

STRATZR⁺
ascend to your summit

psychological safety ⁺excellence

CEO INTERVIEW REPORT

NAME

POSITION, COMPANY

LOCATION

DATE

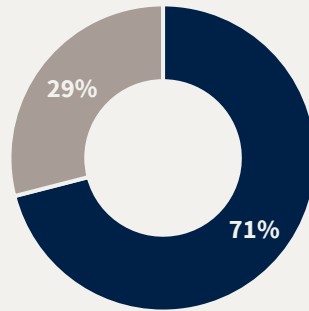
PERSONALITY & BEHAVIOUR

FOR PSYCHOLOGICAL SAFETY EXCELLENCE

PSYCHOLOGICAL SAFETY EXCELLENCE ASSESSMENT OUTCOMES

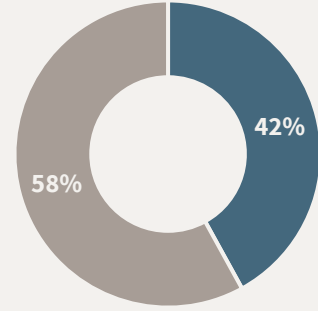
at your best you are perceived as to

risking ● promoting



under stress you are perceived as to

hindering ● sustaining



Psychological Safety which impacts:

Psychological Safety which impacts:

Impact Area	at your best (Promoting)	at your best (Risking)	Importance	under stress (Sustaining)	under stress (Hindering)
Innovation & new ideas creation	67%	33%	6	40%	60%
job & life satisfaction	80%	20%	5	25%	75%
team engagement & commitment	82%	18%	1	44%	56%
team ownership & responsibility	75%	25%	4	83%	17%
team performance	67%	33%	3	100%	0%
team voice, trust & integrity	56%	44%	2	67%	33%

With 71% promoting psychological safety when you are at your best (your bright side), you have a good command of psychological safety to drive overall performance from a personality and behavioural point of view

- You find most improvement potential on your bright side in raising team voice, trust & integrity, team performance, and innovation & new ideas creation
- Your personality and behaviour promotes mostly team engagement & commitment, job & life satisfaction, and team ownership & performance

Under stress (your dark side), you are still sustaining 42% of psychological safety in your team

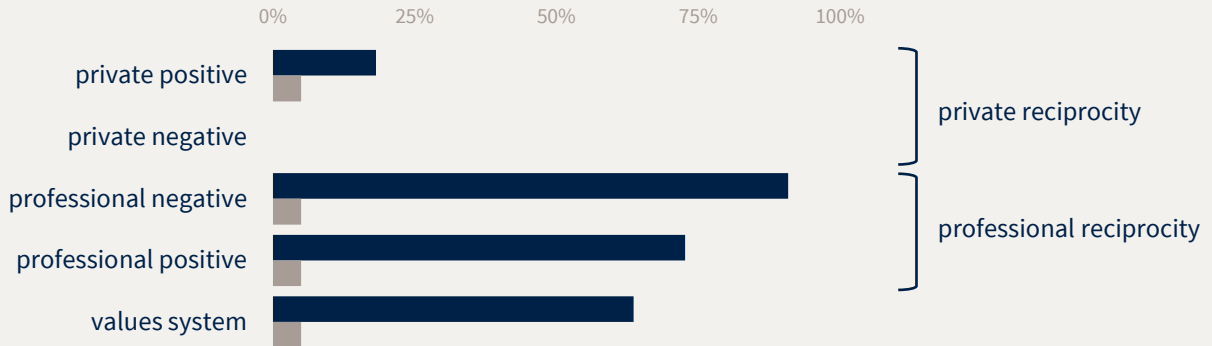
- Which is mainly manifested in a high score for providing job & life satisfaction and innovation & new ideas creation
- But under stress your perceived behaviour significantly hinders team performance, team ownership & responsibility, as well as team voice, trust & integrity

PSYCHOLOGICAL SAFETY VALUES & BELIEFS

PERSONAL VALUES & EXPERIENCES

BENCHMARK PSYCHOLOGICAL SAFETY TRIGGERS

YOURS



Perhaps I am biased because of my family background, as my family has been for over a 100 years in logistics. For me the company is also family; we need feel well, safe, and we need to trust each other and we need to like what we do everyday, and we need to deliver results. It is a very basic ingredient to deliver results. I used to say that it is an oxygen, and then a job.

