



Leading with Emotional Intelligence:

Psychological Safety, Culture and Motivation



Right Culture- Organisational Context

Supports our culture objectives

Aligned to national focus (NPCC – National Policing Culture & Inclusion Strategy / HMICFRS)

Phase 1 Feedback:

- Misconduct processes– timeliness, communication, transparency to dispel rumours
- Blame / fear culture– need more empowerment to deal with issues– with learning
- Role modelling– need senior managers role modelling transparency & sharing wider learning
- Work demands / inter-departmental working– some silo working, need better communication
- Supporting our people– quality 121s – with senior managers listening across all levels

Phase 2:

- 3 hour HR input for every team (Module 4 Code of Ethics) – please role model & attend
- How do you role model & measure culture within your area?
- How do you create psychological safety– after today – how can you support this across your teams even at times of high demand /pressure?

Anchoring The Right Culture



CARE Principles
Gives Leadership
and Cultural
Conditions

Psychological Safety connects both in practice

The Values
Gives us
direction for
behaviour



*"Psychological safety and **courage** are simply two sides of the same (immensely valuable) coin. Both are, and will continue to be, needed in a complex and uncertain world."*

Amy Edmondson- Psychologist, Harvard Business School

Continuous Commitment to Sustain The Right Culture

Psychological Safety

Emotional Intelligence

Motivation

These all interlink because our environment shapes our behaviour which directly influences our culture.

What was said

What was felt

What people remember



What is Psychological Safety?

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Maslow's Hierarchy of Needs

Psychological Safety Creates Conditions Where:

- Difficult conversations happen more effectively
- Key decisions are informed by a diverse input
- Risk is mitigated through speaking up, error reporting and ethical challenge
- Performance standards are maintained through support, not fear
- There is improved innovation and sense of community
- There is a lower staff turnover and improvement in retention
- There are reduced H&S safety incidents and better reporting
- Productivity and discretionary effort increases
- Mental Health issues and absences reduce

Self-Reflection

How do you enable people to raise concerns in your command?

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What actions do you take to validate people's concerns?

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On a scale of 1-10 how Psychologically safe do you think your team feels currently?

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L01: Psychological Safety Action Summary

Create Conditions for Safe Challenge

- ✓ Explicitly invite challenge and accept it during decision making
- ✓ Publicly thank constructive challenge or early risk-raising
- ✓ Separate learning conversations from performance or misconduct discussions

Increase Visibility and Accessibility

- ✓ Hold regular safe-space or listening briefings
- ✓ Use anonymous feedback channels for emerging concerns
- ✓ Ensure under-represented voices are included in strategic conversations

Reinforce Safety Through Leadership Behaviour

- ✓ Model vulnerability appropriately (acknowledge uncertainty or mistakes)
- ✓ Close feedback loops by explaining decisions and outcomes
- ✓ Add psychological safety expectations into leadership standards
- ✓ Introduce structured “What helped / What hindered” operational reviews

What is Your Definition of Emotional Intelligence?

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Additional Challenge: How does this quote from Daniel Goleman relate to your definition? Consider EI as a leader (self) and with a systemic/ organisational lens.

“The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do to change, until we notice how failing to notice shapes our thoughts and deeds.”

