

# FOSTER SAFETY AND TRUST.



## Job aid

In a feedback culture, individuals are willing to give honest feedback without fear of negative repercussions. This starts with building trusting relationships and making people feel safe to give feedback to colleagues, no matter where they are on the organisation chart.

Here is what you can do as a people leader to help:

### Build rapport with your team members

- ✔ Get to know each other, for example, share your hobbies, weekend plans and stories
- ✔ Organise team events, go for a meal, celebrate team successes
- ✔ Be accessible.

### Be mindful of emotions

- ✔ Acknowledge your own emotions. For example, ask yourself: "How is this situation making me feel right now?"
- ✔ Be mindful about how your responses can make others feel
- ✔ Ask team members how they are feeling or how different situations impact them
- ✔ Learn to recognise emotions in others.

### Involve your team

- ✔ Communicate openly, for example, explain the reasoning behind a decision
- ✔ Invite the team to challenge your perspective
- ✔ Solicit input, opinions and advice. Leaders are not expected to have all the answers.

### Actively listen

- ✔ Show you are interested and listening. Eliminate distractions, keep eye contact, lean forward, nod etc.
- ✔ Rephrase what you have heard to validate understanding
- ✔ Ask questions when you need clarifications
- ✔ Respect people's opinions.

### Give regular praise

- ✔ Express gratitude for contributions from the team
- ✔ Highlight when team members were successful
- ✔ Give credit to your team members when it is due.

### Respond productively to mistakes or failures

- ✔ Thank people who admit their mistakes: "Thank you for letting me know"
- ✔ Avoid blaming responses such as "Why did you do this?" and adopt solution focused responses instead: "How can we work towards making sure this goes more smoothly next time?", "What can we do to get this back on track?", "What help do you need?"
- ✔ Explain that it is OK to make mistakes as we learn from them. Ensure you and your team learn from failures, for example, by holding lessons learnt sessions and making sure actions follow reflection.

### Acknowledge fallibility

- ✔ Share your personal perspective on work and past failures with your team members
- ✔ Admit your own mistakes
- ✔ Ask questions with the intention to learn from others.

### Make giving and requesting feedback normal

- ✔ Regular feedback between you and your team will make it easier to give/receive and generate a team environment based on trust
- ✔ Deliver feedback in a non-threatening way.

## MORE TO EXPLORE



[Building a psychologically safe workplace](#)

Video on YouTube



[Creating Psychological Safety in the Workplace](#)

Article from HBR.org