



Psychological Safety & Growth Assessment

report for bill@opensourceod.com

Aug 3, 2024

Congratulations!

You're one of **60** change makers who have taken a critical step toward fostering genuine and effective openness in the workplace. Openness is about creating environments where transparency, trust, and encouragement thrive, and though it is often the case that leaders receive blame for difficult environments, openness is everyone's responsibility. The Open Assessment takes a data-driven approach to diagnosing and developing four essential characteristics of openness, including leadership, teams, learning, and design.

As an external OD consultant, you're expected to help teams improve both relationships and performance, address resistance to change, manage client expectations, demonstrating measurable outcomes, and address the complexities of remote and hybrid work environments.

There are many ways this assessment can be used to sharpen a team's focus on self-maintenance, boost the belief that healthy change is possible, and energize strategic innovation. If you'd like to learn more about interpreting your report or how to use this assessment with a team you're working with, feel free to contact me!

All the Best!



Dr. William Brendel

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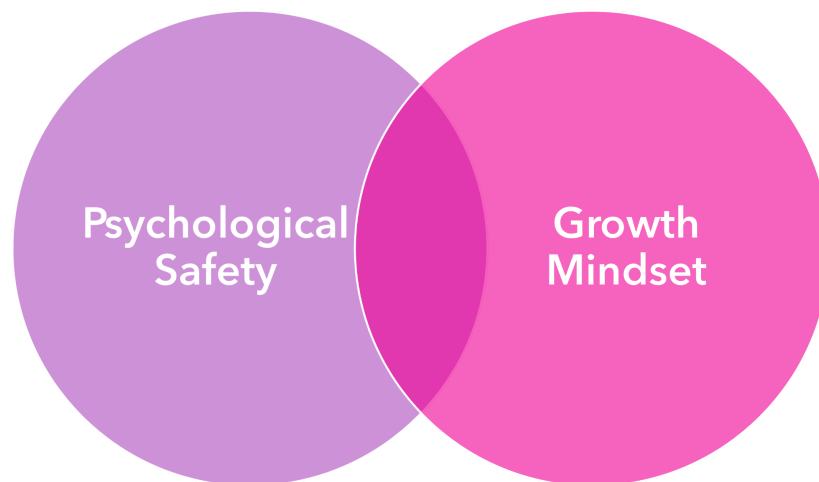
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What is “Openness”?

People often speak about the virtues about being open with each other, but what does that really mean and why does it matter so much to organizations? Openness is a blend of two related concepts from the field of leadership and organization development: Psychological Safety and Growth Mindset.

Psychological Safety refers to the shared belief that people at work can share ideas, ask questions, and make mistakes without fear of being embarrassed, punished, or rejected. It is a pragmatic, strategic asset crucial for retaining and developing talent in a volatile world. It also creates an environment where employees can freely share ideas, question the status quo, participate in constructive debate, and ultimately become active contributors to an organization’s mission and vision.

Growth Mindset refers to the belief that our abilities and intelligence can be developed through dedication, effort, and learning. In an organizational context, it is a vital asset for fostering innovation, adaptability, and continuous improvement. A growth mindset encourages employees to embrace challenges, persist through obstacles, learn from feedback, and find inspiration in others’ success. It not only drives personal and professional growth but also cultivates a resilient and agile workforce capable of thriving in the midst of rapid change.



Why Openness Matters

Recent studies reveal that many employees suffer from [change fatigue](#), [loneliness](#), and [burnout](#). With stressors like these, the idea of opening ourselves up to transparent and trusting relationships at work can seem daunting, especially given the many challenges we face such as AI integration, navigating remote work, bridging skill gaps, and resolving conflicts.

However, research also indicates that when employees invest time in developing psychological safety and fostering a growth mindset, they can discover a deeper sense of personal meaning and fulfillment at work. In turn, a renewed sense of purpose and connection makes it easier to navigate these complex challenges. Safe, honest, and encouraging communication can also improve well-being, retention, satisfaction, and performance.

- According to [BCG](#), 12% of employees who perceive low psychological safety are likely to quit their job in under a year.
- Research by [McKinsey](#) demonstrates that only 26% of leaders are actually effective at creating psychological safety for their teams.
- Teams with psychological safety report 35% higher innovation rates according to research published in the [Harvard Business Review](#).
- Research by [Gartner](#) demonstrates a 39% point increase in the likelihood an employee will be a high performer in organizations with transparent communication.

