

Taking a Systems Approach to Psychosocial Safety



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ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.



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**BE A
GREAT
PLACE TO
WORK**



**SUPPORT
GREAT
WORK**



**DO
GREAT
WORK**

Our Mission: To change the lives of individuals and organisations for the better, every day

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Our Experience

- ✓ Over 200,000 participants
- ✓ 500 + organisations
- ✓ 35 countries
- ✓ Broad industry experience
- ✓ Dedicated team of Organisational Psychologists



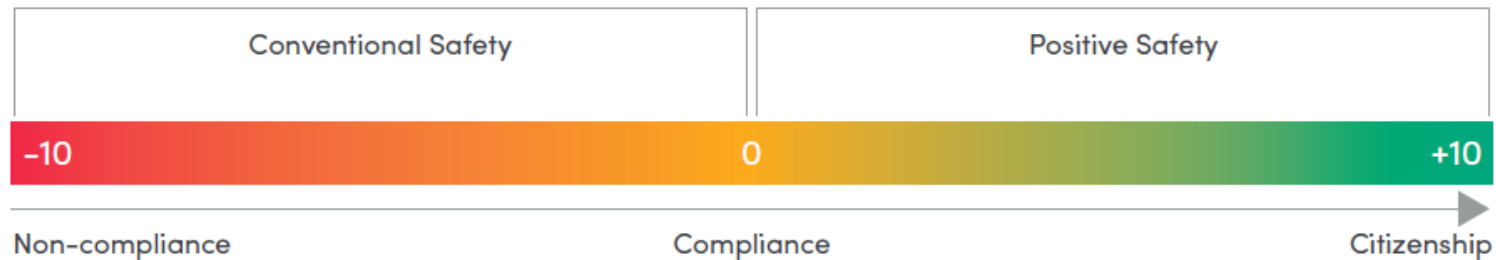
Why this conversation
matters *now*

The danger of a reactive, compliance-based mindset

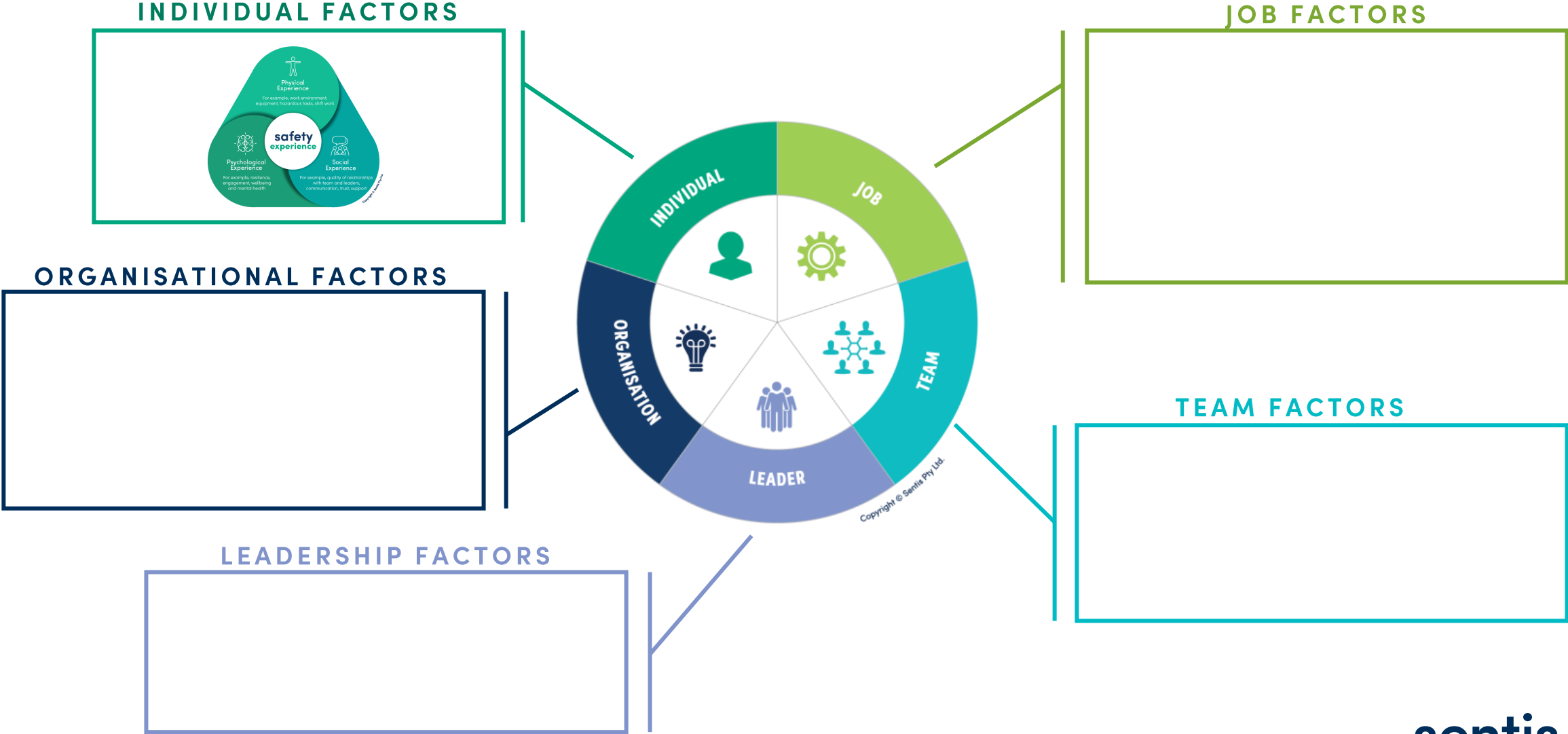


- Training rolled out to “fix” behaviour, while leaders lack the capability to role model or respond well.
- Risk assessments completed quickly, with little consultation or trust.
- Policies updated, but day-to-day pressure, role clarity, and workload remain unchanged.

Beyond compliance and toward positive safety



Psychosocial safety from a systems lens



Systemic undermining of psychosocial safety

INDIVIDUAL FACTORS

Focus on individual resilience, support is accessed late often in crisis. Experience: "You need to be tougher".

JOB FACTORS

High demand is normalised as 'just the job', adjustments rely on individual coping rather than system change. Experience: Constant strain, fatigue, sense of being set up to fail.

ORGANISATIONAL FACTORS

Psychosocial safety exists mostly in policies, poor behaviour is tolerated. Signal to the workforce: "This matters... until something more important comes along"

LEADERSHIP FACTORS

Leaders told to 'be supportive' without clear expectation or skill development, difficult behaviour is managed inconsistently. Experience: Uncertainty, fear of getting it wrong, silence.

TEAM FACTORS

Teams only talk about psychosocial issues after conflict or harm, feedback feels personal and unsafe, silence is mistaken for harmony. Experience: Tension under the surface, avoidance, 'keep your head down'.



Systemic support for psychosocial safety

INDIVIDUAL FACTORS

Experience of work:
You are seen,
heard, valued
and supported



JOB FACTORS

Job demands, control, clarity and resources create an experience of fairness, clarity, and sustainable performance

ORGANISATIONAL FACTORS

Strategy, governance, incentives and priorities signal to the workforce: "Your experience of work genuinely matters here"

LEADERSHIP FACTORS

Leadership capability, modelling, and everyday influence creates the experience of predictability, fairness and trust

TEAM FACTORS

Team norms, relationships and ways of working create the experience of belonging, shared responsibility, and confidence to speak



Piecemeal actions won't get you there...