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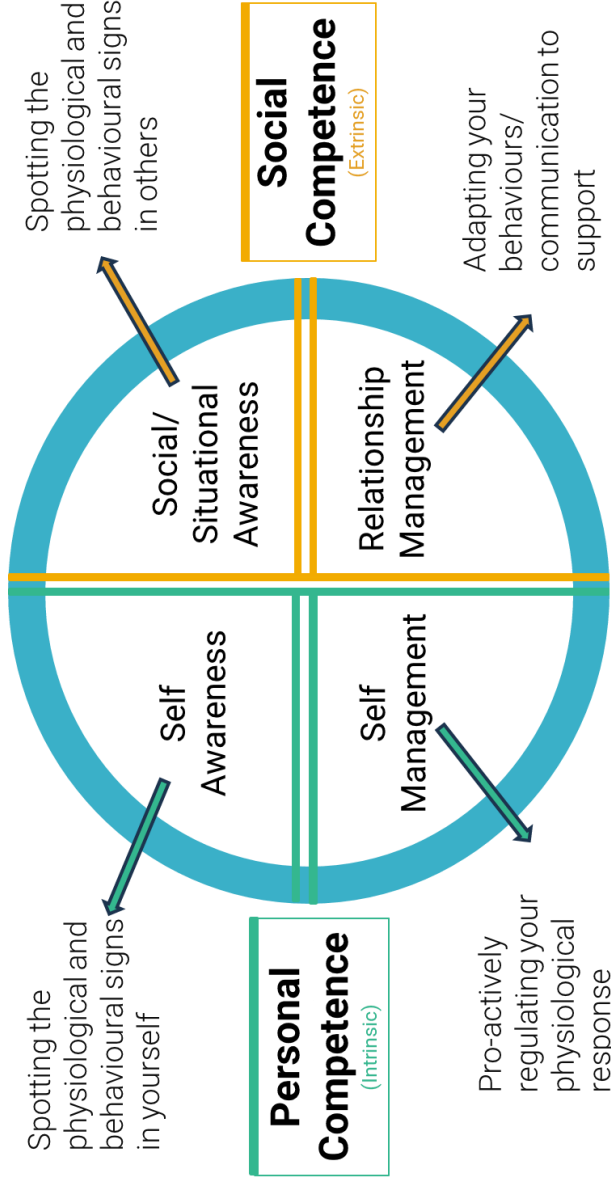
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Emotional Awareness (EI/EQ)



"The ability to remain self-aware, manage stress, and communicate effectively when stakes are high, preventing impulsive reactions that hinder performance."
-Daniel Goleman (Psychologist, Behavioural Scientist and Author)

Additional Learning: Emotional Intelligence Test



As an additional self-learning tool, you can test your Emotional Intelligence via the QR code above.

Remember, complete the questions **HONESTLY**. These results can only be seen by you.

Feel free to note the score and any developmental points in your workbook and share with your line manager as part of your PDR.

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Safety Signals Toolkit- Spotting the Signs

Fight

- Accelerated respiration
- Erratic, forceful limb movements
- Intense eye contact
- Reduced tolerance for challenge
- Sharp or controlling communication

Flight

- Shallow, intermittent breathing
- Scattered, jittery movements
- Hypervigilant gaze
- Avoidance of difficult conversations or decisions
- Reduced visibility during periods of stress or scrutiny

Freeze

- Inability or refusal to speak
- Slumped posture/ lethargic
- Avoidant eye contact
- Silence in critical moments
- Inaction despite clear information

Fawn

- Speaking in fast-forward
- Over-adaptive body language
- Passive listening without retention
- Over-accommodation to external pressure
- Softening challenge upward while pushing pressure downward

Safety Signals Toolkit- Nervous System Regulation

Safety is built through repetition and visibility

Verbal signals- the questions we ask

- "What are we missing?"
- "Let's slow this down"
- "I invite challenger here"
- "What perspective haven't we heard/ considered yet?"

Behavioural Signals

- Pausing before responding
- Thanking challenge publicly
- Admitting uncertainty
- Inviting 'storming' discussions early
- Separating learning from blame
- Closing feedback loops
- Tactical Breathing

"The idea of psychological safety is not that you're supposed to be shielded from discomfort, but the exact opposite, which is you can have uncomfortable conversations ... The goal is to make everything discussable."