What Organizations are Doing

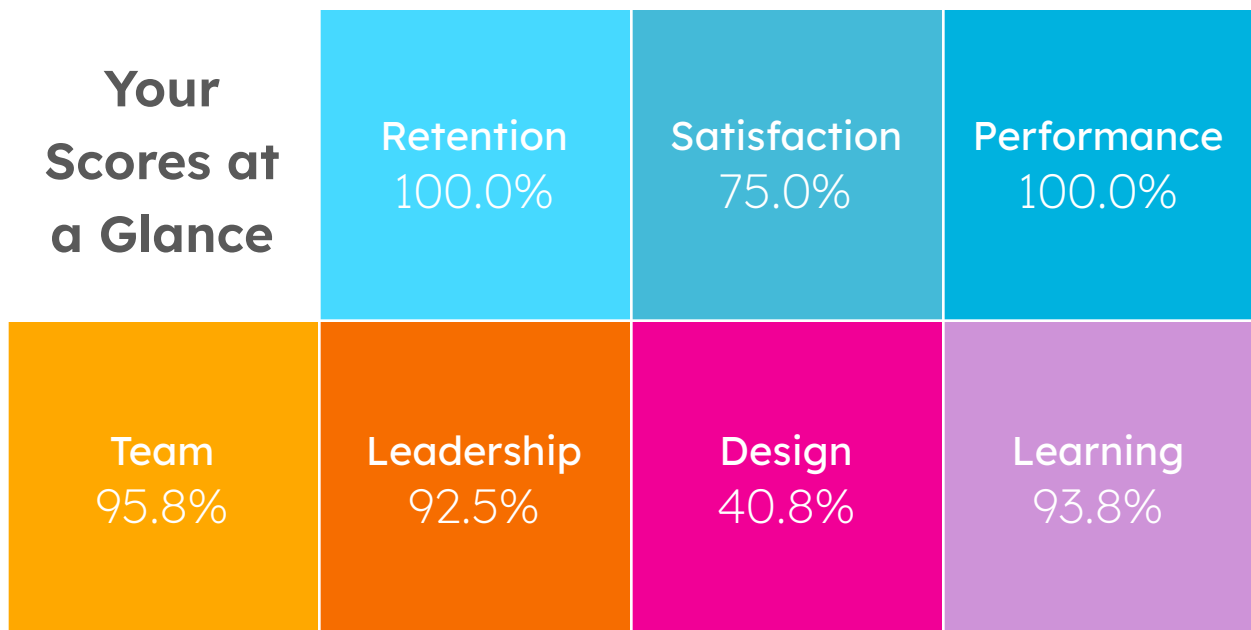
Organizations that pay attention to psychological safety and growth mindset produce better outcomes for both employees and external stakeholders. Many proposed solutions have emerged, yet they tend to focus predominantly on the interpersonal aspects of openness such as the mechanics of difficult conversations. While that is important, research by Deloitte demonstrates that in addition to our traditional understanding of Psychological Safety, there are many alternative reasons [why people don't speak up at work](#). Other solutions tend to place the responsibility for openness primarily on leaders, which is a big mistake, particularly in toxic cultures where [everyone must play a role](#).

For these reasons, the Open Assessment takes a more **holistic, evidence-based approach to diagnosing and developing openness**. In addition to gauging interpersonal dimensions of openness such as teams and leadership, the Open Assessment also considers technical dimensions like design and learning. This makes it possible to zoom in and address root causes that are statistically relevant to each unique team, department, and organization.

Interpreting Your Results

Your report breaks down **Openness** scores into four dimensions: Team, Leadership, Design, and Learning. It also includes **Outcomes** scores including Retention, Satisfaction, and Performance. Your report reflects your personal viewpoint but is just one piece of the puzzle. When multiple team members complete the assessment, it's possible to see where openness might correlate with positive outcomes!

The assessment uses a Likert scale where higher scores (e.g. 4 = Agree, 5 = Strongly Agree) indicate a more open environment. But be mindful—scores that average around the middle (e.g. 3 = Uncertain) can signal ambiguity in your work environment, which can sometimes be more challenging than a clearly negative result (e.g. 1 = Strongly Disagree, 2 = Disagree). All of the questions on the Open Assessment are designed to be "actionable," meaning that if you score low or uncertain on any dimension, there are specific actions you can take to increase your score. The questions are designed not just to evaluate but to inspire **productive dialogue** and lead to **concrete solutions**.





