



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

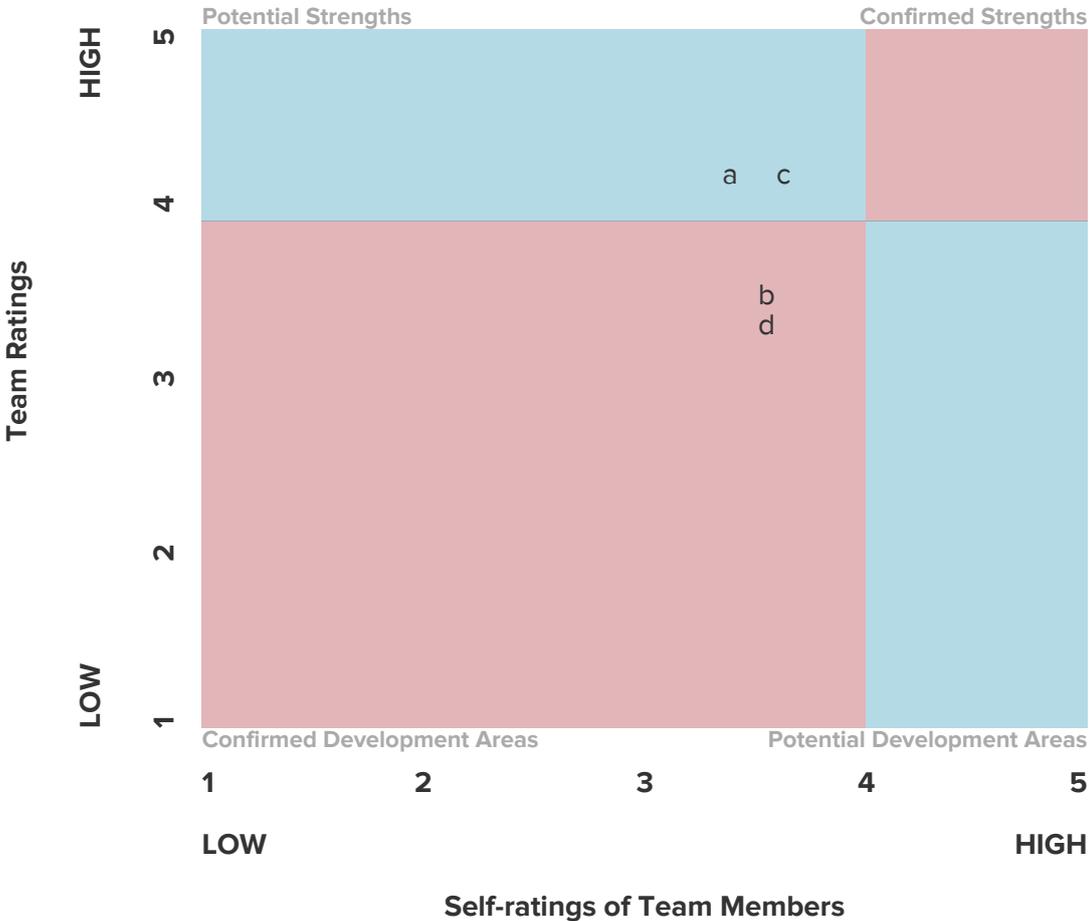
Geoff Mitchell
Gillian Sample
John Sample
Sam Sample
Andrew Test
Tess Test
Thomas Test

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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.

