

Sample Team

Your IASC360 Results



Congratulations!

Undertaking the IASC – Integral Assessment of Safety and Culture is a great first step to creating leaders, teams and organisations that **thrive**. Our research has shown that leadership and culture are levers for organisational performance, including safety.

What would it mean to you and your organisation if your leaders had the capability to enable staff to feel:

- ✓ 41% more valued
- ✓ 59% more listened to
- ✓ 57% more likely to share their ideas and concerns
- ✓ 58% less avoidant of safety issues
- ✓ 63% more confident that changes would result in improved processes

Leaders who actively engage in transformation activities have proven to create;

- ✓ 17% more staff feeling safe to stop an unsafe job/task?
- ✓ 34% more staff having confidence in their safety processes?
- ✓ 15% more staff feeling empowered?

If your team can increase its Generative culture it can create results like:

- ✓ 79% decrease in TRIFR; (Total Recordable Injury Frequency Rate)
- ✓ 43% decrease in SIFR; (Serious Injury Frequency Rate)
- ✓ 60% reduction in Vehicle Collisions.
- ✓ 10% increase in productivity while maintaining all maintenance schedules and targets
- ✓ 84% more willing to demonstrate 'genuine care' to colleagues.

Exploring what your team have shared with you via the IASC is the beginning of a conversation and process that will help you explore ways to grow and sustain **generative** leaders, teams and your entire organisation – so that everyone can **thrive at work and at home!**

“If you put good people in bad systems you get bad results. You have to water the flowers you want to grow.” - Stephen Covey

Enjoy!

Intention of this Report

This report is designed to help stimulate a discussion about the current culture and capability within the Sample Team. The intention of this report is to create insights into the Sample Team's collective strengths and opportunities for improvement as revealed by responses to over 60 capability, culture and impact (including psychological safety and engagement) questions.

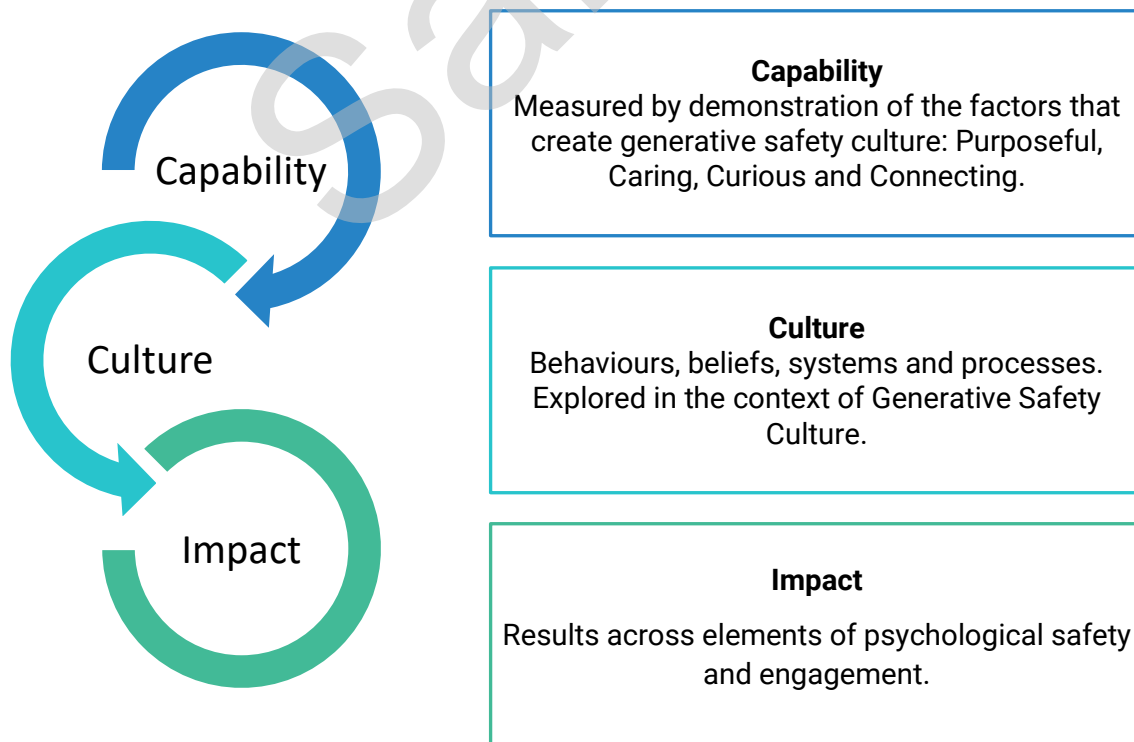
The following report contains the results of the Sample Team IASC 360 survey conducted in 2021.

