To become resilient and shift to our **Smart State** (where we more easily navigate change, experience reduced stress, and perform at our very best), we must have safety, belonging, and mattering. But how do you know who needs what, when?

Very often you don’t even have to ask if a team member needs safety, belonging, or mattering; their behavior says it all. Here’s our **SBM (Safety, Belonging, Mattering) Behavior Decoder** to help you give your team what they need:

**Nurture Safety by:**
- Talking with them about their concerns and forming contingency plans
- Normalizing their experience as something that happens during growth and change
- Assuring them you have their back, and you’re in this together.

**Nurture Belonging by:**
- Telling them how happy you are that they’re on the team
- Asking for their ideas on increasing communication and information sharing
- Involving them in a team project

**Nurture Mattering by:**
- Calling out their key strengths
- Having them lead a key initiative
- Talking about the difference they are making, how valued and appreciated they are

When we give people what they crave, their critter brain calms down and we can guide them into their Smart State.

This is where true rapport, connection, alignment, enrollment, and engagement live. And high performance, collaboration, and sustainability are the results!

**Remember, Safety + Belonging + Mattering = Trust.**

With Safety, Belonging, and Mattering, we get:
- Employee retention of 90+
- Increased individual productivity by 35-50%
- Increased profit per employee by 22% or more

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