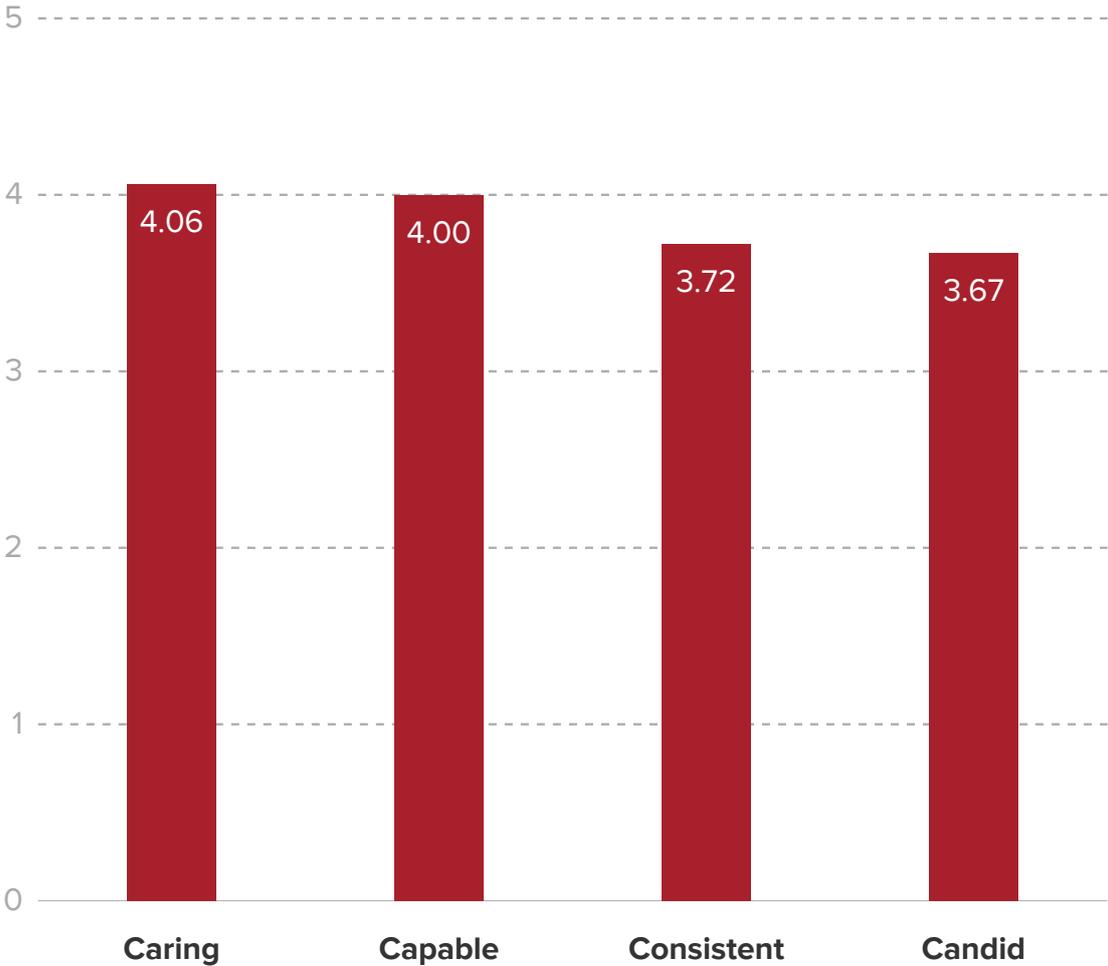


QUADRANT	TRUST PILLAR	SELF	TEAM
Potential Strength	c. CARING	3.67	4.06
Potential Strength	a. CAPABLE	3.44	4.00
Confirmed Development Area	b. CONSISTENT	3.56	3.72
Confirmed Development Area	d. CANDID	3.56	3.67

4 PILLARS OF PSYCHOLOGICAL SAFETY/TRUST

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

4 PILLARS OF PSYCHOLOGICAL SAFETY/TRUST

IMPLICATIONS OF LOW SCORES FOR THE TEAM

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

4 PILLARS OF PSYCHOLOGICAL SAFETY/TRUST

SELF AND TEAM SCORE

Each of the NeuroTeamView 4 Team Pillar psychological safety and interpersonal trust behaviors are shown below ranked from highest (strengths to leverage) to lowest scores (possible team development areas) according to your team member ratings.

