Employee Feedback

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The Psychologically Safe Leader Assessment is intended to objectively look at perceptions and support a shared understanding of effective leadership strategies. Without examining the discrepancy between the perceptions of employees and the efforts of leaders, we risk missing opportunities for improvement.

The reasons why a leader may not currently be implementing these strategies could include any of the following:

- Unaware of the strategy

- Never instructed to do it

- Do not have the time or resources

- Lack of ability or skill

- Lack of actual or perceived authority

- Ineffective approach to implementation

- Uncomfortable with the approach

In cases where leaders are implementing a strategy, but the employee feedback doesn't confirm or recognize this, the reasons for this discrepancy could include:

- A workplace incident like violence or harassment

- Changes in team dynamic

- Current conflict

- Organizational changes that are difficult for employees

- Personal health, family issues or trauma that impact judgment or observations

In addition to supporting the leader to take action using these free resources, organizational support and initiatives can help all leaders meet the goal of psychologically safer workplaces.

	Self-assessment	Employee Results
Communication and collaboration	**62.7%**	**76%**

Effective communication involves the clear, timely, and transparent exchange of information that supports employees' success at work. Respectful and inclusive collaboration engages every team member in ongoing conversations related to their work.

Why It Matters

Leaders with high communication and collaboration scores are in touch with their teams. They take time to ensure that roles, responsibilities, and priorities are communicated clearly. These leaders don't simply assign tasks, they engage in two-way communication with employees including collaborative discussions of goals, priorities, and expectations. They encourage and recognize employees for their efforts as well as for their outcomes. Furthermore, leaders high in communication and collaboration take interest in the growth and development of their entire team, and provide opportunities to develop skills and maximize potential. Such leaders are good at supporting the success of their entire team.

Leaders with low communication and collaboration scores can be out of touch with their teams. They may create confusion and stress through miscommunication or a lack of communication about expectations, deadlines, resources available, deliverables, or project goals. These leaders may not seek or welcome feedback about challenges faced by employees. They may miss opportunities to leverage strengths of individual employees or be unaware of what those strengths actually are and fail to recognize the efforts of employees or encourage growth and development. Leaders low in communication and collaboration scores may find their team to be low in morale and motivation.

Why strengthening skills in communication and collaboration matters:

- Employees know what they need to do

- Tasks are executed correctly

- There is clarity about priorities

- Miscommunication and errors are reduced

- Employee potential is optimized

- Challenges are identified and resolved earlier

Your responses to each item are presented below (1= Never; 2 = Rarely; 3 = Sometimes; 4 = Often; 5 = Always)

Leadership strategies	Self-assessment	Employee rating
1. I know how and when to adapt my communication style to facilitate effective interaction with diverse employee personalities, emotional states, or learning styles.	4	3.8
2. I ensure that all employees who report to me have clarity in terms of job expectations and task priorities.	3	3.8
3. I have one-on-one meetings with each team member to discuss issues that affect their work, including how their work links to organizational goals and objectives.	3	3.6
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.	4	4.2

Leadership strategies	Self-assessment	Employee rating
5. Even when I am not authorized to share information, I communicate as appropriate with my employees to address any unnecessary fear or concerns.	3	3.2
6. I conduct check-ins to help each employee maximize their capabilities and potential on the job.	3	4
7. I seek feedback from employees about what might be currently challenging or frustrating them at work.	4	4.2
8. I seek input about each employee's professional development goals.	2	4
9. I provide positive, constructive feedback to employees with the intent of helping them grow and develop.	3	3.2
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).	3	3.6
11. I provide employees with opportunities (formal or informal) to develop their interpersonal skills at work.	4	3.8
12. I discuss with my team how we can all work better together.	3	4

Leadership strategies	Self-assessment	Employee rating
13. I verbalize my appreciation to employees for their individual tasks and efforts at work.	2	4
14. I recognize the successes and achievements of my team.	3	3.6
15. I demonstrate genuine appreciation to individual employees for the specific work they do.	3	4

	Self-assessment	Employee Results
Social intelligence	65.3%	70.2%

Effective social intelligence involves demonstrating and facilitating supportive, safe and inclusive interactions in the workplace, particularly during times of stress or high demand.