There are five sections to this report:

1. **Capability Results** – Four Factors
2. **Culture Results** – Generative, Bureaucratic and Detrimental
3. **Impact Results** – Psychological Safety and Engagement
4. **Correlations** to organisational performance matrix (as supplied by the organisation)
5. **Summary and Recommendations**

What We Measured

The three key areas measured were; capability, culture and impact. A high-level view is provided below, and more detailed information can be found in the IASC360 Participant Guide or the ISA360 Self Development Guide. The total data set is comprised of **19 individual survey responses** across the core team and interfacing team.



Capability

Twenty-nine questions focused on the four factors contributing to Generative Safety Culture: Purposeful, Caring, Curious and Connecting, with results shown in a spidergraph. The rating scale utilised was a frequency scale with 1 = Never and 5 = Always.

A summary of the top strengths and areas to improve is provided, followed by a multi view (leader, team, others) of the top areas to improve, and lastly the detailed results for each of the four factors. The Four Factors are:

- **Purposeful** which includes Personal Commitment, Integrity and Engaging Others in Commitment.
- **Curious** which includes Listening to the right people and Seeking to understand.
- **Caring** which includes Demonstrating Care, Efficacy and Wellbeing.
- **Connecting** which includes Systems Approach, Influencing Change, Planning, Building Overlapping Layers and Managing Hazards

It is worth noting that the four factors often do not develop at the same rate, and these practices can be operating to achieve different levels of safety culture depending on the development of that practice. For example, one individual may demonstrate “Purposeful” at a level that may be working towards a Generative Safety Culture, whilst simultaneously be demonstrating “Curious” at a level that promotes a Bureaucratic Safety Culture.

Culture

Three qualitative questions and eight quantitative questions answered on a rating scale of 1 Strongly Disagree to 7 Strongly Agree. Questions cover the shared attitudes and beliefs of the organisation broadly with a special focus on safety. Key positive, negative and opportunities for improvement themes are shared.

The % of staff Strongly Agreeing and Agreeing with the statements are represented graphically before an overall assessment of the organisation’s safety culture typologies (Westrum) is then provided. 100 points are allocated across the three typologies; Generative, Bureaucratic and Detrimental.

This data provides an understanding of both the challenges and opportunities leaders and their teams face. The survey administration and data analysis is undertaken with our assurance of confidentiality and anonymity, allowing the usually unsaid to be said. The information and especially the quotes provided throughout this report should not be distributed outside of the organisation nor used for any other purpose than gaining an understanding of perceptions of the team being assessed.

The comments contained in this report do not represent the “truth” nor do they represent a complete assessment or analysis of the Sample Team. They represent the current thinking of those who participated in the survey and how that thinking may shape their actions.

In a report of this kind, some responses may be perceived as a negative indictment of the work accomplished by the leadership of the group. This is not the intent of this report. Nor is it the intent of this report to judge the organisation, its management, or personnel, or point out what is

right or wrong. The purpose of this report is to highlight peoples' perceptions for discussion and stimulate the development of a plan of action.

Impact

Psychological Safety

A team's psychological safety is defined as "a shared belief that the team is safe for interpersonal risk taking and will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes." (Edmondson, 1999). Seven valid and reliable quantitative questions were asked that indicate the level of psychological safety present. The results are displayed graphically showing levels of agreement from 1 (strongly disagree) to 7 (strongly agree).

Engagement

Employee engagement is the emotional commitment an employee has to their organisation and its goals (Forbes, 2012). Twenty quantitative questions covering the seven areas of employee engagement are reported on, namely:

1. Career development
2. Intention to stay
3. Commitment to organisational goals
4. Organisational commitment
5. Psychological contract
6. Satisfaction.

The questions were answered on a rating scale of 1 (strongly disagree) to 7 (strongly agree) and results are presented graphically with supporting observations.

Capability Results



Your results

This report brings together feedback given by:

Team member	11 responses
Leader	2 responses
Colleague (Other)	4 responses

Summary of top strengths and areas to improve

The goal of 360° Feedback is for you to use the feedback for your personal development, to help you grow and achieve more in your career.

You were given feedback on 33 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

Your top 5 strengths

1. Actively Cares (Ca)
2. Understand Support (Pu)
3. Rely Each Other (Co)
4. Inform Right Ppl (Co)
5. Share Updates (Co)

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.