The "Trust Pillar" column indicates the specific pillar the behavior is associated with and may provide clarity about specific areas the team can focus on to improve its overall effectiveness.

The Self column corresponds to the average score of the self-ratings of all team members ("how we see ourselves"). The Team column corresponds to the perceived ratings by all team members of each other ("how we really see each other").

The number in parentheses is a statistical measure of rater agreement (standard deviation). The number in parentheses next to the "Self" column suggests how closely each team member answered the specific Pillar question the same way. The number in parentheses next to the "Team" column suggests how closely all team members rated each other on the specific Pillar question--scores lower than .50 suggests a wide disparity in ratings of team behaviour that should be discussed further.

ITEM	TRUST PILLAR	SELF	TEAM
Demonstrates concern for the feelings and needs of other team members.	Caring	4.0	4.5
Acknowledges and accepts responsibility for his/her behavior, poor judgement, or mistakes without becoming defensive or blaming other team members.	Candid	4.0	4.33
Demonstrates knowledge, competence, and skills to successfully implement their team roles and achieve their goals.	Capable	4.0	4.17
Completes tasks, projects, and assignments on time and with quality.	Capable	3.33	4.0
Delivers on agreed upon promises, commitments, plans, and goals with other team members.	Consistent	3.33	4.0
Supports, collaborates, and works in a cooperative manner with other team members.	Caring	4.0	3.83
Open to ideas and suggestions from other team members.	Capable	3.0	3.83
Develops and maintains friendly, supportive and caring relationships with other team members.	Caring	3.0	3.83
Behaves in a predictable manner in the face of pressure, challenges, and setbacks.	Consistent	3.67	3.67
Communicates in a direct, open, and honest manner with other team members, even when it is difficult.	Candid	4.0	3.5
Acts and behaves in a consistent manner (says and does things that are consistent with each other).	Consistent	3.67	3.5
Willing to ask challenging questions, bring up difficult issues, or propose controversial solutions with other team members.	Candid	2.67	3.17

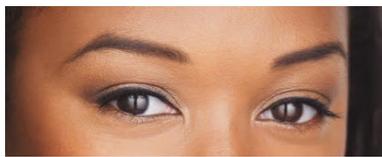
Rating Scale: 1 = Almost Never; 2 = Infrequently; 3 = Sometimes; 4 = Frequently; 5 = Almost Always

TEAM EMOTIONAL AWARENESS REPORT

YOUR TEAM SOCIAL/EMOTIONAL AWARENESS RESULTS

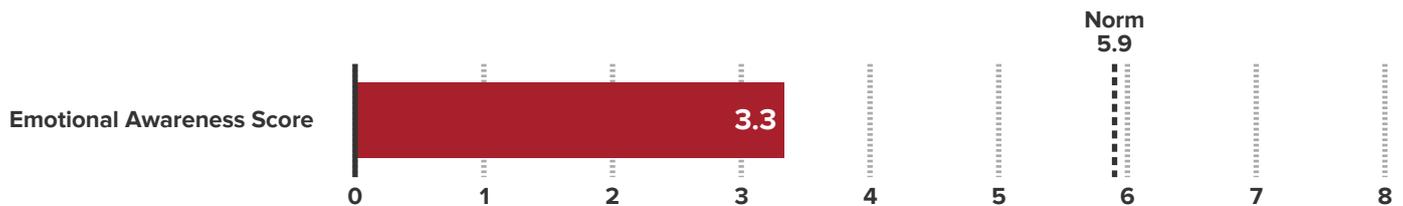
The NeuroTeamView Social/Emotional Awareness Assessment measures your team’s overall social and emotional awareness. Research suggests that this collective emotional intelligence is associated with higher performance and effectiveness of teams (Druskat & Wolff, 2001).