Key Elements

1. Safe problem solving
2. Acceptance of differences
3. Safe interpersonal risk taking
4. Absence of undermining behavior
5. Valued individual skills

Team Openness is about creating a supportive, inclusive environment where members feel safe to express themselves and take risks. Team members who feel secure are more engaged, innovative, and collaborative. These qualities are vital for employee satisfaction, performance, and retention. According to your assessment, your workplace would receive a grade of **95.8%**.

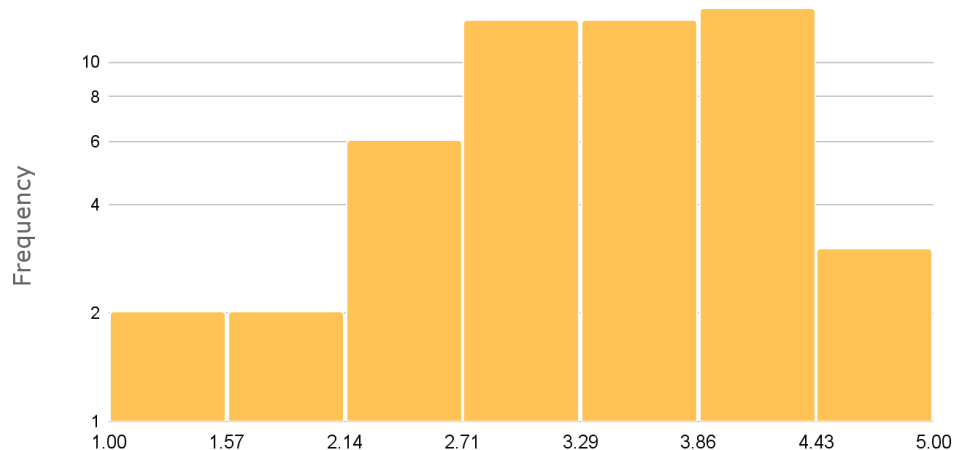
Your Score: 4.83

Average Score: 3.58

Standard Dev: 0.93

The scores from all participants are somewhat different from each other. This means that while there is some agreement, there is also some diversity in opinions or experiences related to the Team measure. Your score is part of a group where people have a mix of similar and different views or experiences.

All Team Scores
Number of Participants: 60



Strongly Disagree = 1, Disagree = 2, Uncertain = 3, Agree = 4, Strongly Agree = 5



Key Elements

1. Respectful feedback
2. Attentive listening
3. Proactive conflict management
4. Team recognition
5. Consistent issue resolution
6. Clear performance standards
7. Career support
8. Encourages diversity
9. Promotes innovation

Leadership focuses on fostering a supportive and engaging environment where leaders actively listen, provide respectful feedback, and proactively manage conflicts. Leaders recognize contributions, consistently address issues, clearly communicate performance standards, and support career growth. Encouraging diversity of thought, valuing team input, and promoting innovation are also key. According to your assessment, your workplace would receive a grade of **92.5%**.

Your Score: 4.7

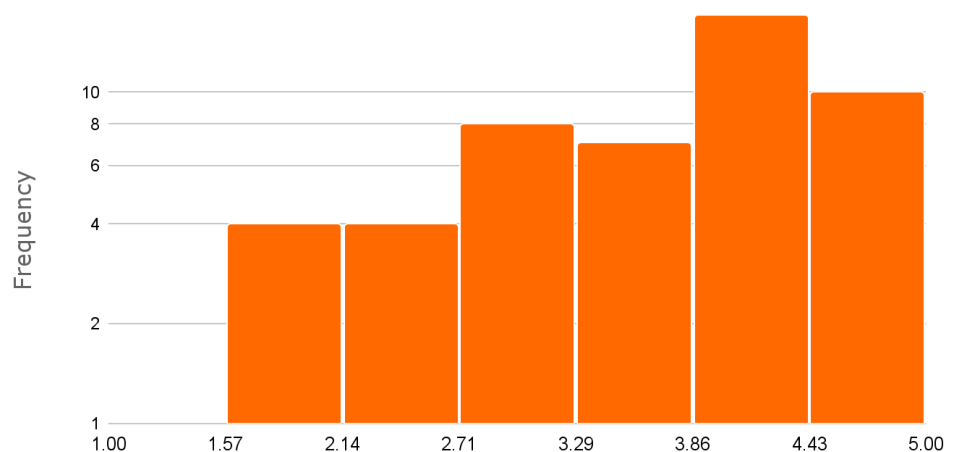
Average Score: 3.88

Standard Dev: 0.99

The scores from all participants are somewhat different from each other. This means that while there is some agreement, there is also some diversity in opinions or experiences related to the Leadership measure. Your score is part of a group where people have a mix of similar and different views or experiences.

