

# PSYCHOLOGICAL SAFETY LEADERSHIP ASSESSMENT

## *A PPC Insight Diagnostic for CEOs, Boards, HSE Directors & Quality Leaders*

### INTRODUCTION

In every high-risk organisation, the greatest threat is not the hazard you can see — it is the **silence you cannot hear**.

Psychological safety determines whether people speak up early or stay quiet until failure becomes unavoidable. Most incidents, ethical breaches, and cultural breakdowns are preceded by months of weak signals, suppressed reporting, and leadership behaviour that unintentionally creates fear.

The **Psychological Safety Leadership Assessment** was designed to give executives visibility into these hidden dynamics. Unlike traditional climate or engagement surveys, this diagnostic evaluates the **leadership behaviours, trust conditions, interpersonal risks, and reporting patterns** that determine whether truth flows freely — or is blocked.

It integrates:

- Leadership Behaviour & Emotional Regulation
- Challenge-Up Behaviour
- Trust, Ethics & Interpersonal Risk-Taking
- Reporting Confidence & Escalation Strength
- Predictive Psychological Safety Indicators

This makes it one of the few assessments that measures both **current psychological safety** and **future silence-related risk exposure**.

### WHY THIS ASSESSMENT MATTERS

Executives, Boards, and senior leaders are increasingly held accountable for:

- organisational culture
- ethical leadership
- worker welfare
- reporting integrity
- governance failures
- operational resilience

Yet most leaders do not receive **early warning indicators** that show where fear, silence, or leadership behaviour is creating predictable future risk.

This assessment provides a single, integrated view of:

- where silence exists
- where trust is breaking down
- where leadership behaviour is creating fear
- where reporting confidence is weak
- where interpersonal risks are emerging
- where future incidents or ethical failures are most likely

It is not a “soft” culture survey.

It is a **strategic risk-intelligence tool**.

## **WHO SHOULD COMPLETE THE ASSESSMENT**

To ensure accuracy, depth, and behavioural insight, the assessment should be completed by:

### **Primary Respondents**

- HSE Managers / Directors
- HR / People & Culture Leaders
- Quality Managers
- Operational Managers
- Senior Supervisors
- Site Managers
- Risk & Compliance Leaders

### **Optional Additional Respondents**

- Worker committees
- Union representatives
- Selected frontline teams

These groups experience leadership behaviour, trust conditions, and reporting dynamics directly — making their input essential.

## **WHO SHOULD *NOT* COMPLETE IT**

CEOs and Board Members should **not** complete the assessment themselves. Their role is to **interpret the results**, not generate them.

Executive self-assessment introduces bias and reduces diagnostic accuracy. The value lies in hearing the truth from those who experience the culture daily.

## **HOW OFTEN SHOULD IT BE DONE?**

### **Recommended Frequency: Every 6 months**

This allows leaders to:

- track changes in psychological safety
- detect emerging silence patterns
- monitor leadership behaviour
- identify interpersonal risks early
- measure the impact of interventions

### **High-Risk Industries (Mining, Energy, Construction, Healthcare):**

**Quarterly** is recommended.

### **After a major incident, ethical breach, or leadership change:**

Repeat within **60 days**.

Psychological safety is dynamic — it improves or deteriorates based on leadership behaviour, trust, and organisational pressure. Regular assessment ensures leaders see the drift before it becomes costly.

## THE TOP 5 INDICATORS CEOs & BOARDS MUST FOCUS ON FIRST

These five indicators reveal whether your organisation is psychologically safe — or operating in a **high-risk silence culture**.

### 1. Leadership Emotional Regulation

Teams watch leaders closely. When leaders react with anger, frustration, or inconsistency, people stop raising concerns.

**Why it matters:** Emotional volatility is the fastest way to shut down reporting and create organisational blindness.

### 2. Challenge-Up Behaviour

Psychologically safe organisations allow people to challenge decisions, question assumptions, and escalate concerns without fear.

**Why it matters:** Challenge-up behaviour is the strongest predictor of whether weak signals reach leadership in time.

### 3. Trust in Leadership Intent

Employees must believe leaders act fairly, ethically, and without retaliation.

