

Session Insights: Psychological Safety Webinar Summary

This document summarises key insights from the Psychological Safety session held on 19 February 2026.

1. Introduction to Psychological Safety

- Psychological safety was discussed as a foundational element for inclusive cultures. Participants shared what it looks and feels like, emphasising speaking up without fear of negative consequences.

2. Four Stages of Psychological Safety (Dr. Timothy Clark)

- Inclusion Safety – feeling welcomed and valued.
 - Learner Safety – feeling safe to ask questions and grow.
 - Contributor Safety – feeling safe to add value meaningfully.
 - Challenger Safety – feeling safe to question and challenge the status quo.
- Participants shared personal experiences reflecting movement between levels depending on context.

3. Factors Influencing Psychological Safety

- Context, communication styles, hierarchy, and lived experiences shape how safe individuals feel.
- Cultural and individual worldviews significantly impact perceptions of challenge, mistakes, and authenticity.

4. Challenges Discussed

- Differences between 1:1 and group psychological safety.
- Leaders' lack of psychological safety, even at senior levels.
- Younger team members' comfort in challenging authority vs leaders' readiness to receive challenge.

5. Creating Psychological Safety in Practice

Key enabling behaviours include:

- Ensuring transparent communication.
- Modelling inclusivity and calling out non-inclusive behaviours.
- Inviting contributions from all team members.
- Establishing shared goals and team norms.
- Building trust through vulnerability and openness.

6. Role of DEI Practitioners

- Practitioners should role model psychological safety, balancing challenge with care.
- They play a key role in supporting leaders to receive challenge constructively.
- Worldview awareness is important—recognising that identity, culture, upbringing and

organisational roles shape views.

****7. Group Breakout Insights****

- Upbringing strongly shapes comfort with speaking up.
- Manager behaviour is a major determinant of team safety.
- Teams often sit between Learner and Contributor Safety.
- Psychological safety may differ widely across functions due to industry norms.

****8. Practical Tools and Next Steps****

Inclusive leadership building blocks recommended:

- Shape and deliver with colleagues.
- Make it safe for others.
- Communicate inclusively.
- Develop self-awareness.

Participants were encouraged to identify one tangible action to apply in their own teams.