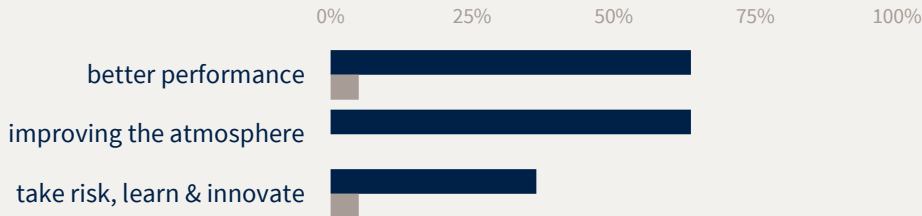
Bad experienced with previous generations, old-fashioned captains, (...) treated people very badly: shouting, not allowing the free flow of information, building walls between departments. (...) I was dreaming of something else, as I don't like this style of leadership

The current CEO of my former Company never shouts, he trusts, he believes in you, he believes that people surprise you with their capabilities and nothing is difficult to this man, actually he believes more in you and than you do yourself and he is trying to pass this on to you.

ORGANISATIONAL VALUES & EXPERIENCES

BENCHMARK PSYCHOLOGICAL SAFETY TRIGGERS

YOURS

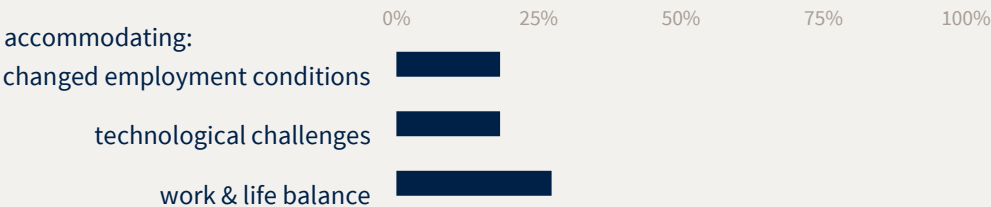


The main reason is in the end better performance due to mitigation of risks and avoiding negative consequences.

