



PEOPLE

framework

Your guide to meaningful connections with your team.

Unlocking *potential*

The "people" framework for leaders is grounded in the concept of psychological safety. Teams with higher levels of psychological safety are healthier, happier, more engaged, and produce better work.

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“LEADERSHIP AT ITS
CORE IS ABOUT
HARNESSING OTHERS'
EFFORTS TO ACHIEVE
SOMETHING NO ONE
CAN ACHIEVE ALONE.”

– AMY EDMONDSON.

Teams suffer without psychological safety. They experience higher turnover, more disengagement, damaging back-channeling and gossiping, more sickness, and general malaise.

True psychological safety means **everyone** feels safe. It's built on equity, inclusion, and belonging, recognizing that different people will need different things to feel safe. And no one person's safety is prioritized over another. Everyone matters.

Creating psychological safety for your full team will call on you to be humble, curious, attentive and responsive to difference, and present for your team. Your words and actions need to align in private and in public.





This can be a challenging tightrope for leaders to walk, especially if they experience dissonance between their values and institutional practices.

Even so, you *can* create psychological safety. And the rewards for you and your team are 100% worth the effort.

01

BE OPEN.

An open leader listens, asks questions, seeks feedback, and gets better.

02

BE RELIABLE.

Keep your work, tell the truth, and demonstrate loyalty in public and private.

03

BE VIGILANT.

Carefully steward your team's assets, including everything from the budget to people's talents and time.

PEOPLE

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PEOPLE

self-test

This framework is designed around three **ways of being** as a leader: open, reliable, and vigilant. Each way of being is evidenced by how you act: **what you say and do**. For the self-test you'll assess certain behaviors on a five-point scale, which will tell you where you can focus your energies to enhance your team's psychological safety.

BE OPEN.

Being open is way of being that is welcoming. Openness encompasses curiosity, humility, an ability to learn, and a commitment to getting better.

BE RELIABLE.

Being reliable is a way of being that builds and sustains trust. Reliability encompasses honesty, loyalty, clarity, alignment, consistency, and acknowledging others for their contributions.

BE VIGILANT.

Being vigilant is taking responsibility for supporting someone -- emotionally, socially, and financially -- on their path to success. Vigilance encompasses ensuring that the team has the tools, systems, and structures they need to do their work; that their time and attention is given to the right activities; and that they have a clear path to success. .



PEOPLE

self-test

Rate yourself in each category on a five-point scale

1 = I struggle do to this at all 2 = I struggle to do this consistently

3 = I do this pretty consistently 4 = I'm good at this

5 = This is my superpower

I AM OPEN

I listen closely to my team.

I can name my team members' talents and gifts.

I am attentive to people's body language when we interact.

I learn from my team members' talents and gifts.

I ask follow-up questions when something is unclear.

I accept all feedback my team provides.

I am explicit about my expectations of my team.

I seek perspectives different from mine.

I am clear about what my team can expect from me.

I treat my team with consistency.



TOTAL:

TOTAL DIVIDED BY 10:

PEOPLE

self-test

Rate yourself in each category on a five-point scale

1 = I struggle do to this at all 2 = I struggle to do this consistently

3 = I do this pretty consistently 4 = I'm pretty good at this

5 = This is my superpower

I AM RELIABLE

I tell my team the truth,
even when it's difficult.

I coach my team
members in private.

I keep my word.

I advocate for my team
even when they're not
present.

I align my words with my
actions.

I praise my team in public
and private.

I give my team
meaningful feedback.

I give my team timely
feedback.



TOTAL:

TOTAL DIVIDED BY 8:

PEOPLE

self-test

Rate yourself in each category on a five-point scale

1 = I struggle do to this at all 2 = I struggle to do this consistently

3 = I do this pretty consistently 4 = I'm pretty good at this

5 = This is my superpower

I AM VIGILANT

I protect my team's time and workload.

I align my team's resources, goals, and workload.

I provide pathways for everyone to grow.

I give team members credit for their work, in public and in private.

I create opportunities for my team to showcase their gifts.

I focus on the impact of my words and actions, not their intent.

I make good use of my team's resources.

I wisely steward the team's assets.



