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Research shows that learning and innovation are more likely to take place in a culture of compassionate leadership and psychological safety (broadly defined as an environment and culture where people are comfortable expressing and being themselves, feel able to share concerns and mistakes without fear of embarrassment or getting into trouble), rather than in a culture dominated by fear and blame. In a psychologically safe environment, good things happen, mistakes are reported quickly so that prompt corrective action can be taken, and better co-ordination is enabled.

A culture of supportive teams with compassionate team leadership is linked with reduced levels of stress, errors, injuries, harassment and absenteeism.

[Amy Edmondson](#), professor of leadership and management at the Harvard Business School, states:

*“Psychological safety describes a place where one feels that one’s voice is welcome with bad news, questions, concerns, half-baked ideas and even mistakes.”*

A [Gallup report](#) (2017) found that if organisations increase psychological safety, it makes employees more engaged in their work and can lead to a 12% increase in productivity.

[Google studied](#) its employees to determine “what makes a good team,” and researchers found that psychological safety was the most important quality that

## Open pane:

This quadrant represents the actions, behaviours and information that are known to the individual and those around them. This information is public and made available through communication and exchanges between the individual and others. This includes information, facts, skills and attitudes – anything that is public knowledge.

## Blind spot pane:

Actions and behaviours in the blind area are known to others, but the individual is not aware of them. The information in the blind spot can be positive or negative and include hidden strengths or areas for improvement.

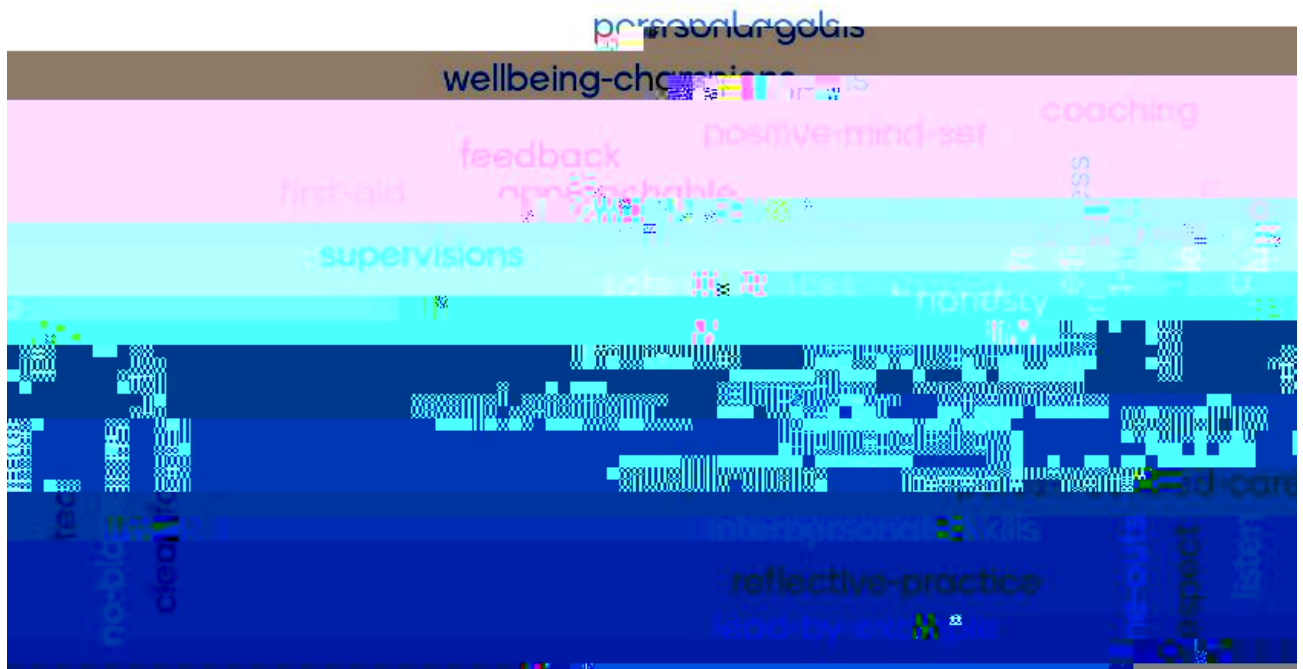
## Hidden pane:

