

S.A.F.E. PLAYBOOK



(aka Psychological Safety Tactics)

SET IT UP		
Think	Do	Say
Reflect on the purpose of what you're doing (your "why")	Set the tone—model the energy & engagement you want	"Why did you decide to work on this initiative?"
Consider what members of your team are likely thinking about	State the context: challenge, goals, vision, and purpose	"This is an open discussion—there are no wrong answers"
Focus on the start	Reaffirm the value of each team member	"We're all here to figure this out together"
	Establish common language & definitions	"What guidelines & expectations might we put into place to ensure that everyone has a voice?"
	Set expectations and norms	"We can innovate and learn by trying out new ideas"
	Stress the importance of creating psychological safety	

APPRECIATE		
Think	Do	Say
Be humble—understand you are human	Be honest about what you know and what you don't know	"I don't know"
Be curious—interested in knowing and understanding the thoughts, information & perspective of others	Express genuine interest in others and in their contributions	"I'd really love to hear your ideas, questions, and concerns"
Understand that your team members have important, helpful information	Listen intently (eye contact, nod head, summarize)	"I may be wrong. What am I missing?"
Have an open mind and consider all input that is provided	Truly value people, as well as their input (ideas, questions, concerns)	"I don't have all the answers"
	Speak last, if you're the leader	"I'm truly curious...what do you think?"
		"What might other folks be wondering?"
		"Thank you for: asking that question; bringing that up; offering a different point of view"
		"I really appreciate [your specific contribution]"

FAIL & TELL

Think	Do	Say
<p>Remember that admitting mistakes builds trust</p> <p>Be open & accepting</p> <p>Reframe your own and your team's perspective on failure</p> <p>Create a mantra around failure</p>	<p>Tell the truth when you've failed or made a mistake</p> <p>Debrief failures (discuss what happened, why, and what you and others can learn)</p> <p>Share setbacks, obstacles, and failures to accelerate learning</p> <p>Respond appropriately to others' failures and thank them for sharing</p> <p>Ensure your team knows that mistakes are part of the process</p>	<p>"I made a mistake"</p> <p>"How might we learn from this setback?"</p> <p>"If we don't fail, we won't innovate"</p> <p>"I appreciate this epic failure because we learned..."</p>

EMPOWER COLLABORATION

Think	Do	Say
<p>Consider whose voices you rarely hear and how you might more fully engage them</p> <p>Think about what might prevent people from speaking up</p> <p>Reflect on ways to maximize your team's ability to work together</p> <p>Consider how you might ensure your people feel supported and invited to contribute</p>	<p>Make it a point to hear from all members of your team</p> <p>Directly identify and invite individuals to share ideas, questions, and concerns</p> <p>Ask open-ended, powerful questions</p> <p>Highlight and praise the behaviors you want more of</p> <p>Create systems and structures for input</p> <p>Ensure that the folks with the most knowledge of the situation are involved in decision-making</p> <p>Restate / paraphrase what others are saying to both acknowledge what they said and ensure understanding</p> <p>If mistakes aren't admitted and questions aren't asked, change the dynamic</p>	<p>"It's important that everyone has a voice"</p> <p>"How might we ensure we're collaborating well as a team?"</p> <p>"Who has a different opinion, idea, or concern that hasn't yet been shared?"</p> <p>"Who is not completely bought into this solution?"</p>