One way to measure overall emotional or social awareness is by testing the collective ability of your team to correctly interpret and "read" the facial expressions and non-verbal behavior of others. The most productive and effective teams appear to have members who demonstrate strong social and emotional awareness and can understand and manage the emotions and behaviors of others. To this end, you and your fellow team members were asked to interpret the emotions of eight faces measuring the major human emotions.



- Happy
- Calm/Relaxed
- Confidence/Pride
- Shame

Your team's emotional and social awareness score is **moderate**.



Distribution of the team’s emotional and social awareness scores:

0 Correct	1 Correct	2 Correct	3 Correct	4 Correct	5 Correct	6 Correct	7 Correct	8 Correct
	2							1

Moderate: Relative to our global norms, a moderate score suggests that your team has average ability to accurately perceive and understand the emotions and feelings of others by observing non-verbal behavior and facial expressions. Social and emotional awareness is a key indicator of emotional intelligence, which is a strong predictor of team performance, psychological safety and success.

As such, continue to explore ways to continuously enhance and develop additional aspects of social and emotional awareness for each team member, including enhancing self-awareness of one’s own emotions, managing one’s own emotions under stress, observing and understanding the non-verbal behavior and facial expressions of others, and sharpening interpersonal skills (e.g. active listening and summarizing).

Team members should continue to discuss and talk with each other about their feelings, emotions, and non-verbal behaviors of others to ensure mutual understanding and recognition. Additionally, they should continue to take greater risks to share their own point of view, assert their ideas and opinions in the face of challenge and to further develop the ability to disagree with other team members in a constructive manner.

12 STRATEGIES TO ENHANCE YOUR TEAM SOCIAL AND EMOTIONAL COMPETENCE

Research suggests that facets of social and emotional awareness can be learned and developed at the individual team member level. Here are 12 strategies to consider using.

BE MINDFUL OF YOUR OWN EMOTIONS: When we pay attention to how we're feeling, we learn to trust our emotions, and we become far more adept at managing them. If you're feeling out of practice, try the following exercise: Set a timer for various points during the day. When the timer goes off, take a few deep breaths and notice how you're feeling emotionally. Pay attention to where that emotion is showing up as a physical feeling in your body and what the sensation feels like. The more you can practice this, the more it will become second nature.

DEVELOP GROUP TEAM NORMS: Teams that set and accept specific norms that emphasize caring, supportive and collaborative behavior by team members will help foster both a high performance and trusting culture. Define ways of working that are preferred and those that won't be tolerated. Developing an open, safe, trusting workplace where everyone feels free to challenge and share their ideas depends on a high degree of emotional intelligence on all sides. Without it, your team members won't be self-aware enough to know how they come across to others. They won't be able to empathize or listen to each other, or find ways to improve their skills individually or as a group.

DEVELOP TEAM ROLES: Teams that rotate or assign specific team roles such as timekeeper, recorder, process consultant and issue monitor, facilitate enhanced awareness of team member behavior, emotions and reactions as well as facilitating more effective team meetings. Cultivating a team's emotional intelligence requires accountability and having shared specific roles helps to share ownership of both the task and process requirements in a team to accomplish their mission.

STRIVE FOR EQUAL PARTICIPATION OF TEAM MEMBERS: Research by Anita William Wooley (2014) suggests that team performance and effectiveness is enhanced when there is a high level of communication and participation by all team members (that is, little dominance by just a few team members). During team discussions, ensure that everyone has an opportunity to contribute ideas and make it explicit within your team culture that listening to others is just as important as having your say.

DEVELOP WAYS TO MANAGE INTERPERSONAL CONFLICT: Developing healthy ways to resolve conflict and manage individual differences are two important attributes of high performance teams. In fact, dissenters are invited into conversations and meetings to show conversational turn taking. Team members listen for understanding and disagree in a manner that is supportive and non-evaluative to each other's ideas.

