, I inform employees in a clear and positive manner of changes outside of my control that may impact how their work is done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I actively involve employees in discussions about how they can best achieve their work objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I help my employees manage their workload demands.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. My team feels comfortable talking to me when they are having challenges completing their tasks within their defined work hours.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I monitor my team's workload demands on an ongoing basis, and make adjustments as needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. When demands are high, I work with employees to prioritize tasks and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. My staff come to me when they need help prioritizing job tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I ensure that employees have the skills and resources they need to meet the psychological and emotional demands of their job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. All my employees would agree that I fairly and promptly resolve workplace issues and disagreements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Security and Safety

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1. I ensure the mental and emotional effort required by my employees to do their work is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I require employees to take their entitled breaks and time off (e.g., lunchtime, breaks, vacation time).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My team knows that I support and encourage them to maintain healthy work-life harmony.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. When an employee expresses a conflict between work and personal demands, they trust me to support them in finding an effective solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I model healthy work-life harmony in what I say and do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I respond in an effective and timely manner to any potential risks to employee psychological safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I effectively support employees during and after times of crisis or trauma.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I recognize and address the psychological impact of verbal, sexual or physical bullying, discrimination, harassment, or violence at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I effectively address and resolve situations that may threaten or harm employee psychological health or safety including from clients, customers or patients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Employees feel comfortable speaking to me about risks to their psychological safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I respond in an effective and timely manner to any potential risks to employee physical safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I ensure employees have the resources, knowledge, and skills needed to do their job in a physically safe manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I respond promptly to concerns raised by employees about physical safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I recognize and address the psychological impact of illnesses, accidents, or injuries at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Employees feel comfortable speaking to me about risks to their physical safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>