Why It Matters

Leaders with high social intelligence scores promote psychologically healthy and safe interactions among and between team members, as well as between themselves and others. These leaders are comfortable with employees coming to them with personal or emotional problems, and support employees through these problems so they can continue to be productive in the workplace. They strive to make their workplace an open and accepting environment for all individuals, including those experiencing mental health issues, and offer helpful resources to team members who are struggling. They act as a role model to their employees, remaining positive even during times of high work stress and keep employees motivated and engaged even when work demands are high. The culture of a team with a socially intelligent leader is usually cohesive, resilient, and productive.

Leaders with low social intelligence scores may have difficulty addressing personal or emotional issues in the workplace. When employees bring up emotional issues, these leaders might feel uncomfortable and uncertain of how to deal with the situation. They might consider it outside of their role or unnecessary to address employee emotional or psychological distress, conflict or discord, particularly when work demands are high. They may not see the value in motivating employees to do their best work and find meaning in what they do. The culture of a team whose leader has low social intelligence can be dysfunctional or hostile.

Why strengthening skills in social intelligence matters:

- Stress at work does not necessarily lead to absence

- Employees reach out for help earlier

- Employees demonstrate civility and respect

- Teams can manage times of high demand

- Employee engagement increases

Your responses to each item are presented below (1= Never; 2 = Rarely; 3 = Sometimes; 4 = Often; 5 = Always)

Leadership strategies	Self-assessment	Employee rating
1. I refer employees experiencing distress, mental health issues or disabilities to appropriate resources in the organization or community.	4	3.8
2. I support the accommodation needs (formal or informal) of employees with distress, mental health issues or disabilities.	3	4
3. I am comfortable when employees share their emotional or personal concerns with me.	2	3.6
4. I'm effective at dealing with employees' emotional reactions, even when I have high work stress.	4	4
5. Employees can easily access me if they need someone to listen.	5	3.4
6. I keep my team motivated and positive, even when stress or pressures are high.	3	3

Leadership strategies	Self-assessment	Employee rating
7. I take active steps to create a work environment that is inclusive for everyone and free of stigma and discrimination.	3	3.4
8. I actively strive to facilitate respectful and non-judgmental discussions about mental health in the workplace.	4	3.8
9. I encourage solution-focused discussions about issues that affect work relationships and morale.	2	3.6
10. During times of high work stress, I remain positive in my language and attitude with my employees.	3	4
11. I motivate all of my employees to do their best work and achieve their job goals.	3	3.2
12. I help each employee foster a sense of purpose and meaning in their work.	4	3.6
13. During times of high work demands, I work even harder at keeping my employees motivated and engaged.	2	3.2
14. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.	3	3.6
15. I facilitate development of interpersonal skills, in addition to the development of technical job skills.	3	3

Leadership strategies	Self-assessment	Employee rating
16. I find opportunities for employees to utilize their personal strengths at work.	4	3.4
17. I have a strong understanding of what makes each of my employees feel appreciated for their efforts.	3	4
18. I recognize efforts and successes in ways that are meaningful to each particular employee.	3	3
19. I am aware of how my stress and frustration can impact others at work.	4	3

	Self-assessment	Employee Results
Problem solving and conflict management	72.5%	68.3%

Effective problem solving involves supporting and requiring respectful, solution-focused approaches to challenges. Effective conflict management is conducted in a timely, inclusive and safe manner.

Why It Matters

Leaders with high problem solving and conflict management scores place high value on civility and fair treatment in the workplace. They do not tolerate disrespectful or inappropriate behaviour, regardless of current workplace demands and stressors. When workplace conflicts do arise, these leaders are able to effectively resolve them while maintaining the dignity of both parties. These leaders make efforts to hear from employees about any challenges they're facing and do their best to work with employees on solutions. They're also aware of how employees are handling work demands. If their team is struggling to keep up with the workload, these leaders will make adjustments and check in to make sure employees aren't feeling overwhelmed. Leaders with high problem solving and conflict management scores can be successful in supporting high functioning teams, even in demanding or complex environments.

