

**Psychological safety requires leaders who:**

- Have clarity of purpose and communicate purpose clearly and candidly
- Are willing to say “I don’t know” and acknowledge fallibility
- Model curiosity and asking questions
- Respond productively to suggestions
- Value team members as people, not just their performance
- Allow individuals to bring their full self to work
- Invite open dialogue, including dialogue about mistakes and failures

<b>Armored leadership</b>	<b>Brave leadership</b>
Driving perfectionism, foster fear of failure	Modeling and encouraging healthy striving, empathy, self-compassion
Working from scarcity, squandering opportunities for joy and recognition	Practicing gratitude and celebrating milestones and victories
Being a knower and being right	Being a learner and getting it right
Using criticism as self protection	Making contributions and taking risks
Hustling for our worth	Knowing our value
Leading for compliance and control	Cultivating commitment and shared purpose
Weaponizing fear and uncertainty	Acknowledging and normalizing fear and uncertainty

**Inclusive and Courageous Leadership Skills**

- Embrace a growth mindset
  - Be curious, ask questions, listen, welcome feedback and suggestions, recognize opportunities for learning and growth
- Be humble
  - Acknowledge fallibility, not knowing/understanding, practice cultural humility, express gratitude to others for their efforts
- Collaborate for the common good
  - Set goals and expectations for yourself and others, commit to goals that serve the greater good
- Be courageous
  - Speak up, practice allyship, recognize and address bias
  - Be accountable and hold others accountable



**Scenario 1**

You are running a case-based teaching session for the residents; the case under discussion involves a patient who during initial presentation to the ED experienced severe pain. The intern presenting the case has a few teaching slides about racial disparities in pain management. A white resident whispers, loud enough for others to hear: “Does everything have to be about race these days? Can we just learn medicine around here?”

**Scenario 2**

One of the interns who uses they/them pronouns comes to find you, really upset because the attending they are working with on their current rotation continues to use incorrect pronouns. They just want to be taken out of the rotation