# The latest from our psychological safety research

The following findings are based on the collection of data from 4,145 employees working across Australia, as part of our longitudinal research into the factors contributing to psychological safety in the workplace.

Our formal working relationship impacts on how psychologically safe we feel during our interactions. We asked over 4000 people to all comment on their interactions with a sample of 491 leaders. The results revealed their **peers felt significantly less psychologically safe in their interactions with them**, than their manager, direct reports or others in the organisation.



Bar chart — Overall Psych Safety Score: Direct manager, Direct report, Other, Peer
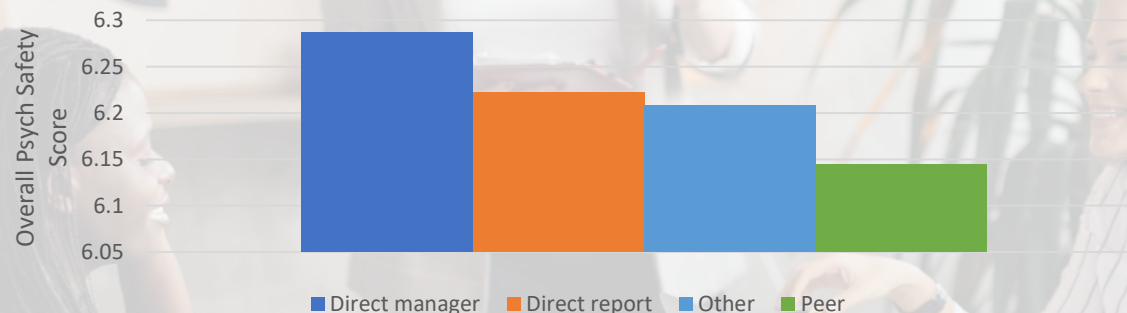
Interestingly, employees felt significantly
- less **likely to ask their peers for help**,
- less able to **bring up tough problems or issues with their peers**, and
- less **accepted for their differences by their peers** than any other relationship.

Strategies to build cross-organisational relationships at the peer level are needed, to overcome any competition or lack of trust that is currently impacting psychological safety between these relationships.

# The issue with Diversity alone

Diversity alone does not achieve lived inclusivity. In fact, diversity without psychological safety can lead to silos, conflict and 'artificial harmony.'

One organisation within our sample would be considered more diverse than the average Australian organisation, with female employees making up 80% of their staff, and 31% of their staff identifying as coming from a CALD background. They also have specific recruitment strategies to support the growth of people having a disability, employed within the organisation.

Their PSI (Psychological Safety and Inclusivity) results showed that despite hitting their diversity targets, they have a long way to go to create lived inclusivity. Specifically, **female staff felt less included and less listened to than their male counterparts**.



Bar chart comparing Male and Female responses:
- I am fully included as a member of my team
- My ideas on how to improve the organisation are listened to

Legend: ■ Male (orange), ■ Female (blue)
X-axis: 4.5, 5, 5.5, 6, 6.5, 7
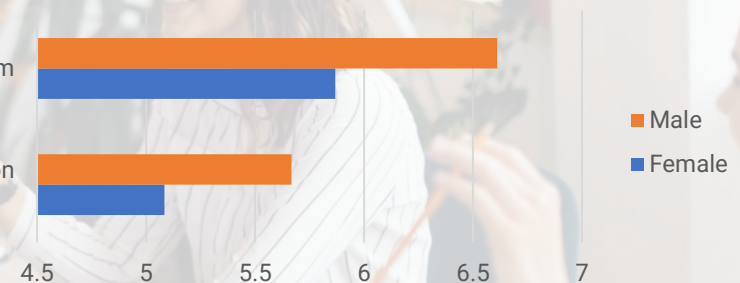
Staff who identified as coming from a CALD background, felt
- it was **harder to ask other members of their team for help**, and
- They had **fewer opportunities to develop their skills** than their 'non-CALD' counterparts.