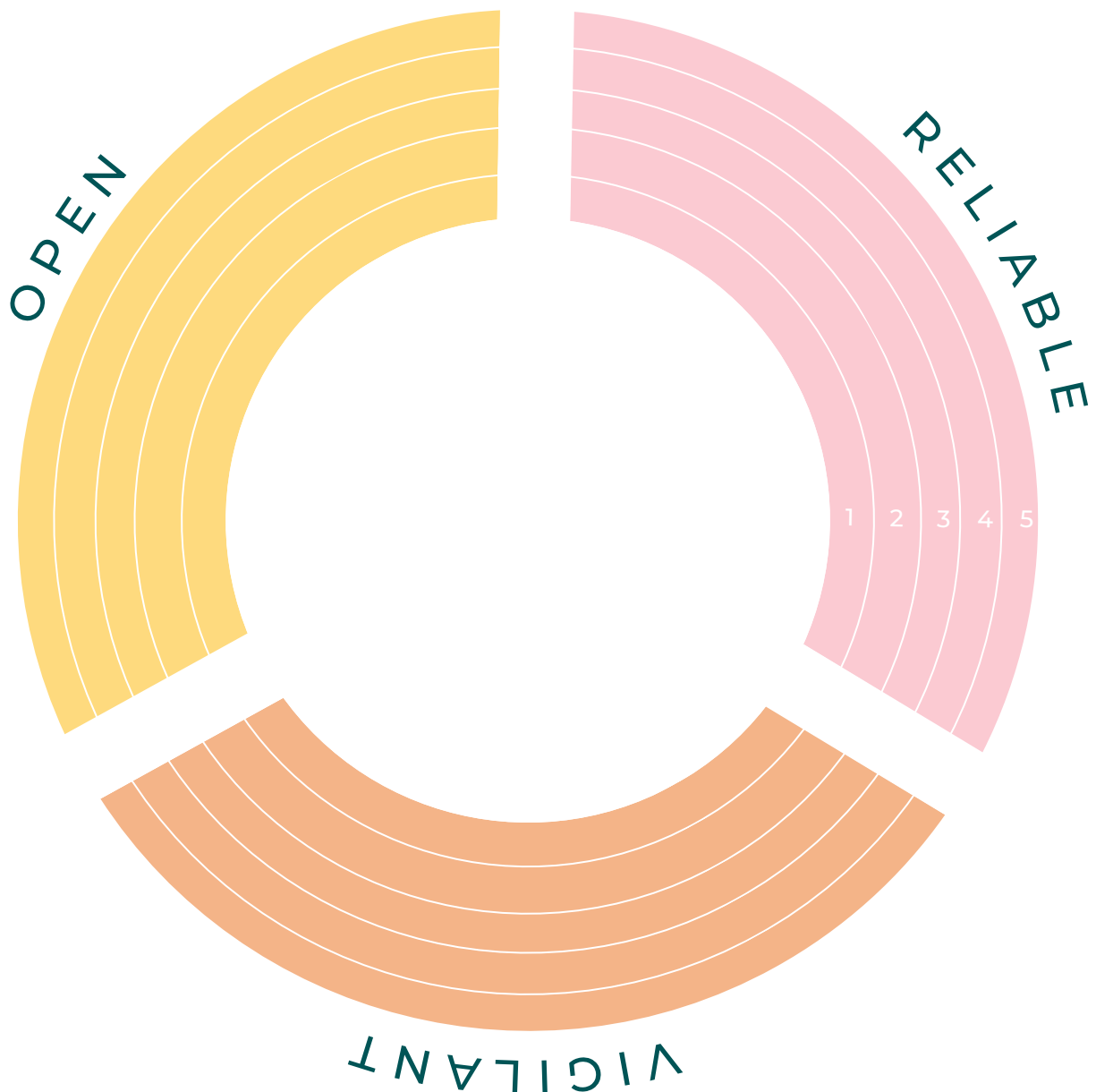
TOTAL:

TOTAL DIVIDED BY 8:

PEOPLE

self-test

Darken in the arcs corresponding most closely to the scores on your self-test. This will give you a visual sense of where to focus your energy in order to deepen your team's sense of psychological safety. (The bigger your circle, the better.)



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TO IMPROVE YOUR SCORES:

- Ask your team for direct feedback about how you can do better.
- Ask a trusted colleague for feedback in the specific areas you seek to improve.
- Observe colleagues you admire. Learn from their examples.
- Practice going out of your way to do something you want to get better at. Build the practice into your schedule, meeting agendas, work plans, or journalling.
- Read relevant research or case studies in organizational psychology or leadership studies.
- Engage in professional development related to inclusion, belonging, and equity.
- Call on your network. Seek their insights, observations, and recommendations.
- Work with a mentor or your supervisor to develop goals for yourself that will enhance the psychological safety of your team.

PEOPLE *affirmations*

Inspiration to link your leadership to your planning.

*Who you are
surrounded by often
determines who you
become.*

--Vicky Saunders

You don't have to
have a position
to be a leader.

-- Henry Ford

The best leader is not one
who has the most followers,
but one who creates
the most leaders.

-- Stephanie Courthillier

*Leadership is about
making others better
as a result of your presence.*

-- Sheryl Sandburg



about carole

HI THERE!

I've spent more than 25 years leading teams of faculty staff in higher ed. I've made a ton of mistakes along the way. I've also led teams that bonded so closely we're still connected, years later.

Next to teaching, developing teams is the most joyful work I've done. Over the years I've developed and refined approaches for listening, coaching, guiding, mentoring, and even hiring that have worked across contexts and job functions. These are battle-tested strategies that I know develop camaraderie, foster inclusion and belonging, bring people together, and help entire groups feel more purposeful and joy-filled in their work.

This framework is now foundational to The Leadership Academy. I'm so excited to share it with you!

Are you ready?

Carole Chabries, PhD

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WHEN YOU CAN'T
FIND SOMEONE TO
FOLLOW, YOU HAVE
TO FIND A WAY TO
LEAD BY EXAMPLE.

– ROXANE GAY.