All Leadership Scores

Number of Participants: 60



Strongly Disagree = 1, Disagree = 2, Uncertain = 3, Agree = 4, Strongly Agree = 5



Key Elements

1. Unifying purpose
2. Future planning
3. Structural adaptability
4. Employee well-being
5. Encouraged collaboration
6. Transparent decision-making
7. Clear policies
8. Effective feedback mechanisms

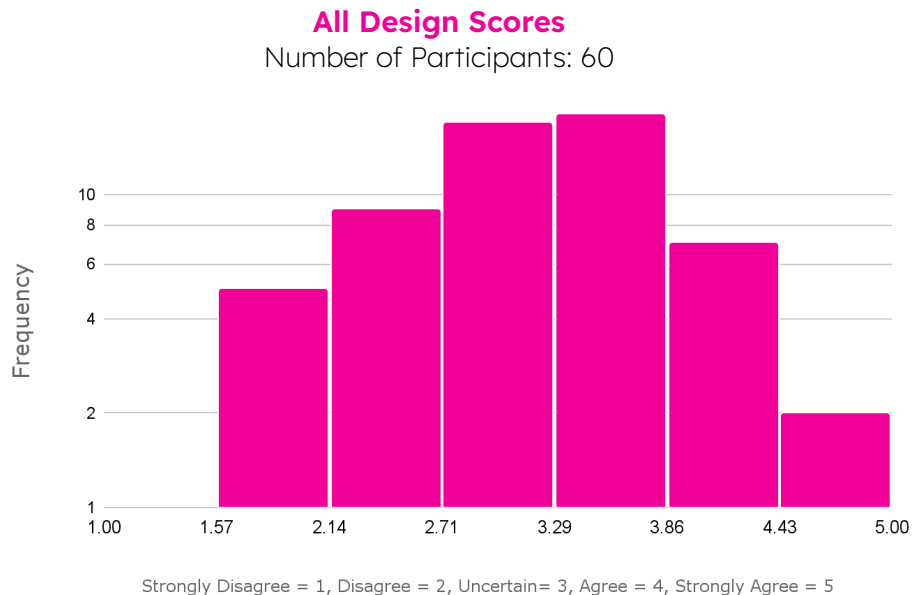
Design focuses on creating a well-structured and adaptable environment where departments have a clear mission, plan for the future, and can shift structures quickly to manage work volume changes. This adaptability ensures employee well-being is not compromised. A well-designed department promotes engagement, resilience, and a healthy work-life balance. According to your assessment, your workplace would receive a grade of 40.8%.

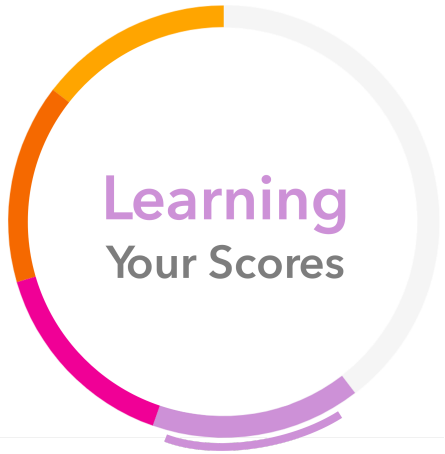
Your Score: 2.63

Average Score: 3.21

Standard Dev: 0.69

The scores from all participants are somewhat different from each other. This means that while there is some agreement, there is also some diversity in opinions or experiences related to the Design measure. Your score is part of a group where people have a mix of similar and different views or experiences.





Key Elements

1. Process improvement
2. Seeking new information
3. Testing assumptions
4. External collaboration

Learning emphasizes creating an environment where teams consistently seek to improve processes, gather new information, and test assumptions. This proactive approach encourages innovation and adaptability. Inviting external perspectives fosters a broader understanding and stimulates growth. According to your assessment, your workplace would receive a grade of **93.8%**.

