



Dr Órla NicDomhnaill is the founder and CEO of Thrive Advisory, a boutique leadership firm that customises leadership support to help individual leaders, teams and organisations thrive. She has over 17 years of consulting experience, working with leading organisations and their Boards, building organisational effectiveness, leadership awareness and strength, and senior team alignment.

An entrepreneur at heart and an organisational psychologist by background, Órla has traversed the globe and thrives in contexts where she can blend her experience in consulting, academia and pragmatic business-building while personally delivering bespoke support to her clients.

She specialises in CEO/C-Suite succession and development, where she plays a dual-role in designing and driving the succession/selection process with the Board, CEO and HRD, while simultaneously supporting the succession candidates with leadership feedback, coaching and succession process preparation. She also specialises in designing and delivering high-potential talent development processes and programs for large, complex organisations. She balances this organisational-level work with more personalised executive coaching and senior team alignment support. More recently, Órla has focused on executive wellness and sustainable leadership success.

Órla holds a PhD and MPhil in Social-Organisational Psychology, and an MA in Organisational Psychology, all from Columbia University. She earned a first class honours Psychology BA at University College Dublin. Her latest research, D&I² focuses on the relationship between Diversity and Inclusion and Disruption and Innovation.

Thrive Advisory is a boutique leadership firm that customises leadership support to help individual leaders, teams and organisations **thrive**. Thrive partners with Directors, CEO's and Senior Management Teams at the intersection of Strategy, Organisation and Leadership, to enhance Culture, Performance and Growth. Thrive's mission is to collaborate with leaders, teams and organisation and enable them to reach peak performance in a way that is balanced with wellness to ensure **sustainable** success.

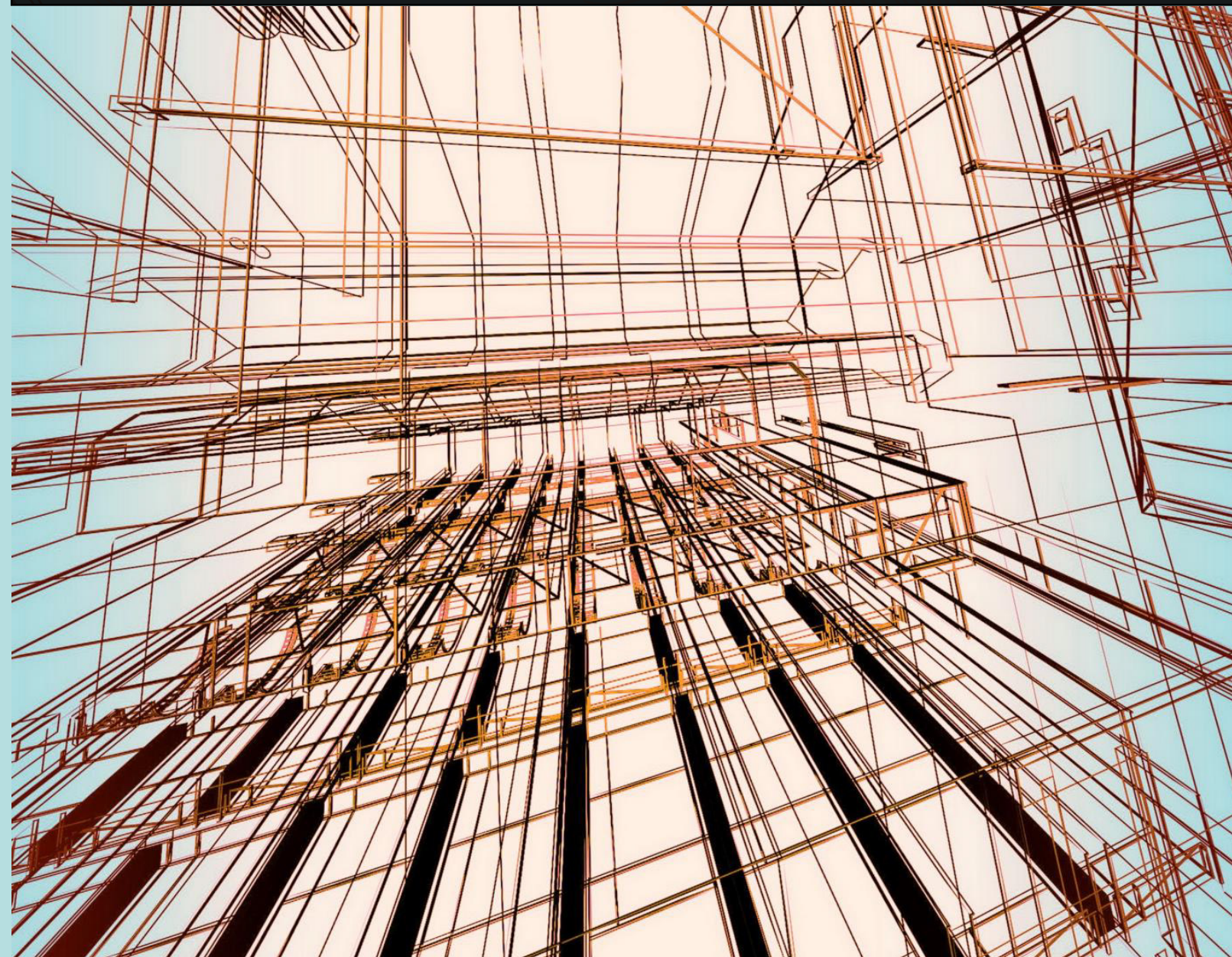
thrive

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Creating Psychological Safety

Dr. Órla NicDomhnaill
Thrive Advisory

thrive



GOOGLE ARISTOTLE PROJECT
(2016)

Looking for the **perfect team composition**,
Google’s Analytics Team studied:

50 years
of team research

+ 250
attributes

of over
180
Google teams

for
2 years

Found *who* was on the team mattered far less than *how*
the team members interacted and felt about the
team environment

Psychological Safety was the biggest predictor
of team performance accounting for
36% differential in **revenue performance**.

GOOGLE ARISTOTLE: TOP 5 PREDICTORS OF TEAM
PERFORMANCE

1

PSYCHOLOGICAL SAFETY
Team members feel safe to take risks
and be vulnerable in
front of each other

2

DEPENDABILITY
Team members get things done on time and
meet the high bar for excellence

3

STRUCTURE & CLARITY
Team members have clear roles,
plans and goals

4

MEANING
Work is personally important to
team members

5

IMPACT
Team members think their work matters
and create change

PROFESSOR AMY EDMONDSON DEFINES
PSYCHOLOGICAL SAFETY....

“A shared belief held by members of a team/group
that the team is safe for interpersonal risk-taking.”

“A sense of confidence that the team will not
embarrass, reject, or punish someone for speaking up.”

– Professor Amy Edmonson
(Harvard Business School)

....AND OUTLINES WHY IT MUST CO-EXIST WITH
ACCOUNTABILITY



HOW LEADERS CAN CREATE PSYCHOLOGICAL SAFETY

Research conducted across 11 growth markets uncovered 7 leadership behaviours that drive team psychological safety and inclusion.

If leaders exhibit **at least 3** of the 7 behaviours, team members are **4** times more likely to:

- Express their views (89% vs.19%)
- Feel their ideas are heard (76% vs. 20%)

What
Can
Leaders
Do?

1. Ensure that everyone is heard.

2. Make it safe to propose novel ideas.

3. Give team members decision-making authority.

4. Share credit for success.

5. Provide clear, actionable feedback.

6. Implement feedback from the team.

7. Maintain regular contact with team members.

– Hewlett, 2015