Course Title: Building a Culture of Integrity & Psychological Safety

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To provide leaders and managers with the deep understanding, practical skills, and behavioral tools to intentionally cultivate a workplace culture defined by high integrity, trust, and psychological safety, where employees feel safe to speak up, take risks, and do their best work, leading to enhanced innovation, performance, and ethical conduct.
- **Core Focus:** Mastering the leadership behaviors that create the conditions for a speak-up culture, where integrity is the norm and team members feel safe to be vulnerable and engaged.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Define** organizational culture and articulate the powerful link between psychological safety, integrity, and business performance.
- **Diagnose** the current state of psychological safety and integrity within their own team or organization.
- **Master** the key leadership behaviors that build (or erode) psychological safety.
- **Apply** a framework for fostering a "speak-up" culture where employees are encouraged to voice concerns, dissent, and ideas.
- **Lead** with vulnerability and humility to build trust and connection with their teams.
- **Respond** constructively to failure, reframing it as a learning opportunity to encourage smart risk-taking.
- **Facilitate** inclusive meetings and discussions where all voices are heard and valued.
- **Implement** systems of accountability that are fair, transparent, and focused on learning, not blame.
- **Develop** a personal leadership action plan to become a more effective "cultural architect."

Target Audience:

- Leaders, Managers, and Supervisors at all levels.
- HR Business Partners and Organizational Development (OD) Professionals.
- Ethics, Compliance, and Risk Leaders.
- Agile Coaches, Scrum Masters, and leaders of innovative teams.
- Anyone responsible for leading a team and shaping its culture.

Prerequisites:

- Experience in a leadership or management role is highly recommended.
- A willingness to engage in deep self-reflection and be vulnerable in a group setting.

Teaching Methodology:

This is a highly experiential and reflective workshop. The environment itself is designed to model psychological safety. The methodology includes:

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- **Interactive Lectures & Frameworks:** Introducing concepts from the work of Dr. Amy Edmondson, Dr. Brené Brown, and behavioral science.
- **Self-Assessments & Reflection:** Tools for assessing personal leadership behaviors and team culture.
- **Intensive Role-Playing & Simulations:** The core of the course. Participants will practice difficult conversations, responding to failure, and facilitating inclusive meetings in a coached environment.
- **Case Study Deconstruction:** Analyzing real-world examples of both high- and low-safety cultures and their outcomes.
- **Peer Coaching & Story Sharing:** A critical component for building trust within the cohort and learning from shared experiences.
- **Action Planning:** Developing practical, behavioral-based plans for immediate application.

*(For **Online Delivery**, this is highly effective using breakout rooms for intimate discussions, anonymous polls and Q&A for sensitive topics, virtual whiteboards for brainstorming, and a strong emphasis on establishing virtual safety norms.)*

Materials Provided:

- Comprehensive digital or printed "Culture Builder's Playbook" with frameworks, behavioral checklists, and reflection guides.
- A personal leadership action plan template.
- Templates for team charter agreements and after-action review guides.
- Results from personal leadership and team safety assessments.
- A curated list of resources (books, articles, TED Talks) for continued learning.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Foundation – Defining Safety & Integrity

- **Module 1: The Case for a New Kind of Workplace (Approx. 2.5 hours)**
  - Welcome, introductions, and co-creating a "Brave Space" agreement for the week.
  - The problem with a fear-based culture: Hidden problems, low engagement, lack of innovation, and ethical lapses.
  - Defining **Psychological Safety** (Amy Edmondson): A shared belief that the team is safe for interpersonal risk-taking.
  - Defining **Integrity**: An unwavering commitment to values and ethical conduct, even when difficult.
  - The powerful link: Psychological safety is the *soil* in which a culture of integrity can *grow*.
  - **Activity:** "The Voice & Silence Spectrum" – Participants reflect on times they spoke up and times they stayed silent at work, and the factors that influenced their choice.
- **Module 2: The Neuroscience of Safety & Threat (Approx. 2 hours)**

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    - Understanding the brain's "threat response" (amygdala hijack) and how it's triggered by interpersonal risk.
    - How a lack of safety shuts down creativity, collaboration, and analytical thinking.
    - The leader's role as the primary regulator of the team's social environment.
- **Module 3: Diagnosing Your Team's Culture (Approx. 3 hours)**
    - The four stages of psychological safety (Inclusion, Learner, Contributor, Challenger Safety).
    - **Workshop:** Participants use a diagnostic tool to assess the level of psychological safety on their own team.
    - Identifying the "unwritten ground rules" and cultural artifacts that reveal the true culture.
    - **Group Discussion:** Sharing anonymous results and identifying common patterns and challenges.
    - **End of Day 1 Recap & Q&A.**