Leaders with low problem solving and conflict management scores can be ineffective and/or inconsistent in resolving workplace issues. They might turn a blind eye to disrespectful or inappropriate behaviour. These leaders may choose sides in a conflict, fail to defuse tensions, or choose a solution regarded by others as unfair. Coming forward with any concerns or issues is not encouraged, and an attitude of "just deal with it" prevails. This also extends to any challenges employees may be facing in the workplace. Leaders who score low in this factor are less likely to welcome feedback from their employees or be aware of unreasonable work demands. These leaders often have conflict ridden and dysfunctional teams.

Why strengthening skills in problem solving and conflict management

matters:

- Morale remains high

- Conflict can become productive

- Employees are held accountable for their actions

- Challenges are resolved effectively

- Risk of more serious workplace issues is reduced

- There are fewer barriers to quality work

Your responses to each item are presented below (1= Never; 2 = Rarely; 3 = Sometimes; 4 = Often; 5 = Always)

Leadership strategies	Self-assessment	Employee rating
1. I ensure our team interactions remain inclusive and respectful for all, regardless of current demands, stressors or personal biases.	4	3.8
2. I ensure that all team members demonstrate civility in their workplace interactions.	3	3.4
3. I effectively resolve workplace conflict in a way that preserves the respect and dignity of all participants.	4	4
4. I hold members of my team accountable for every instance of inappropriate workplace conduct.	4	3.4

Leadership strategies	Self-assessment	Employee rating
5. I actively solicit input from my team on potential solutions to work-related challenges and issues.	3	3.4
6. Where possible, I communicate with employees on potential decisions and changes that may affect their work.	5	3.2
7. Where possible, I provide employees flexibility over how they achieve their agreed-upon work outcomes.	4	3.4
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.	4	3.6
9. I actively involve employees in discussions about how they can best achieve their work objectives.	4	3.4
10. I help my employees manage their workload demands.	3	3.8
11. My team feels comfortable talking to me when they are having challenges completing their tasks within their defined work hours.	4	3
12. I monitor my team's workload demands on an ongoing basis, and make adjustments as needed.	3	3

Leadership strategies	Self-assessment	Employee rating
13. When demands are high, I work with employees to prioritize tasks and responsibilities.	3	4
14. My staff come to me when they need help prioritizing job tasks.	4	3.6
15. I ensure that employees have the skills and resources they need to meet the psychological and emotional demands of their job.	3	2.4
16. All my employees would agree that I fairly and promptly resolve workplace issues and disagreements.	3	3.2

	Self-assessment	Employee Results
Security and safety	**65.4%**	**74.2%**

Security and safety require proactive, prompt and supportive responses to all threats to psychological and physical safety in the workplace.

Why It Matters

Leaders with high security and safety scores promote a physically and psychologically safe work environment. They value balance in employees' work as well as personal lives, ensuring work stress doesn't spill over into employees' lives outside of work. Work-life balance is encouraged and employees come forward if they're struggling because they know that they will be supported to seek out resources and solutions. Leaders who score high in this factor effectively identify and address threats to psychological safety, such as bullying, harassment, or violence. They encourage employees to come forward if they have experienced or witnessed harm or threat to psychological safety in the workplace. These leaders are also vigilant when it comes to threats of physical safety in the workplace and acknowledge the potential psychological impact of physical illnesses and injuries on employees at work. In teams where leaders score high in security and safety all employees look out for the well-being of each other.

Leaders with low security and safety scores may remain largely removed from issues of employee work-life balance, with the mindset that personal issues should be left at home, and any struggles with work demands should be ignored or disciplined. These leaders may fail to monitor workloads or consider the potential adverse effects of overtaxing by assigning unreasonable demands or workloads. They indicate, either directly or indirectly, that employees should not allow family or personal demands to interfere with their work. Leaders who score in the low range on this factor also tend to be relatively passive when it comes to psychological and physical safety in the workplace. They may adopt an "out of sight, out of mind" mindset to psychological risk factors such as workplace bullying. They are unlikely to take effective action against threat

or risk to the psychological well-being of their employees. This may lead to a culture of inaction in which employees feel insecure or unmotivated to come forward because they fear nothing will be done. They may be more unaware of the potential psychological impact of physical illness or injury, working on the assumption that once employees are physically able to work, they must be mentally able as well. In teams where the leader scores low in security and safety, absenteeism may be higher and disability durations may be longer.

