

PSYCHOLOGICAL SAFETY

## Comfort zone



People are open and collegial, but not challenged. On teams, they fail to make major strides.

## Learning zone



People collaborate and learn in the service of high performance, getting complex and innovative work done.

## Apathy zone



People show up to work with their hearts and minds elsewhere; choosing self-protection over exertion.

## Anxiety zone



People are reluctant to offer ideas, try new things, or ask for help, putting the work at risk.

MOTIVATION AND ACCOUNTABILITY