

Creating a Culture of Trust for a Psychologically Safe Workplace

Teams that operate in a culture based on trust and respect are more engaged, higher-achieving and make safer choices. Trust is built on a foundation of clear and direct exchange of information, challenging each other in mature interactions and constructive communication. Trust is a two-way process: there needs to be trust in your team members' ability, and you need to trust your own abilities. Once trust is established, a team can begin to collaborate to seek a different perspective on how things are 'done around here' and build strong dynamics across and within teams. Trust within organisations can exist in two forms:

Cognitive trust is based on performance-related conditions such as competence, reliability, integrity and dependability. When these characteristics are demonstrated by a leader, team members are more likely to develop cognitive trust in their leader and will be more willing to follow directives from their leader as a result.

Affective trust is based on emotional and interpersonal interactions. Higher levels exist when team members experience genuine care and interest in their wellbeing from leaders.

To build trust within their teams, leaders should consider how they create an environment conducive to **Psychological Safety**. Psychologist Amy Edmondson describes the concept of psychological safety as "the belief that the work environment is safe for interpersonal risk taking" (i.e. taking the chance that a relationship will not be damaged by raising a concern or giving feedback).¹

We invite you to use this document to reflect on the content delivered during the webinar to help you generate personal insight and create an action plan for moving forward.

Leadership Reflection

Question 1

Reflect on how the levels of trust between yourself and your team members shape performance and engagement in the workplace.

Question 2

What factors or situations have influenced high levels of trust in yourself and your team members?

Question 3

In what situations have you had low levels of trust between yourself and your team members? Would it be possible to have rebuilt that trust, and how?

Question 4

How do you, as a leader, build or nurture trust within your workplace?

Individual Action Plan

What key action items can you implement within the next 7 days that would assist you in building or nurturing trust within your team?



Start



Stop



Continue

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