The 'hidden' information is known to the individual, but not known to anyone else. This may consist of private information, which the individual chooses to keep hidden. Feelings, ambitions, dreams and opinions may be withheld from the group by the individual out of fear of negative reaction. Once the individual trusts others they may choose to reveal some of their hidden information.

## Unknown pane:

The 'unknown' includes information, skills, behaviours, etc. that are unknown to the individual and to others. This includes subconscious information that no one is aware of such as early childhood memories, undiscovered talents, etc.

## Top tips from registered managers about demonstrating wellbeing leadership and culture in the workplace





## Skills for Care registered manager support

Our [support for leaders and managers](#) page offers resources and tools to support you to effectively lead and manage your service.

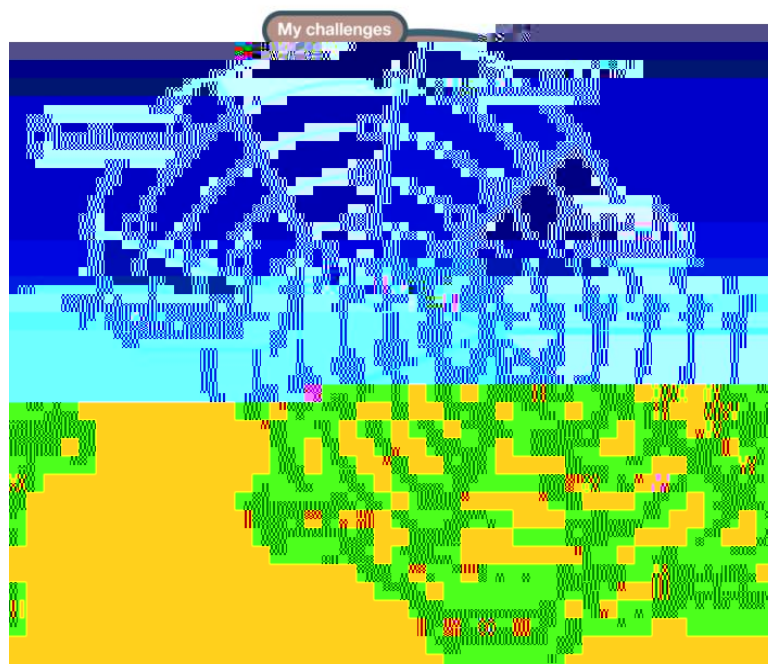
Our [registered manager networks](#) cover every local authority in England and always welcome new attendees. At each network, managers share knowledge, hear from guest speakers and access peer support.

Our [deputy manager networks](#) provide the opportunity for deputies to build supportive networks and share experiences and ideas with others.

Our [registered manager webinars](#) cover a range of topics to support managers and their services, including wellbeing, leading your service, recruitment and retention and technology.

## The Greater Manchester Health and Social Care Partnership Good Conversations and Good Wellbeing Conversations Guides

The [Good conversations guide](#) is an interactive online toolkit that has been developed and designed to support a different conversation between team members and their manager. It provides an overview on when and how we should be having conversations to make sure we are all getting the best out of them. The guide includes resources to help you prepare for your conversation, such as the discussion wheel (pictured below) and suggested discussion topics and themes, as well as guidance and top tips for managers, and templates for recording your conversations.



The good conversation guide is supported by the [Wellbeing conversations](#) guide for managers, which can be used on a regular basis to help managers

stay connected with teams and is there to enhance (and not replace) any internal processes you have for appraisals or performance conversations. This includes a list of suggested questions based on good coaching