TURN REGULAR FEEDBACK INTO A HABIT: One way to enhance team emotional intelligence is to create a culture of psychological safety where team members feel free to share their point of view and disagree with others. Practice giving other team members "feedforward" (information that will enable them to succeed in the future, rather than, input about what they did in the past). End each team meeting with an evaluation of what made the meeting productive and what could be done in the future to improve it.

DEVELOP A COMMON HISTORY AND SHARED ENEMY: One way to reinforce team collaboration and support is to reinforce the in-group identity of the team by sharing a sense of shared values and heritage (you can do this by creating a story about the team and articulating a clear team purpose). Having a strong in-group identity makes it easier for team members to collaborate and fosters psychological safety. Identify competitors of the team and determine what makes the team different to foster collaborative behavior.

HIGH PERFORMANCE DOESN'T MEAN HIGH STRESS: Ensure team deadlines and schedules are realistic and avoid overloading team members with projects and assignments to minimize burnout. Encourage openness to discuss workload and resources needed to accomplish team outcomes. Allow team members to disconnect from work once they aren't at work. Introduce and encourage stress and relaxation techniques such as mindfulness meditation, yoga, and healthy lifestyle habits associated with individual well-being and productivity (physical exercise, adequate sleep, healthy eating/nutritional habits).

TURN SELF-DECEPTION INTO SELF-AWARENESS: Emotional awareness is composed of identify (how we see ourselves) and reputation (how others see us). Real self-awareness is about having an accurate perception of how others view our behavior and actions. Seek feedback from others in the team about individual strengths and areas for possible development. Cultivate a feedback culture where each team

member takes an active role to help others grow and learn more about each other.

GET TO KNOW EACH TEAM MEMBER AS A WHOLE PERSON: Emotionally intelligent team members relate to each other at a personal level. Differences, biases and misunderstandings about style and personality can be minimized by having team members become better acquainted at a personal level. Team exercises designed to help each team member understand each other's style and personality can be useful to provide a common language to the team about observed behavior and help develop cooperative and supportive team relationships. Personal disclosure should be encouraged as much as possible within the norms and boundaries of the team culture to enhance a climate of warmth and mutual respect.

SEEK TO UNDERSTAND, BEFORE BEING UNDERSTOOD: Emotionally intelligent teams have both a greater equality of participation in sharing ideas as they have in seeking to truly understand and appreciate the perspectives of others. Listening for understanding helps turn self-focus into other-focus leading to greater acknowledgement and appreciation for the contributions of others.

MANAGE YOUR EMOTIONS: Emotionally intelligent teams have the capability of communicating with each other with emotions in check. Strong emotions such as expressed anger can create defensiveness, lack of trust and an unwillingness to work collaboratively with others. When interacting with strong emotions, try to understand the perspective of the other team member by asking "What's going on for this person right now? What's important to them? What do they want from this interchange? What might they be feeling?" If you get an understanding of what's going on for them, you will find them much easier to communicate with.

TEAM CULTURE PROFILE



High performance in teams has less to do with who is in a team and more to do with how team members interact with one another. Recent research has uncovered two important characteristics of individual team members that translate to effective teams:

1. High-performance teams are high-trust teams (Zak, 2017). Research has found that the concept of “psychological safety” and interpersonal trust are core to high-performance teams. Psychological safety means team members trust one another enough to take risks and share a range of ideas without the fear of being embarrassed or being humiliated (others give team members the benefit of the doubt).
2. High-performance teams possess team members that are socially/emotionally aware (Druskat & Wolff, 2001). The best performing teams respect one another’s emotions and are mindful that all members should participate equally. Research has shown that the social/emotional awareness of a team predicts team performance and is unrelated to the average or maximum individual overall intelligence of group members.

