

# Psychological Safety in Leadership

## Presenters

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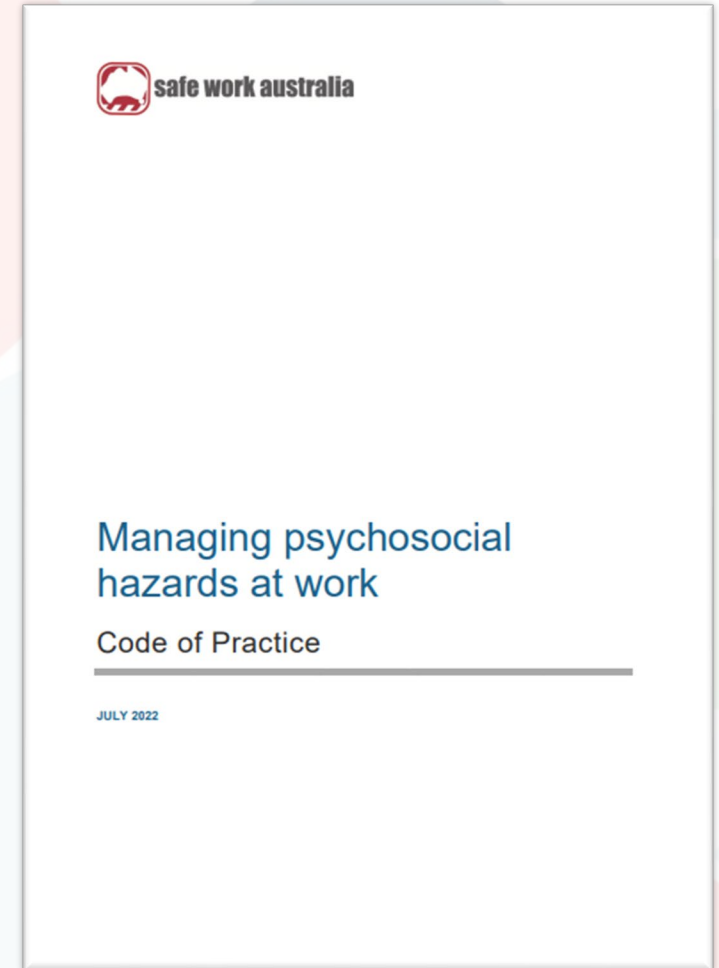
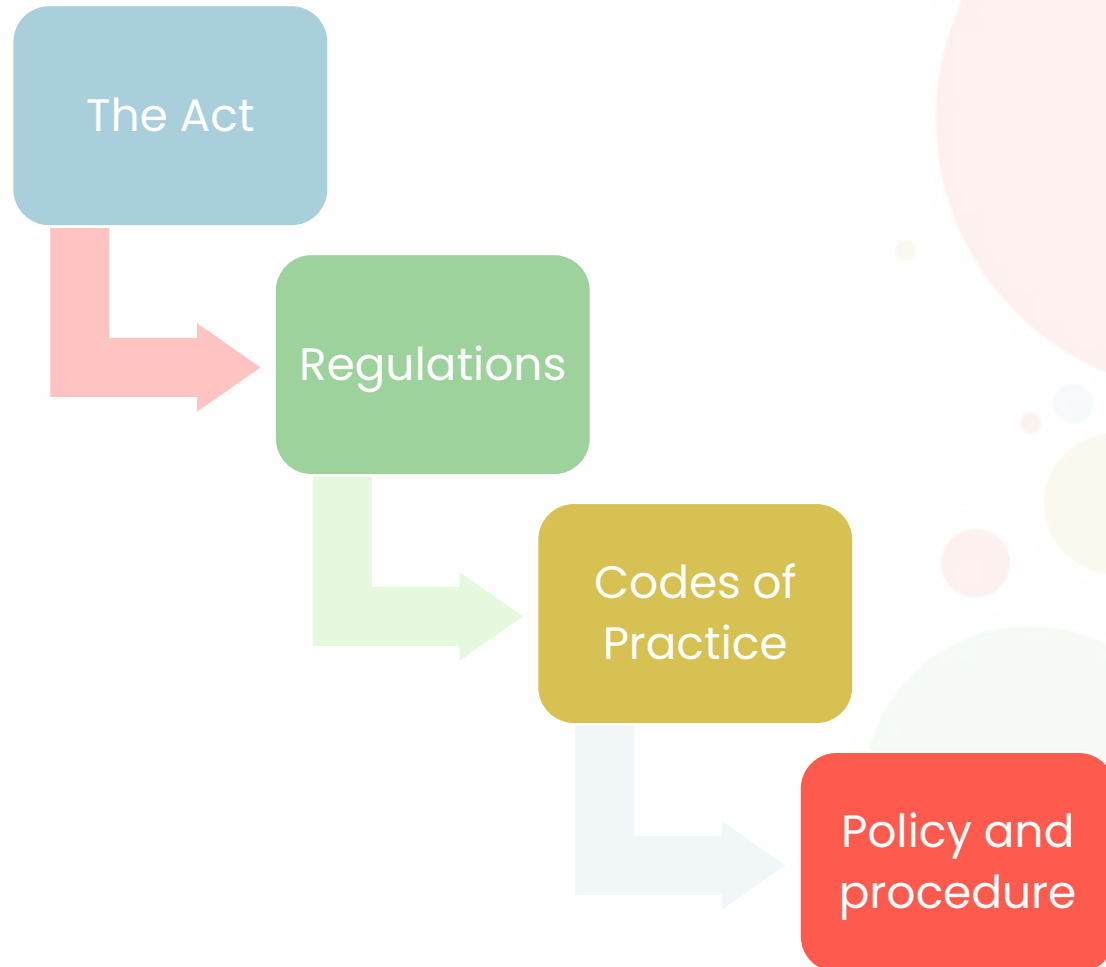
# What you'll leave with....

