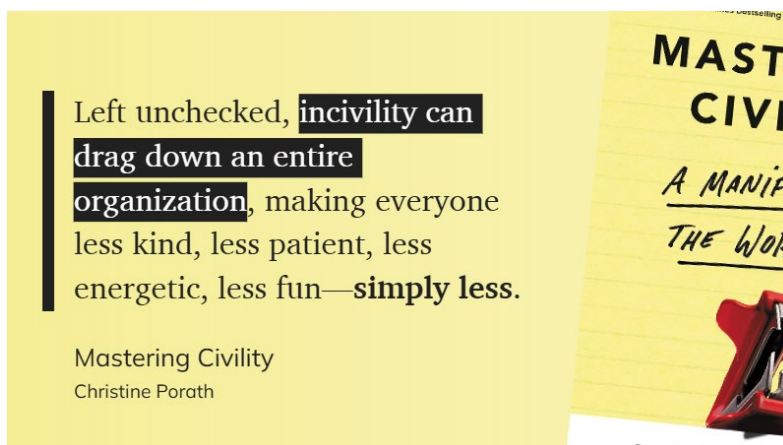
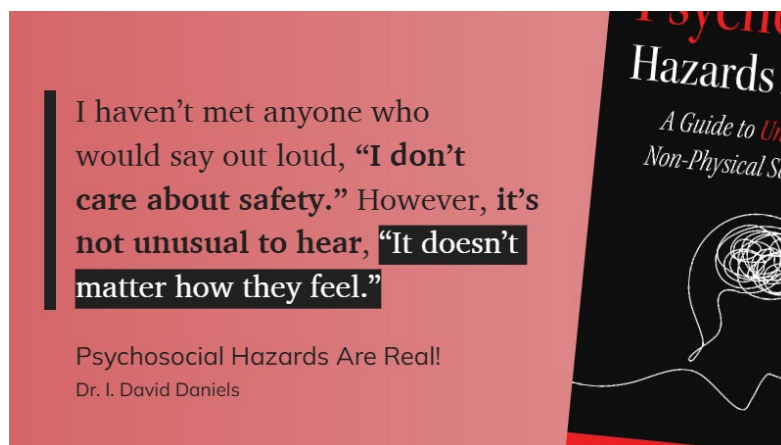


More Than Safety Posters: Governing Psychosocial Risks in the Workplace

Thanks for your interest in this important topic. Below are links to resources related to the BoardPro webinar on 13 November 2025.

Recommended Reading

- [Psychosocial Hazards are Real!](#) – I. David Daniels
- [The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth](#) – Amy Edmondson
- [Mastering Civility: A Manifesto for the Workplace](#) – Christine Porath
- [Leadership is Language: The Hidden Power of What You Say and What You Don't](#) – L. David Marquet
- [Cynefin – Weaving Sense-Making into the Fabric of our World](#) – David Snowden



Recommended Listening

- [Psych Health and Safety Podcast USA](#) with host Dr I. David Daniels
USA focused so not everything is relevant for other contexts, but several episodes discuss issues that transcend geographic boundaries and are worth a listen.

STANDARDS GUIDANCE

International

- ISO 45003:2021 – [*Occupational health and safety management – Psychological health and safety at work – Guidelines for managing psychosocial risks*](#)

New Zealand

- WorkSafe NZ – [*Managing psychosocial risks at work*](#)
- Standards New Zealand - [*AS/NZS ISO 45003:2021 Occupational health and safety management – Psychological health and safety at work – Guidelines for managing psychosocial risks*](#)

Australia

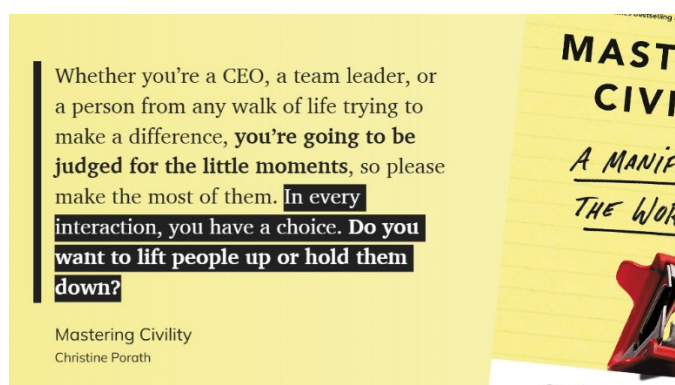
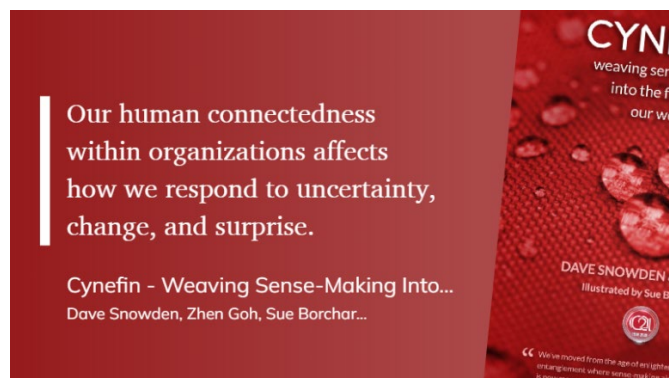
- Safe Work Australia – [*Managing psychosocial hazards at work: Code of Practice*](#)
- Standards Australia – [*AS/NZS ISO 45003:2021 Occupational health and safety management – Psychological health and safety at work – Guidelines for managing psychosocial risks*](#)

UK

- Health and Safety Executive (HSE) – [*Management Standards for work-related stress*](#)

Canada

- CSA Group & Bureau de normalisation du Québec – [*Psychological health and safety in the workplace – Prevention, promotion, and guidance to staged implementation*](#)



PLACES TO START

Understand and Learn

- ☐ Has everyone on your board read the [WorkSafe 2025 guidelines](#) (or your country's equivalent) for managing psychosocial risks at work, so you understand what you're asking management to do (and what you need to monitor)?
- ☐ Do you all have the same working definition of **psychosocial hazard**, **psychosocial risk**, and **psychological safety**?
- ☐ Do you share any research / insights / articles / webinars 🧐 / other resources with each other on this subject, to make sure your knowledge stays current?

Model and Lead

- ☐ Reflect on your own board culture and leadership behaviours – are you amplifying, reducing, or ignoring any risks? What can you do to ensure you have a psychologically healthy board culture and an emotionally skilled team?
- ☐ How reasonable are your KPIs for leadership? Do they incentivise helpful or unhelpful leadership styles and behaviours?

Monitor and Listen

- ☐ Have you added psychosocial risks to your risk register? (If you're not sure where to start, refer to WorkSafe's guidelines for examples of where these hazards occur in the areas of **work design**, **work environment**, and **social factors**.)
- ☐ Does your risk register recognise appropriate levels of ownership for these risks, including your role as the board?
- ☐ Have you ever measured psychological safety with a [Fearless Scan](#) (lead indicator), either in your board team, across the whole organisation, or with specific organisational areas?
- ☐ Does your data include a good mix of lead, lag, and quality indicators? If not, which one do you need to work on improving first?
- ☐ Do your board discussions on the psychological health of the organisation include questions like *"What are we not seeing?"* or *"How can we look at this differently?"*
- ☐ Are you overly reliant on filtered information? How can you get a fuller picture?

Resource and Commit

- ☐ Is this area as well-resourced as the oversight of physical health and safety?
- ☐ Do you need to commit additional resource to enable your leaders to effectively manage psychosocial risks in your organisation?