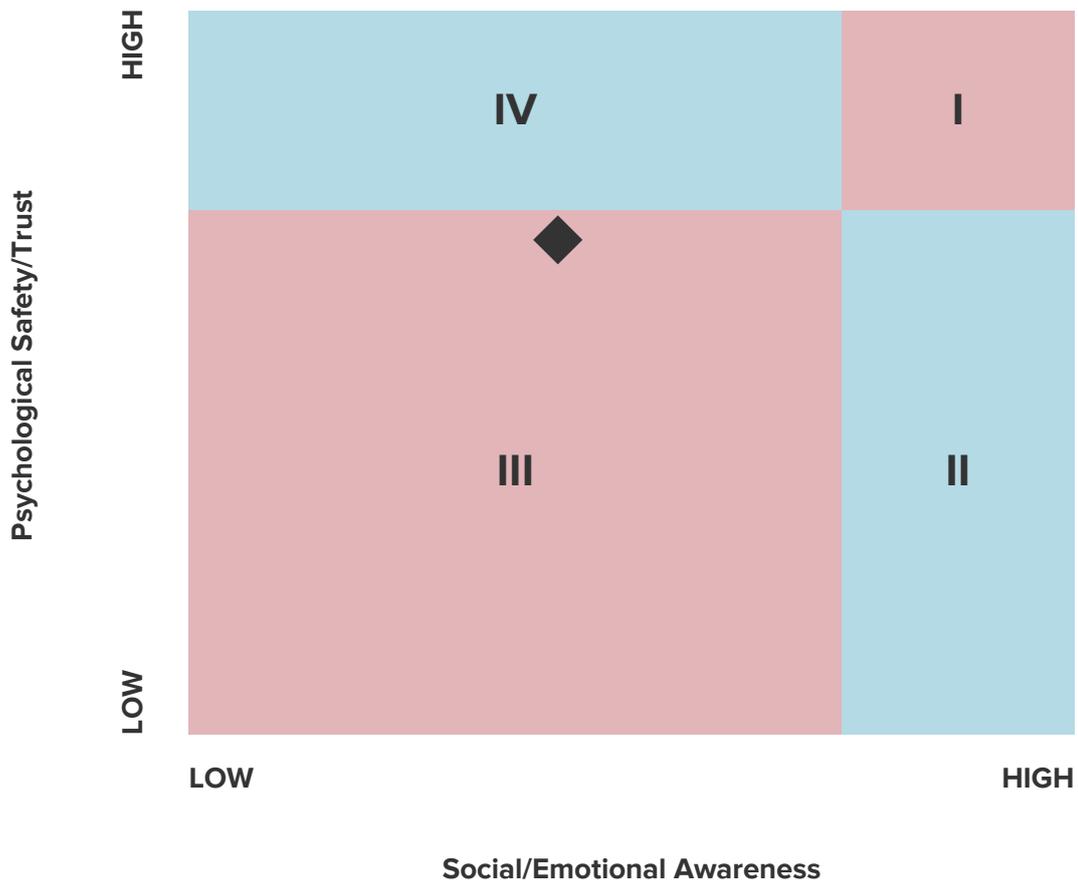
NEUROTEAMVIEW CULTURE PROFILE

The culture of a team is defined by the collective behavior of team members. Your **NeuroTeamView** assessment provides a measure of two foundation factors necessary for high performing teams:

- **Psychological Safety/Interpersonal Trust** (team average score across the 12 questions measuring the four pillars underlying this factor—Capable, Consistent, Candid, Caring). Scores above 3.9 are shown in “High” quadrant (range of scores on this factor is between 1 and 5).
- **Social/Emotional Awareness** (team average score of team members correctly identifying the number of core human emotions based on 8 facial expressions). Scores above 5.9 are shown in the “High” quadrant (range of scores on this factor is between 0 and 8).

Your team culture profile is shown by a symbol (◆) in one of four quadrants below based on your team’s scores on each of the factors measured with the **NeuroTeamView** assessment. The horizontal and vertical lines that define the size of the quadrants represent the most current **NeuroTeamView** global norms across all teams who have taken this assessment.