Your top 5 areas to improve

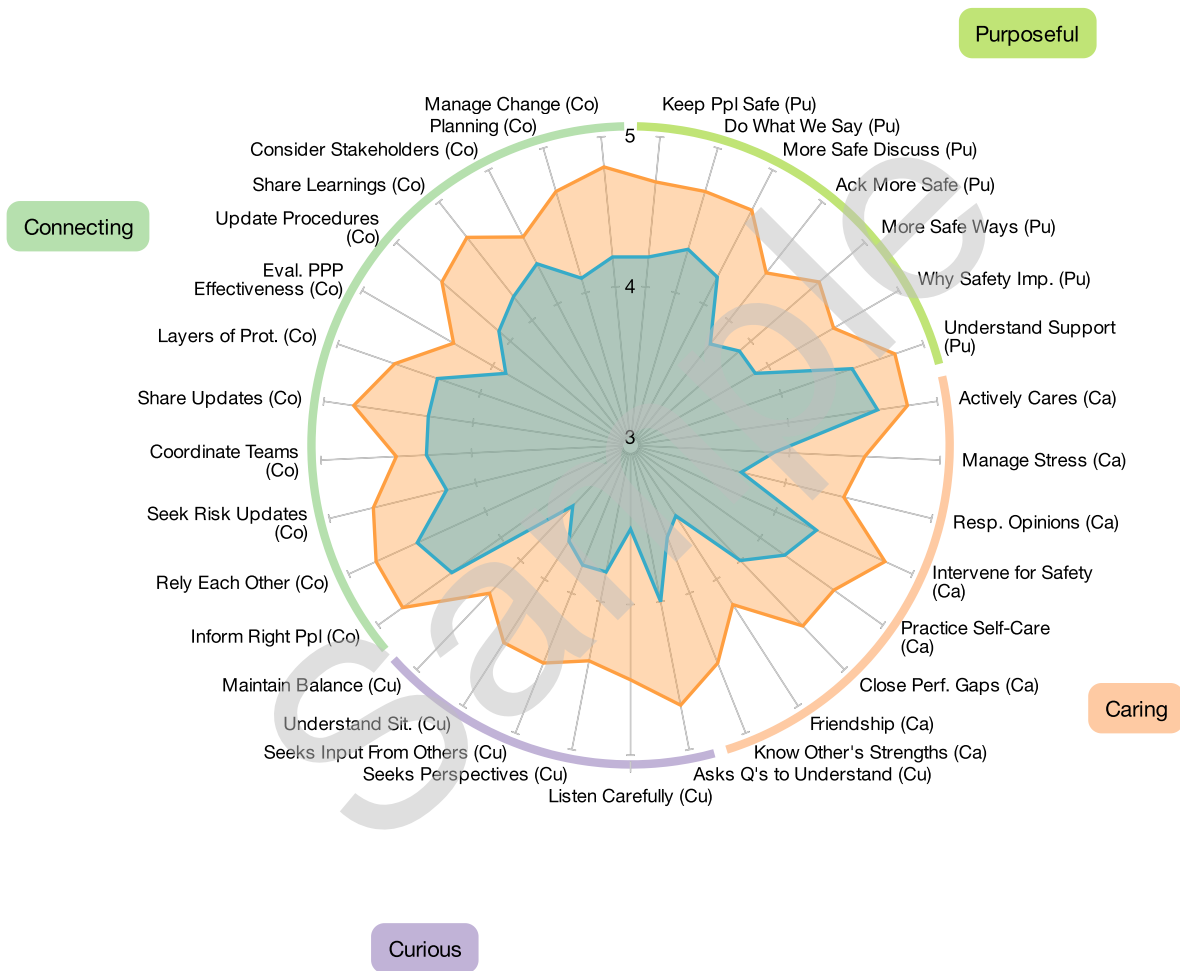
1. Listen Carefully (Cu)
2. Know Other's Strengths (Ca)
3. Maintain Balance (Cu)
4. Understand Sit. (Cu)
5. Asks Q's to Understand (Cu)

Each person also gave you a score for your desired performance. The top 5 areas to improve are those for which the gap between your current performance and your desired performance is largest.

Spidergraph

The spidergraph below shows all of the areas you were assessed against and the average scores given by people assessing you (not including your own score).

