



THE 4 STAGES OF PSYCHOLOGICAL SAFETY:  
DEFINING THE PATH TO INCLUSION AND INNOVATION  
with Dr. Timothy R Clark  
Complimentary to IMS Members (US) per person

VIRTUAL SESSION (3-HOUR)

## THE 4 STAGES OF PSYCHOLOGICAL SAFETY: DEFINING THE PATH TO INCLUSION AND INNOVATION

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Based on his new book, *The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation*, Dr. Timothy R. Clark, an Oxford-trained social scientist and global thought leader, will share his breakthrough research on the topic of psychological safety.

In 2021, organizations around the world are striving to achieve two goals: The first is to create a sanctuary of inclusion. The second is to create an incubator of innovation. These goals can only be accomplished when leaders model and reinforce psychological safety to activate the full potential of people. Psychological safety refers to "an environment of rewarded vulnerability"--a place where it's not expensive to be yourself. But psychological safety is not a binary proposition. It's a matter of degree. When leaders nurture psychological safety to the highest levels, individuals are able to climb the ladder of personal vulnerability and do four things:

- Feel included
- Feel safe to learn
- Feel safe to contribute
- Feel safe to challenge the status quo

And they can do all of these things without feeling embarrassed, marginalized, or punished in some way. When psychological safety is absent or withdrawn, when acts of vulnerability are punished rather than rewarded, human interaction: (1) activates the pain centers of the brain, (2) triggers the self-censoring instinct, and (3) shifts the individual to a defensive mode of performance. These negative consequences to the individual eventually compound into adverse impact to the organization in the form of lost productivity, lower quality, poor customer experience, and bleeding talent. On the other hand, when organizations progress through the 4 stages, they can, in fact, create sanctuaries of inclusion and incubators of innovation.

# DR. TIMOTHY R CLARK

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Timothy R. Clark is founder and CEO of LeaderFactor, a global consulting, coaching, and training organization. Dr. Clark is an international authority in the fields of psychological safety & innovation, large-scale change & transformation, and senior leadership development. He is the author of four previous books: *Epic Change: How to Lead Change in the Global Age* (John Wiley/Jossey-Bass), *Leadership Bones* (Bradmore Road Press), *The Employee Engagement Mindset* (McGraw-Hill), *Leading with Character and Competence: Moving Beyond Title, Position, And Authority* (Berrett-Koehler). He is also the developer of the EQometer emotional intelligence assessment.

Dr. Clark is a highly sought-after advisor, coach, and facilitator to CEOs and senior leadership teams. He has personally coached over 100 CEOs and executives and trained many senior teams around the world. Dr. Clark earned a PhD in social science from Oxford University.

FOR REGISTRATION PLEASE CONTACT: **Brendan Dowd** - IMS Regional Director - Kansas-City  
Phone: **+1 (816) 399-4720** Email: **kansascity@ims-online.com** Website:  
**<https://ims-online.com/leadership-development/Kansas-City/14>**