- An understanding of the principles of Psychosocial Safety and the interplay of mental health at work
- Detailed understanding of what constitutes the minimum standards of psychosocial safety according to the WHS Act
- Insight into how psychosocial safety drives culture and performance
- A toolkit of links and ideas to help you create a safer, healthier workplace

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- Why do you want to go home safe and well each night?



# Legislation Changes



# Risk Management

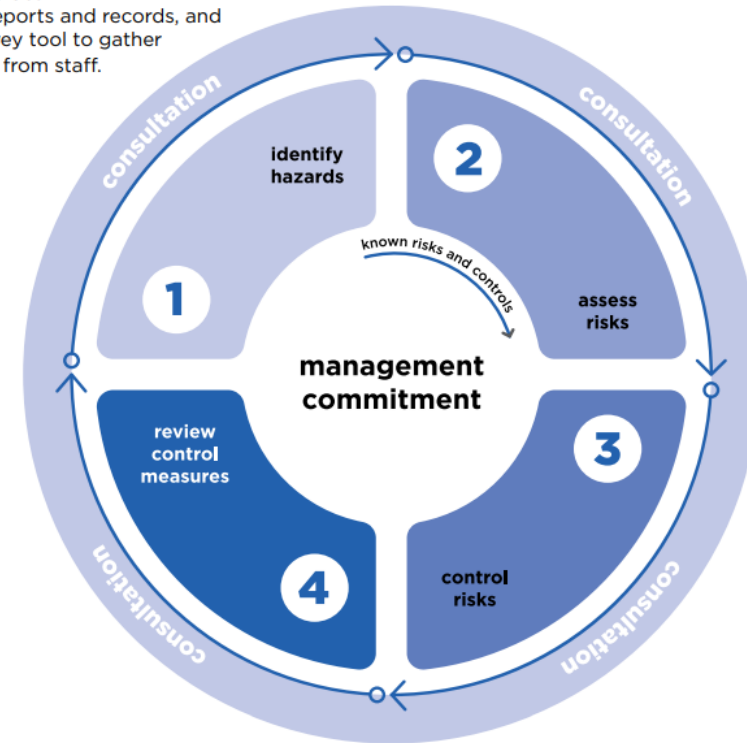
## Step 1: Identify

Psychosocial hazards and risks can be identified by:

- talking and listening to your workers
- inspecting your workplace
- taking note of how your workers interact
- reviewing reports and records, and
- using a survey tool to gather information from staff.

## Step 2: Assess

Consider what could happen if workers are exposed to the identified hazards and risks. Many hazards and their associated risks are well-known but some may need to be identified through a formal assessment process.



## Step 3: Control

Where possible, eliminate the risk. This is always the safest option, but if it isn't possible, minimise the risk as much as possible through planning and prevention.

## Step 4: Review

Maintain, monitor and review control measures when necessary. It is important to regularly review control measures to ensure they remain effective.





Google

Project  
Aristotle

# Psychological Safety - The gold standard

- **Psychological safety** is a shared belief that the team is **safe** for interpersonal risk taking. It can be defined as "being able to show and employ one's self without fear of negative consequences of self-image, status or career" (Kahn 1990, p. 708).

In **psychologically safe** teams, team members feel accepted and respected.