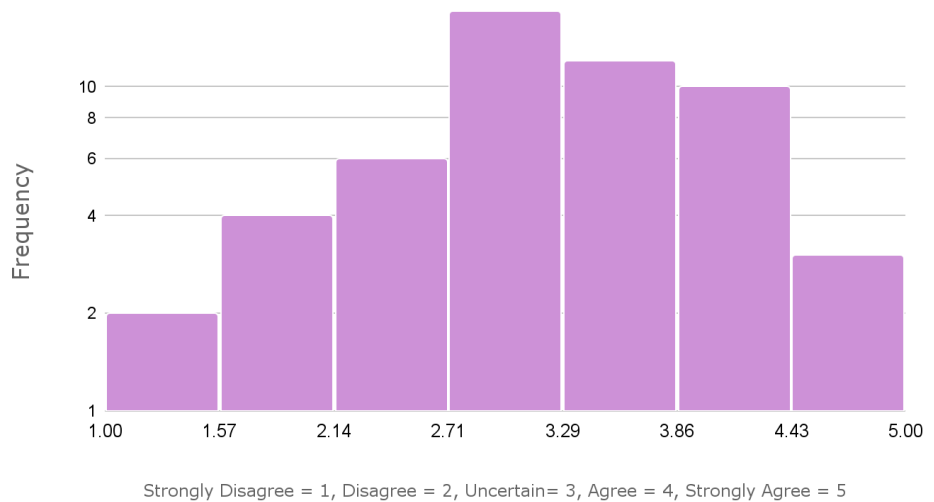
Your Score: 4.75

Average Score: 3.40

Standard Dev: 0.93

The scores from all participants are somewhat different from each other. This means that while there is some agreement, there is also some diversity in opinions or experiences related to the Learning measure. Your score is part of a group where people have a mix of similar and different views or experiences.

All Learning Scores
Number of Participants: 60





Key Elements

1. Capability alignment
2. Skill utilization
3. Role fit
4. Personal growth
5. Engagement

Performance Outcomes on aligning employees’ true capabilities with their current roles, ensuring their skills are fully utilized. This alignment is crucial for personal growth and maintaining high levels of engagement. When employees feel they are performing at their best, they are more motivated and committed. According to your assessment, your workplace would receive a grade of **100.0%**.

Your Score: 4

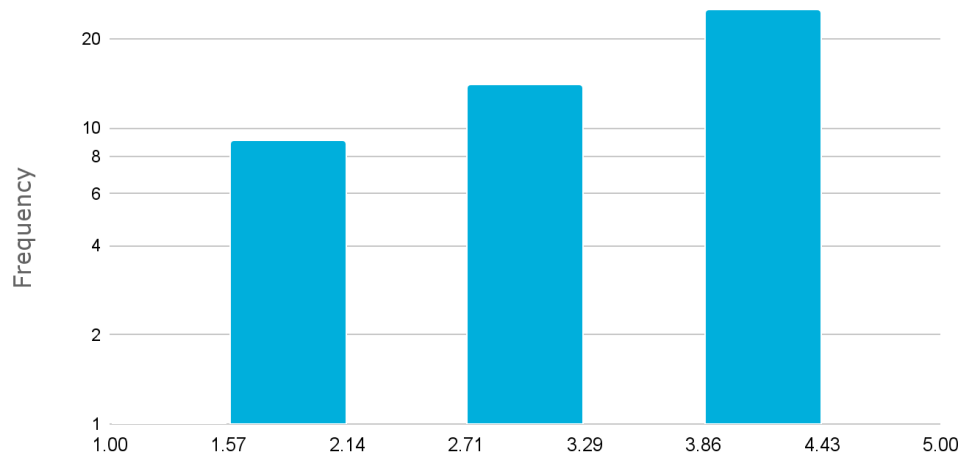
Average Score: 3.60

Standard Dev: 1.01

The scores from all participants are very different from each other. This means that there is a wide range of opinions or experiences related to the Performance measure. Your score is part of a group where people have very different views or experiences.