Why strengthening skills in security and safety matters:

- Reduced risk of critical incidents

- Stress related absences and injuries can be minimized

- Loyalty and retention are improved

- Increase trust in leadership

Your responses to each item are presented below (1= Never; 2 = Rarely; 3 = Sometimes; 4 = Often; 5 = Always)

Leadership strategies	Self-assessment	Employee rating
1. I ensure the mental and emotional effort required by my employees to do their work is reasonable.	3	3.6
2. I require employees to take their entitled breaks and time off (e.g., lunchtime, breaks, vacation time).	4	3.2
3. My team knows that I support and encourage them to maintain healthy work-life harmony.	3	4.2

Leadership strategies	Self-assessment	Employee rating
4. When an employee expresses a conflict between work and personal demands, they trust me to support them in finding an effective solution.	4	3.8
5. I model healthy work-life harmony in what I say and do.	3	3.6
6. I respond in an effective and timely manner to any potential risks to employee psychological safety.	3	3.6
7. I effectively support employees during and after times of crisis or trauma.	2	4
8. I recognize and address the psychological impact of verbal, sexual or physical harassment, discrimination, bullying, or violence at work.	3	3.6
9. I effectively address and resolve situations that may threaten or harm employee psychological health or safety, including from clients, customers, or patients.	4	3
10. My employees feel comfortable speaking up about risks to their psychological safety.	3	4.2
11. I respond in an effective and timely manner to any potential risks to employee physical safety.	2	2.8

Leadership strategies	Self-assessment	Employee rating
12. I ensure employees have the resources, knowledge, and skills needed to do their job in a physically safe manner.	4	4.4
13. I respond promptly to concerns raised by employees about physical safety.	3	3.2
14. I recognize and address the psychological impact of illnesses, accidents, or injuries at work.	4	4.4
15. Employees feel comfortable speaking to me about risks to their physical safety.	4	4

	Self-assessment	Employee Results
Fairness and integrity	**69.6%**	**69%**

Fairness and integrity are core components of psychologically safe leadership. Communication and decision making must take into account diversity of employee needs yet be consistently unbiased and respectful. Strategies that indicate fairness and integrity were duplicated from the other domains: communication and collaboration, social intelligence, security and safety, problem solving and conflict management. This reinforces fairness and integrity as a critical component of psychologically safe leadership.

Why It Matters

Leaders with high fairness and integrity scores value honesty, equity, and fair treatment in their workplaces. They ensure that all employees are treated with respect and dignity. Discrimination and stigma are not tolerated and the right of all employees to be able to work in a safe and welcoming environment is highly valued and prioritized. Employees who work for a leader who is high in Fairness and Integrity trust them to lead and feel secure that their well-being and that of their coworkers is always considered. As a result, employees are highly engaged and motivated to do their best work. Under their guidance, these leaders' teams come together to form a focused, cohesive group that work towards objectives with a united focus. Individual limitations are supported rather than denigrated. An understanding that everyone holds their own biases allows for a humility and openness that encourages honest discussions about stigma and how it can be prevented/eliminated. Trust is high in teams where the leader scores high in fairness and integrity.

Leaders with low fairness and integrity scores may not address discrimination and stigma among their employees. Employees may feel unsafe or that their leader doesn't put the well-being of their employees first. These leaders' teams work together when they have to, but otherwise the workplace lacks a sense of cohesion and unity. When employees struggle, they receive little support and may even be

reprimanded for speaking up. Finally, personal biases are rarely addressed and open discussions about stigma and other issues related to psychological health and safety are viewed as unnecessary or irrelevant. Teams may feel that their leader has both favourites and scapegoats.

Why strengthening skills in fairness and integrity matters:

- Employees are more likely to trust leadership

- Discrimination is eliminated or reduced

- Employee issues are resolved effectively

- Employees are motivated to do their best work

- Teams are more cohesive and productive

Your responses to each item are presented below (1= Never; 2 = Rarely; 3 = Sometimes; 4 = Often; 5 = Always)

Leadership strategies	Self-assessment	Employee rating
1. I know how and when to adapt my communication style to facilitate effective interaction with diverse employee personalities, emotional states, or learning styles.	4	3.8
2. I ensure that all employees who report to me have clarity in terms of job expectations and task priorities.	3	3.8
3. Even when I am not authorized to share information, I communicate as appropriate with my employees to address any unnecessary fear or concerns.	3	3.2