Day 2: The Leader's Role – Modeling Vulnerability & Humility

- **Module 4: The Leader as the Cultural Architect (Approx. 2 hours)**
    - Understanding that leaders have a disproportionate impact on team culture.
    - The concept of "leading by example" in the context of safety and integrity.
    - Three key jobs of a culture-building leader: Set the Stage, Invite Participation, and Respond Productively.
- **Module 5: Setting the Stage: Vulnerability & Humility in Leadership (Approx. 3.5 hours)**
    - (Based on the work of Dr. Brené Brown).
    - Deconstructing the myth that leadership is about having all the answers.
    - The power of leaders admitting their own mistakes and what they don't know.
    - **Vulnerability as Courage:** How a leader's vulnerability gives permission for others to be vulnerable.
    - **Humility & Curiosity:** Framing the work as a learning problem, not an execution problem.
    - **Practical Workshop:** "Crafting Your Vulnerability" – Participants practice framing statements that demonstrate humility and invite collaboration (e.g., "I'm not sure what the answer is here, what are you all seeing?").
- **Module 6: Building Trust Through Consistency & Clarity (Approx. 2 hours)**
    - The link between predictability and safety.
    - The importance of clear expectations, roles, and responsibilities.
    - Building trust by doing what you say you will do.
    - **End of Day 2 Recap & Q&A.**

Day 3: Inviting Participation – Creating a Speak-Up Culture

- **Module 7: The Art of Inviting Engagement (Approx. 3 hours)**

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    - Moving beyond "any questions?" to actively soliciting input.
    - **Powerful Questioning:** Mastering the art of asking open-ended, curiosity-driven questions.
    - Creating structures for participation (e.g., check-ins, brainwriting, round robins).
    - Ensuring that all voices, especially quieter ones, are heard.
- **Module 8: Facilitating Inclusive & Challenging Meetings (Approx. 3 hours)**
    - How to run meetings where healthy, passionate debate is the norm.
    - Establishing clear rules of engagement for respectful disagreement.
    - The leader's role in protecting dissent and ensuring minority viewpoints are explored.
    - **Simulation:** Participants take turns facilitating a contentious team meeting, with a focus on ensuring all voices are included and the discussion remains constructive.
- **Module 9: Giving & Receiving Feedback for Growth (Approx. 1.5 hours)**
    - Creating a culture where feedback is seen as a gift, not a threat.
    - The leader's role in modeling how to receive feedback gracefully.
    - **End of Day 3 Recap & Q&A.**

Day 4: Responding Productively – Failure & Accountability

- **Module 10: Responding to Failure & Setbacks (Approx. 3.5 hours)**
    - The single most important leadership behavior for psychological safety.
    - **Deconstructing Failure:** Differentiating between preventable, complex, and intelligent failures.
    - A framework for responding to failure:
        1. Express appreciation for the effort/honesty.
        2. Focus on learning, not blame.
        3. Share your own fallibility.
        4. Offer help and support for the next step.
    - **Intensive Role-Play Workshop:** Participants practice responding to a team member who comes to them with a significant mistake.
- **Module 11: Accountability with Integrity (Approx. 2.5 hours)**
    - Psychological safety does not mean a lack of accountability.
    - Differentiating between a "blame culture" and a "just culture."
    - A framework for holding people accountable for their commitments in a fair, forward-looking way.
    - The power of peer-to-peer accountability.
- **Module 12: Responding to Bad News & Ethical Concerns (Approx. 1.5 hours)**
    - How a leader's reaction to bad news determines if they will ever hear it again.
    - The importance of thanking the messenger.

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- A clear process for taking ethical concerns seriously.
- **End of Day 4 Recap & Q&A.**

Day 5: Sustaining the Culture & Your Leadership Action Plan

- **Module 13: Embedding Culture into Your Team's Systems (Approx. 3 hours)**
  - Making safety and integrity part of "the way we do things here."
  - Integrating these principles into:
    - **Onboarding:** How you welcome new members.
    - **Team Meetings:** Rituals and norms.
    - **Performance Management:** Rewarding collaborative and ethical behaviors.
    - **Project Debriefs:** The After-Action Review (AAR) process.
  - **Workshop:** Participants design a new team ritual or process that will reinforce psychological safety.
- **Module 14: Measuring the Intangible: How Do You Know It's Working? (Approx. 2 hours)**
  - Qualitative and quantitative ways to measure psychological safety and integrity.
  - Using team surveys, observational checklists, and analyzing meeting dynamics.
  - Tracking leading indicators (e.g., number of ideas shared, willingness to discuss failure).
- **Module 15: Your Cultural Leadership Action Plan (Capstone) (Approx. 2 hours)**
  - **Action Planning Workshop:** Participants synthesize their key learnings and self-assessments.
  - They create a personal, behavior-focused action plan to:

1. **Stop** one behavior that may be reducing safety.
2. **Start** one new behavior that will build safety.
3. **Implement** one new process or ritual with their team.

- **Module 16: Course Review & Commitment to Action (Approx. 1 hour)**
  - Review of the key leadership behaviors for building a culture of integrity and psychological safety.
  - Open forum for final questions and sharing key commitments.
  - Course evaluation and closing.

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