Beyond Thank You
with Christopher Littfield

PSYCHOLOGICAL SAFETY

THEORY TO PRACTICE

Handouts & Additional Resources



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Hello Everyone!

It was great to meet you all. Thank you to the organizers and everyone else for all the work behind the scenes to make this event possible. I hope you left with a few insights and a few smiles. Below, you will find a PDF copy of my slides, a few handouts, and resources I thought you might enjoy.

If you have any questions about any of the materials or want to talk through a situation at work, my contact information is below. Please reach out anytime!

Again, it was great to meet you all and I look forward to staying in touch.

Best,
Chris

Contact Information
chris@beyondthankyou.com
www.beyondthankyou.com



Please feel free to connect on LinkedIn

Free Team Assessment



Team Relationship Building Self-Assessment

Beyond Thank You

Use the questions below to reflect on how you're doing at building and maintaining relationships on your team. Without overthinking, rate your general experience. What do you notice?

How often do you laugh and play together as a team? 1 (Never) – 10 (Often)

How often do you do things to learn and grow together? 1 (Never) – 10 (Often)

How well do you feel you know your team members? 1 (Not at all) – 10 (I know them well)

If you are feeling burned out, sick, or have a personal issue, how safe do you feel to tell your colleagues? 1 (Not Safe at All) – 10 (Completely Safe)

If you make a mistake, how comfortable do you feel admitting it to your colleagues? 1 (Not Comfortable) – 10 (Completely Comfortable)

If you feel frustrated with a colleague, how comfortable do you feel asking them to speak with you? 1 (Not Comfortable) – 10 (Completely Comfortable)

If you are struggling with a task, how comfortable do you feel asking for help? 1 (Not Comfortable) – 10 (Completely Comfortable)

When conflict arises on the team, we most often... 1 (Avoid the issue) – 10 (Address it head on)

How often do you and your colleagues celebrate and express appreciation for each other? 1 (Never) – 10 (Often)

How valued do you feel by your team? 1 (Not Valued) – 10 (Fully Valued)

Add up your scores to get a total out of 100. Then, refer to the right column to interpret your results.

WHAT IS YOUR SCORE TELLING YOU?

75+: Keep it Up!

Keep laughing, learning, and growing together as a team. It seems like you have a strong culture—now make sure your team feels the same. Have each team member take the assessment and compare responses. Use the results to celebrate what's working and choose one or two areas to keep growing together.

50–74: Step it Up!

Time to inject a little more fun and reflection into your work together. Don't worry about how it might be perceived—just try something! Activities to consider:

- Pulse Checks
- Question of the Day
- Team Shout-Outs & Small Victories

As a leader, this is also a great time to schedule one-on-one meetings using the Stay Conversation questions.

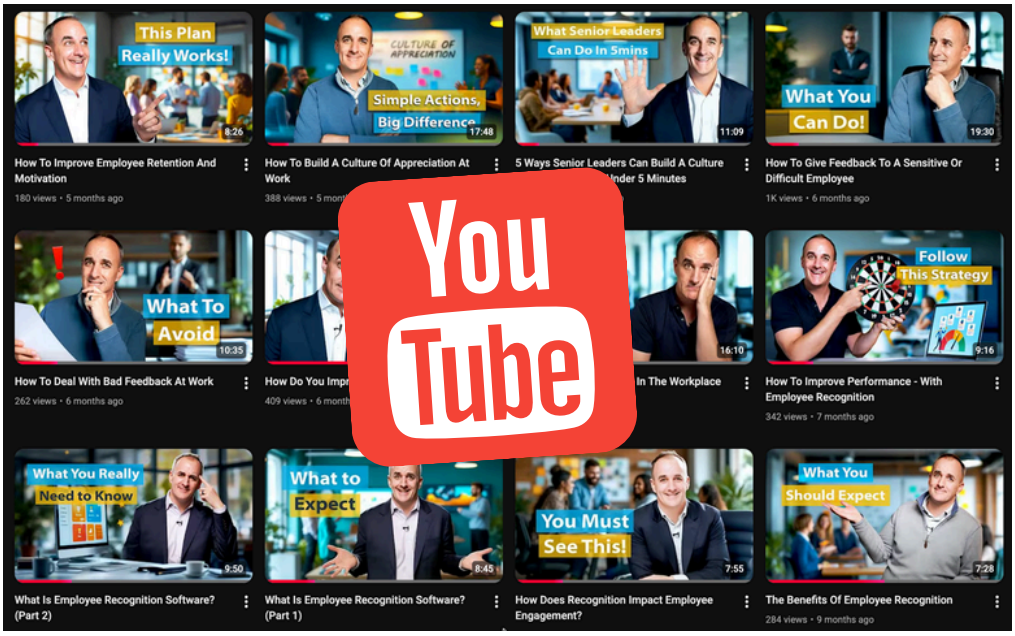
Below 50: Start it Up!