All Performance Scores

Number of Participants: 60



Strongly Disagree = 1, Disagree = 2, Uncertain= 3, Agree = 4, Strongly Agree = 5



Key Elements

1. Career continuity
2. Organizational commitment
3. Employee loyalty
4. Job stability
5. Engagement

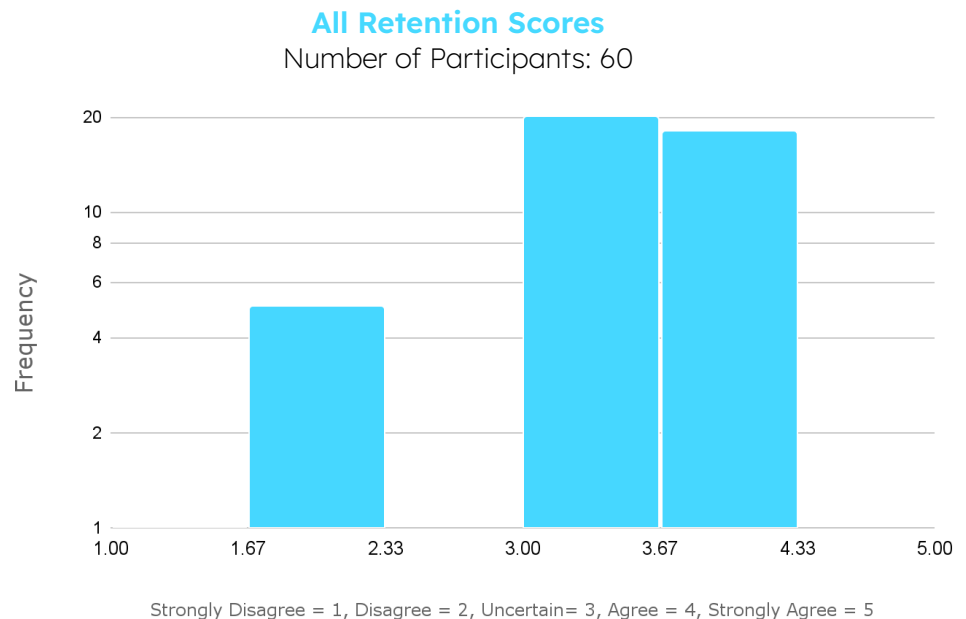
Retention Outcomes focus on the likelihood of employees continuing their careers within the organization, highlighting their commitment and loyalty. Ensuring job stability and fostering a sense of belonging are essential for retaining talent. According to your assessment, your workplace would receive a grade of **100.0%**.

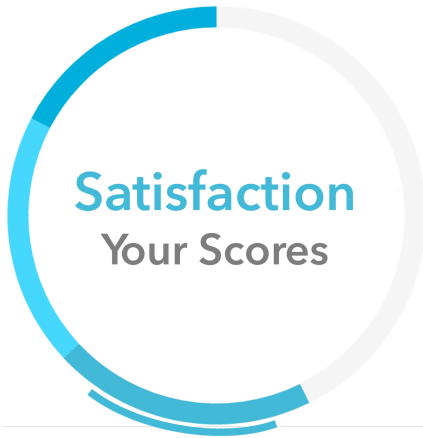
Your Score: 5

Average Score: 3.72

Standard Dev: 1.01

The scores from all participants are very different from each other. This means that there is a wide range of opinions or experiences related to the Retention measure. Your score is part of a group where people have very different views or experiences.





Key Elements

1. Team endorsement
2. Positive work environment
3. Employee advocacy
4. Team morale
5. Fulfilling work

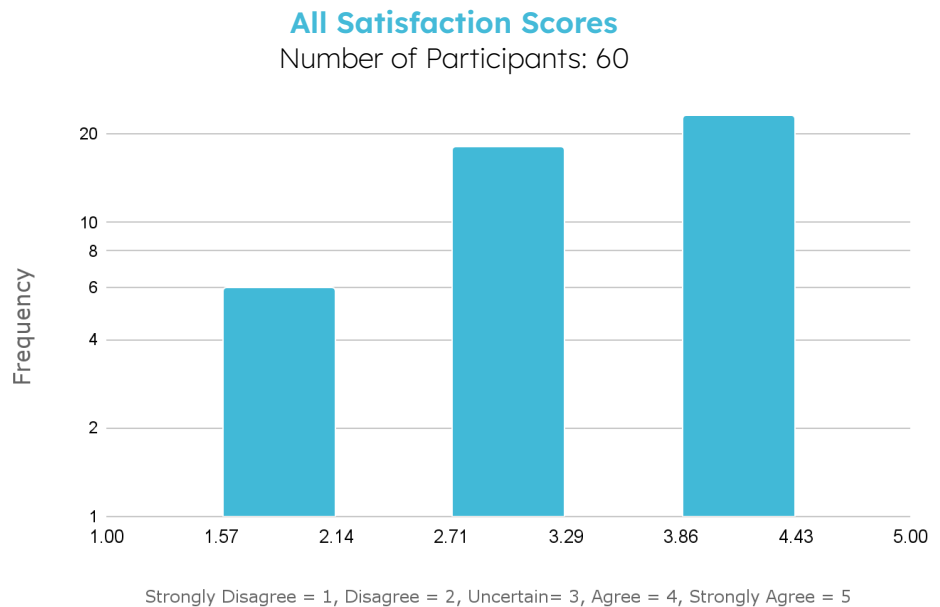
Satisfaction is about how content and motivated individuals feel in their roles. It reflects the overall harmony within a team, the support employees feel from their colleagues, and their willingness to speak positively about their workplace. When employees find their work meaningful and rewarding, it contributes to a sense of collective energy and well-being within the team, ultimately leading to a more productive and engaged workforce. According to your assessment, your workplace would receive a grade of **75.0%**.