- Sustainable impact requires systemic transformation, not isolated activity
- Transformation means
 - mindset shifts
 - Leadership capability
 - Embedded change



Driving your Positive Safety journey



The UNDERSTAND phase

Good looks like: Understanding the story beyond the data

- Culture and leadership diagnostics
- Psychosocial diagnostics and assessments (eg MiBO)
- Consulting & employee listening to understand
 - Risks and enablers (hazards and protective factors)
 - Past initiatives & change management considerations
 - Context, priorities, target issues
 - Readiness of the C-suite



The ALIGN phase

Good looks like: Shared meaning, clear direction, and ownership of strategy and priorities

- Stakeholder alignment and awareness
- Governance and strategy design
- Future-focused action planning that considers not only the implementation phase but also the long-term integration and embedding



The IMPLEMENT phase

Good looks like: Capability building, not information dumping

- Shifting mindsets, skillsets and toolsets
- Programs and training in respectful behaviour, productive conflict and speaking up, supportive conversations, inclusivity, leadership capability training, etc
- Coaching and feedback, skills practice



The INTEGRATE phase

Good looks like: Psychosocial safety sustained and embedded into organisational systems, leadership and metrics

- Sustained capability through continual learning cycles
- Integration into performance and risk conversations
- Onboarding and induction practices
- Reward and recognition structures
- Governance and continuous improvement



Psychosocial safety is a reflection of your system

The experience of work is shaped by the whole system, not isolated actions

Successful transformation and sustainable change happens when it is:

- **Understood** systemically
- **Aligned** strategically
- **Implemented** deliberately
- **Integrated** into how work gets done



“We don’t rise to the level of our goals. We fall to the level of our systems.”

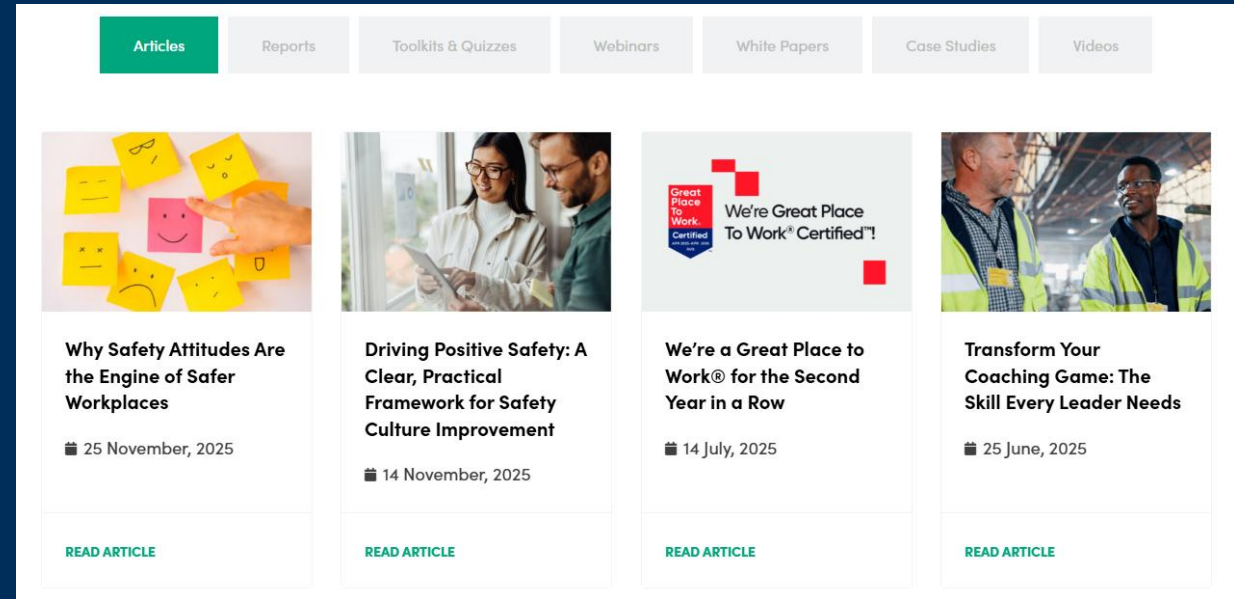
James Clear, Atomic Habits

Find out more about Driving Positive Safety

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sentis.com.au/safetyresources



THANK YOU

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