This score suggests there's work ahead. You may want additional support—and we're here to help. Doing nothing is likely what got you here. If you want to shift things, you need to start somewhere. Try this:

- Schedule a one-on-one check-in with each team member.
- Acknowledge: "I haven't done enough to build our culture—and I want to change that."
- Ask: "What's working well?"
- Ask: "What's one thing I could do to improve our team culture?"

Start small. In your next team meeting, try asking a trivia question or "question of the day" to begin building emotional safety.

Additional Learning





Build Cultures

where **people feel valued**, **work feels easier**, and **change happens together.**

Check out our action-packed **keynotes** and **learning experiences** that lead to meaningful dialogue and lasting culture change.

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Every Day

It is the little things we do every day that build and maintain the relationships and cultures we love. Here are some ideas!

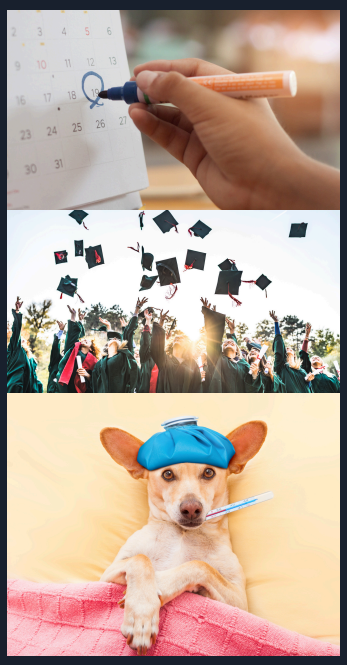
Asking Questions

Although it may seem overly simple, asking great questions allows us to build deep connections, learn and grow, and signal empathy and understanding at the same time.



Follow Up Ideas:

- Trigger Empathy: Start every meeting by asking people what they were doing five minutes prior.
- Learn About Your Coworkers: A few times a week, post a question in your team chat that invites people to share and learn new things about themselves and each other. (See Question Bank) Questions Handout for ideas)
- Ask Before You Answer: A great way to get better at asking questions is to set a goal of always asking 2-3 questions before you start sharing your ideas or things about yourself.



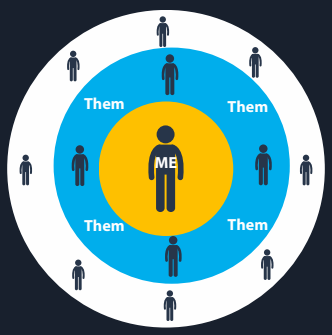
Intentional Remembering

Few things establish trust and signal to people we care more than remembering key details and following up.

Follow Up Ideas

- Make sure you have all of your team members' birthdays and work anniversaries in your calendar. Send them a quick note each year to let them know you remember.
- If someone shares about a major life event (loss, graduation, promotion), put a note in your calendar to follow up and check in with them. If it is a loss - check in a few times every couple of months.
- If someone shares a personal or professional goal in one of your conversations - write it down and put a little reminder to ask them about it in the future.