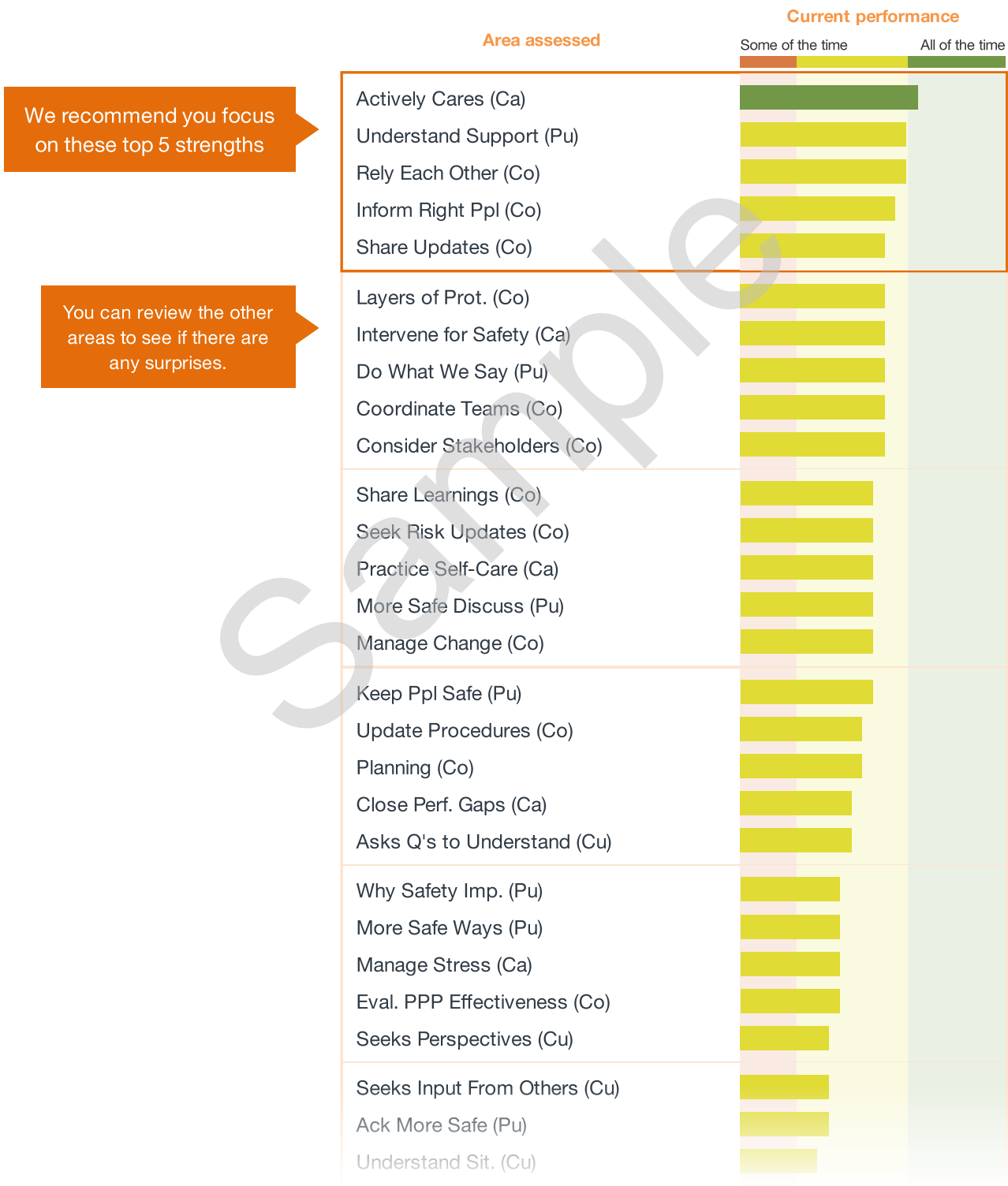
■ Current performance
 ■ Desired performance for 12 months time



Your top strengths

"Playing to your strengths" is a great way to improve your performance. When you know what your strengths are, you can look at ways of making better use of them, and consider developing them further.

Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.



