

FIELD GUIDE TOOL #5

The Safety Diagnostic

Chapter 5: Psychological Safety: When Honesty Is Rewarded

DATE _____ COMPLETED BY _____

SITUATION _____

Use this tool to assess the current state of psychological safety in your team. Answer each question based on observed behavior, not aspirations or policies.

When to use it. Best used after a difficult team dynamic or before a major change.

Section A: Safety Climate Indicators

Rate each statement on a scale of 1 to 5: 1 = Rarely true, 2 = Occasionally true, 3 = Sometimes true, 4 = Often true, 5 = Consistently true.

Indicator	Score (1–5)
Team members raise concerns in meetings, not just in private conversations afterward.	
People ask questions that reveal gaps in their own knowledge without apparent discomfort.	
Mistakes are acknowledged openly and discussed for learning rather than attributed and moved past.	
Dissenting views are raised and engaged with, not just acknowledged and set aside.	
New team members speak up within their first month at a similar rate to experienced members.	
The quality of input you receive in meetings matches what you hear in informal conversations.	
Safety Climate Total (out of 30):	

Section B: Leader Behavior Indicators

These questions assess your own behavior as the primary shaper of safety climate. Answer honestly.

Question	Honest answer
When someone raises a concern you disagree with, what is your typical first response?	
When was the last time you publicly acknowledged being wrong about something?	
Do you ask for input before you have finished your own thinking, or after?	
When someone raises something difficult and the meeting moves on, do you follow up?	
Can you recall a specific recent moment when someone took an interpersonal risk in your presence? What did you do in the ten seconds after?	

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Section C: The Signal Audit

These questions surface the informal signals your team is reading.

Question	Your assessment
Are there topics that used to come up in meetings that no longer do? What are they?	
Is there a gap between what people say in one-on-ones and what they say in group settings?	
Are there people on your team who never raise concerns in meetings? What do you know about why?	
When you look back at your last major decision, what concerns were raised? What concerns might have existed but were not raised?	

Priority Action

Identify the single most important change to your response behavior in the next thirty days.

Question	Your answer
What is the clearest signal your team is currently receiving that makes speaking up feel risky?	
What specific behavior will you change in how you respond when someone raises a difficult point?	
How will you know in sixty days whether the safety climate has shifted?	

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Before moving to Chapter 6, confirm:

- ☐ You have scored the safety climate indicators based on observed behavior.
- ☐ You have answered the leader behavior questions honestly, including the ten-second response question.
- ☐ You have identified at least one topic that is not being raised in meetings that should be.
- ☐ You have named one specific behavioral change in how you respond to difficult input.