



## 4 PILLARS OF PSYCHOLOGICAL SAFETY/TRUST

The Envisia 4 Pillars of Trust model measures four important aspects of psychological safety and interpersonal trust. This model is partly based on research by Amy Cuddy (Harvard Business School), Amy Edmondson (Harvard Business School), Roger Mayer (North Carolina State University), David Schoorman (Purdue University) and others. The 4 Pillars of Trust include:



### CAPABLE

I believe you have the appropriate knowledge and skills



### CONSISTENT

I believe you will act in a predictable and reliable manner



### CARING

I believe you are on my side



### CANDID

I believe you will act with honesty and integrity

## TEAM MEMBERS

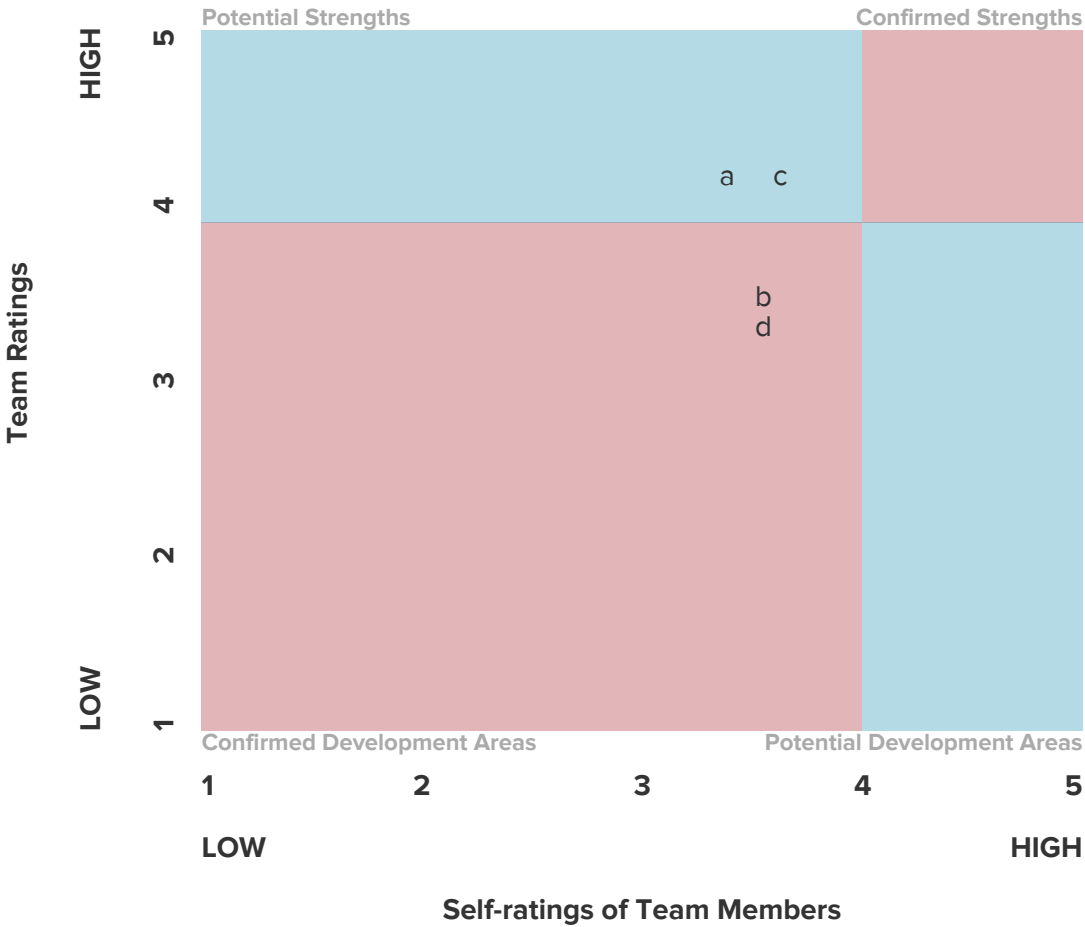
Geoff Mitchell  
Gillian Sample  
John Sample  
Sam Sample  
Andrew Test  
Tess Test  
Thomas Test

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## SELF-OTHER COMPARISONS

The Self-Rating scores represent the average score of all team members on each of the 4 psychological safety/interpersonal trust pillars (how we see ourselves behaving). The Team Rating scores represent perceived ratings by all team members of each other (how we see each other actually behaving).

These scores are plotted into one of four quadrants as a way to compare self-other perceptions indicating the degree of insight or social awareness of the team. In general, effective teams demonstrate higher insight (have each of the 4 Pillars plotted in either the Confirmed Strengths or Confirmed Development quadrants). Scores appearing in either the Potential Development Areas (overestimation) or Potential Strengths (underestimation) suggest that the team may have inaccurate views of actual behavior expressed by team members in these areas.

