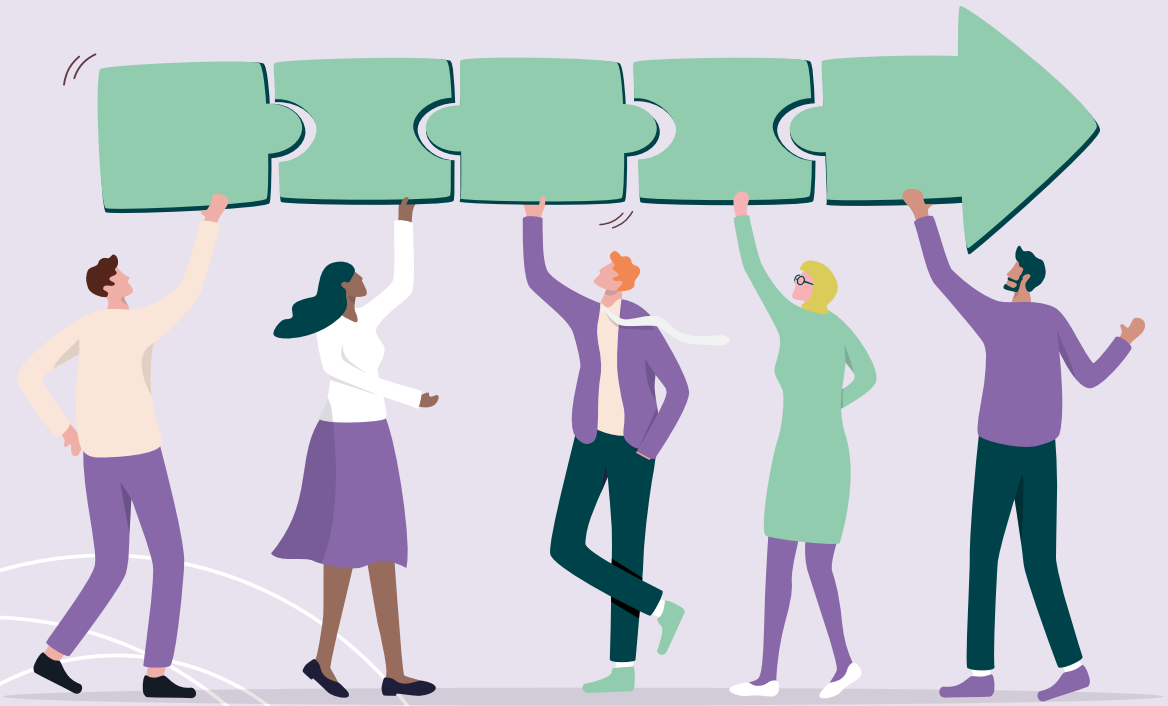
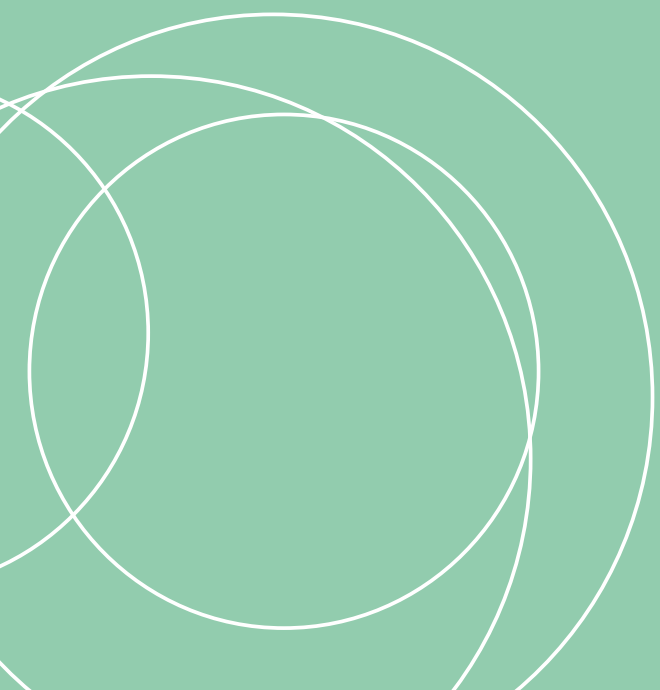
Don’t wait for it to go wrong

Investing in psychological safety pays off, both today and tomorrow



Nederlands Instituut van Psychologen



Foreword

Psychological safety is currently very much in the spotlight. In as early as 2006, activist Tarana Burke was writing about #metoo, which became a worldwide phenomenon in 2018, including in the Netherlands. This was a very positive development, because it shows how essential psychological safety is for a pleasant and productive working environment. Much of the recent focus has concentrated primarily on the scandals and dealing with their repercussions (or not). The fact that this topic is now the subject of wider debate in society can only be welcomed. But the perspective of prevention and empowerment is often missing in this debate: how do you achieve psychological safety, and what can be gained by ensuring that your organisation is ahead of the game? Many organisations seem to wait until things go wrong when there are real benefits to be had by being proactive in ensuring it is fully integrated in your organisation's ambitions, vision, and processes.