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Practice Impact Awareness

Show people you are aware and care about how your actions and behaviors impact them.

Before you send an email on Friday at the end of day, or make that request of a coworker, pause and ask yourself the following questions:

- What's on their plate right now?
- How will this request impact them and the people in their circle?

It doesn't mean we don't make the request - but considering the impact before you go shows you are aware and care.

Seek Feedback

Address your blind spots and build connections by asking for input. Ask a few people you work with for feedback about what it is like to work with you. Here are some possible questions to ask:



Questions:

- Do you feel heard when you are talking to me? Why?
- Is there anything I currently do that you would like me to do differently? Is there anything that I don't do that you would like me to start doing?
- What 2-3 things would you like me to work on over the next two months?

(Tip: Send the questions beforehand so they can think about their answers.)



Lift Others Up

Send positive signals by recognizing and celebrating wins with others.

Follow-up Ideas

- Give compliments.
- Run a Small Victories Practice with your coworkers each week. (instructions attached)
- Use Reflective Recognition with your coworkers.
- Try one of the many team activities attached.

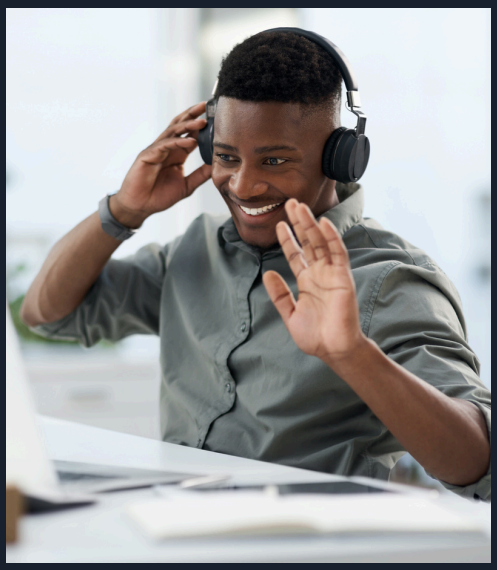
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Leading Better

Meetings

Connection Before Content

Always make time for connection before jumping into the content of your meeting.



Ideas

- Use the ⅙ rule: for each hour of meeting, use 10 minutes for relationship building.
- Start by asking, "What were you doing 5 minutes before this event?"
- Use a "Quick Check Questions."
- Pick a "Welcome Question" which you will find in this packet.



Set & Maintain Norms

Let people know how you want them to participate, what input you would like, and how you would like it.

- Write your questions down in the chat as we go.
- Raise your hand if you have questions.
- Interrupt mid-sentence if you think it is relevant.
- Send questions to me via email after.

Sample Norms

- Meetings start and end on time
- No hogs and no logs—meaning don't dominate the conversation and always participate
- Be present and prepared—don't be working on other things and show up ready to contribute
- And be respectful—listen, respect people's ideas, and challenge constructively

Most Important

Address Bad Behavior!

Name Calling	Gossiping
Dominating	Poking Holes
Eye Rolling	Interrupting
Jokes	Criticizing (Without Context)
Passive Aggressive	Not Paying Attention

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Invite Input/Interaction

If you want people to share, you often need to invite them to do so.

Ideas

- Ask people by name for input: "Maite, I would love to hear your thoughts on this."
- Ask questions and give people time to answer in the chat. Then review the answers.
- Use Quick Check questions to get everyone's input on a subject.
- Ask people to share input after the meeting.

Recognize Contributions

What you recognize gets repeated.

Ideas

- When people do speak up, share, acknowledge it.
- If someone calls another out for breaking a norm, thank them afterward for doing so.
- Finish your meetings with time for gratitude before goodbye. Try using "Shout Outs"



Help Create Better

Meetings

Support Norms

Support the norms of the person running the meeting. If they are not clear ask:

"How would you like us to participate today?"