**Why it matters:** When trust is low, truth disappears — especially around sensitive issues.

### 4. Team Interpersonal Risk-Taking

Teams with high psychological safety share mistakes, ask for help, and admit uncertainty.

Teams without it hide problems.

**Why it matters:** Hidden problems become operational failures.

### 5. Reporting Confidence & Escalation Strength

Psychological safety is visible in reporting patterns:

- Are concerns raised early?
- Are near-misses shared?

- Do supervisors respond constructively?  
**Why it matters:** Reporting behaviour is the most reliable indicator of future incidents.

## **CLOSING MESSAGE**

Psychological Safety is not a “soft” metric — it is a **strategic risk indicator**.  
It determines whether your organisation hears the truth early enough to act.

The PPC Insight **Psychological Safety Leadership Assessment** gives executives the visibility needed to strengthen trust, accelerate learning, and prevent predictable failures.

## PSYCHOLOGICAL SAFETY LEADERSHIP RISK ASSESSMENT TABLE

**30-Item Diagnostic With Scoring System (150 Points Maximum)**

**Aligned to PPC Insight's Predictive Risk Framework**

### SECTION 1 — LEADERSHIP BEHAVIOUR & EMOTIONAL REGULATION

*(How leaders influence safety, trust, and reporting)*

| No. | Assessment Item                                                     | Rating<br>(1–5) | Rating Explanation                                |
|-----|---------------------------------------------------------------------|-----------------|---------------------------------------------------|
| 1   | Leaders respond calmly and constructively when concerns are raised. | 1–5             | 1 = Reactive, 5 = Regulated & composed            |
| 2   | Leaders avoid blame and focus on learning when issues occur.        | 1–5             | 1 = Blaming, 5 = Learning-focused                 |
| 3   | Leaders demonstrate fairness and consistency across teams.          | 1–5             | 1 = Highly inconsistent, 5 = Highly consistent    |
| 4   | Leaders take accountability for system weaknesses.                  | 1–5             | 1 = Avoid responsibility, 5 = Own system failures |
| 5   | Leaders actively ask: “What am I not seeing?”                       | 1–5             | 1 = Never, 5 = Always                             |

## SECTION 2 — PSYCHOLOGICAL SAFETY & CHALLENGE-UP BEHAVIOUR

*(Whether people feel safe to speak truth to power)*

| No. | Assessment Item                                                | Rating (1–5) | Rating Explanation                        |
|-----|----------------------------------------------------------------|--------------|-------------------------------------------|
| 6   | Employees feel safe to challenge decisions.                    | 1–5          | 1 = Never, 5 = Always                     |
| 7   | Employees believe leadership genuinely listens.                | 1–5          | 1 = Strongly disagree, 5 = Strongly agree |
| 8   | Teams openly discuss risks, concerns, and failures.            | 1–5          | 1 = Never, 5 = Always                     |
| 9   | Mistakes are treated as learning opportunities.                | 1–5          | 1 = Punitive, 5 = Learning-focused        |
| 10  | Employees feel safe raising sensitive or uncomfortable issues. | 1–5          | 1 = Never, 5 = Always                     |

## SECTION 3 — TRUST, ETHICS & INTERPERSONAL RISK-TAKING

*(The foundation of truth-telling and transparency)*

| No. | Assessment Item                                           | Rating (1–5) | Rating Explanation                        |
|-----|-----------------------------------------------------------|--------------|-------------------------------------------|
| 11  | Employees trust leaders to act ethically when unobserved. | 1–5          | 1 = Low trust, 5 = High trust             |
| 12  | Employees believe leaders act fairly and without bias.    | 1–5          | 1 = Strongly disagree, 5 = Strongly agree |
| 13  | Teams feel safe admitting mistakes or uncertainty.        | 1–5          | 1 = Never, 5 = Always                     |
| 14  | Leaders demonstrate integrity in difficult situations.    | 1–5          | 1 = Rarely, 5 = Consistently              |
| 15  | Employees feel respected and valued by leadership.        | 1–5          | 1 = Not at all, 5 = Strongly              |