Fortunately, there is good news: it is possible to provide concrete suggestions and guidance that managers (and, of course, team leaders, project leaders, and owners of organisations) themselves can apply. This paper focusses on just that, based on recent academic research. Ultimately, psychological safety is not something that is easy to develop, maintain, and uphold. Because it is about human behaviour, it is complex and multifaceted. Psychologists specialising in Work & Organisation or Occupational Health have learnt to view human behaviour and the approach to change in a wider context. They can help in understanding why people do what they do and (sometimes) do not do what they should do. This means that psychologists have a valuable contribution to make, including by interpreting behaviour at an early stage, by investigating risk factors and underlying processes within the team, or by helping managers to become aware of (the impact) of their own behaviour.

Fortunately, there is good news: there are concrete suggestions that managers themselves can apply.

1. What is psychological safety (for you)?

A question of definition

Om met psychologische veiligheid aan de slag te gaan, is het belangrijk eerst te begrijpen wat het nu In order to set to work on psychological safety, it is important to start by understanding what it really is. Any discussion of this issue will inevitably involve Harvard professor Amy Edmondson, who has been conducting academic research on this phenomenon for more than two decades. She describes it as follows: "*A group phenomenon that emerges as a result of interaction at work. A shared belief within a group/ team that it is safe to take interpersonal risks by expressing your opinion, admitting mistakes, being uncertain and/or unaware.*"

In other words: psychological safety is all about a good working atmosphere and an open and safe working climate. It is about working in a team where you feel at your ease, and where you dare to speak out. Where you can give and receive feedback. And where you encourage others to do the same. This means that everyone is able to develop and working as a team is reinforced.