Your Score: 5

Average Score: 3.70

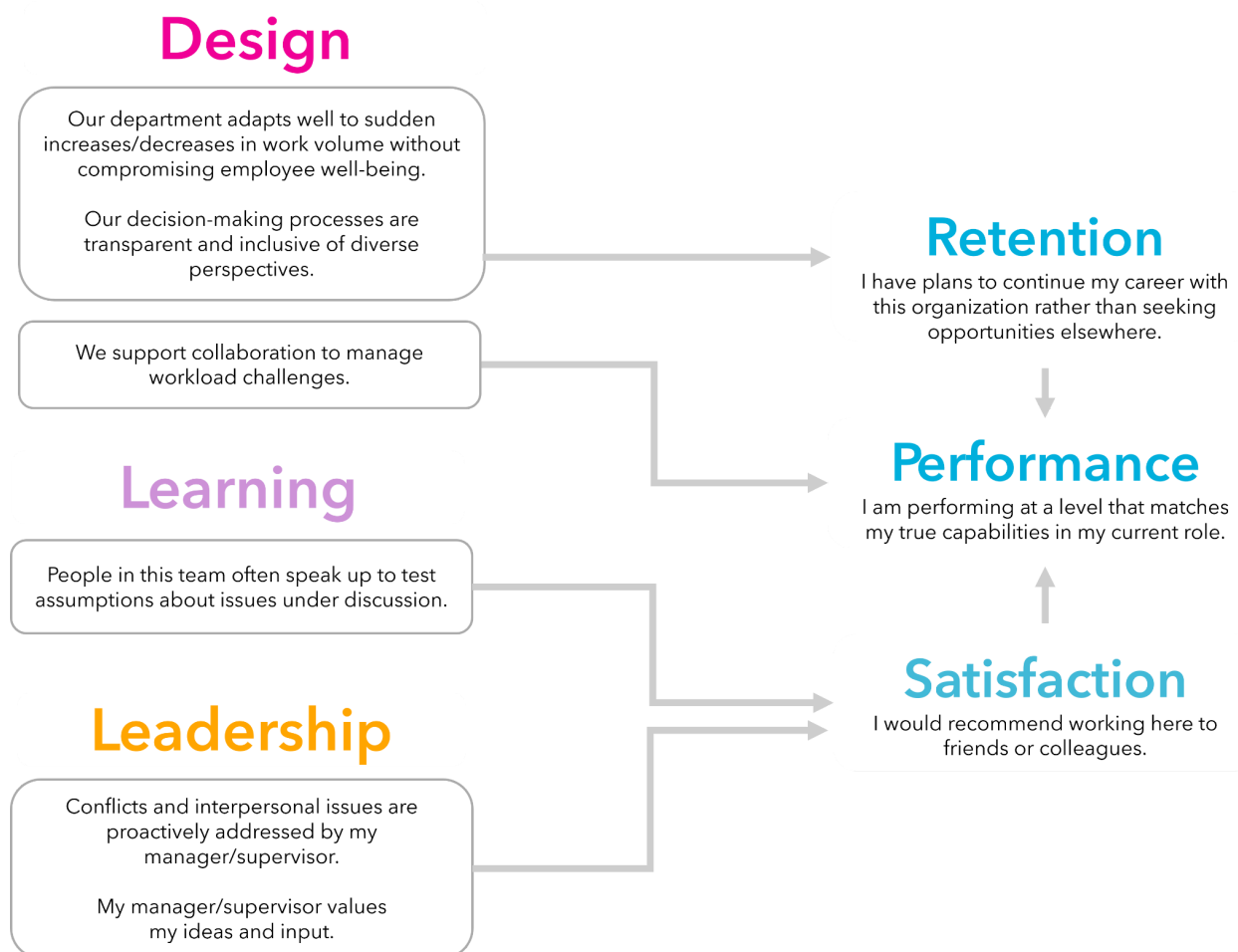
Standard Dev: 0.91

The scores from all participants are somewhat different from each other. This means that while there is some agreement, there is also some diversity in opinions or experiences related to the Satisfaction measure. Your score is part of a group where people have a mix of similar and different views or experiences.



