



# Ontario Institute for Education Leadership

*Ontario Leaders Collaborating  
for Student Achievement, Equity and Well-being*

## STRENGTHENING EQUITY AWARENESS Belonging and Personal Safety

### ABOUT THIS LEARNING OPPORTUNITY:

This learning opportunity is designed to strengthen leaders' effectiveness in having necessary conversations about all matters related to Equity, Diversity, and Inclusion (EDI).

This is a generic resource that will be enriched by what you bring to the learning. Draw on and apply your personal identity, your lived experiences and diverse background to help ensure that the learning is culturally relevant and responsive and strengthens your equity awareness.

Although you can work through the presentation and its activities on your own, learning will be enhanced with the support of a facilitator in a group setting or with a mentor/coach. It can also be adapted for a range of professional learning contexts for diverse audiences including aspiring leaders, practicing leaders, school staff and parent groups.

### BELONGING – THE HEARTBEAT OF INCLUSION

1. What are the factors that contribute to your sense of belonging at work?

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2. What are some of the ways that as a school or system leader you build a sense of belonging in others?

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### A BRIDGE TO BELONGING – PSYCHOLOGICAL SAFETY

1. Watch Creating [Psychological Safety at Work in a Knowledge Economy](#) by Dr. Amy Edmondson, Harvard University (3m13s)
2. Think of a time at work or in your life where you did not feel psychologically safe to speak up.

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3. What were the conditions surrounding this situation?

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## MAKING PSYCHOLOGICAL SAFETY A REALITY

“Psychological safety is the belief that you won’t be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. It’s a shared belief held by members of a team that others on the team will not embarrass, reject, or punish you for speaking up.”

[Psychologically Safe Work Environment Matters & How to Foster](#)

Recall leadership experiences when in one situation you felt confident about speaking up and voicing your opinion, and in another you felt uncomfortable and chose not to speak up. What are lessons learned about the conditions needed to establish psychological safety?

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## Using [The SCARF Model](#) to Promote Psychological Safety at Work

Watch the video [The SCARF Model](#) (1m38s) for additional explanation of the domains. You are encouraged to complete the SCARF assessment following the video at <https://neuroleadership.com/research/tools/nli-scarf-assessment/>

Using the chart below, identify the critical elements of the SCARF model. Consider how you would create the conditions to allow everyone's voice to be heard for each category.

**Putting the SCARF Model In Action!**

**SCENARIO**

You are responsible for leading an exciting literacy initiative within your district. You need to assemble a team and collaborate with them to ensure you respect the initiative's mandate and timeline. With the help of the SCARF model, complete the worksheet depicting how you would envision the initiative unfolding and how, for each category, you would put the necessary structures in place to make sure everyone felt seen, heard, and validated.

**Autonomy**

**Status**

**Relatedness**

**Certainty**

**Fairness**