Leadership strategies	Self-assessment	Employee rating
4. I support the accommodation needs (formal or informal) of employees with distress, mental health issues or disabilities.	3	4
5. I take active steps to create a work environment that is inclusive for everyone and free of stigma and discrimination.	3	3.4
6. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.	3	3.6
7. I have a strong understanding of what makes each of my employees feel appreciated for their efforts.	3	4
8. I recognize efforts and successes in ways that are meaningful to each particular employee.	3	3
9. I am aware of how my stress and frustration can impact others at work.	4	3
10. I ensure our team interactions remain inclusive and respectful for all, regardless of current demands, stressors or personal biases.	4	3.8
11. I ensure that all team members demonstrate civility in their workplace interactions.	3	3.4

Leadership strategies	Self-assessment	Employee rating
12. I effectively resolve workplace conflict in a way that preserves the respect and dignity of all participants.	4	4
13. I hold members of my team accountable for every instance of inappropriate workplace conduct.	4	3.4
14. Where possible, I communicate with employees on potential decisions and changes that may affect their work.	5	3.2
15. 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.	4	3.6
16. I monitor my team's workload demands on an ongoing basis, and make adjustments as needed.	3	3
17. I ensure that employees have the skills and resources they need to meet the psychological and emotional demands of their job.	3	2.4
18. All my employees would agree that I fairly and promptly resolve workplace issues and disagreements.	3	3.2
19. I ensure the mental and emotional effort required by my employees to do their work is reasonable.	3	3.6

Leadership strategies	Self-assessment	Employee rating
20. I require employees to take their entitled breaks and time off (e.g., lunchtime, breaks, vacation time).	4	3.2
21. When an employee expresses a conflict between work and personal demands, they trust me to support them in finding an effective solution.	4	3.8

Psychosocial factors

Psychological and social support Leadership strategies	Leader rating	Employee rating
1. I refer employees experiencing distress, mental health issues or disabilities to appropriate resources in the organization or community.	4	3.8
2. I support the accommodation needs (formal or informal) of employees with distress, mental health issues or disabilities.	3	4
3. I am comfortable when employees share their emotional or personal concerns with me.	2	3.6
4. I'm effective at dealing with employees' emotional reactions, even when I have high work stress.	4	4
5. Employees can easily access me if they need someone to listen.	5	3.4

Organizational culture

Leadership strategies	Leader rating	Employee rating
1. I keep my team motivated and positive, even when stress or pressures are high.	3	3
2. I take active steps to create a work environment that is inclusive for everyone and free of stigma and discrimination.	3	3.4
3. I actively strive to facilitate respectful and non-judgmental discussions about mental health in the workplace.	4	3.8
4. I encourage solution-focused discussions about issues that affect work relationships and morale.	2	3.6
5. All my employees would agree that I fairly and promptly resolve workplace issues and disagreements.	3	3.2

Clear leadership and expectations

Leadership strategies

Leadership strategies	Leader rating	Employee rating
1. I know how and when to adapt my communication style to facilitate effective interaction with diverse employee personalities, emotional states, or learning styles.	4	3.8
2. I ensure that all employees who report to me have clarity in terms of job expectations and task priorities.	3	3.8
3. I have one-on-one meetings with each team member to discuss issues that affect their work, including how their work links to organizational goals and objectives.	3	3.6
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.	4	4.2
5. Even when I am not authorized to share information, I communicate as appropriate with my employees to address any unnecessary fear or concerns.	3	3.2

Civility and respect

Leadership strategies

	Leader rating	Employee rating
1. I am aware of how my stress and frustration can impact others at work.	4	3
2. I ensure our team interactions remain inclusive and respectful for all, regardless of current demands, stressors or personal biases.	4	3.8
3. I ensure that all team members demonstrate civility in their workplace interactions.	3	3.4
4. I effectively resolve workplace conflict in a way that preserves the respect and dignity of all participants.	4	4
5. I hold members of my team accountable for every instance of inappropriate workplace conduct.	4	3.4