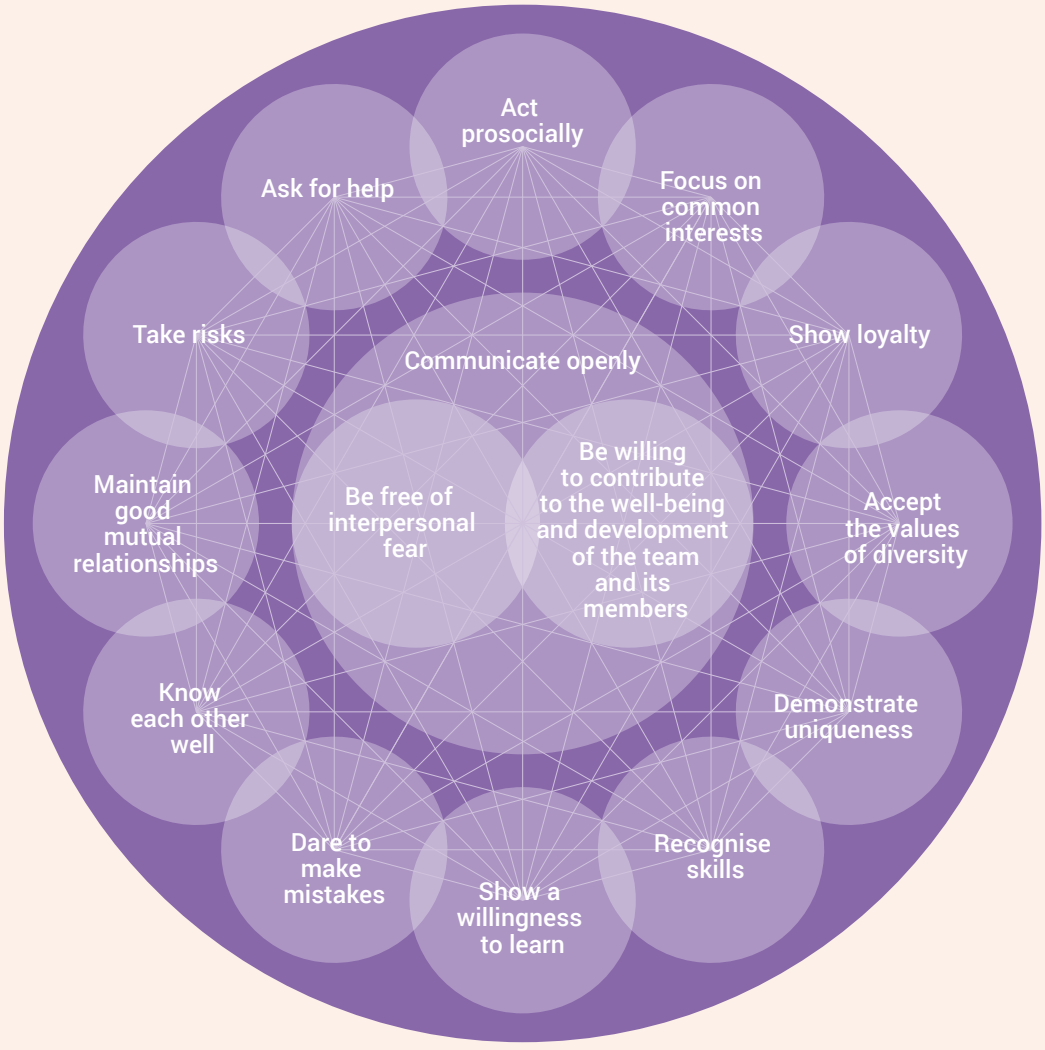


Figure 1: *Based on the model by Elmira Nijhuis:* Model for psychological safety in practice

In practice, the terms psychological and social safety are often used interchangeably. For us, this is all the more reason to draw a distinction. This is because social safety actually refers to the provisions that an organisation makes in order to ensure that the working environment is safe: a confidential advisor, complaints procedures, etc. In many organisations, all of this is based on rules, protocols, and agreements. These are important because they enable the organisation to demonstrate that the subject matters. However, this can create a feeling that the issue has been settled. But it is not the whole solution.

Rosalie has been working in a hospital as an intern for 18 months now

"We're given a lot of opportunities and are able to observe people at work and where possible carry out treatments ourselves. I've met several people with whom I can vent my feelings, which is great. But in the larger team, which includes specialists and the departmental manager, we actually never speak out at all. One colleague did that recently but was ridiculed as a result.
Of course, I have ideas about potential improvements, but I don't really speak out.
I actually dread going to work when there's a departmental meeting scheduled.
I know that I still need to earn my stripes, so I just focus on my own work.
I'm sure things will eventually sort themselves out. Will they?"

Psychological safety is more fundamental and is about how the employee feels. It is about controlling what is going on under the surface of the organisation and the psychological processes at play there. In other words, it is about the behaviour of the people who work in the organisation. This means that psychological safety is dynamic and changes when the make-up of the team or something else in the context changes. Put simply, it is a process that is influenced by multiple factors. This is nicely demonstrated in a chart by Elmira Nijhuis from her thesis dating from 2023 on this very subject (*see Figure 1*). The chart shows how a range of factors interact to make open communication possible. This open communication then forms the basis for the two aspects of psychological safety:
(a) feeling free to say what you want, without (fear of) rejection, and (b) a willingness to contribute to the team.

Nina has just become the owner of a small organisation

"I hear lots of people around me who don't feel totally comfortable in their role.
My fellow managers often also tell me that they 'have an open-door policy, but no one comes in'.
Although I know it's important to create a safe working atmosphere, I've no idea where to start.
Our confidential counsellor gets suspiciously few requests, and I've noticed that the atmosphere suffers if I join other staff during drinks receptions. I have to pussyfoot around, constantly afraid of saying something wrong or going a step too far. But, at the same time, I actually expect my people to contribute more, why don't they come to me with ideas?"

2. Why should we do something about it?

Many organisations underestimate the importance of psychological safety and choose not to make it a priority. There are several reasons for this:

- → Managers often have no idea how to address psychological safety.
  "I already hold meetings and discussions".
- → Emotions are seen as "scary".
  "We're not relationship therapists".
- → Its relevance is underestimated.
  "People should stop moaning and just do the work".

So, why is it important to do something about this? First and foremost, it is all part of being a good employer. A high level of psychological safety boosts enjoyment at work and engagement with the organisation. People like to work and stay with an employer whom they can trust and who creates an open and pleasant working climate. This has an effect on people's well-being. Seemingly minor issues can play a major role in this. Having to tread warily around certain people or trying to ignore awkward comments ultimately undermines morale.
If nothing changes, people will eventually call in sick or just quit. This is an important factor, especially in today's labour market, where staff can easily switch to a different and better employer.

Secondly, there is a direct link between psychological safety and diversity and inclusion. Working to improve psychological safety helps to boost diversity and inclusion and, by the same token, working to improve diversity and inclusion can help to enhance psychological safety. Either way, it is about team members feeling that they belong and are at liberty to express themselves freely. Minority team members (e.g. women or people from a different cultural background) can find expressing themselves particularly problematic. Improving mutual relationships makes it easier to speak out and feel that you are a valued member of a diverse team.