Adam Grant- Organisational Psychologist

L02: Emotional Intelligence Action Summary

Strengthen Self-Awareness and Reflective Leadership

- ✓ Build in short, structured reflection habits following high-pressure decisions
- ✓ Seek 360° or peer feedback to identify leadership 'blind spots'
- ✓ Recognise your own physiological stress signals before behavioural impact occurs

Improve Emotional Regulation Under Pressure

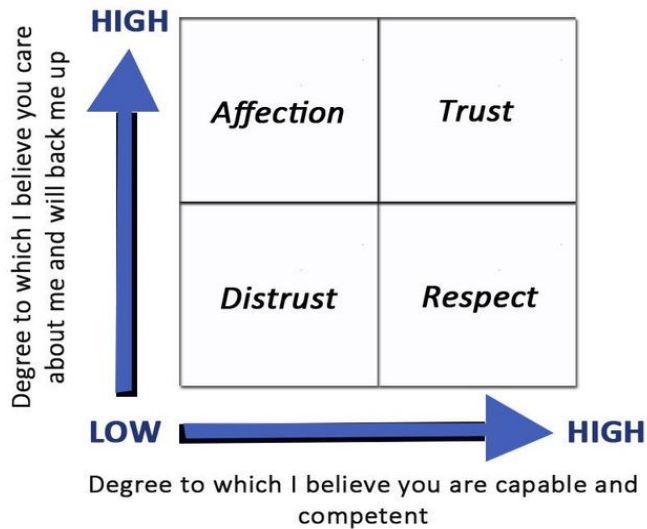
- ✓ Use tactical breathing and regulation techniques during high-stakes interactions
- ✓ Establish 'calm-culture' ground rules during strategic discussions
- ✓ Delay reactive decisions (where operationally safe) in order to improve cognitive clarity

Enhance Social Awareness and Team Climate

- ✓ Scan for behavioural indicators of burnout, trauma load or disengagement
- ✓ Use curiosity-led conversations rather than assumption-led feedback
- ✓ Actively monitor emotional climate during meetings
- ✓ Allow space for initial emotional interpretations before operational conclusions
- ✓ Integrate EI expectations into PDRs and recognise emotionally intelligent leadership behaviours as performance success

Trust

Peter Scholtes' Trust Matrix



The Anatomy of Trust

The BRAVING model- Brene Brown

B- Boundaries

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R- Reliability

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A- Accountability

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V- Vault

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I- Integrity

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N-Non-Judgement

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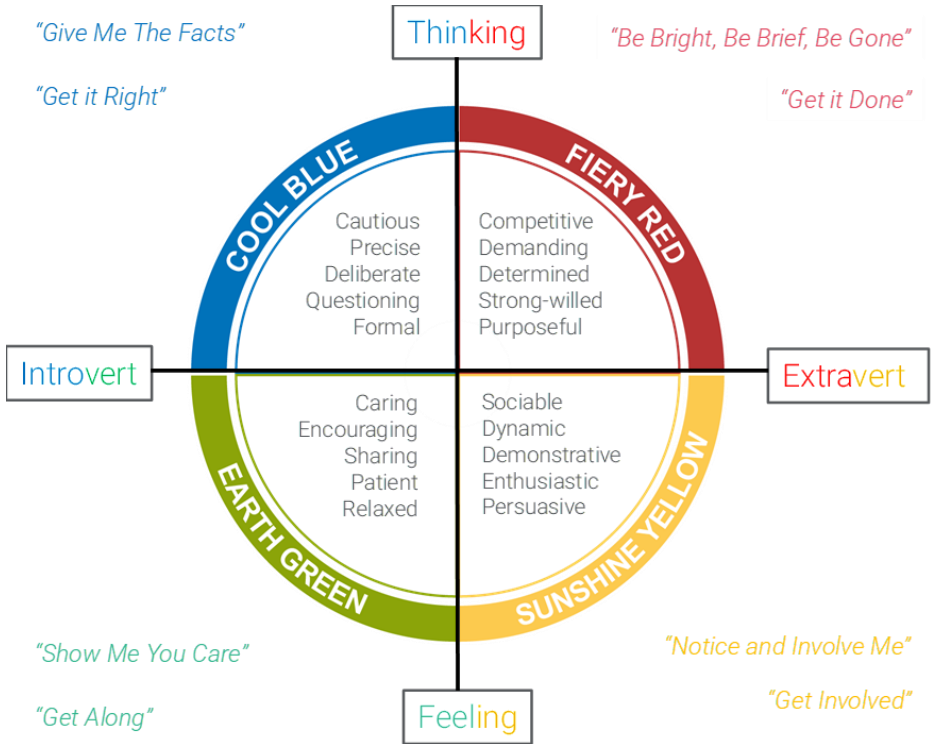
G- Generosity