SOCIETAL VALUES & EXPERIENCES

BENCHMARK PSYCHOLOGICAL SAFETY TRIGGERS

YOURS

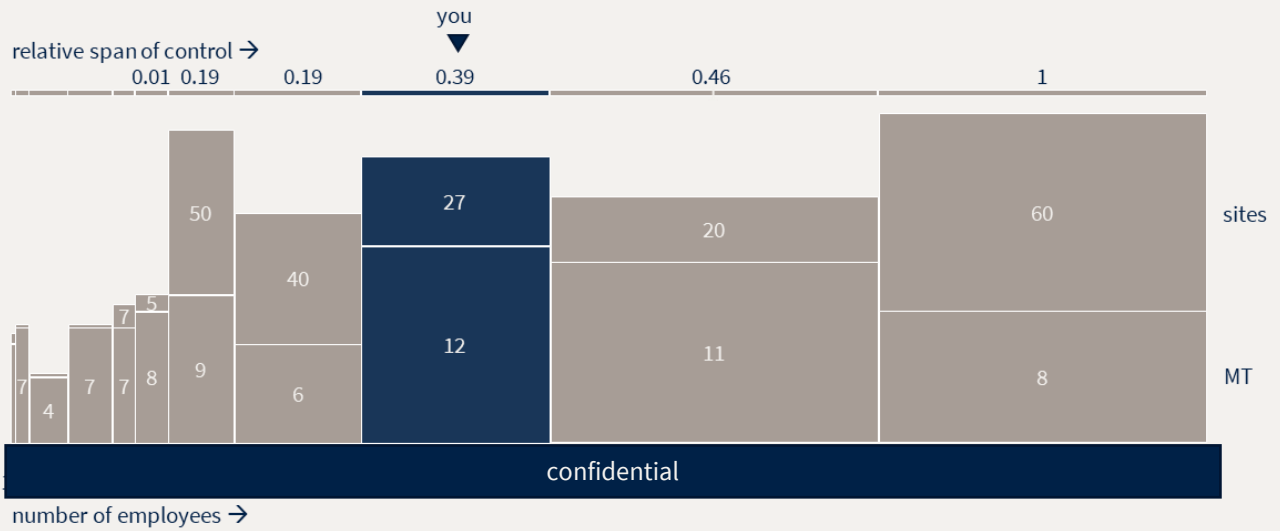


No mention of societal values or experiences

Q: Do you think psychological safety and all its facets will be expected by younger generations?
 Q: If so, would you need to intensive the cultivation of psychological safety in the organisation from the bottom?

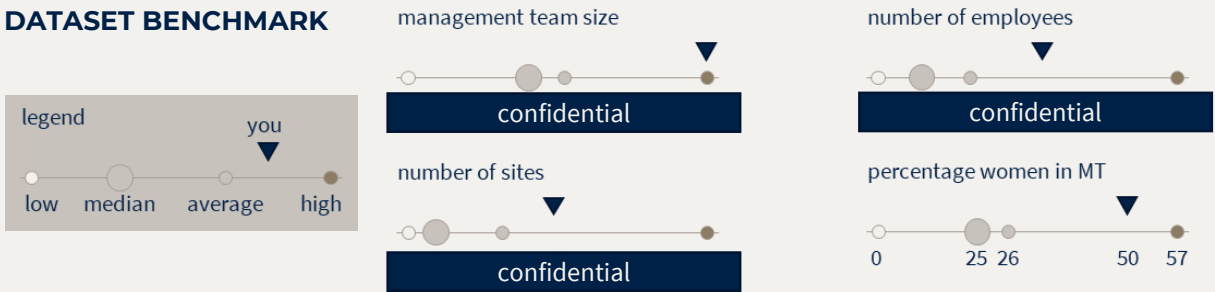
ORGANISATIONAL COMPLEXITY

SPAN OF CONTROL



- The figure above compares your span of control in surfaces: [number of employees * number of sites * size of management team] with other CEOs in the dataset
- Also you find your *relative* span of control compared to the CEO in the dataset with the highest span of control
- A high span of control may not allow a leader to allocate the appropriate amount of time and attention for applying psychological safety

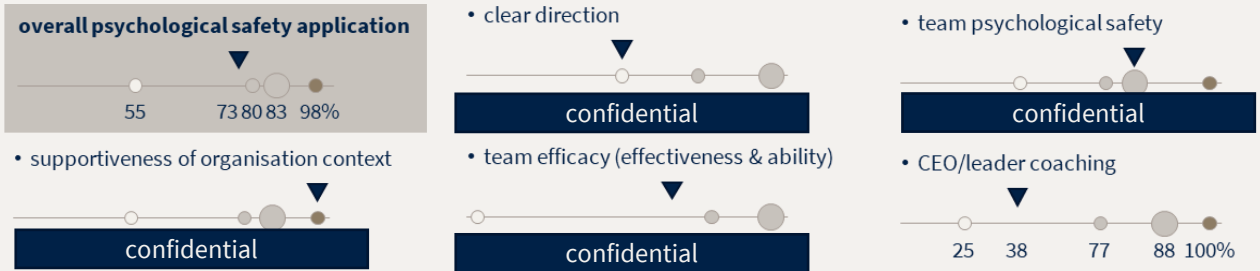
DATASET BENCHMARK



- Q: Do you think this is the optimal organisational setup to benefit from the benefits of psychological safety?
- Q: If no, how would you reduce organisational complexity?
- Q: If yes, what do you need to change to improve the level of psychological safety?
- Q: Does something come to mind which you wanted to address in the past, but something held you back?
- Q: If so, what was it and how can you take care of the blockage?