Psychosocial Safety



# Case Study

- Charlie is an employee that has historically performed well. Over the past few months they have often been late to work. Their attention to detail is poor and there's whispers in the corridor that people are getting 'sick of' carrying extra work for them.
- Charlie lost a parent around 6 months ago.

Potential issues to consider here:

- Performance – late to work and attention to detail
- Mental Health – Charlie's
- Organisational Injustice – others picking up additional work



# Handy Links and Resources

- SafeWork Australia – [Model Psychosocial Safety Code of Practice](#)
- SafeWork SA Website – [Psychosocial Risk Assessment](#) plus much more
- People at Work – [Psychosocial Survey](#)
- NSW Centre for Work Health and Safety
  - [Psychosocial Hazard Work Redesign Tool \(PHReD-T\)](#)
- Return to Work SA – [Prevention, Early Intervention, & Return to Work Management of Workplace Psychological Injury](#)

**FREE**

# Additional Slides and Resources

The following slides contain more detail on the steps to achieving psychosocial safety and a range of handy links.



# Consultation

A PCBU *must* consult, *at each step* of the risk management process, workers who carry out work for them and who are or likely to be affected by a matter and their HSR(s). New policies, procedures and systems of work.

Consultation should take place as early as possible on:

- organisational restructures, new reporting arrangements and work locations
- changes to tasks, duties, and working arrangements, including rosters
- new technology, plant, equipment and production processes, or
- the redesign of existing workplaces.

## **🔍 Ask yourself...**

- Have I asked workers how they want to be consulted? Have I taken their needs and views into account?
- Do I have arrangements in place to consult with workers on health and safety matters?
- Do I have appropriate ways to consult with workers about psychosocial hazards (e.g. bullying and harassment)? For example, confidential ways for workers to provide feedback.
- Is consultation accessible to all workers who carry out work for the business or undertaking? For example, convenient location, time, using appropriate language and format, and ways to include any shift or remote workers.
- Do I encourage workers to participate in consultation and share their views and experience?

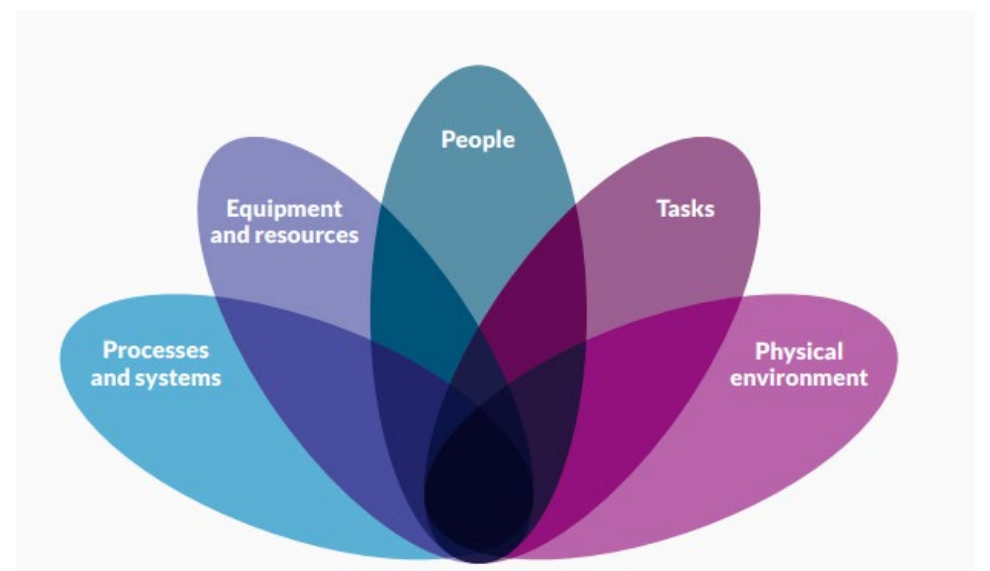
## **When to consult**

### **🔍 Do I consult my workers when I:**

- identify physical and psychosocial hazards and assess risks to health and safety?
- make decisions about how to eliminate or minimise those risks?
- make decisions about welfare facilities for workers (e.g. toilets, amenities)?
- propose changes that may affect the health and safety of workers (e.g. changes to work systems such as shift work rosters, work procedures or the work environment)?
- propose changes that may affect the work (e.g. purchasing plant or introducing new products or projects)?
- develop and review procedures, including for:

# Step 1 – Identify Hazards

Psychosocial hazards at work are aspects of work and situations that may cause a stress response which in turn can lead to psychological or physical harm