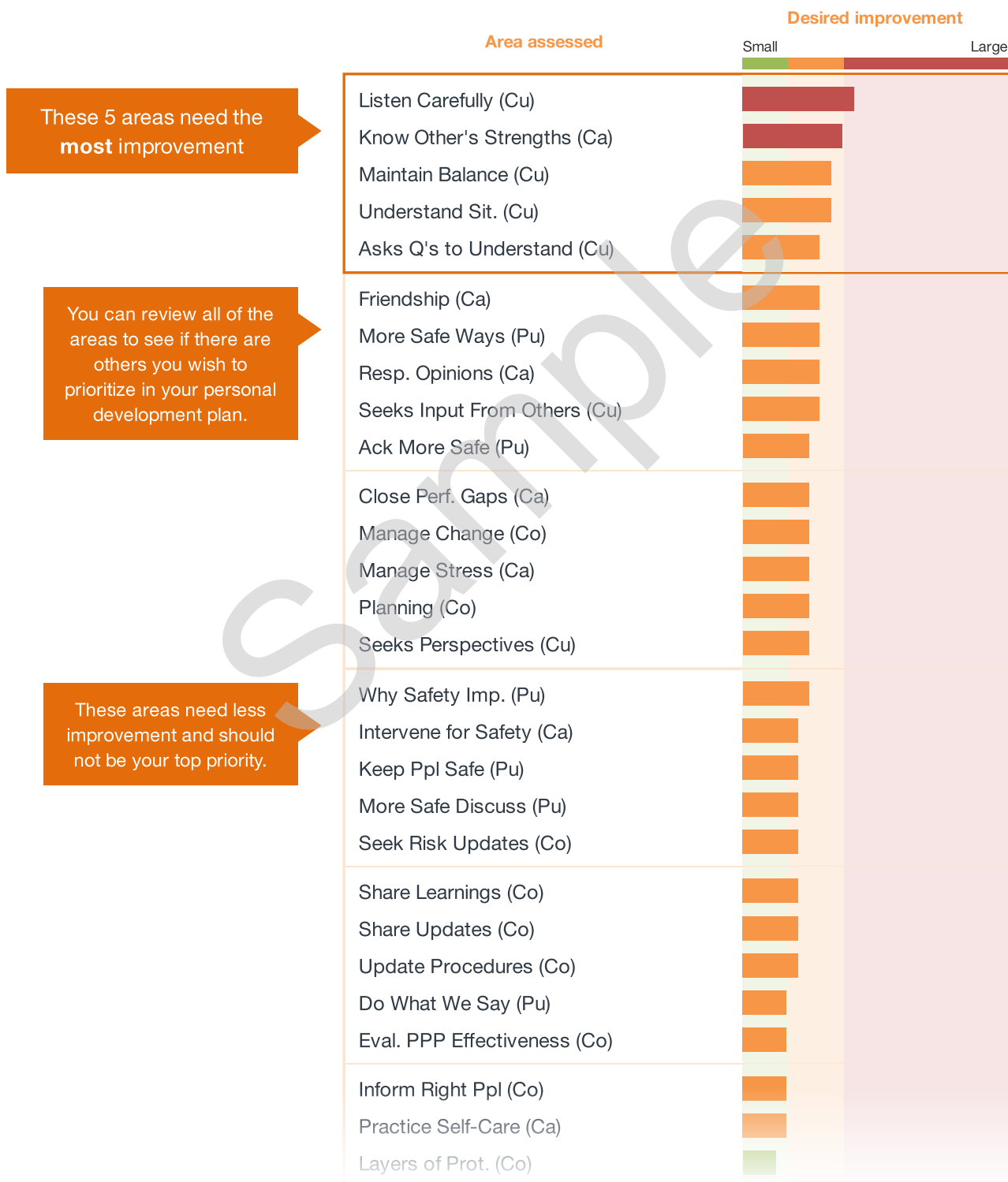
We recommend you focus on these top 5 strengths

You can review the other areas to see if there are any surprises.

Your top areas to improve

Your colleagues were asked to rate both your current and desired performance. The areas that your colleagues think you would benefit most from improving are listed below.

Review if you agree with the areas below, or if there are any surprises to discuss with your manager. You may wish to tackle one or more of these areas in your personal development plan.



How different groups rated your top areas to improve

Different groups of colleagues may have different views on which areas need most improvement. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average amount of desired improvement.
 Note: We do not include your view when calculating this average

You can compare the different views of respondents below.

Area assessed	Desired improvement (average)		Team member	Leader
	Small	Large		
Listen Carefully (Cu)	[Bar: ~75% Large]		Large	Large
Know Other's Strengths (Ca)	[Bar: ~65% Large]		Large	Small
Maintain Balance (Cu)	[Bar: ~45% Large]		Medium	Large
Understand Sit. (Cu)	[Bar: ~45% Large]		Medium	Large
Asks Q's to Understand (Cu)	[Bar: ~35% Large]		Medium	Small
Friendship (Ca)	[Bar: ~35% Large]		Medium	Small
More Safe Ways (Pu)	[Bar: ~35% Large]		Medium	Large
Resp. Opinions (Ca)	[Bar: ~35% Large]		Medium	Large
Seeks Input From Others (Cu)	[Bar: ~35% Large]		Medium	Large
Ack More Safe (Pu)	[Bar: ~35% Large]		Medium	Small
Close Perf. Gaps (Ca)	[Bar: ~35% Large]		Medium	Large
Manage Change (Co)	[Bar: ~35% Large]		Medium	Small
Manage Stress (Ca)	[Bar: ~35% Large]		Medium	Large
Planning (Co)	[Bar: ~35% Large]		Medium	Small
Seeks Perspectives (Cu)	[Bar: ~35% Large]		Medium	Small
Why Safety Imp. (Pu)	[Bar: ~35% Large]		Medium	Small
Intervene for Safety (Ca)	[Bar: ~35% Large]		Medium	Small
Keep Ppl Safe (Pu)	[Bar: ~35% Large]		Medium	Small
More Safe Discuss (Pu)	[Bar: ~35% Large]		Medium	Small
Seek Risk Updates (Co)	[Bar: ~35% Large]		Medium	Small
Share Learnings (Co)	[Bar: ~35% Large]		Medium	Small
Share Updates (Co)	[Bar: ~35% Large]		Medium	Small
Update Procedures (Co)	[Bar: ~35% Large]		Medium	Small
Do What We Say (Pu)	[Bar: ~35% Large]		Medium	Small
Eval. PPP Effectiveness (Co)	[Bar: ~35% Large]		Medium	Small
Inform Right Ppl (Co)	[Bar: ~35% Large]		Medium	Small
Practice Self-Care (Ca)	[Bar: ~35% Large]		Medium	Small
Layers of Prot. (Co)	[Bar: ~15% Large]		Small	Small
Rely Each Other (Co)	[Bar: ~15% Large]		Small	Small
Understand Support (Pu)	[Bar: ~15% Large]		Small	Small

