Successful leaders must <u>encourage team members to 'voice':</u> to *freely speak up* and *share suggestions* that improve decision-making, fix problems, or challenge the status quo with controversial Information.

This can improve team performance!

But how are role models important here?

The main purpose of this FAR-study is **to examine how** leader behaviors can **enable** team members to have a strong team voice climate.

In particular, the study looks at **the effects** of having **two audit team leaders** <u>exhibiting voicing role models</u> (*or not*) on **audit team psychological safety** (and voicing climate & performance)

The study uses data from **127 audit engagement teams**, with **754 auditors**.

Findings:
When **managers**
engage in voice role
modeling behavior,
there is a **positive (and
dominant) effect** on an
audit team's
psychological
safety (and ultimately
on team voice climate
and team performance).

However, when the <u>manager also engages</u> in **negative counterproductive behaviors** (e.g. taking *short cuts*), the **positive effects** of the voice modeling behaviors **<u>are lost!</u>**

This shows the
**importance of avoiding
"mixed messages"**
from the manager,
as this leads
audit team members to
question whether it is
safe to speak up.

More findings
If at least **one leader**
(partner or manager) is
enacting **high levels of
voice role modeling
behavior**,
the team has high
psychological safety
and team voice climate.

These **positive effects are enhanced** when managers (partners) are <u>more involved</u> with the engagement team.

Important take-away: managers and partners <u>need to be trained</u> in how **to effectively demonstrate** that they have a **genuine commitment to psychological safety** and <u>a strong climate for team voice</u>.