

# Speaking-up audit

|      |             |        |
|------|-------------|--------|
| WHEN | WHAT COUNTS | DO NOT |
| TEAM | OBSERVED BY | PERIOD |

1 Who contributed something nobody asked them for

answering a direct question does not count

| PERSON | MEETING 1 | MEETING 2 | MEETING 3 | TOTAL |
|--------|-----------|-----------|-----------|-------|
|        |           |           |           |       |
|        |           |           |           |       |
|        |           |           |           |       |
|        |           |           |           |       |
|        |           |           |           |       |
|        |           |           |           |       |
|        |           |           |           |       |

2 Then check these four

the answers matter more than the tally

| QUESTION | ANSWER |
|----------|--------|
|          |        |
|          |        |
|          |        |
|          |        |

WHAT THE EVIDENCE SUPPORTS, AND WHAT IT DOES NOT

Well established:  
psychological safety is a real research construct.

Project Aristotle examined 180 Google teams and found it the strongest predictor of team effectiveness.

The caveat: that work is observational and correlational, inside one company.

What holds without a study: teams that withhold problems find out later, and later costs more.

**Speak last in your own meetings.** The four questions: has anyone disagreed with me in front of others in the last month? When did a problem last reach me while it was still small? Who asked a basic question out loud, and did anything happen to them? After the last mistake, was the discussion about the cause or about the person?