Encourage Sharing

As a participant, pay attention to who is speaking and who is not. Who is included and who is left out. Actively work to invite in other voices.

"We have not heard from ____"

Call Out Bad Behavior

If people break norms and treat each other poorly, call it out.

"Ouch"
"That was unnecessary!"
"Hey, what are the ground rules?"

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Most Important Don't Act Like a Jerk!

Question Bank

Use these questions to build trust, boost energy, and deepen understanding—whether you're kicking off a meeting, onboarding a new hire, or helping your team reflect and grow. You don't need to use them all—just pick one or two that fit the moment and help people connect as humans, not just coworkers.

Questions to Help Ease People into the Meeting

- What were you doing five minutes before this meeting?
- (Helps team members understand and empathize with what others are dealing with between calls.)
- If you were to pick a genre of movie, color, type of car, food, etc., that best represents how your day or week has been going so far, what would it be and why?
- (Pick one theme each time you use this simple check-in question.)
- On a scale of 1–10, what's your energy level today and why?
- Is there anything you need to acknowledge or express to the team so you can be present in the meeting today?(Family members in the background, sick kids, dogs barking, poor internet, other project deadlines, etc.)

Get-to-Know-You Questions

- Who was your favorite teacher in school and why?
- What was your favorite book as a child and why?
- What's the strangest job you've ever had?
- What was your favorite toy as a child?
- What's one thing that grosses you out?
- What's the most beautiful place you've ever seen and why?
- What movie have you watched more than five times?
- If you had one last meal on this planet, what would it be and why?
- What's a talent or hobby you have that most people don't know about?
- If you could instantly master any skill, what would it be?
- What's the best concert or live event you've ever been to?
- What's a food you can't stand that everyone else seems to love?
- If you could live in any fictional world, which one would you choose?
- What's the weirdest or most unexpected thing in your bag or on your desk right now?
- What was your first job, and what did you learn from it?
- If you had to listen to one song on repeat for a day, what would it be?
- What's a favorite family tradition or holiday memory?
- If your life were a book, what would the title be?

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Questions for Learning and Reflecting

- What's one thing you learned recently that surprised you?
- What's a new skill you've developed or improved?
- What's something a coworker helped you learn?
- What's one of your proudest moments at work?
- What's one thing you want to learn or develop in the months ahead?
- What's one experience you want to have in the next year?

Questions to Talk About Working Together

- What do you enjoy most about your job?
- Given all your responsibilities at work and home, what's one thing you wish people understood about what it takes to do your job?
- If you could click a button and one task on your to-do list would automatically be completed, what would it be and why?
- How do you explain what you do to others outside of work?
- What's one thing you need from the team to work at your best?

QUESTIONS TO TALK ABOUT SELF-CARE

- What simple things give you the most joy?
- What do you do to relax?
- What are three things you do to take care of yourself?
- What are 2–3 things team members can do/not do to support you when you're stressed?
- What are some of the boundaries you try to maintain in life?

One-on-One Questions

- What is the most important thing for us to talk about today?
- What is one thing you are proud of from the last week?
- Anything else you want to discuss?

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Psychological Safety

Theory to Practice

Christopher Littlefield



1

The Conversations That Matter Most

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Agenda

- Perception vs. Reality
- Why It Is Key To Our Success
- How We Build & Maintain It
- Tips & Tools
- Q & A

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Connection Before Content

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What were you doing 5 minutes before this meeting?

5

What is one thing that made you smile recently?

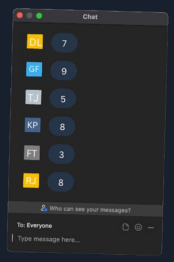
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Pulse-Check Questions

Stop asking, "How is everyone doing?" Instead, try using a Pulse-Check question.

What is your energy level right now?
1 – Completely drained, to 10 – Fully charged!

How are you feeling about your ability to keep up with everything at work and home?
1 – I feel like a sinking ship, to 10 – Full steam ahead!



