



HOW

psychological safety

RELATES TO PERFORMANCE STANDARDS

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HIGH ← PSYCHOLOGICAL SAFETY → LOW

COMFORT ZONE

People are open and collegial but not challenged. On teams, they fail to make major strides.



LEARNING ZONE

People collaborate and learn in the service of high performance, getting complex and innovative work done.



APATHY ZONE

People show up at work with their hearts and minds elsewhere; choosing self protection over exertion.



ANXIETY ZONE

People are reluctant to offer ideas, try new things, or ask for help, putting the work at risk.



LOW ← PERFORMANCE STANDARDS → HIGH