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Insights Discovery Refresher

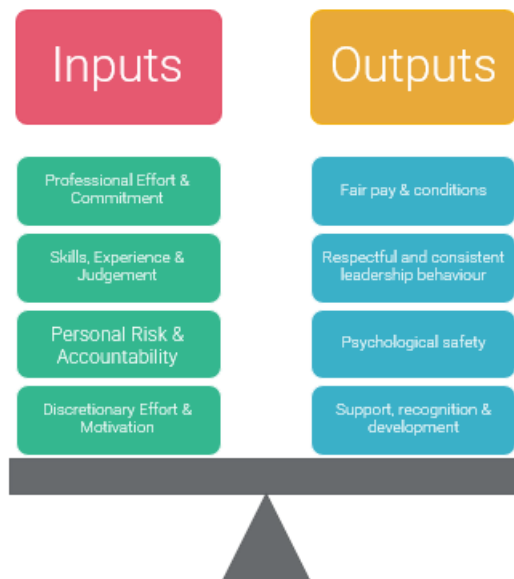
Core Drivers



Additional Learning: Adams Equity Theory for Motivation

This theory concentrates on how people judge fairness by comparing their effort, risk and voice with others, especially under pressure.

Leaders should work to keep these in balance. If the balance is too much in favour of the organisation/ leadership, some people may react by protecting themselves by reducing challenge, discretionary effort and learning.



Effort is matched by tangible and relational returns

L03: Motivation for Performance, Trust and Morale Action Summary

Increase Ownership and Autonomy

- ✓ Involve peers of all ranks in designing culture and performance initiatives
- ✓ Encourage controlled experimentation and innovation

Adapt Leadership Approach to Motivational Dynamics

- ✓ Failure avoiders: Provide reassurance around expectations and capability
- ✓ Over-strivers: Reinforce realistic performance boundaries and encourage delegation
- ✓ Failure acceptors: Strengthen accountability through clear expectations
- ✓ Success-oriented: Challenge them with innovation and change of leadership responsibilities

Recognise and Reinforce Positive Leadership Behaviours

- ✓ Publicly recognise behaviours that build trust and culture, not just results
- ✓ Share examples of effective leadership influence across commands
- ✓ Use recognition to reinforce organisational values
- ✓ Repair trust breakdowns in a timely and intentional manner

Strengthen Leadership Capability and Accountability

- ✓ Provide coaching, mentoring and further development opportunities
- ✓ Leadership health checks rather than reactive performance conversations
- ✓ Use Insights Discovery as a driver to gain results

Further Learning Resources

- **Growth Mindset For Leaders Webinar- Jarrold Training**
<https://www.jarroldtraining.co.uk/webinar-library/growth-mindset-for-leaders-webinar/>
- **Improving Emotional Intelligence (EQ): Expert Guide**
<https://www.helpguide.org/mental-health/wellbeing/emotional-intelligence-eq>
- **Emotional Intelligence in Leadership: Why It's Important – Harvard Business School**
<https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>
- **The Truth About Emotional Intelligence- Psychology Today**
<https://www.psychologytoday.com/gb/articles/202403/the-truth-about-emotional-intelligence>
- **Psychological Safety at Work- Center for Creative Leadership**
<https://www.ccl.org/articles/leading-effectively-articles/what-is-psychological-safety-at-work/>
- **How to Academy Podcast: Daniel Goleman – Emotional Intelligence at Work**
- **Books**
 - Emotional Intelligence: Why It Can Matter More Than IQ (Daniel Goleman)
 - The Fearless Organization (Amy C Edmondson)
 - Thinking Fast and Slow (Daniel Kahneman)
 - Surrounded by Idiots (Thomas Erikson)

