

Am I Creating Safety or Threat?

A Leadership Self-Assessment for Building Psychological Safety

Most leaders don't intentionally create threat.
Yet everyday leadership habits can unintentionally
reduce trust, openness and engagement.

The good news? Small behavioural changes can have
a significant impact on psychological safety.

Use this quick check to reflect on the signals your
leadership may be sending.



HOW TO USE THIS CHECK



Be honest with yourself.

This is about self-awareness,
not self-judgement



Look for patterns, not perfection.

Small shifts create big
change.



Choose one behaviour to focus on this week.

Start small. Be consistent.

RATE YOURSELF

1 = Rarely 2 = Sometimes 3 = Often 4 = Consistently

1

2

3

4

1. SPEAKING UP

When people challenge my ideas, I become
curious rather than defensive.

☐ ☐ ☐ ☐


I actively invite different viewpoints.

☐ ☐ ☐ ☐

I thank people for raising concerns.

☐ ☐ ☐ ☐

2. LEARNING FROM MISTAKES

When mistakes occur, I focus on learning
before blame.

☐ ☐ ☐ ☐


I openly acknowledge my own mistakes.

☐ ☐ ☐ ☐

People can admit errors without fear of
judgement.

☐ ☐ ☐ ☐

3. CURIOSITY & COACHING

I ask questions before offering solutions.

☐ ☐ ☐ ☐


I listen without interrupting.

☐ ☐ ☐ ☐

I encourage ownership, rather than
rescuing.

☐ ☐ ☐ ☐

4. RESPECT & INCLUSION

Everyone has an opportunity to contribute.

☐ ☐ ☐ ☐


I notice whose voices are missing.

☐ ☐ ☐ ☐

I treat all team members consistently.

☐ ☐ ☐ ☐

THE SAFETY OR THREAT LENS

SAFETY SIGNALS



Curiosity



Listening



Learning



Questions



Appreciation



Inclusion



Clarity



Coaching

THREAT SIGNALS



Judgement



Interrupting



Blame



Assumptions



Criticism



Exclusion



Uncertainty



Telling

Every interaction sends a signal.

The question isn't whether you're
creating psychological safety.

The question is:

*What signals are
you sending?*

Reflecting on your results

Go to page two to reflect on your
results and learn how to turn
insight into action.



Psychological Safety isn't about being nice.
It's about creating an environment where people
can bring their whole selves and **do their best work**.

Want to strengthen your leadership
impact and build high performing
teams?

Email: michelle@ignitegroup.co.nz

www.ignitegroup.co.nz

Am I Creating Safety or Threat?

Interpreting your self-assessment



TURNING INSIGHT INTO ACTION

Psychological safety isn't about being perfect.

It's about the signals your everyday leadership behaviours send.

The purpose of this self-assessment is not to judge your leadership. It's to help you identify the habits that may either encourage people to speak up, learn and contribute - or unintentionally create hesitation, silence or self-protection.

Research by Professor Amy Edmondson shows that psychologically safe teams aren't the ones that make fewer mistakes. They're the teams where people feel safe enough to speak up, ask questions and learn from mistakes together.

1. LOOK FOR PATTERNS

Rather than adding up your score, look for patterns.

Ask yourself:

Which section received my lowest ratings?

Which statements did I rate 1 or 2?

What leadership habits do these statements have in common?

Those lower scores are likely to have the greatest impact on your team's willingness to contribute openly

2. REFLECT ON EACH AREA



1. Speaking Up

Ask yourself:

How do I typically respond when someone disagrees with me? Do I encourage different views?



2. Learning from Mistakes

Ask yourself:

How do I typically respond when something doesn't go to plan? Do I focus on learning or blame?



3. Curiosity & Coaching

Ask yourself:

Do I create dependence, or do I develop capability? Do I ask more than tell or tell more than ask?



4. Respect & Inclusion

Ask yourself:

Whose voice(s) am I hearing most? Whose voice might I be missing?

3. CHOOSE ONE BEHAVIOUR

Choose one behaviour to focus on this week:

How will you remember to do this in the moment?

Notice and note down the impact. What changed because you changed?



REMEMBER

You don't have to be perfect. You just have to be intentional.

Small, consistent shifts create a culture where people feel safe, speak up and thrive.

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