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Perception vs. Reality

Is it...

- Being overly "sensitive"?
- Sugar coating tough feedback?
- Prioritizing how people feel, over results?

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Google Project Aristotle

180 Top Performing Teams

1 PSYCHOLOGICAL SAFETY



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A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk-taking.

— Amy C. Edmondson
Novartis Professor of Leadership and Management at the Harvard Business School.

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Where Is Your Energy Going?

Working With Each Other
Energy Goes to...
Doing our best work & living lives we love outside of work

Working Around Each Other
Energy Goes to...
Navigating around each other, surviving with little energy for life

Working Against Each Other
Energy Goes to...
Fighting, being angry, getting even, dominating thoughts inside & outside of work

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The Cost

Waste of Energy, Time & Resources

(1,025 managers)

78%	Complaining to others
66%	Doing extra or unnecessary work
53%	Ruminating about the problem
50%	Getting angry

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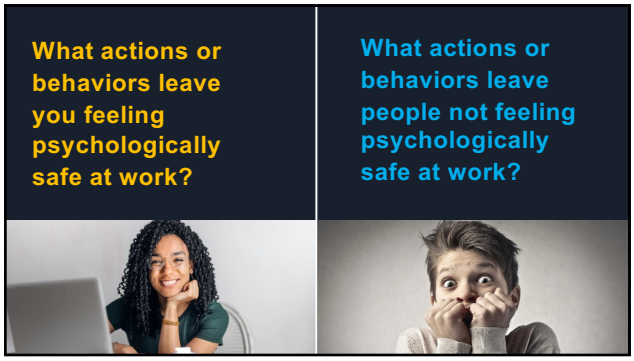
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Trust has
3
Drivers



Frances x. Frei
Professor of Management
Harvard Business School

Authenticity
I experience the real you

Logic
I know you can do it; your reasoning and judgment are sound

Empathy
I believe you care about me and my success

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Result vs. Status

20



Each interaction we have with someone either strengthens or weakens that invisible connection. The more we feel seen and valued, the stronger those bonds become, and the more tension they can withstand when something challenges it.

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Labels

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Every Day

- Ask Questions ("The Second Question")
- Intentional Remembering
- Practice Impact Awareness
- Seek Feedback

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What matters most to you right now at work/home?

24

Every Day

- Ask Questions ("The Second Question")
- Intentional Remembering
- Practice Impact Awareness
- Seek Feedback

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Meetings

- Connection Before Content
- Set & Maintain Norms
- Invite Input/Interaction
- Recognize Contributions

Chat Feedback
Q- Questions
C- Concern
I - Idea

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What were you doing 5 minutes before this meeting?

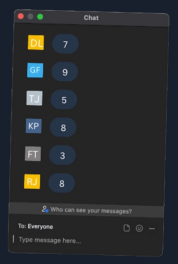
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Pulse-Check Questions

Stop asking, "How is everyone doing?" Instead, try using a Pulse-Check question.

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1 – Completely drained, to 10 – Fully charged!

How are you feeling about your ability to keep up with everything at work and home?
1 – I feel like a sinking ship, to 10 – Full steam ahead!



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29 Meeting Questions

Christopher Littlefield

A good question can open a window into another person's world. It invites team members to share part of themselves others may not see. It helps people get to know and understand the individuals they work with every day. Here are 29 questions to help make your meetings more interactive.

Check-in and Transition into the Meeting
- What were you doing five minutes before this meeting?
- If you were to pick a color, a type of car, a genre of movie, or a type of food that best represents how your day or week has been going so far, what would it be and why?
- On a scale of 1-10, what's your energy level today and why?
- Is there anything you need to acknowledge or express to the team so you can be present in the meeting today? (e.g. family members in the background, sick kids, dogs barking, poor internet connection, the deadline for another project.)

