

The report

A sample, with fabricated data

Meridian Crew doesn't exist — the six responses below were written to show what a real team receives: distributions rather than averages, disagreement treated as the finding, and suggested experiments matched to what this particular team reported. Your team's report is built by the identical pipeline. Team surveys are free during the current preview. [More about what a report contains](#), or [set one up for your team](#).

Grouped by theme, lowest first. Read the spread before the numbers: where answers disagree, that gap is the finding — and a team can only be as safe as its least safe member. No score here is “bad”; this is a baseline to improve from.

1 response answered identically on every item — judge for yourself whether to weigh them.

One square is one person, disagree on the left through to agree on the right. ■ Teal marks the easeful end of each statement, ■ amber the end worth attention, not judgement. The ends swap on reverse-scored items, which say so beneath.

Voice and power

2.4 / 5

Lowest theme — the best place to start a conversation. Widest spread within this theme: 1.10 · the theme score is a summary; read the spreads below before trusting it.

What I feel able to say in this team depends on who else is present.



6 answered · lowest 3 · spread 0.75

Agreement here suggests a *steeper* gradient — flipped when scoring the theme.

In this team, people can disagree with the most senior person as easily as with anyone else.



I can usually predict how this team will respond when someone raises a difficult issue.



When I speak up here, it tends to be worth it.

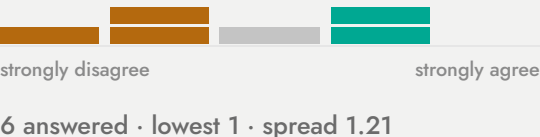


Learning from failure

2.7 / 5

Widest spread within this theme: 1.21 · the theme score is a summary; read the spreads below before trusting it.

If I make a mistake, the team will not hold it against me.



Speaking up

2.8 / 5

Widest spread within this theme: 0.82 · 2 couldn't-say answers · the theme score is a summary; read the spreads below before trusting it.

On this team I can raise problems and challenge ideas.



When people hold back: it would cost them x3 · depends who is present x3 · the “who”: expertise x3, formal authority x3

Members of this team feel able to raise concerns they have about our work.



Innovation

3.0 / 5

Widest spread within this theme: 0.89 · the theme score is a summary; read the spreads below before trusting it.

On this team I feel safe offering new ideas, even if they aren't fully formed plans yet.

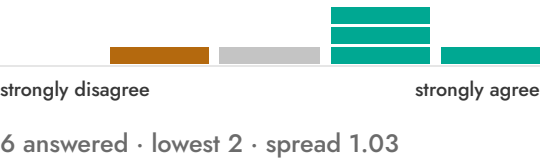


Transparency

3.7 / 5

Widest spread within this theme: 1.03 · the theme score is a summary; read the spreads below before trusting it.

On this team I understand what is expected of me.



Team cohesion

3.8 / 5

Widest spread within this theme: 0.84 · 1 couldn't-say answer · the theme score is a summary; read the spreads below before trusting it.

It is easy to ask other team members for help.



Nobody on this team would deliberately act in a way that undermines my efforts.

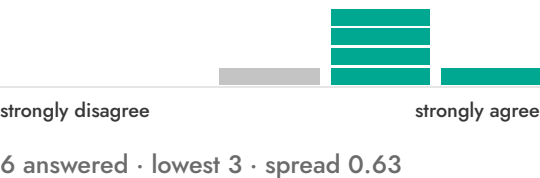


Inclusion and diversity

4.0 / 5

Widest spread within this theme: 0.63 · the theme score is a summary; read the spreads below before trusting it.

I feel able to be myself at work.



A qualitative picture EXPERIMENTAL

This reads as a team where belonging comes more easily than speaking across the power gradient. Reactions here are easy to foresee, and that is the problem — what is foreseen costs. Predictable danger: the silence is informed. When people hold back, it's most often because they expect it to cost them. And when speaking up works here — it does — it's mostly because it tends to go well: worth protecting on purpose. In habitat terms: gradient-shadowed — life thins where the gradient steepens.

Written by rules from the numbers above — no AI, and nobody's comments — so it can be wrong in honest ways.

How predictable is this space?

On “I can usually predict how this team will respond” the team averages **3.33/5**. On “when people here speak up, it tends to be worth it”: **2.5/5**. Read the two together: if predictability is low, the price of speaking may actually be fine — people just can't see it. Clarity fixes that faster than courage does.

What's working, and worth protecting

4 answers named what makes speaking up possible here. This is the half of the picture most surveys never ask about — and it can slowly erode unless we're deliberate in our practice.

- they can predict how it lands ×2
- it tends to go well ×2
- something changes as a result ×2

How to keep it

- Name the rituals producing that predictability and guard them when pressure rises — predictability is usually the first thing deadlines eat. Induct newcomers into them explicitly rather than letting them absorb it by luck.
- Keep thanking the messenger — and watch the first time it goes badly, because one contrary story can reprice speaking up for everyone. Keep telling the stories of the times it went well.

Things to try

Six actions, chosen to fit what your team reported and ordered so the cheapest come first. Treat each as an experiment to learn from, and tell the team you're doing them *because of the survey*: transparency about that is itself trust-building.

Voice and power (2.4)

- Introduce yourself and others by given names, avoiding job titles or levels — every title spoken aloud re-announces the gradient.
- Leaders speak last — the HiPPO counter-move: pose the question, hold your own view until others have spoken, narrate your reasoning when you do give it, and have meetings chaired by someone who isn't the boss.
- Shift the default from permission to intention — “I intend to...” rather than “may I?”. It moves the burden: silence becomes assent instead of a blockage, and people closest to the work act without first spending credibility on the asking.

Learning from failure (2.7)

- Strive to be blameless, or at least blame-aware — blame flows downhill unless you consciously stop it.
- Share your own learning goals and anything you're working on improving — being visibly unfinished makes it safe for others to be.

Speaking up (2.8)

- Ask for dissenting opinions, explicitly and by invitation — dissent that's requested costs far less than dissent that interrupts.

What people said about holding back

Most often: *people can predict it — and expect it to cost them* (x3)

- Look hard at what happened to the last person who raised something difficult; that story is setting the price of voice for everyone.
- Thank the messenger before touching the message, every time — the Andon Cord habit — and deal quickly with any blame-and-shame behaviour.

More where these came from: the Top Ten ways to build psychological safety is the high-level guide, and the big list of behaviours — 190 and growing, themed like this report — is the deep end.

In their own words

Times people held back

In the last planning session I disagreed with the estimate but the call had already gone up the chain, so I let it go.

I had doubts about the vendor choice but the person who proposed it was in the room.

Most weeks honestly. It's easier to fix things quietly than to raise them.

Times speaking went badly

I flagged a risk in a review once and it became my job to fix it on top of everything else.

Pushed back on a deadline early on. It was made pretty clear that wasn't how things were done.

Anything else

This team is genuinely kind day to day. The hard part is only when something difficult needs saying upward.

If you survey again later

Scores on the who-is-in-the-room questions can *worsen as awareness improves* — people seeing the gradient for the first time, not the team getting worse. Read change between surveys with that in mind.

What happens next

Take two or three findings into a team conversation, try the experiments, watch what they do — and in a few months, measure again. Surveys of the same team join up automatically, so the next one simply arrives as the next wave.