PSYCHOLOGICAL SAFE BEHAVIOUR IN THE MANAGEMENT TEAM

DATASET BENCHMARK



- The overall application of psychological safety in your management team is categorised in five areas
- Overall you score **below average and median**, which means that there is **upside potential**
- The upside potential can be found in **providing clear direction to your MT members** by spending more effort and time on making clear what is expected from them and intervene continuously
- This can be linked to your **lower than average and median score in team efficacy** with respect to the objectives you set, which seem to be too stretched
- This theme plays a role in **your low score in CEO/leader coaching**, which indicate that dedicating special meetings to team progress would be beneficial
- What works **very well for your team is you supportiveness of organisation context**, as sharing information and providing all the MT needs drives performance

DETAILED APPLICATION IN YOUR MANAGEMENT TEAM

supportiveness of organisation context	low	medium	high
<p>confidential</p>	<input type="radio"/> barely <input type="radio"/> barely <input type="radio"/> barely <input type="radio"/> very little	<input type="radio"/> formal <input type="radio"/> purpose related <input type="radio"/> purpose related <input type="radio"/> resources, information	<input checked="" type="radio"/> formal & informal <input type="radio"/> more than purpose related <input type="radio"/> more than purpose related <input checked="" type="radio"/> all the MT needs
<p>clear direction</p> <p>confidential</p>	<input type="radio"/> no <input type="radio"/> none <input type="radio"/> unrealistic <input type="radio"/> unrealistic	<input checked="" type="radio"/> could be intensified <input checked="" type="radio"/> could be intensified <input type="radio"/> too stretched <input type="radio"/> too stretched	<input type="radio"/> continuous intervention <input type="radio"/> intensive explaining <input type="radio"/> realistic <input checked="" type="radio"/> realistic
<p>team psychological safety</p> <p>confidential</p>	<input type="radio"/> defensive <input type="radio"/> impossible <input type="radio"/> impossible <input type="radio"/> impossible <input type="radio"/> not safe <input type="radio"/> happens often <input type="radio"/> neglected <input type="radio"/> no	<input type="radio"/> individually, constructive <input checked="" type="radio"/> possible, but passive <input type="radio"/> sometimes still an issue <input type="radio"/> sometimes still an issue <input type="radio"/> limited <input type="radio"/> sometimes <input checked="" type="radio"/> individually, constructive <input type="radio"/> occasionally	<input checked="" type="radio"/> in the team, constructive <input type="radio"/> possible & pro-active <input checked="" type="radio"/> not an issue at all <input type="radio"/> not an issue at all <input type="radio"/> stimulated <input checked="" type="radio"/> never <input type="radio"/> + in the team, constructive <input checked="" type="radio"/> actively
<p>ceo/leader coaching</p> <p>to what extent do you initiate meetings to discuss the team's progress? to what extent are you available for consultation in problems? to which extent do you formalise your coaching efforts? to what extent are you present in the organisation?</p>	<input checked="" type="radio"/> never/barely <input type="radio"/> never/barely <input checked="" type="radio"/> reluctant <input type="radio"/> minimal	<input type="radio"/> part of usual meetings <input checked="" type="radio"/> passive <input type="radio"/> passive <input type="radio"/> could be more	<input type="radio"/> dedicated meetings <input type="radio"/> active <input type="radio"/> active <input checked="" type="radio"/> as much as possible

- Q: Do you see any low hanging fruit or quick wins in terms of psychological safety application?
- Q: Do you see a general theme that is a must-improve?
- Q: Which improvement areas are known to you for a while and what has blocked you from implementation?