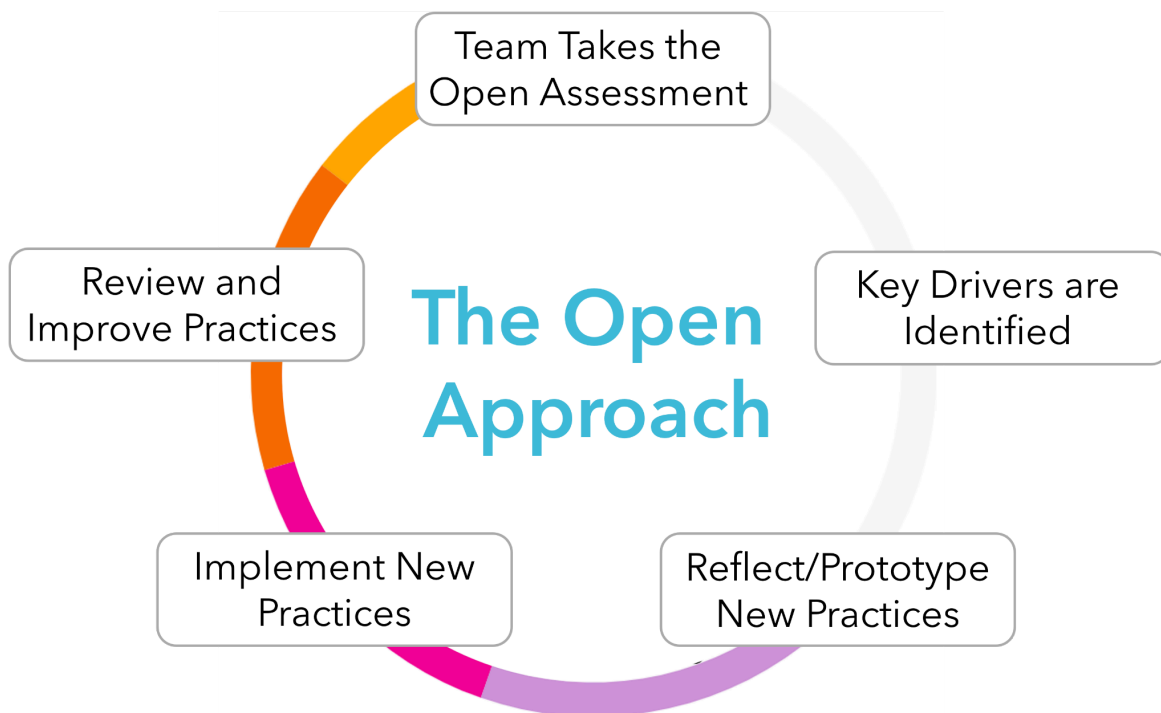
The Open Team Report

Now that you've reviewed your individual scores, let's turn our attention to the Open Team Report, which examines these same critical dimensions at the teams and departmental level. By leveraging advanced analysis, we can uncover significant correlations that may exist between Openness and Outcomes, as illustrated in the example below. Dialogue around these findings are integral to our evidence-based approach for strategic improvement.



Transforming Openness

Diagnosing your team’s openness and outcomes is just the first step! The Open Approach empowers employees to develop, test, and improve upon solutions that can have a measurable impact. The Open Assessment can also be used as a pre-assessment (before teams engage in dialogue and planning) and as a post assessment to measure the extent to which improvements are attributable to these new practices.



Learn More!

If you would like to learn more about how you can utilize this assessment in your role, consider signing up for a workshop with Dr. William Brendel. He'll cover everything you need to know, including how to:|

1. Introduce this assessment to your organization
2. Administer the assessment and receive the team report
3. Interpret the team report, including potential correlations, and prepare to lead the Open Approach
4. Facilitate dialogue around employee assumptions and attachments
5. Guide Prototyping and Planning
6. Set the team up for effective continuous improvement

Email Dr. Brendel at bill@opensourceod.com

About OpenSourceOD

OpenSourceOD seeks to democratize Organization Development knowledge around the world! If you like assessments and dialogue techniques that spark deep reflection and sustainable change, visit OpenSourceOD.com and check out some of our favorite innovative approaches!

- 2023 Award winning [MOST Assessment](#), a strengths and interest based approach to understanding how you can enter and thrive in a career that fits your unique calling and competencies.
- 2024 Award winning [Headspace Assessment](#), which provides practical insight for developing greater presence and purpose at the leader, team, and organizational level.
- The [UseofSelf GPT](#), a cutting-edge tool designed to help you deepen your self-awareness and apply your core values in service of positive change.

