

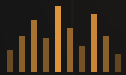
CLASSIFICATION

Operator
field guide

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THE FIRST OPERATOR
SYSTEMS ARCHITECT, THE HR OPERATOR™

THE HR OPERATOR™

SIGNAL STATUS



Line open

FREE OPERATOR SAMPLE • FIELD GUIDE 007 •
PSYCHOLOGICAL SAFETY

One framework from the field guide, given away.
Diagnose your team's safety level and run the move that
gets you to the next one.

TRANSMISSION ID

PSY
2026 • 007

SERIES

TACTICAL WORKFORCE
INFRASTRUCTURE

PUB CODE

HRO-PSY-2026-007

The Line is Open.

007
Sample

THE GOLDEN NUGGET • FREE EXCERPT

Build the team where **truth travels**.

Most leaders believe their teams are open. Most employees have already calculated that speaking up costs more than staying quiet. Safety is not a feeling you declare. It is built in four sequential levels, and a team can hold one while completely missing the next. Here is the operating model from the full field guide.

01**Inclusion**

People need to know they belong in the room before they risk a single word. Check who gets interrupted, who gets credit, and who is never invited to the conversation where the real decision forms.

02**Learner**

Once belonging holds, people need to feel safe admitting they do not know. Count the questions in your last meeting. Zero is not clarity. It is fear.

03**Contributor**

With learner safety in place, ideas can surface. Track whose ideas shaped the last decision. If all yours, the team has stopped contributing and started performing agreement.

04**Challenger**

The level that protects the organization from itself. Ask: when did someone last tell you no and keep their standing? If you cannot recall, you have no challenge function.

THE DIAGNOSTIC QUESTION TO RUN THIS WEEK

"I want to understand what we are actually getting right and where we are making it hard to speak. Give me one thing this team does not say out loud, and tell me why."

INSIDE THE FULL FIELD GUIDE

What the full **field guide** gives you.

The four levels above are one framework. Field Guide 007 is the complete operating system for building organizations where truth arrives early enough to matter: sixty-plus pages built to run, not read.

- The organizational physics of silence: three laws explaining why information stops moving, why truth slows at every layer going up, and why proximity to power bends the signal
 - The Economics of Silence™: ten cost categories from delayed detection to executive decision quality, and the Culture Debt™ compounding model from one unsafe pattern to a Glassdoor reckoning
 - The Leadership Information Funnel™: five layers of filtering that leave the executive as the worst-informed person in the building, and five interventions to widen it
 - Eight psychological forces that make silence feel like good judgment for intelligent people, including groupthink, authority bias, learned helplessness, and organizational conditioning
 - The Psychological Safety Maturity Model™: five culture stages from fear-based to high reliability, with the one move that advances each stage and the trap that keeps organizations stuck
 - The Psychological Safety Operating System™ on one page: the anchor case, the retaliation threshold, and the connections to Guide 004 (Burnout) and Guide 010 (Organizational Trust) that run the same lever from opposite ends
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The full field guide, and the **29 others**.

Field Guide 007 is one volume of THE HR OPERATOR, the closed 30-volume core that runs the whole people function as one system. Get this guide, or get the series. The Line is Open.