



**Kerry Lawlor**

**Psychotherapist &  
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**Also me...**



# THE WORKPLACE COLLECTIVE

PSYCHOLOGY BASED TRAINING

## Lessons from a Listener

# Law Care: Life in the Law (2021)

69% of lawyers  
reported mental ill  
health



# **The Law Society Best Practice Guidance for Wellbeing (2019)**

## **SRA Workplace Culture Review (2023)**

“Poor culture affects wellbeing, ethics, competence and client service.”

# Harriet Harman KC Review (2025)

The Harman Review (2025) highlights that persistent bullying and a culture of impunity **damage mental health, stunt careers and undermine justice itself.**

It recommends **decisive cultural change**, clear standards, and strong support systems.



# What is Psychological Safety?

“a shared belief that the team is a safe space for interpersonal risk-taking.”

Dr Amy Edmondson





**Why  
does it  
matter?**





# Lessons from Other High-Performance Teams

*“Psychological safety is the engine of performance, not the fuel.”*

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**Aviation** → co-pilots given voice

**Sport** → team trust = performance

**Medicine** → Civility Saves Lives



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**The greatest rugby team on  
Earth operates a no-asshole rule.**

Because when it is all about them, it's not about the patient.

**Impunity & Active Bystanding**

# Practical Steps

1. Assess the current state
2. Make an explicit commitment to cultural and policy change
3. Focus on leadership - create accountability



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# Practical Steps

4. Create safe, clear opportunities for team reflection and transparency
5. Build team efficacy – train!
6. Strengthen relationship quality – make it the collective responsibility







**How do we improve the culture?**



**Kerry Lawlor**

Director, Psychotherapist,  
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