Bas has just begun working on psychological safety

"I have a very good working relationship with my two permanent members of staff in my personal training studio. But I still wondered: is it really a psychologically safe environment, and how can I ensure it remains like that? So, the three of us set to work, supported by two psychologists specialising in Work & Organisation. They knew just the right questions to ask, and no one held back. It taught me a lot about how my employees feel about our working relationship. One of them needed more structure, and the other was delighted that his opinion counted for something. It was just great that they felt able to express themselves like that. From my perspective, it's really worthwhile devoting time to this. I'm convinced that it will result in fewer problems arising between us, enabling us to enjoy a longer successful working relationship. Now, I want to learn the tools to ensure that we can maintain this and to tackle the issue effectively with my part-timers. I'm actually looking forward to it."

Bas Streppel is the owner of the start-up You Plus, a personal training studio

Impact on team results

A safe working environment also has an immediate impact on team results. In her 2023 study, Elmira Nijhuis concludes that psychological safety makes a positive contribution to learning and performance at team level. A deliberate effort to invest time and attention in each other results in psychological safety. Groups are biased towards uniformity. It is possible to counter this by holding an open conversation about team collaboration at set times. In this, it helps to create a setting that will support the conversation.

In teams that have to respond to complex issues in particular, it will require a combined mental effort to reach solutions. A central characteristic of a psychologically safe team is the belief that you can take risks and raise doubts or suggest new ideas without being ridiculed or rebuffed. This is because your colleagues and manager have an appreciative and inquiring attitude and take the time to ask you questions. "*What exactly do you mean? Can you explain?*", "*Tell us more, how would that idea benefit us?*" There is space and time to talk things over.

Important note: Psychological safety is not a panacea. Psychological safety alone will not boost team learning or improve its performance. Even worse, a high level of psychological safety, especially if combined with minimal job requirements, can result in time-wasting, groupthink, or a focus on trivialities. In extreme cases, it can even result in unethical behaviour because people choose the easiest and most profitable option, without any correction from the group, when team members agree with each other's views. This means that closed organisations (a student association, for example) or organisations where people have to rely heavily on each other in small subteams (e.g. the police, fire service or the army) present an added risk: a small group feels safe among itself and makes life difficult or unsafe for others, either in the organisation or outside it. In cases like this, clearly defined job requirements and good feedback are crucial in ensuring the team can move out of its comfort zone and into the learning and development zone.

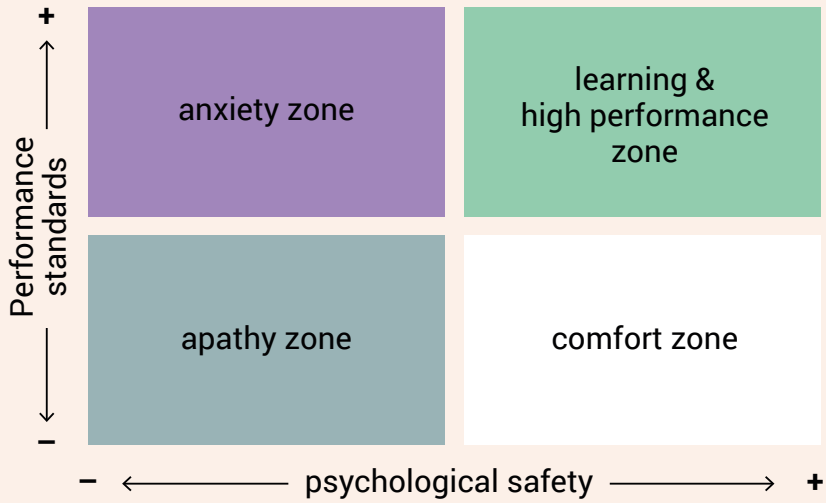


Figure 2: The relationship between job requirements and psychological safety, Amy Edmondson

Psychological safety is most effective in boosting learning and performance when it is combined with vision, clear objectives and appropriate feedback, clearly defined job requirements, and facilitating leadership. Under these conditions and by focussing attention on it on a regular basis, psychological safety becomes a proven and powerful boost for improved performance and well-being in teams and groups (*see Figure 2*).

3. Getting started

As we have seen, there are plenty of good reasons for opting to prioritise psychological safety. An important step in this process is the inclusion of psychological safety within organisational policy. An organisation that is clear about what it stands for and clearly expresses why it considers psychological safety to be so important makes it much easier and more logical for managers to raise the issue. So, where do you go from here? In the literature, there are various approaches to be found (*see 'Further reading' on page 14*); from simple lists to detailed manuals and books. But the world is varied and diverse, so how do you choose the best and most appropriate approach? The good news is that there are a number of basic principles that we can share with managers who wish to get started with psychological safety.

