

Annotated bibliography

Manager's Role In Psychological Safety of Team

1. Morela Hernandez & Christina Lacerenza (January 13, 2023). "How to help high achievers overcome imposter syndrome" MITSloan Management review.

The article starts with authors' observation of the imposter syndrome, which is not a diagnosable mental illness, but psychologists call it "an inner barrier to career development". In majority cases the increase occurs unconsciously, but the article brings upon ways that managers can take control in their hands and help employees to reach safety in the workplace. Moreover, the authors come up with deeply described steps for taking actions towards understanding an employee's problem in an early stage, as well as have an impact on their career planning, focusing on achievements and positive sides of the work they did and do not feel guilty for failure. Previously mentioned processes are complicated for people suffering with imposter syndrome. The strength of this article and the aim of authors is to show the importance of a manager's role in turning an employee's weaknesses into strengths for creating a safe and comfortable environment.

2. Terry Brown (April 4, 2021). „ How managers can make, or break psychological safety". Terry Brown personal blog.

In his study Terry Brown comes up with an idea that psychological safety is very much a "we" – problem. If one of the team members has a problem it is not observed as an individual but a team issue. The author claims a strong point that if a problem occurred the role of a manager is not being "tolerant", but "creative" to make rational decisions. The article represents an example of modelling behavior to create a model of standards that will lead closer to healthy environment criteria. The weakness of the article is in the fact that the author provides a high quality theoretical part, but practical issues remain uncertain. As a conclusion the author ensures that even though managers are not superheroes, they are the creators of healthy relationships and a safe atmosphere in the workplace.

3. Amy C. Edmondson & Mark Mortensen (April 19, 2021). „ What Psychological Safety Looks Like in a Hybrid Workplace". Harvard Business Review.

The article starts with a description of the "psychological safety" term by bringing upon the environmental conditions that have a huge impact on the development of safety. The author has a strict point of view that action is more valuable than words. To support this point the author represents five main steps to create a strategy for managers to achieve expected "psychological safety" results. The steps include 1. set the scene, 2. Lead the way, 3. Take baby steps, 4. Sharing positive examples, 5. Be a watchdog. The strongest side of the article is the deeply described ways that will lead managers and readers to create a work-life balance without harm or bad experience.