# Where do you find these hazards?

Job Design, Training and Demands

Relationships

Job Security / Organisation Change

Work Environment

Traumatic Events

# Examples of Hazards

- **Work relationships**
  - Conflict, bullying, sexual harassment
  - Cliques / social exclusion
  - Favouritism / unequal treatment
  - Isolation – working alone
- **Job insecurity and organizational changes**
  - Lack of job security
  - Lack of recognition or objective feedback
  - Pending restructure not communicated
- **Work Environment**
  - Plant and equipment – dangerous, lack of safety
  - Weather / isolation / lack of space
- **Work demands**
  - Expecting every employee to rise to the BEST one ever (not recognizing capacity variations)
  - Lack of job clarity – what am I expected to do and in what order
  - Too much or not enough work
  - No job control – can't make even basic decisions about my work
  - Not enough training
  - The tasks are inherently risky – or scary (includes plant and equipment)
- **Traumatic events**
  - Robbery
  - Customer abuse
  - Violence
  - Manager/employee 'loses it';



[Access the SafeworkSA Hazard Checklist Here](#)

# Psychosocial Hazards

Use the links below to find out more from SafeworkSA on each hazard

- [high job demands](#)
- [low job demands](#)
- [low job control](#)
- [poor support from supervisors/co-workers](#)
- [poor role clarity and role conflict](#)
- [poor workplace relationships](#)
- [poor organisational change management](#)
- [poor organisational justice](#)
- [low recognition and reward](#)
- [remote and isolated work](#)
- [poor environmental conditions](#)
- [violent or traumatic events \(primary and secondary\)](#)

# Step 2 – Assess the Risk

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Duration

how long is the worker exposed to the hazards or risks?

Frequency

how often is the worker exposed to the hazards or risks?

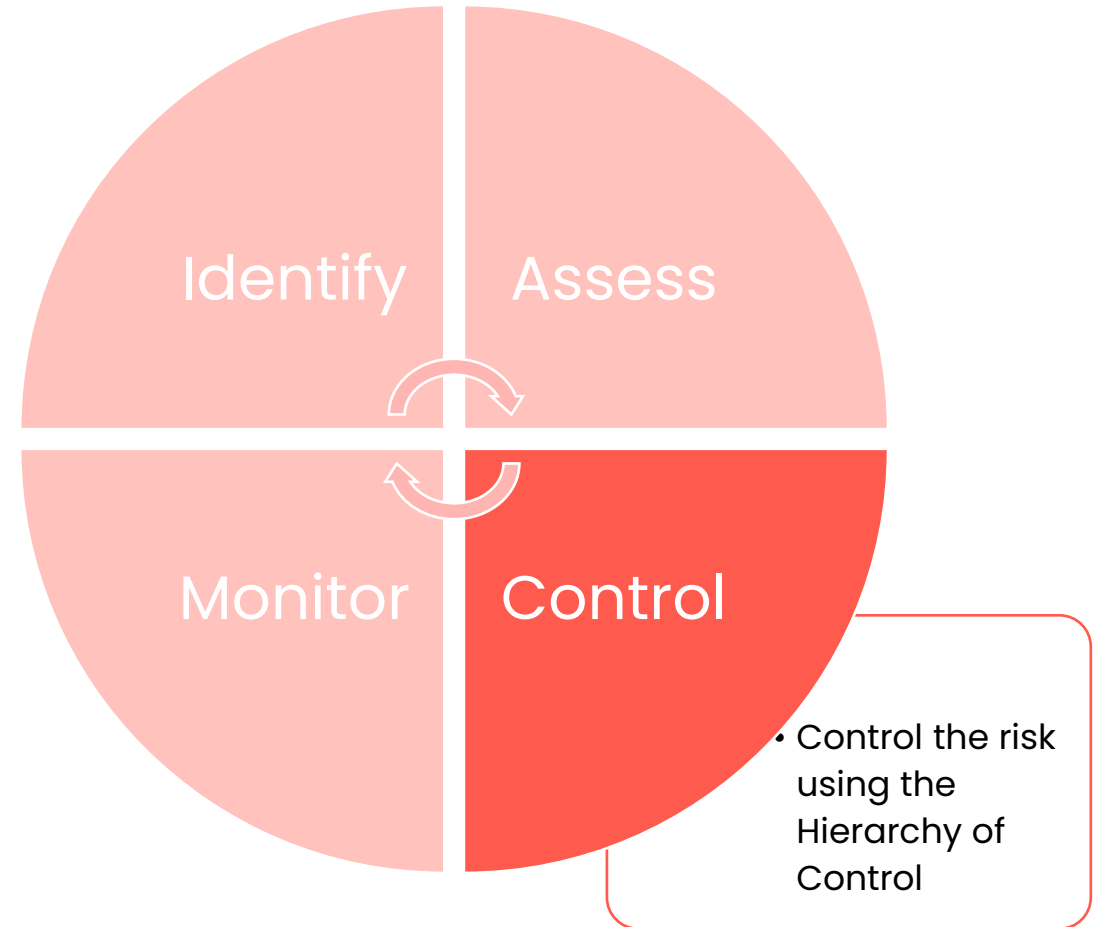
Severity

how severe are the hazards and the workers' exposures?