Actively Cares (Ca)
Consider Stakeholders (Co)
Coordinate Teams (Co)



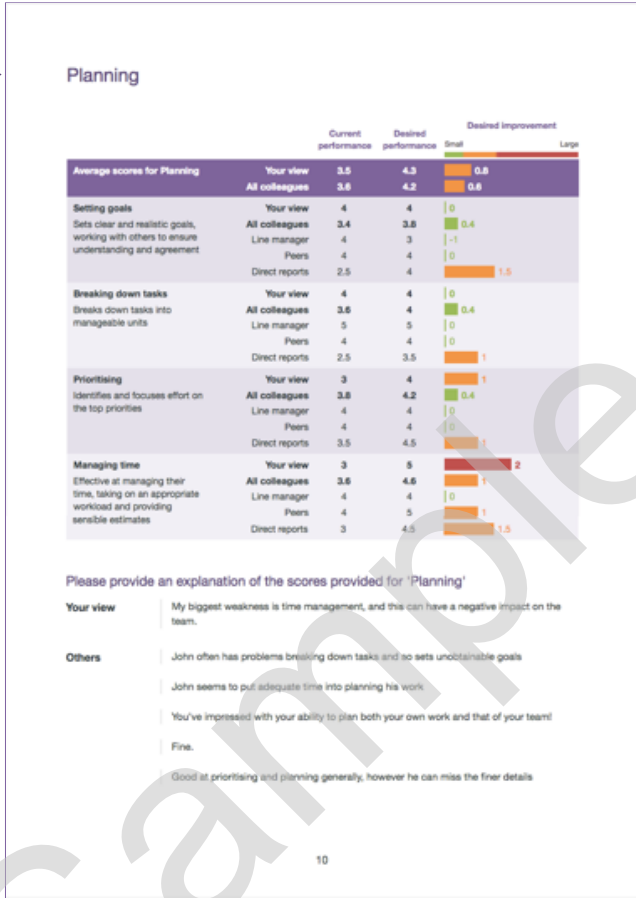
Small	Small
Small	Small
Small	Small

Sample

Appendix: Detailed results

The detailed results give you a complete breakdown of the feedback given about you. To find feedback on specific areas, use the index located at the end of this report.

The feedback is grouped into 4 sections

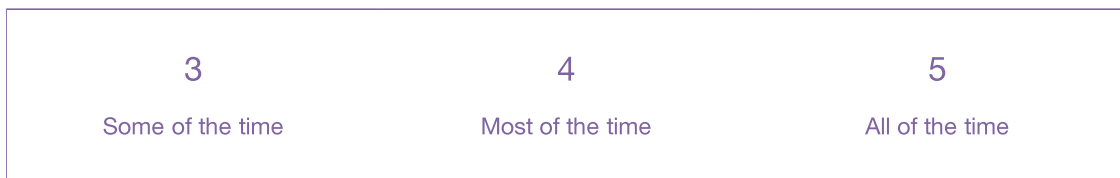


At the top of each section, you'll see the scores provided and the amount of desired improvement

If the section included text-based questions, the answers to those questions are shown below.

What do the scores mean?

For each area, each person gave you a score out of 5 for both your current performance and desired performance. The meaning of each score is shown in the scale below:










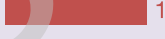






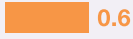





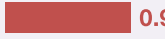
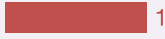



The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.3 is considered small, a gap of 0.4 to 0.8 is considered medium, and a gap larger than 0.9 is considered large.





