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From Control to Courage

The Workplace Shift That's Quietly Transforming Organizations

By Tina Hallis, Ph.D. | February 14, 2026

For decades, the unwritten rule in business was clear: stay professional, keep emotions in check, and project confidence at all costs. (*Don't let them see you sweat!*)

But the organizations thriving today are rewriting that script.

They're discovering that **trust and vulnerability fuel performance**. Psychological safety sparks innovation. And when *people at all levels* are willing to be **real — not perfect** — teams become stronger, more collaborative, and more adaptable. This shift isn't just a "nice-to-have." It's becoming a true competitive advantage.

When people feel safe to speak honestly, ask for help, challenge ideas respectfully, and admit mistakes early, collaboration improves dramatically. Problems surface sooner. Creativity expands. Engagement rises. And increasingly, talented employees are choosing workplaces where this kind of culture exists.

That's where courage comes in — not just outward courage, but **inward courage.**

Because here's what many organizations miss: **psychological safety on teams starts with psychological safety *inside* each person.** When individuals understand their *own* reactions, fears, and protective patterns, they're less likely to react defensively and more able to stay curious, grounded, and open with others.

The Inner Alignment approach (based on concepts from Internal Family Systems (IFS)) offers a helpful lens for this. It suggests we all have different internal "parts" — the achiever pushing for results, the perfectionist wanting to avoid mistakes, the protector who hesitates to take risks, the inner critic trying to keep us sharp. These parts aren't problems; they're attempts to help.

But when we're unaware of them, they can quietly drive defensiveness, overcontrol, people-pleasing, or avoidance — behaviors that unintentionally limit trust and innovation.

The surprising truth is that we can't **force** these parts to behave or change, but we can **transform** them by relating to our internal experiences with curiosity and acceptance.

When more people in an organization develop Inner Alignment, something powerful happens. Conversations become more honest. Listening improves. Creativity increases. Collaboration becomes easier because people feel safer both internally and externally.

That's when teams really start to thrive.

And yes — **this approach isn't for every organization.**

Some companies are still more comfortable with certainty over curiosity, hierarchy over humanity, and control over connection. That's okay. Every organization evolves at its own pace. But the ones leaning into trust, vulnerability, and inner alignment are increasingly becoming magnets for engaged employees, innovative thinkers, and resilient teams.

If this perspective intrigues you — if you sense your organization might be ready to explore this next evolution — I'd love to support that journey.

You can **reach out** to explore workshops, speaking engagements, or team development opportunities. Or, if you'd like a simple starting point, my **ALIGN Model cheat sheet** offers a practical introduction to building inner alignment for outer impact.



Because the future of strong organizations isn't about perfection. t's about people who have the courage to look inward — and the capacity to work together from that place.

About the Author

Tina Hallis, Ph.D., is a speaker, author, and thought shifter, and the founder of The Positive Edge. After 20+ years as a biotech scientist, she now bridges the science of Positive Psychology and the power of Internal Family Systems (IFS) with the realities of work. She helps people understand what's driving their reactions so they can respond with greater choice and meet the moment with more of their Best Self.

Helping teams build a Positive Edge through resilience, psychological safety & inner alignment.

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Keynotes, workshops, and team development on resilience, psychological safety, and inner alignment.

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Free ALIGN Model cheat sheet

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