N.B. Before attempting to create a psychologically safe working environment, it is important to ensure that all necessary organisational and procedural measures have been taken to guarantee a socially safe environment. Complaints procedures, confidential advisors and a regular and ongoing focus on inclusion must all be in place, easily accessible, and kept up to date. Without all of this, it is like climbing a mountain without a rope: it might go well, but why take the risk?

For Maarit, psychological safety is permanently on the agenda

"It's not only important for our organisation to grow, but also all our employees. I manage more than 350, mainly female, colleagues in the Business Support team (secretarial and administrative support). They're working in a continually changing, dynamic commercial environment with a hierarchical structure. The pressure and workload are often considerable. In a setting like this, there is always a risk of an unsafe working atmosphere emerging, and we're very aware of that. This can happen within the team itself but also in terms of collaboration with other colleagues within the organisation. This is why we adopt a serious approach to psychological safety. We invest in creating a positive working climate, with leadership training courses, development programmes for teams, and a lot of communication about the importance of this theme. The subject is permanently on the agenda across the organisation. The result: there has been a huge increase in awareness among managers within Business Support and all employees; they reflect about their behaviour much more and give each other more open feedback."

Maarit Vermeijden is Business Support & Operations Lead at Deloitte

a. Raise the issue and do not do so alone

First and foremost: start by talking, making it a "normal" subject to discuss within the team. This sounds easier than it actually is. Start to do this when the subject is not yet an issue. When you raise the discussion at an early stage rather than waiting until something has gone wrong, it is possible to approach it extremely positively. In this phase, it is still possible to talk about desirable behaviour. How do we want to interact with each other? What do we expect of each other? How do we keep each other on our toes? Unfortunately, there is still very little academic research exploring preventative interventions. The Netherlands Institute for Human Rights even says: "*just get on and do it*". And they certainly have a point – this is much better than simply waiting and having to put things right retrospectively.

Especially at the start, raising the issue of psychological safety can still be quite daunting. Just like trust, it is hard to gain, but easy to lose. You can take ten different actions to raise the issue and demonstrate how important you feel it is. But it only takes one instance of someone being treated badly (and you ignoring feedback about it) for all of your efforts to come to nothing. Therefore, it is extra important to be consistent, especially in the tense initial phase. In this period, it is also definitely advisable not to tackle the issue as a manager single-handedly. Consult with others, find yourself a sounding board, such as a good colleague, the confidential advisor or just someone you can trust, who is a good listener and understands the subject. We cannot see our own blind spots. However, if psychological safety is already at a reasonably good level, it is possible to make the odd mistake. By then, there is sufficient mutual trust to talk about it, and the process is more robust.

b. Do some research

The next step could involve making a good assessment of the level of psychological safety within a team. This is far from easy, especially if the subject has never been discussed before. Doing a quick scan is a good way to start.

THE QUICKSCAN

As the manager of a team or owner of an organisation, how do you know if your employees feel psychologically safe? Understanding what is going on underneath the surface is difficult to gauge. It is not something that you can observe, you only see the consequences of it. For example, creativity and spontaneity if things are going well, or withdrawal and apathy if things are not right. For an initial scan, you can go through the questions below. Things do not need to have got out of hand, and there does not need to be any open conflict. But there will always be some kind of behaviour that involves people expressing what they are not saying.

Team morale (Amy Edmondson)

- If you make a mistake in this team, it is often held against you.
- Members of this team do not bring up problems and tough issues.
- People on this team sometimes reject others for being different.
- It is not safe to take a risk within this team, you will be ridiculed or rebuffed.
- It is difficult to ask other members of this team for help.
- People in this team deliberately undermine other people's contributions.
- In this team, the unique skills and talents of individual employees are not valued or utilised.

Is your answer to these statements often "yes"? If so, you need to work to improve psychological safety.

Behaviour (Aukje Nauta)

How often does the behaviour below occur in your organisation/team? *(1 = never, 2 = sometimes, 3 = regularly, 4 = often, 5 = very often, 6 = don't know/ not applicable)*

- People do not do what they promise
- People embarrass colleagues by means of sexual innuendo and jokes
- People do not give their managers honest feedback
- People gossip about colleagues
- If people have issues with each other, they do not express this to each other
- Some people boss others around
- People arrive late to meetings
- People do not share feelings of frustration, sadness, or shame with each other
- People have outbursts of anger

Have you answered 3, 4 or 5 to a lot of these statements? If so, you need to work to improve psychological safety.

Is psychological safety as it should be?
That's great! Make sure that remains the case but remember:
this is no excuse for leaving this subject as it is.
After all, psychological safety is a process and not an established fact.

