# Team Cohesion and Psychological Safety for Leaders: Trust, Workload and Wellbeing Training Course

2 – 6 May 2027
Doha

# Team Cohesion and Psychological Safety for Leaders: Trust, Workload and Wellbeing Training Course

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## Programme Summary

Team cohesion and psychological safety for leaders is the subject of this one-week training course for senior managers, ending in a team health charter and a workload balance plan for one team. Teams under pressure often stop sharing problems, split into camps or quietly burn out, and leaders learn of it late. The programme links trust, speaking-up habits, workload and support to cooperation, applying each tool to a team the participant leads. Mars Training Centre UK delivers this programme on team cohesion and psychological safety for leaders to mixed-organisation cohorts.

## The Business Case

When trust is thin, people hide mistakes, avoid disagreement and carry unshared workloads until they leave or fall ill. Decisions then rest on partial information and cooperation across units suffers. Leaders who build clear roles, fair workload and safe ways to speak up detect problems earlier and keep teams working together under strain.

- Early Problem Reporting: Improves as people raise concerns and errors without fear of blame.
- Staff Retention and Absence: Improve as workload and support are balanced and monitored.
- Cross-Team Cooperation: Improves as shared goals and trust replace silos and blame.

## Principles and Evidence Base

- Psychological safety: The shared belief that people can speak up without punishment structures the leader behaviours practised in Sessions 2 and 3.
- ISO 45003: The guidance on managing psychosocial risk, including work organisation and social factors, frames the workload review in Session 4.
- Healthy conflict: Disagreement about ideas, kept separate from personal attack, guides the meeting practices in Session 3.

## Intended Participants

- Senior managers who lead teams across functions or sites.
- Heads of function who carry responsibility for team morale and retention.
- Programme and project directors who build temporary teams quickly.
- Leaders who inherit teams after restructuring or change.

Typical functions include healthcare, engineering, public services, banking and professional services.

## Learning Outcomes

1. Participants will be able to diagnose cohesion gaps and safety signals in their own team.
2. Participants will be able to evaluate the effect of leader behaviour on speaking up.
3. Participants will be able to construct meeting and feedback routines that invite challenge.
4. Participants will be able to assess workload, role clarity and support across a team.
5. Participants will be able to prioritise actions that rebuild trust after conflict.
6. Participants will be able to justify a team health charter to colleagues and sponsors.

## Programme Structure

## Day 1: Team Cohesion and Psychological Safety for Leaders

What makes a team hold together, and what does safety look like in daily work?

- Team Cohesion Diagnostic
- Safety Signal Observation Sheet
- Trust Building Blocks Model
- Silence and Voice Pattern Review
- Leader Behaviour Self-Assessment

## Day 2: Leader Behaviours that Build Trust

Which leader actions make it safe to speak up?

- Inviting Challenge Script
- Responding to Bad News Protocol
- Admitting Mistakes Practice
- Credit and Recognition Plan
- Fair Treatment Check

## Day 3: Collaboration, Meetings and Healthy Conflict

How do teams disagree well and still cooperate?

- Meeting Ground Rules Template
- Idea Versus Person Separation Exercise
- Decision Roles Chart
- Cross-Team Working Agreement
- Conflict Repair Conversation Guide

## Day 4: Workload, Support and Team Wellbeing

How are workload, roles and support kept sustainable?

- Psychosocial Risk Factor Checklist
- Workload Balance Map
- Role Clarity Matrix
- Support and Recovery Inventory
- Early Strain Indicator Log

## Day 5: Applying the Tools to One Team

Do the diagnostic, behaviour, collaboration and workload tools support one team plan?

- Applying the Session 1 Team Cohesion Diagnostic
- Using the Session 2 Inviting Challenge Script
- Testing the Session 3 Working Agreement
- Checking the Session 4 Workload Balance Map
- Completing the Team Health Charter and Workload Balance Plan

## Methodology

The programme uses a structured exercise method built on anonymised team scenarios from several sectors, observation sheets and leader reflections. Participants rehearse conversations in small groups, give each other written feedback on tone and openness, and receive facilitator comments on each exercise set before applying the tools to a team of their own.

- Suggested activity: Rehearsing a response to a team member who reports an error.
- Suggested activity: Redesigning a weekly meeting so quieter voices are heard.
- Suggested activity: Mapping one team's workload against roles and support.

## Capstone Output

Each participant completes a team health charter and workload balance plan for one team. It holds a cohesion diagnostic summary, agreed meeting and feedback routines, a role clarity matrix, a workload balance map and a short list of early strain indicators. The documents are used at work to open a team conversation, brief a sponsor and track progress.

## Frequently Asked Questions

### Is team cohesion and psychological safety for leaders suitable for managers new to the topic?

Yes. Team cohesion and psychological safety for leaders assumes responsibility for a team and some experience of team difficulties, and builds observation and conversation skills step by step.

## Which standards and models does team cohesion and psychological safety for leaders rest on?

Team cohesion and psychological safety for leaders rests on the psychological safety concept, healthy conflict principles and ISO 45003 guidance on psychosocial risk at work.

## How is the charter from team cohesion and psychological safety for leaders used at work?

You use the team health charter and workload balance plan to open a team conversation, brief a sponsor and track early signs of strain.

## How does team cohesion and psychological safety for leaders differ from general team building training?

Team cohesion and psychological safety for leaders centres on trust, speaking up and sustainable workload through leader behaviour, while general team building training centres on shared activities and social events.