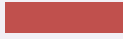








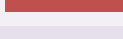





Purposeful

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Purposeful	All colleagues	4.1	4.6	 0.5
Keep Ppl Safe (Pu)	All colleagues	4.2	4.7	 0.5
	Team member	4.1	4.6	 0.5
	Leader	5	5	 0
Do What We Say (Pu)	All colleagues	4.3	4.7	 0.4
	Team member	4.2	4.7	 0.5
	Leader	5	5	 0
More Safe Discuss (Pu)	All colleagues	4.2	4.7	 0.5
	Team member	4.1	4.7	 0.6
	Leader	5	5	 0
Ack More Safe (Pu)	All colleagues	3.8	4.4	 0.6
	Team member	3.6	4.4	 0.8
	Leader	5	5	 0
More Safe Ways (Pu)	All colleagues	3.9	4.6	 0.7
	Team member	3.9	4.5	 0.6
	Leader	4	5	 1
Why Safety Imp. (Pu)	All colleagues	3.9	4.5	 0.6
	Team member	3.8	4.5	 0.7
	Leader	5	5	 0
Understand Support (Pu)	All colleagues	4.5	4.8	 0.3
	Team member	4.5	4.8	 0.3
	Leader	5	5	 0

Caring







		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Caring	All colleagues	4	4.6	 0.6
Actively Cares (Ca)	All colleagues	4.6	4.8	 0.2
	Team member	4.5	4.8	 0.3
	Leader	5	5	 0
Manage Stress (Ca)	All colleagues	3.9	4.5	 0.6
	Team member	3.9	4.5	 0.6
	Leader	4	5	 1
Resp. Opinions (Ca)	All colleagues	3.7	4.4	 0.7
	Team member	3.6	4.4	 0.8
	Leader	4	5	 1
Intervene for Safety (Ca)	All colleagues	4.3	4.8	 0.5
	Team member	4.2	4.8	 0.6
	Leader	5	5	 0
Practice Self-Care (Ca)	All colleagues	4.2	4.6	 0.4
	Team member	4.2	4.6	 0.4
	Leader	4	4	 0
Close Perf. Gaps (Ca)	All colleagues	4	4.6	 0.6
	Team member	4	4.5	 0.5
	Leader	4	5	 1
Friendship (Ca)	All colleagues	3.5	4.2	 0.7
	Team member	3.5	4.2	 0.7
	Leader	4	4	 0
Know Other's Strengths (Ca)	All colleagues	3.6	4.5	 0.9
	Team member	3.5	4.5	 1
	Leader	5	5	 0

Curious

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Curious	All colleagues	3.7	4.5	 0.8
Asks Q's to Understand (Cu)	All colleagues	4	4.7	 0.7
	Team member	3.9	4.6	 0.7
	Leader	5	5	 0
Listen Carefully (Cu)	All colleagues	3.5	4.5	 1
	Team member	3.5	4.5	 1
	Leader	4	5	 1
Seeks Perspectives (Cu)	All colleagues	3.8	4.4	 0.6
	Team member	3.6	4.4	 0.8
	Leader	5	5	 0
Seeks Input From Others (Cu)	All colleagues	3.8	4.5	 0.7
	Team member	3.8	4.4	 0.6
	Leader	4	5	 1
Understand Sit. (Cu)	All colleagues	3.7	4.5	 0.8
	Team member	3.7	4.4	 0.7
	Leader	4	5	 1
Maintain Balance (Cu)	All colleagues	3.5	4.3	 0.8
	Team member	3.5	4.3	 0.8
	Leader	4	5	 1

Connecting

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Connecting	All colleagues	4.2	4.7	 0.5
Inform Right Ppl (Co)	All colleagues	4.4	4.8	 0.4
	Team member	4.4	4.8	 0.4
	Leader	5	5	0
Rely Each Other (Co)	All colleagues	4.5	4.8	 0.3
	Team member	4.5	4.8	 0.3
	Leader	5	5	0
Seek Risk Updates (Co)	All colleagues	4.2	4.7	 0.5
	Team member	4.1	4.6	 0.5
	Leader	5	5	0
Coordinate Teams (Co)	All colleagues	4.3	4.5	 0.2
	Team member	4.2	4.5	 0.3
	Leader	5	5	0
Share Updates (Co)	All colleagues	4.3	4.8	 0.5
	Team member	4.2	4.8	 0.6
	Leader	5	5	0
Layers of Prot. (Co)	All colleagues	4.3	4.6	 0.3
	Team member	4.3	4.5	 0.2
	Leader	5	5	0
risks				
Eval. PPP Effectiveness (Co)	All colleagues	3.9	4.3	 0.4
	Team member	3.8	4.2	 0.4
	Leader	5	5	0
Update Procedures (Co)	All colleagues	4.1	4.6	 0.5
	Team member	4	4.5	 0.5
	Leader	5	5	0
Share Learnings (Co)	All colleagues	4.2	4.7	 0.5
	Team member	4.1	4.6	 0.5
	Leader	5	5	0