Whether you do a quick scan or conduct more in-depth research, it is always important to focus in advance on the following:

1. What is your objective, what do you aim to achieve with this research?
2. How will you announce it?
3. Who will be involved in it?
4. Will it be anonymous or not?
5. Will it be a questionnaire or an interview/meeting?
6. What will happen with the results?

Bear in mind that this kind of research involves not only collecting information about team members' behaviour, but also about the influence of the organisation itself. By its very nature, an organisation can make psychological safety particularly difficult. Any research you do must carefully take account of these threats. For example:

- → A competitive, continually changing or complex working environment.
- → A target- and performance-driven or very hierarchical organisation.
- → A closed organisation that is not easy to enter, and where power and ego also play a role (see, for example, the report by the Van Rijn Committee on broadcasters, but also think of doctors and hospitals or the sports world).
- → An organisation that works a lot with temporary staff or independent self-employed people rather than people on permanent contracts (e.g. the care sector).

Tip: There are many other instruments, techniques, and policies within organisations that also have an impact on psychological safety. These include such issues as inclusion and performance management. Cross-fertilisation between different interventions can be very welcome. Research has shown that this synergy reinforces the impact of individual interventions.

Carrying out research helps everyone to think about what psychological safety is, and what role it plays within the team. It is the perfect preparation for a more in-depth discussion. Are you finding it difficult to conduct the research yourself? Are you in a particularly difficult environment? Are you looking for tools, such as questionnaires, observations, and interviews? Are you struggling to make headway? In that case, enlist the services of an expert in Work & Organisational Psychology or Occupational Health Psychology. They specialise in conducting research and initiating the conversation on difficult issues.

c. Involve and encourage others

Psychological safety is created because every member of the team contributes to it. Of course, a manager bears the most responsibility in terms of initiating, encouraging, and supervising focus on it. But psychological safety will only develop if everyone works to achieve a safe environment, for each other and for themselves. So, how do you ensure that everyone is involved?

Discussing it in a safe setting

At the start, broaching the conversation can be difficult or uncomfortable. If everything is going well and there is a safe atmosphere at work, people may question how useful it really is to focus on it.
The training and coaching literature is full of methods and working procedures that can help with this. Psychological safety is focussed on the future, knowing that you are safe if you are going to say something, and on researching and learning. In other words, it is a conversation approached from a positive perspective focussed on learning and using the language of change.

Discussing it in an unsafe setting

If people do not feel safe, things become much more difficult. Although they may be pleased to have an opportunity to express their concerns, they may also not feel comfortable about opening up. They may attempt to protect themselves. During discussions, you will often hear "*yes, but…*", people become

defensive, point the finger at others, and raise issues or events from the past. In other words, they have a negative attitude and use the 'language of problems' This does not help to create psychological safety. Only if you are able to introduce the 'language of change' into the conversation will it be possible for the team really to make improvements.

Identify a shared objective

Ultimately, the aim is to work together to design a psychologically safe future: how do we intend to work together to ensure that everyone feels safe in the team to say what they consider to be important while also being willing to make a positive contribution to the team. One tried-and-tested method is the Creation Spiral (Creatiespiraal).

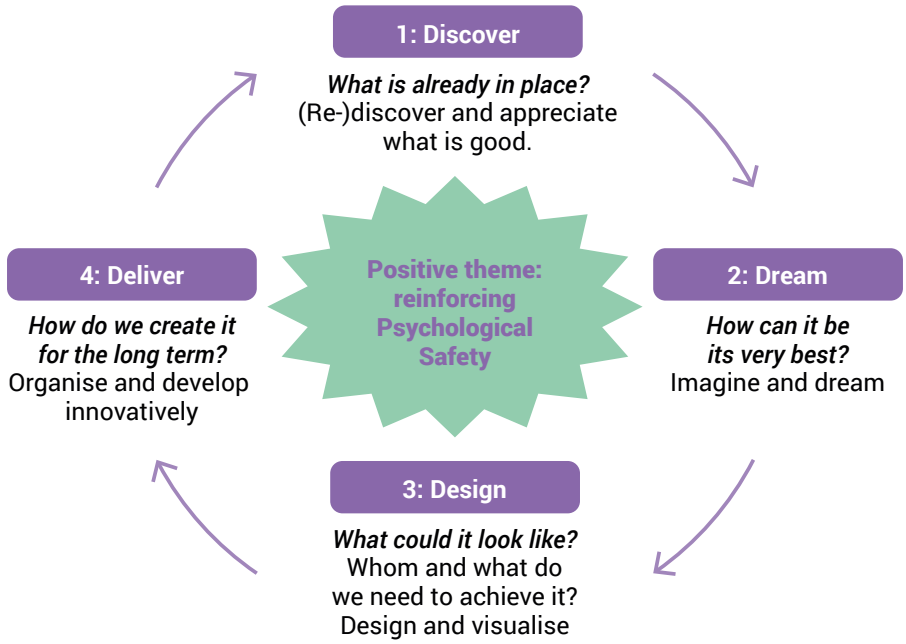


Figure 3: The Creation Spiral, the 4-D cycle – Appreciative Inquiry.
This can help managers to address this theme within their team.