Psychological competencies and demands Leadership strategies	Leader rating	Employee rating
1. I conduct check-ins to help each employee maximize their capabilities and potential on the job.	3	4
2. I seek feedback from employees about what might be currently challenging or frustrating them at work.	4	4.2
3. I facilitate development of interpersonal skills, in addition to the development of technical job skills.	3	3
4. I find opportunities for employees to utilize their personal strengths at work.	4	3.4
5. I ensure that employees have the skills and resources they need to meet the psychological and emotional demands of their job.	3	2.4

Growth and development	Leader rating	Employee rating
Leadership strategies		
1. I seek input about each employee's professional development goals.	2	4
2. I provide positive, constructive feedback to employees with the intent of helping them grow and develop.	3	3.2
3. 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).	3	3.6
4. I provide employees with opportunities (formal or informal) to develop their interpersonal skills at work.	4	3.8
5. I discuss with my team how we can all work better together.	3	4

Recognition and reward Leadership strategies	Leader rating	Employee rating
1. I verbalize my appreciation to employees for their individual tasks and efforts at work.	2	4
2. I recognize the successes and achievements of my team.	3	3.6
3. I demonstrate genuine appreciation to individual employees for the specific work they do.	3	4
4. I have a strong understanding of what makes each of my employees feel appreciated for their efforts.	3	4
5. I recognize efforts and successes in ways that are meaningful to each particular employee.	3	3

| Involvement and influence

Leadership strategies	Leader rating	Employee rating
1. I actively solicit input from my team on potential solutions to work-related challenges and issues.	3	3.4
2. Where possible, I communicate with employees on potential decisions and changes that may affect their work.	5	3.2
3. Where possible, I provide employees flexibility over how they achieve their agreed-upon work outcomes.	4	3.4
4. 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.	4	3.6
5. I actively involve employees in discussions about how they can best achieve their work objectives.	4	3.4

Workload management Leadership strategies	Leader rating	Employee rating
1. I help my employees manage their workload demands.	3	3.8
2. My team feels comfortable talking to me when they are having challenges completing their tasks within their defined work hours.	4	3
3. I monitor my team's workload demands on an ongoing basis, and make adjustments as needed.	3	3
4. When demands are high, I work with employees to prioritize tasks and responsibilities.	3	4
5. My staff come to me when they need help prioritizing job tasks.	4	3.6

Engagement Leadership strategies	Leader rating	Employee rating
1. During times of high work stress, I remain positive in my language and attitude with my employees.	3	4
2. I motivate all of my employees to do their best work and achieve their job goals.	3	3.2
3. I help each employee foster a sense of purpose and meaning in their work.	4	3.6
4. During times of high work demands, I work even harder at keeping my employees motivated and engaged.	2	3.2
5. I notice when an employee is disengaged, and I try to help resolve the challenges they are facing.	3	3.6

Balance Leadership strategies	Leader rating	Employee rating
1. I ensure the mental and emotional effort required by my employees to do their work is reasonable.	3	3.6
2. I require employees to take their entitled breaks and time off (e.g., lunchtime, breaks, vacation time).	4	3.2
3. My team knows that I support and encourage them to maintain healthy work-life harmony.	3	4.2
4. When an employee expresses a conflict between work and personal demands, they trust me to support them in finding an effective solution.	4	3.8
5. I model healthy work-life harmony in what I say and do.	3	3.6

Psychological protection

Leadership strategies

	Leader rating	Employee rating
1. I respond in an effective and timely manner to any potential risks to employee psychological safety.	3	3.6
2. I effectively support employees during and after times of crisis or trauma.	2	4
3. I recognize and address the psychological impact of verbal, sexual or physical harassment, discrimination, bullying, or violence at work.	3	3.6
4. I effectively address and resolve situations that may threaten or harm employee psychological health or safety, including from clients, customers, or patients.	4	3
5. My employees feel comfortable speaking up about risks to their psychological safety.	3	4.2

Protection of physical safety Leadership strategies	Leader rating	Employee rating
1. I respond in an effective and timely manner to any potential risks to employee physical safety.	2	2.8
2. I ensure employees have the resources, knowledge, and skills needed to do their job in a physically safe manner.	4	4.4
3. I respond promptly to concerns raised by employees about physical safety.	3	3.2
4. I recognize and address the psychological impact of illnesses, accidents, or injuries at work.	4	4.4
5. Employees feel comfortable speaking to me about risks to their physical safety.	4	4