## SECTION 4 — REPORTING CONFIDENCE & ESCALATION STRENGTH

*(Whether truth reaches leadership early enough to act)*

| No. | Assessment Item                                      | Rating<br>(1–5) | Rating Explanation                    |
|-----|------------------------------------------------------|-----------------|---------------------------------------|
| 16  | Employees report concerns early and without fear.    | 1–5             | 1 = Never, 5 = Always                 |
| 17  | Supervisors respond constructively to raised issues. | 1–5             | 1 = Defensive, 5 = Supportive         |
| 18  | Weak signals (small concerns) are escalated early.   | 1–5             | 1 = Ignored, 5 = Actively escalated   |
| 19  | Anonymous reporting is available and trusted.        | 1–5             | 1 = Not trusted, 5 = Widely trusted   |
| 20  | Reporting leads to improvement, not punishment.      | 1–5             | 1 = Punitive, 5 = Improvement-focused |

## SECTION 5 — TEAM DYNAMICS & RELATIONAL SAFETY

*(How teams interact, collaborate, and support each other)*

| No. | Assessment Item                                        | Rating<br>(1–5) | Rating Explanation                                  |
|-----|--------------------------------------------------------|-----------------|-----------------------------------------------------|
| 21  | Team members support each other when raising concerns. | 1–5             | 1 = Never, 5 = Always                               |
| 22  | Team discussions allow honest disagreement.            | 1–5             | 1 = Not allowed, 5 = Encouraged                     |
| 23  | Team members feel safe asking for help.                | 1–5             | 1 = Never, 5 = Always                               |
| 24  | Team conflict is resolved constructively.              | 1–5             | 1 = Avoided or punitive, 5 = Healthy & constructive |
| 25  | Team members feel included and respected.              | 1–5             | 1 = Not at all, 5 = Strongly                        |

## SECTION 6 — PREDICTIVE PSYCHOLOGICAL SAFETY INDICATORS

*(Signals that predict future silence, drift, or failure)*

| No. | Predictive Indicator                                              | Rating (1–5) | Rating Explanation                      |
|-----|-------------------------------------------------------------------|--------------|-----------------------------------------|
| 26  | Silence indicators (under-reporting, anomalies) are tracked.      | 1–5          | 1 = Not tracked, 5 = Actively monitored |
| 27  | Leaders detect early signs of fear or withdrawal.                 | 1–5          | 1 = Never, 5 = Always                   |
| 28  | Employees feel safe escalating concerns beyond their supervisor.  | 1–5          | 1 = Never, 5 = Always                   |
| 29  | Leadership addresses emerging interpersonal risks early.          | 1–5          | 1 = Rarely, 5 = Consistently            |
| 30  | The organisation learns from weak signals before incidents occur. | 1–5          | 1 = Rarely, 5 = Consistently            |

### TOTAL SCORING (150 Points Maximum)

|                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p> <b>GREEN</b><br/> <b>High Psychological Safety (120–150)</b><br/>           Strong trust, strong reporting, strong leadership behaviour.<br/>           Future risk is low.</p> | <p> <b>AMBER</b><br/> <b>Developing Psychological Safety (80–119)</b><br/>           Strengths exist, but silence pockets and behavioural risks are emerging.<br/>           Future incidents or ethical failures are possible.</p> | <p> <b>RED</b><br/> <b>High Predictive Risk (0–79)</b><br/>           Significant silence, fear, or leadership behaviour issues.<br/>           Future incidents, ethical breaches, or cultural breakdowns are likely.<br/>           Immediate leadership intervention recommended.</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### EXECUTIVE INTERPRETATION (What the Score Means)

|                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p> <b>If GREEN:</b></p> <ul style="list-style-type: none"> <li>• Maintain leadership consistency</li> <li>• Strengthen learning loops</li> <li>• Prevent cultural drift</li> </ul> | <p> <b>If AMBER:</b></p> <ul style="list-style-type: none"> <li>• Align leadership behaviour</li> <li>• Strengthen challenge-up behaviour</li> <li>• Improve reporting culture</li> <li>• Monitor silence indicators</li> </ul> | <p> <b>If RED:</b></p> <ul style="list-style-type: none"> <li>• Leadership reset required</li> <li>• Rebuild trust &amp; transparency</li> <li>• Implement psychological safety interventions</li> <li>• Strengthen predictive monitoring</li> </ul> |
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## CEO SUMMARY PAGE

### Psychological Safety Leadership Assessment

*For CEOs, Boards & Executive Committees*

#### 1. Executive Overview

This assessment provides a consolidated view of the organisation's **psychological safety, leadership behaviour, and predictive silence-related risk exposure**.