Edmondson drew up a series of questions to help the person leading the discussion to broaden the conversation:

- → What do others think about this?
- → What are we missing?
- → What other options could we consider?
- → Who sees things differently?

Or to deepen the conversation:

- → Can you tell us how you came to this view?
- → What concerns do you have about it?
- → Can you give us an example?
- → Could you explain that in slightly more detail?

Give people the space they need to respond, listen carefully, and refrain from judging what you are hearing. Look at the results with the whole team. What lessons does the team draw, and how do they intend to build on these?

Josephine wants to have psychological safety as part of the organisation's DNA

"We've been working seriously on psychological safety since 2021: we consider it to be the basis within the teams and a central theme. It was triggered by a survey of people's experience at work, high levels of sick leave, and reports of incidents. We're tackling it in three phases: awareness-raising, competency, and responsibility. To raise awareness, we create news reports, presentations, a webinar with the organisation leadership, and involving a range of experts in the field. We also organise workshops and have procured 'talking cards' to enable people to engage in the discussion properly. 'Competency' then refers to our aim to ensure that psychological safety becomes part of the organisation's DNA.

For that purpose, we develop programmes and also organise several live Q&A sessions, for example. Finally, 'responsibility' refers to the idea that everyone contributes actively to a safe organisation. Although I have confidence in it, this kind of process takes time. The fact that the new Chair of the Executive Board is an advocate of this theme also helps. We've received a lot of positive feedback; people find it all really useful. People say things like: 'I won't let this happen the next time, I certainly intend to speak out!' That's why we do it."

Josephine Bijkerk is a clinical psychologist, psychotherapist, and Team Morale & Safety consultant at Parnassia Groep

d. Lead by example yourself

Ideally, managers lead by example. They are authentic, courageous and daring, and voluntarily step out into the open. For them, making mistakes is natural and human. As long as these managers are willing to learn and demonstrate that willingness to others, they serve as a reliable and inspiring example to others. This is precisely because most people prefer not to make mistakes and will benefit from support if they are afraid of saying stupid things. This is the challenge that every manager can and must take on. Remember: it is impossible to connect with someone unless you are willing to be self-critical: if, as a manager, you do not allow yourself to think critically about your own behaviour, achieving a genuine connection with someone else is likely to be very difficult.

Managers are perfectly capable of tackling this themselves in their organisation or team. Applying the basic principles outlined in this document, the large amount of literature available, and what can be found on the internet can take you far. At times, it may be necessary or useful to enlist the support of others. This may be in order to become more skilled in holding discussions, asking questions (as part of a structured interview or otherwise) or assessing the situation and potential solutions. Or simply in daring to show your vulnerability and to set an example. The ultimate aim is to ensure that team members and the manager, in other words the whole team, feels safe to say what needs to be said. And to actually do it. Without fear, without hesitation, but with an inquiring attitude and a willingness to learn.

e. What if it does not work out?

The bad news is that we are not living in an ideal world. Managers do not always lead by example. So, what happens then? As a member of the team, what do you do if your manager, colleague, or customer creates a working atmosphere that is psychologically unsafe (see box)? As an HR manager, fellow manager or C-Suite executive, what do you do if you suspect or notice that psychological safety is under pressure in a particular team? As a manager, what do you do if it just does not work out?

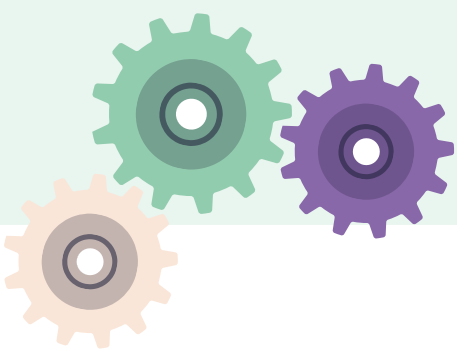
At the heart of psychological safety, there lies a remarkable paradox. When psychological safety exists, people feel at liberty to say what needs to be said without fear of repercussions. But anybody who wishes to create psychological safety in what is an unsafe environment will need to withstand the stress that ensues as a result of their actions. Courage, perseverance, resilience, vision, faith, and trust in politeness and decency are important tools when it comes to tackling the issue of psychological unsafety. This applies to everyone at all levels of seniority. And remember, there is no shame in seeking help or support, a good sounding board can make a real difference in this kind of situation.