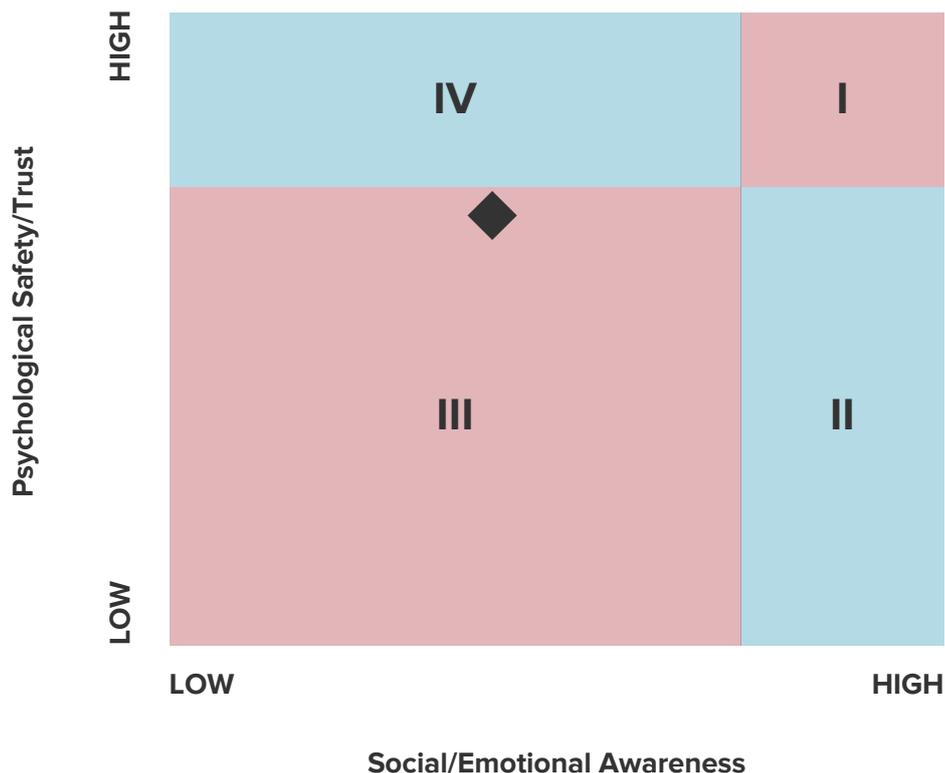
Typical team member behaviors associated with your team culture are shown below based on overall team scores on psychological safety/interpersonal trust and social/emotional awareness.



YOUR NEUROTEAMVIEW CULTURE PROFILE INTERPRETATION

Your team scored **moderately low or low** on both the 4 Psychological Safety/Interpersonal Trust and Social/Emotional Awareness. Such teams might be described as closed, distrusting, competitive, non-supportive, indirect, risk avoidant, non-caring, unpredictable and autonomous. Both of these areas should be a focus for team building and team development to improve overall trust within the team and enhance performance.

Typical Behaviors Describing the Team Culture



Typical Behaviors Describing the Team Culture

Quadrant I High Safety/High Awareness

Sincere
Open
Sensitive
Empathetic
Collaborative
Cooperative
Direct
Risk Taking
Experimental
Innovative
Creative
Interdependent

Quadrant II Low Safety/High Awareness

Authentic
Political
Calculated
Reserved
Cautious
Compromising
Risk Adverse
Task Focused
Chaotic
Unreliable
Independent
Non-Dependable

Quadrant III Low Safety/Low Awareness

Distrusting
Non-supportive
Competitive
Independent
Insincere
Indirect
Risk Avoidant
Conflict Avoidant
Non-caring
Cold/Unfeeling
Unpredictable
Autonomous

Quadrant IV High Safety/Low Awareness

Accommodating
Relationship Oriented
Vulnerable
Gullible
Process Focused
Inefficient
Warm/Friendly
Reliable/Dependable
Polite
Sympathetic
Respectful
Trusting