



Z-TWIST CONSULTING

PSYCHOLOGICAL SAFETY TOOLKIT

Introduction: Safety Isn't Soft

Psychological safety isn't about making people "feel nice". It's about designing systems where truth-telling isn't career suicide.

Morgan's Rule: If your team can't say "This is bullshit" without repercussions, your "safe culture" is a screensaver.

01

The Uncomfortable Audit

Diagnose the gaps between your rhetoric and reality.

03

Rituals for Bravery

Replace platitudes with practice.

02

The Fear Inventory

Name the unspeakables.

04

The Repair Lab

Practice messy recovery.

/02

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PHASE 1: The Uncomfortable Audit

Diagnose the gaps between your rhetoric and reality.

Tool 1: The Silent Survey

10 questions like:

1. "In the last month, did you withhold a criticism because you feared subtle retaliation?"
2. "Who on this team is perceived as 'difficult'? Why?"
3. "Does leadership apologise publicly when wrong – or just 'move forward'?"

Analytics to Track:

- % of responses that mention fear of conflict with leadership
- Patterns in who is named as "difficult" (Hint: Often women, marginalised voices, or truth-tellers)

Tool 2: Power Mapping

Visualise who holds influence – and who's silenced by it.

Outcome: A diagram exposing where power coagulates vs. flows.



Map Decision Nodes

List the last 10 major decisions. Who proposed them? Who challenged them? Who was absent?



Voice Thermometer

Rate team members' perceived "safety to dissent" (1 = "Never speaks up" to 5 = "Routinely challenges leadership").



Shadow Hierarchies

Identify unspoken power brokers (e.g., the EA who gatekeeps access to the CEO).



PHASE 2: The Fear Inventory

Name the unspeakables.

Tool 3: The 4 Toxins

Toxin	Symptoms	Intervention
Performative Harmony	"No conflict" in surveys, but high turnover	Run a "Conflict Debt" retrospective
Proxy Punishments	"Culture fit" exits after dissent	Rewrite promotion criteria to reward constructive friction
Martyrdom Trap	Quiet resentment toward "dedicated" workhorses	Publicly sunset "hero" narratives
Inclusion Theatre	Diverse hires but homogeneous ideas	Audit whose ideas get credit in meetings

Action: Teams score their culture 1-5 on each toxin. Lowest score = priority.



PHASE 3: Rituals for Bravery

Replace platitudes with practice.

Tool 4: The “No Consequences” Experiment

Step 1:
48 hours of
structured candour.

Rule 1: All feedback must include “This would help me/us...”

Rule 2: Leaders must respond with “Thank you. What else?”
(No justifying, defending, or gaslighting.)

Step 2:
Debrief using the
Candour Autopsy:

“What truths emerged that we’ve been avoiding?”

“Who flinched? Why?”



Tool 5

Red Flag Retrospectives



Monthly meeting agenda:

1. What did we avoid discussing this month?
2. What feedback was given privately that should've been public?
3. What's the 'undiscussable' we're still pretending isn't real?

Rule: If the same issue appears 3x, it's mandatory to act.

PHASE 4: The Repair Lab

Practice messy recovery.

Tool 6:

The “After the Storm” Protocol

Scenario:

Someone says “This is bullshit” in a meeting.

02

Team Pledge:

- “We commit to no retaliation, no gossip, no martyrdom.”

01

Leader Script:

- “Thank you. That took courage. Let’s unpack this.”
- “What needs to change so this doesn’t fester?”

03

Follow-Up:

- At next meeting: “How did we do at repairing?”



Tool 7: Tension Thresholds

Define your team’s
“productive friction”
vs. “toxic avoidance”:

Productive Friction	Toxic Avoidance
Heated debates about ideas	Personal criticism
“I disagree because...”	“Whatever you think...”
Public resolution	Quiet grudges

Action: Co-create a “Conflict Charter” with clear red lines and repair processes.



Implementation Guide



A well-defined implementation plan is crucial for ensuring successful brand transformation. By defining clear goals, developing a realistic timeline, assigning responsibilities, and establishing a system for monitoring progress, you can effectively implement the required changes.



Start Small

Pilot one tool with a volunteer team.



Measure Behaviour Shifts

Track frequency of dissent, apology rates, and idea diversity.



Kill Zombie Policies

Sunset any rule that prioritises politeness over truth.



Monitor and Evaluate

Track progress and make adjustments as needed.

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Morgan's Final Warning

This toolkit will fail if:

- You delegate it to HR without leadership participation.
- You prioritise “completion” over discomfort.
- You punish the first person brave enough to say “This isn’t working.”

Safety isn’t built. It’s fought for.

Morgan Grey (She/Her) | Z-Twist Consulting
Tools for cultures that prioritise grit over glitter.