GUIDANCE FOR EMPLOYEES

As an employee, what can you actually do if you do not feel psychologically safe?
Or if your organisation has not created the right situation for achieving it?
Or if it is your manager that is making things unsafe?

This can often start with a vague sense of dissatisfaction and apathy. You dread going to work, find group discussions difficult to stomach, or just do not want to work with certain colleagues. People often respond by doing nothing, complaining, or gossiping to others. This is self-defeating. Acknowledge what is happening and explore the matter further.

- The only person who knows that someone dare not speak out about something is the person who is lacking that confidence. You need to raise the issue because otherwise, it is very difficult to make it clear what is going on.
- Rather than raising it when things go wrong, you should do this at a much earlier stage. Tell someone about it, it does not matter who nor does it matter whether it is at work (e.g. a colleague or the confidential advisor) or at home.
- Explore what options you have. Bear in mind: you can only resolve the issue at its source.
- Learn about the positive role of shame. Shame helps you realise that your boundaries are being transgressed and should be seen as a red flag. We particularly recommend Aukje Nauta (*see 'Further reading' on page 14*).
- Love it, leave it, or change it. Simply leaving is also an option. If you do not feel safe somewhere and are unable to change that, this is obviously not the right place for you. In that case, leaving does not constitute failure but is just sensible and courageous.
- It is not your responsibility to resolve everything. You do not have to stay "*because otherwise things will come to a standstill*". Many people fall into the trap of playing the martyr. A single individual cannot be expected to resolve something that has managed to derail an entire organisation.



4. A psychologically safe future

A psychologically safe working environment will not develop overnight. Ensuring widespread support, organising open conversations and meetings, being able to explore the issue in depth are all long-term processes that require close attention. It is up to the manager to persevere and above all to be patient. Small (possibly almost invisible) steps will ultimately add up to a safe working environment.

This can be particularly difficult in environments where short-term considerations play an important role. Quarterly figures, discussions of costs and benefits, pressure from shareholders, and rapid changes in management do not make working on psychological safety any easier. But political pressure, changes in organisational governance, social prejudices or systemic racism and discrimination can also make it more difficult or even impossible to summon up the long-term effort required to achieve psychological safety. When things really become too complicated, it will be necessary to take structural measures before you can start working on psychological safety (something beyond the scope of this paper). But it is very much worth the investment because it is precisely in these environments that a focus on psychological safety is particularly essential (think, for example, of the Childcare Allowances scandal involving the Dutch government or the Van Rijn Committee's Inquiry into the workplace culture at the Dutch public broadcaster NPO).

Once the subject of psychological safety has been properly addressed, it is important to ensure it is kept alive. As referred to earlier, it is a dynamic process that changes when the context changes (which happens almost all the time). As the Creation Spiral (Figure 3) shows, it is a continual journey of discovery.

This means that an organisation will not simply have dealt with it after several months of discussions. Make sure it is included as part of the annual cycle or place it on the agenda of the monthly work meeting. Focus on the following key questions:

- → What is going well?
- → What can be improved?

This is about teamwork and cooperation, so make sure that it is raised at times when people come together. Only then will psychological safety really be addressed, and its many positive effects truly become clear.

This paper was compiled in 2024 by the Work & Organisational Psychology section of the Netherlands Institute of Psychologists, and in particular by Bas van Ommeren, Cora Reijerse, and Martine Visser. Prof. Janneke K. Oostrom and Prof. Elianne van Steenbergen contributed to the paper's contents.

Further reading

Interested in finding out more? Are you looking for more background and in-depth analysis? We understand! Not much academic research has been conducted on interventions in this area, but below, you will find some recommendations of worthwhile literature:

General

- Gergen, K. & Gergen, M. (2004). *Sociale constructie. Maak kennis met de dialoog.* (Taos Instituut)
- Frazier, M., ea, (2017). *Psychologische veiligheid. Een meta analytisch overzicht en vervolg.* (Personell Psychologie, 70(1), 113-165)
- Leader Factor (2023). *The history of psychological safety.*
- Newman, A., Donohue, R., & Eva, N. (2017). *Psychological safety: A systematic review of the literature.* (Human Resource Management Review, 27(3), 521-535)

Diagnosis – Evidence based metrics

- Van Kalken, M., de Lat, M. B. J., & Plat, J. (2014). Hoofdstuk 6 *Arbeid, gezondheid en inzetbaarheid.*
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→ Do you want to work on the issue of psychological safety? An NIP Work & Organisational psychologist or NIP Occupational Health psychologist will be happy to help. You can find one here via the NIP website: **vindeenpsycholoog.psynip.nl**

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