It integrates 30 indicators across:

- Leadership Behaviour & Emotional Regulation
- Psychological Safety & Challenge-Up Behaviour
- Trust, Ethics & Interpersonal Risk-Taking
- Reporting Confidence & Escalation Strength
- Team Dynamics & Relational Safety
- Predictive Psychological Safety Indicators

The purpose of this summary is to give executives a rapid understanding of:

- where trust is strong
- where silence is forming
- where leadership behaviour is creating risk
- where future incidents or ethical failures are most likely
- what leadership must address immediately

Psychological safety is not a “soft” metric — it is a **strategic risk-intelligence indicator**.

#### 2. Overall Scores

| Category                      | Score     | Rating                                                                                                                                                                                                                                                          | Interpretation                    |
|-------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Psychological Safety Score    | ___ / 100 |  /  /  | Current trust & speak-up strength |
| Predictive Silence Risk Score | ___ / 50  |  /  /  | Future risk exposure              |

| Category           | Score     | Rating                                                                                                                                                                                                                                                    | Interpretation                      |
|--------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Total Score</b> | ___ / 150 |  /  /  | Combined maturity + predictive risk |

#### Interpretation

- **Green (120–150):** High psychological safety, low predictive risk
- **Amber (80–119):** Moderate psychological safety, emerging silence risks
- **Red (0–79):** High risk of silence, fear, leadership inconsistency, or ethical failure

### 3. Top 5 Priority Indicators for Executive Attention

These five indicators predict future silence, drift, and leadership-related failures.

They form the CEO's **Psychological Safety Dashboard**.

| Priority Area                                            | Indicator            | Score | RAG                                                                                                                                                                                                                                                              | Why It Matters                            |
|----------------------------------------------------------|----------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>1. Leadership Emotional Regulation</b>                | Items 1, 2, 8, 14    | ___   |  /  /  | Emotional volatility shuts down reporting |
| <b>2. Challenge-Up Behaviour</b>                         | Items 6, 7, 27       | ___   |  /  /  | Weak challenge-up = blind leadership      |
| <b>3. Trust in Leadership Intent</b>                     | Items 11, 12, 15     | ___   |  /  /  | Low trust = hidden problems               |
| <b>4. Reporting Confidence &amp; Escalation Strength</b> | Items 16, 17, 18, 20 | ___   |  /  /  | Weak reporting = predictable incidents    |
| <b>5. Predictive Silence Indicators</b>                  | Items 26, 27, 28, 30 | ___   |  /  /  | Silence patterns show future failures     |

#### 4. Key Strengths

Top 3 highest-scoring areas:

These strengths form the foundation for trust, transparency, and learning.

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### 5. Key Vulnerabilities

Top 3 lowest-scoring areas:

These represent predictable future risks if not addressed.

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### 6. Predictive Risk Outlook (Next 12–24 Months)

Based on the combined indicators, the organisation's future psychological safety trajectory is:

-  **Low Predictive Risk**
-  **Moderate Predictive Risk**
-  **High Predictive Risk**

#### Summary of Predictive Signals

- Silence indicators: \_\_\_\_\_
- Leadership behaviour risks: \_\_\_\_\_
- Reporting culture risks: \_\_\_\_\_
- Interpersonal risk indicators: \_\_\_\_\_

## 7. Recommended Executive Actions (Next 90 Days)

### Leadership Behaviour Alignment

- Emotional regulation
- Accountability
- Consistency

### Reporting Culture Reset

- Supervisor response training
- Escalation protocols
- Early-warning detection

### Psychological Safety Interventions

- Challenge-up behaviour
- Leadership listening practices
- Team relational safety

### Ethical Leadership Reinforcement

- Integrity-in-Action™ principles
- Fairness and transparency practices

### Predictive Risk Monitoring

- Track silence indicators
- Monitor weak signals
- Review escalation patterns

## 8. CEO Closing Insight

A psychologically safe organisation is not defined by comfort — it is defined by **truth, trust, and leadership behaviour**.

This assessment gives executives the visibility needed to protect people, performance, and reputation **before silence becomes costly**.