



SURVEY RESULTS · H2 2026

Psychological Safety & Team Climate

Teams feel safer to speak up overall, but Sales & Marketing has moved the other way.



ORGANISATION

**Meridian Tech
Services**

IT & IT-enabled services, Bengaluru,
India

RESPONSES

556 / 720

77% response rate

COMPARED WITH

H1 2026

522 responses, 73%

Fictional organisation. Responses are simulated for illustration; every score, range, test and driver in this report was computed by the AXIS360 Pulse scoring engine.

EXECUTIVE SUMMARY

What the results say

Teams feel safer to speak up overall, but Sales & Marketing has moved the other way.

77%

Response rate (556 of 720), was
73%

3.83

Strongest theme: Manager
Safety Climate

2▲ 0▼

Themes that genuinely improved
/ worsened since H1 2026

Key findings

- 1** Team psychological safety rose from 3.33 to 3.61, a statistically significant improvement ($p < 0.001$).
- 2** Manager safety climate also improved significantly, to 3.83. Managers are responding more constructively when problems are raised.
- 3** Sales & Marketing is the exception: psychological safety there is 2.86 and falling (-0.20), the lowest of any team.
- 4** Leadership Office had fewer than five respondents, so its results are hidden to protect anonymity. Its answers still count in the organisation-wide score.

About this module

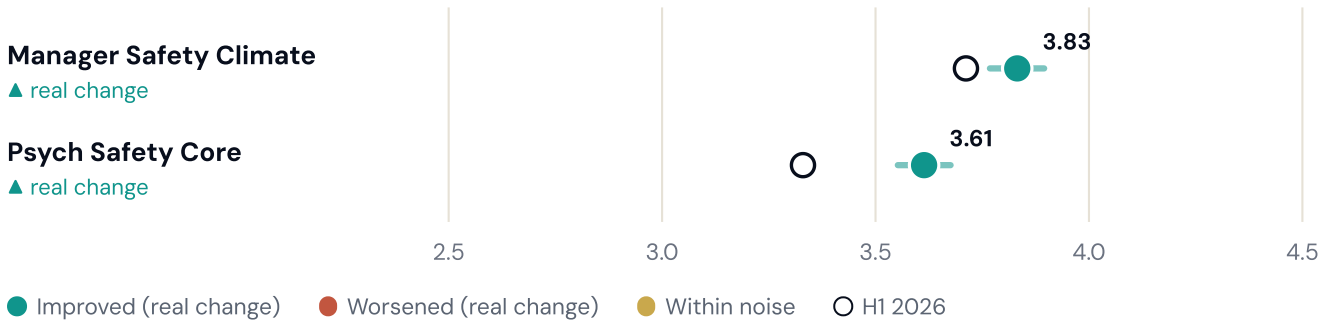
Measures whether people feel safe to speak up, take risks, and admit mistakes without fear of punishment — the team-level condition Amy Edmondson's research identifies as a precursor to learning and performance.

Scale: 1 (strongly disagree) to 5 (strongly agree). Each person's answers are averaged per theme first, so everyone counts once.

SCORES BY THEME

Where the organisation stands

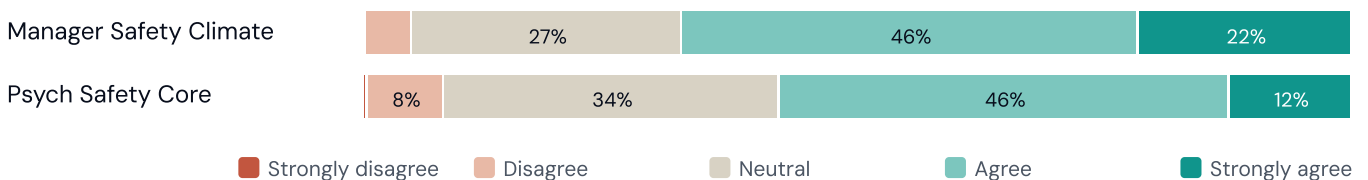
Filled dot: H2 2026 score with its 95% confidence range. Hollow dot: H1 2026. Only changes larger than chance would explain ($p < 0.05$) are marked as real change.



THEME	SCORE	95% RANGE	H1 2026	CHANGE	VERDICT
Manager Safety Climate	3.83	3.77 – 3.90	3.71	+0.12	▲ real change
Psych Safety Core	3.61	3.55 – 3.68	3.33	+0.28	▲ real change

How answers are spread

Each person's average for a theme, rounded to the nearest point on the scale. Averages can hide a split team; this shows it.



Strongest and weakest statements

Strongest

- **3.88** My manager responds constructively when I point out a problem.
- **3.82** My manager makes space for disagreement in team discussions.
- **3.79** I hesitate to admit a mistake to my manager. †

Weakest

- **3.59** If someone on this team makes a mistake, it is often held against them. †
- **3.59** My unique skills and perspective are valued and used on this team.
- **3.61** On this team, people feel safe raising problems and tough issues.

† Negatively worded statement, scored in reverse so a higher number is always better. A high score on "I hesitate to admit a mistake" means most people do *not* hesitate.

BY TEAM · WHERE TO FOCUS

How each team experiences it

Scores for each team in H2 2026. Darker teal is stronger, terracotta is weaker.

		Manager Safety Climate	Psych Safety Core
Whole organisation	n=556	3.83	3.61
Engineering	n=205	3.90	3.82
Delivery & Projects	n=154	3.87	3.58
Customer Success	n=108	3.88	3.63
Sales & Marketing	n=57	3.29	2.86
HR & Finance	n=28	4.04	3.70
Leadership Office	n=4	hidden	hidden

Why is a team hidden? Any group with fewer than 5 respondents is never shown, so no one can work out who said what. Leadership Office had 4 respondents. Their answers are still included in the whole-organisation score.

Priority areas

Pulse ranks team-and-theme results with falling scores first, then the lowest, so emerging problems surface before they become the lowest scores. Each comes with a suggested starting point.

Sales & Marketing · Psych Safety Core: 2.86 declining -0.20

Start team meetings with a short 'what's not working' round, and have the most senior person speak last.

Sales & Marketing · Manager Safety Climate: 3.29 declining -0.27

Coach managers to thank people for raising problems before discussing solutions, and to admit their own mistakes openly.

HR & Finance · Psych Safety Core: 3.70 flat +0.03

Same starting point as above, tailored to this team.

ABOUT THIS REPORT

How to read these results

Anonymity

Each person answered through a single-use link that carries no name or email. Results are only ever shown for groups of five or more; smaller groups are hidden everywhere, including in exports. Individual answers are never shown to anyone.

Scores and confidence ranges

Each theme is scored from 1 (strongly disagree) to 5 (strongly agree). Each person's answers are averaged per theme first, so everyone counts once regardless of how many statements a theme has. The 95% range shows how much a score could plausibly move with a different set of respondents: smaller groups have wider ranges.

Real change versus noise

Changes since H1 2026 are tested statistically (a two-sided z-test). Only changes with $p < 0.05$ are marked as real change; anything else is within the movement you would expect by chance and should not drive decisions on its own.

The science behind the module

All statements are original wording grounded in published, citable research. No licensed or proprietary item banks are used.

This is a sample report. Meridian Tech Services is a fictional organisation and the responses are simulated. Every number in this report was produced by the AXIS360 Pulse scoring engine, exactly as it would be for a real client.

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