

# Does Psychological Safety Hinder Performance?

Psychological Safety does not operate at the expense of employee accountability; the most effective organizations achieve high levels of both, as this matrix shows.

		Accountability for Meeting Demanding Goals	
		Low	High
High	Comfort Zone	<p>Employees really enjoy working with one another but don't feel particularly challenged. Nor do they work very hard. Some family businesses and small consultancies fall into this quadrant.</p>	<p><b>Learning Zone</b> Here the focus is on collaboration and learning in the service of high-performance outcomes.</p>
	Apathy Zone	<p>Employees tend to be apathetic and spend their time jockeying for position. Typically organizations in this quadrant are large, top-heavy bureaucracies, where people fulfill their functions but the preferred modus operandi is to curry favor rather than to share ideas.</p>	<p><b>Anxiety Zone</b> Such firms are breeding grounds for anxiety. People fear to offer tentative ideas, try new things, or ask colleagues for help, even though they know great work requires all three. Some investment banks and high-powered consultancies fall into this quadrant.</p>
Low			

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The Pennsylvania Child Welfare Resource Center