The Resilience Institute

PILLAR 3 · INTERPERSONAL RESILIENCE · 3.3

Psychological Safety & Trust

Teams that speak up and own the outcome.

Psychological safety isn't about being nice. It's the confidence to raise ideas, admit mistakes and challenge each other without fear, while keeping standards high. This programme shows teams what builds and erodes trust, with tools they can use in their next meeting.

At a glance

FOR	Leadership teams and intact teams
FORMATS	Half-day, full-day or within team coaching
DELIVERY	In person or virtual, across APAC
MEASURED	Team safety check, before and after

WHY ORGANISATIONS BRING US IN

- People hold back ideas, concerns or bad news
- Feedback only flows one way, top down
- Everyone knows the issue, but no one says it

WHAT TEAMS LEAVE WITH

- **A shared language** for safety and trust
- **Candid conversations** without blame
- **Team norms** everyone has agreed to
- **Clearing conversations** that settle old tension

THE PROGRAMME Four Cs of a psychologically safe team

BELONG 1
Connection
People feel accepted and valued, human to human.

LEARN 2
Courage to fail
Mistakes become learning, not blame.

CONTRIBUTE 3
Collective voice
Everyone speaks up and helps under pressure.

CHALLENGE 4
Candor
Honest feedback and healthy debate, in every direction.

"A shared belief held by members of a team that the team is safe for interpersonal risk taking."

Edmondson (1999), Administrative Science Quarterly

HOW IT RUNS From silence to candour

1. **Check** — A short survey on the four Cs
2. **Understand** — What builds safety and the traps that erode it
3. **Practise** — Candid and clearing conversations, live
4. **Commit** — Team norms and a follow-up check

Go further: add Thriving Together team coaching, or Building Bridges for work across teams.

IN PRACTICE · NESTLÉ SINGAPORE LEADERSHIP TEAM

4 programmes in 18 months

180+ leaders and managers reached

5.0/5 leadership team rating

Also delivered for leadership teams at Shell and BASF.

"Very powerful workshop that reminds us to be more human at work."

Leadership team member, Nestlé Singapore, 2025

WHY THE RESILIENCE INSTITUTE

- 22 years of resilience research
- Led by Manish Arneja, executive and team coach
- Trusted by Nestlé, Shell, Sanofi, JDE and L'Oréal

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Make it safe to speak up

Book a 30-minute conversation about your team, plus a free Resilience Assessment for up to 5 people.

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Explore the series