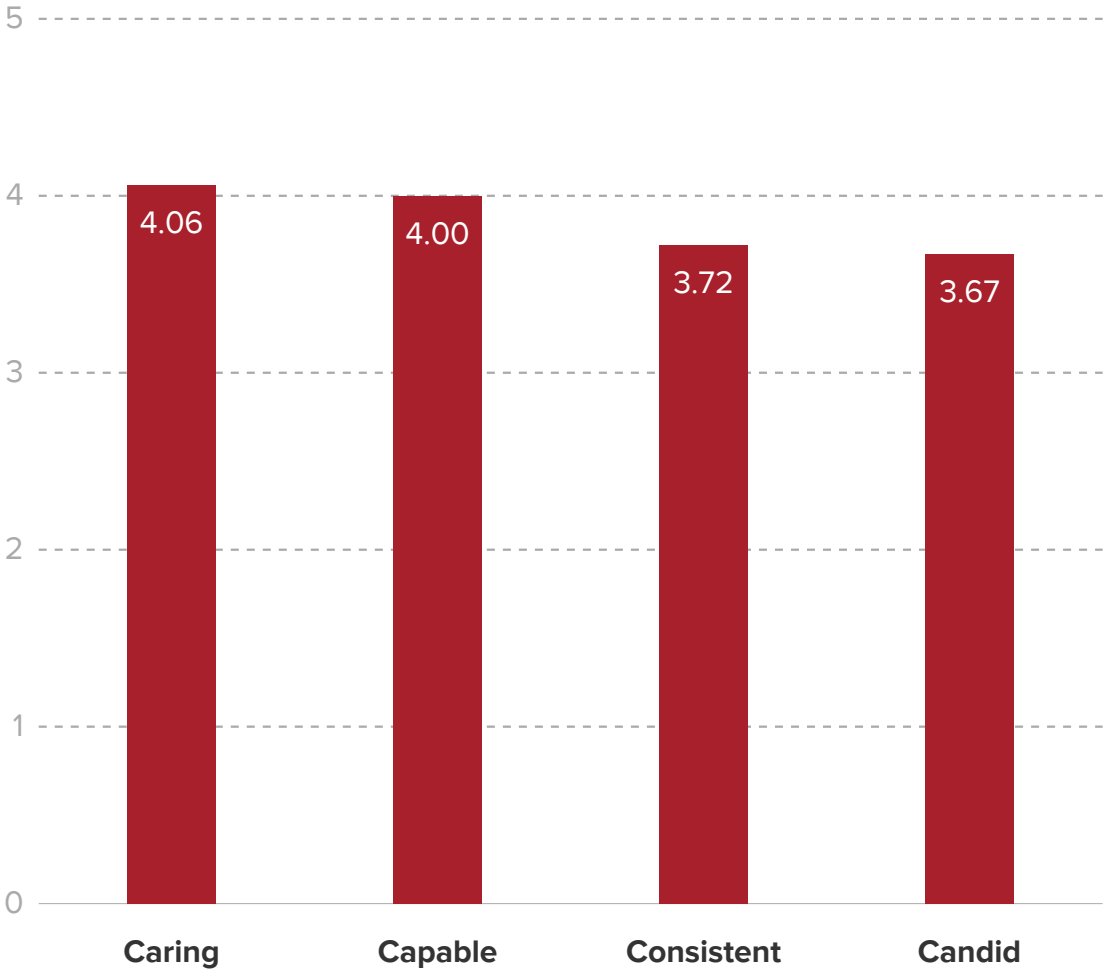


QUADRANT	TRUST PILLAR	SELF	TEAM
Potential Strength	c. CARING	3.67	4.06
Potential Strength	a. CAPABLE	3.44	4.00
Confirmed Development Area	b. CONSISTENT	3.56	3.72
Confirmed Development Area	d. CANDID	3.56	3.67

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## AVERAGE SCORES FOR THE TEAM

The bars below measure the perceived ratings by all team members of each other. The 4 Pillars of Trust are ranked in descending order (i.e. highest to lowest overall scale scores by the Team Ratings).



**Rating Scale:** 1 = Almost Never; 2 = Infrequently; 3 = Sometimes; 4 = Frequently; 5 = Almost Always

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## IMPLICATIONS OF LOW SCORES FOR THE TEAM

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### CAPABLE

I believe you have the appropriate knowledge and skills

- Reduced willingness to take risks
- Increased monitoring and bureaucracy of performance which takes up time/resources
- Slower decision-making
- Reluctance to see innovation/creative thinking because of lack of confidence in others
- Lower performance because there could be a shift to a command and control management mentality
- Reduced willingness to collaborate with others
- Reliance on one's own experience, skills and expertise
- Unwillingness to share information and knowledge with others
- Non-supportive and less cooperative with others who lack knowledge and/or competence to complete tasks, projects and assignments

### CONSISTENT

I believe you will act in a predictable and reliable manner

- Lack of confidence in the ability of team members to get things done on time and with quality
- Higher stress levels in the team due to perceptions of unreliability and lack of dependability
- Increased conflict due to lower expectations on contribution to the team's deliverables
- Distrust about individual team member's ability to meet the quality standards of the customer and high bar for excellence
- Lack of openness and willingness to share information
- Reduced level of communication, feedback and information sharing
- Reduced collaboration and increased independence

### CARING

I believe you are on my side

- Low morale and loss of commitment and engagement
- Unwillingness to invest in relationship-building
- Competitive vs. accommodating or compromising in conflict with others
- Independent behavior instead of interdependent
- Unwillingness to support and collaborate with others
- Task vs. relationship focused team behaviors
- Self-promoting and self-interested behaviors
- Political, calculated and cautious behaviors with others

### CANDID

I believe you will act with honesty and integrity

- Defensiveness and/or disruptive behavior
- Political and calculated in dealing with others
- People talking 'behind each other's' back' leading to rumor and gossip
- Reluctance to engage in innovation due to feelings of inadequate psychological safety
- Lack of willingness to be open and share vulnerabilities
- Unwillingness to share information and data
- Competitive vs. compromising conflict styles
- Lack of collaboration and increased independence
- Unwillingness to support others that are untruthful or deceitful
- Lack of authenticity
- Lack of candor and willingness to be open