Get to Know You Questions
- Are you the oldest, middle, youngest, or only child?
- Who was your favorite teacher in school and why?
- What was your favorite book as a child and why?
- What's the strangest job you've ever had?
- What was your favorite toy as a child?
- What's one thing that grosses you out?
- What's the most beautiful place you've ever been and why?
- What movie have you watched more than

Questions for Learning and Reflecting
- What's one thing you learned recently that surprised you?
- What's a new skill you've developed or improved?
- What's something a coworker helped you learn?
- What's one of your proudest moments at work?
- What's one thing you want to learn or develop in the months ahead?
- What's one experience you want to have in the next year?

Questions to Talk About Working Together
- What do you enjoy most about your job?
- Given all your responsibilities at work and at home, what's one thing you wish people understood about what it takes to do your job well?
- If you could click a button and one task on your to-do list would automatically be completed, what would it be and why?
- How do you explain what you do to others outside of work?
- What's one thing you need from the team to work at your best?

Questions to Talk About Self-Care
- What simple things give you the most joy?
- What do you do to relax?
- What are three things you do to take care of yourself?
- What are 2-3 things team members can do/not do to support you when you're stressed?

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1/6 Rule

For every hour of meeting time, 1/6 or 10 minutes should be used for relationship building.

1 Hour Meeting = 10 Minutes
2 Hour Meeting = 20 Minutes
3 Hour Meeting = Inhumane!

(Do not schedule 3 hour meetings!)

Every 6 Meetings: Talk About How You're Working Together!

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Meetings

- Connection Before Content
- Set & Maintain Norms
- Invite Input/Interaction
- Recognize Contributions

Chat Feedback
Q- Questions
C- Concern
I - Idea

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Meeting Norms

- We start and end meetings on time.
- We share the space/ invite quieter voices.
- We challenge ideas, not people.
- We assume positive intent and ask questions before reacting.

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Meetings

- Connection Before Content
- Set & Maintain Norms
- Invite Input/Interaction
- Recognize Contributions

Chat Feedback
Q- Questions
C- Concern
I - Idea

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Name Calling
Passive Aggressive
Gossiping
Eye Rolling
Poking Holes
Not Paying Attention
Interrupting
Dominating
Jokes
Criticizing (Without Context)

Address Bad Behavior!

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Help Create Better
Meetings

- **Support Norms**
  "How would you like us to participate today?"
- **Encourage Sharing**
  "We have not heard from ____"
- **Call Out Bad Behavior**
  "Ouch" "That was unnecessary."

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Name Calling
Passive Aggressive
Gossiping
Eye Rolling
Don't Act Like a Jerk!
Poking Holes
Not Paying Attention
Interrupting
Dominating
Jokes
Criticizing (Without Context)

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Mistakes & Failures
Learning Moments

38

Appreciation & Recognition

39

Appreciation Rituals



Small Victories!
What were some of your small victories this week?

Shout Outs
Who on our team or another team helped you out this week?

3W
Weekly Debrief
Win – Small Win
Wall – Challenge You're Facing
Weekend – Plans for the Weekend

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Learning Mission



Appreciation Through Understanding Exchange
Beyond Thank You

One of the most powerful ways to help people feel valued and appreciated is to make sure they feel truly understood—for who they are, what they contribute, and what it takes to do their job each day.
Take a few minutes to reflect on the questions below, then meet with one or two colleagues to share and discuss your answers. These conversations can happen in a team meeting, over coffee, or in a quick one-on-one.

The more we understand each other, the easier it is to build trust, avoid misunderstandings, and create workplaces where everyone can thrive.

- What do you enjoy most about your work?
- What does it take to do your job that nobody sees?
- The people you work best with understand what about you?
- What matters most to you right now - at work and at home?
- What is one thing you want to get better at in the year ahead?
- Anything else you want to share?

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Summary

- Connection Before Content
- Set & Maintain Norms
- Speak Less, Ask More Questions, Invite Interaction, Listen
- Express Appreciation, Learn Together

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Thank
You
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