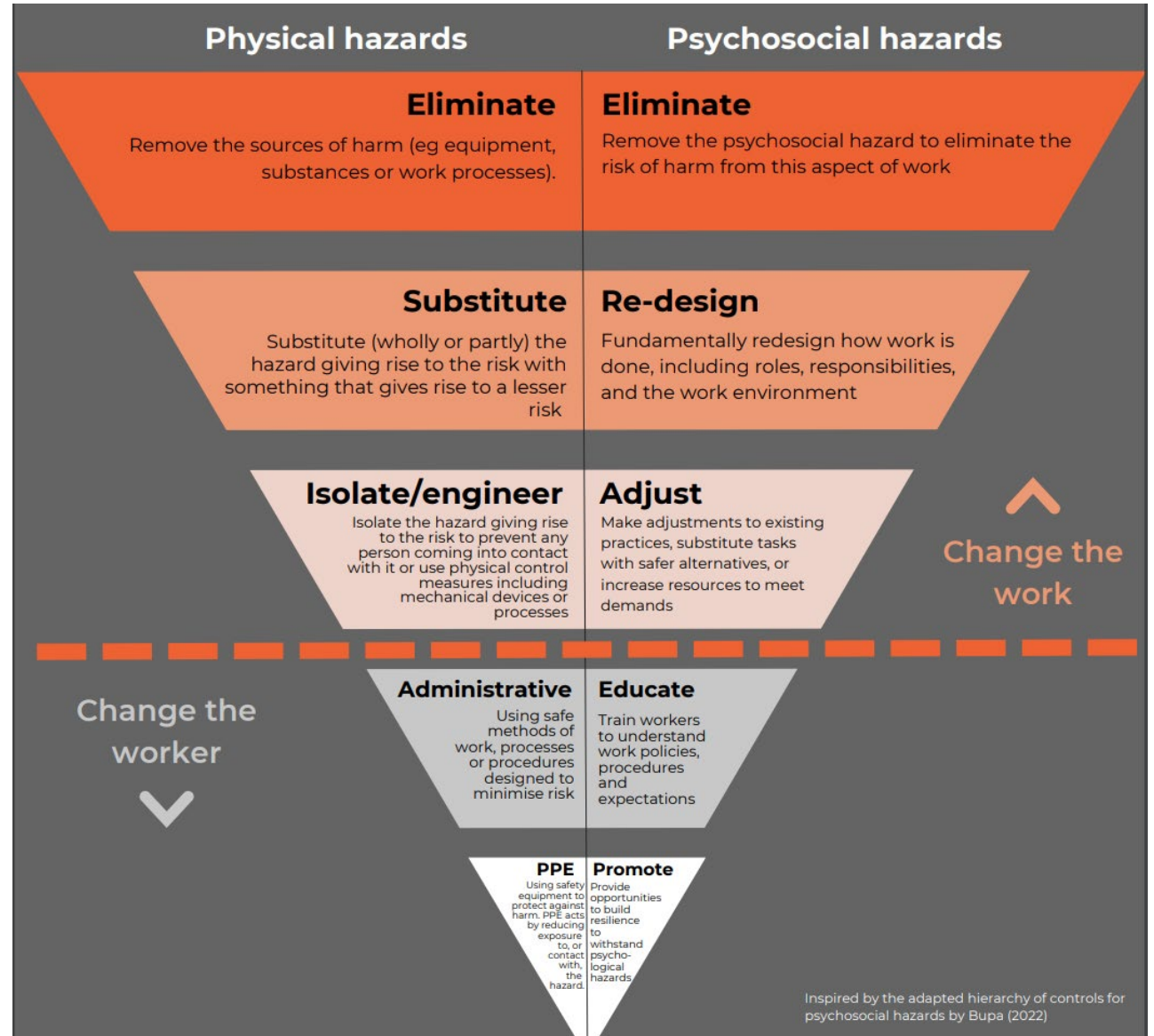
# Step 3 – Control the Risks

- What steps can you reasonably put in place to prevent the hazard being met?
- To reduce likelihood?
- To reduce Impact?



# The hierarchy of psychosocial hazard control

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# People at Work

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