Consider Stakeholders (Co)	All colleagues	4.3	4.5	 0.2
	Team member	4.2	4.4	 0.2
	Leader	5	5	0
Planning (Co)	All colleagues	4.1	4.7	 0.6
	Team member	4	4.6	 0.6
	Leader	5	5	0
Manage Change (Co)	All colleagues	4.2	4.8	 0.6
	Team member	4.1	4.7	 0.6
	Leader	5	5	0

Sample

Culture Results



Culture

Culture is the entrenched attitudes and opinions shared by a group of people, and the organisations pattern of response to the problems and opportunities it encounters. Generative Safety Culture was first identified by noticing **how groups of people relate to the flow of information** in their work environment. The insight about information flow led to the development of a culture typology which identified three dominant types: Detrimental, Bureaucratic, and Generative (Westrum).

The features of these types are shown in the following table.

Detrimental	Bureaucratic	Generative
<i>Power Oriented</i>	<i>Rule Oriented</i>	<i>Purpose Oriented</i>
<p>Characterized by low cooperation, blame, hiding incidents. Information is often withheld for personal gain. It is not safe to speak up, especially if doing so might be embarrassing.</p> <p>Messengers are shot, responsibilities are shirked. When things go wrong, a scapegoat is found and punished. There is no real learning from failure.</p>	<p>Focused on positions, hierarchy, span of control. Responsibilities are compartmentalized by departments that seek to preserve their own existence and power. Information must flow through standard channels or procedures, in order to preserve status quo. Messengers are neglected, responsibilities are narrowed. When things go wrong, there is a process to produce retribution. Learning is institutional.</p>	<p>The hallmarks are good information flow, high cooperation and trust, bridging across teams, and conscious inquiry. Psychological safety creates openness, curiosity, care, and systemic learning.</p> <p>There is awareness of the importance of getting the right information to the right people, in the right form at the right time.</p> <p>When things go wrong, people look for a systemic cause and for systemic solutions, a recognition of the interrelated parts of the organization. Messengers are trained.</p>

Eight valid and reliable, quantitative and three qualitative (open text) culture questions were asked to get an insight into shared attitudes and beliefs about the features above, that enable insights into understanding the current mixture of culture typologies in the team.

The Quantitative questions asked were: **In my team;**

1. **Information is actively sought.**
2. **I feel genuinely cared for.**
3. **In my team, new ideas are welcomed.**
4. **Messengers are not punished when they deliver news of failures or other bad news.**
5. **Failure leads to inquiry.**
6. **Responsibilities are shared.**
7. **Cross-functional collaboration is encouraged and rewarded.**
8. **I am motivated to work safely because I care.**

The Qualitative questions asked were:

- What does the team do well?
- What could the team do better?
- Any other feedback?

Qualitative Results

Outlined below are themes and examples of responses given to the above questions, grouped under; *Doing Well*, *Could Do Better* and *Other Feedback*. The proportion of people that made comments that relate to each theme have been represented by a percentage. Please note that many comments related to more than one theme, therefore combined percentages of responses may exceed 100%.

Doing Well

1. Focus on Customer Service (*Clear theme*)

Most team members stated the team has a focus on providing a great experience to customers through a friendly, respectful approach and a can do/ positive/ accommodating attitude. This theme is evidenced through the examples below;

"The team is great at looking after customers well-being and making sure they are all ok"

"Customer service. We aim to please."

"Good service and Very accommodating To the customers."

2. Teamwork (*Mild theme*)

Several team members stated the team works well together, able to have a laugh, treat each other with respect, have fun and communicate well. This is evidenced in the examples below;

"The team has a great level of communication between the staff."

"The Staff treat each other with the utmost respect & have fun and have a laugh"

3. Management open to staff ideas (*Mild theme*)

Several staff members stated management takes into account the staff's opinions and ideas, try to implement them and provide feedback on them. This is evidenced in the example below;

"Management takes into account the staff's opinions and provides feedback on them."

Could Do Better

1. Acceptance and creating 'safe' workplace (*Moderate theme*)

Several team members stated different examples indicating a perceived risk to their psychological safety. Some specific examples include a need to value everyone's culture and make people feel welcome, noting 'unfriendly' interactions, and repeated sexist comments being overlooked as a joke.

"Value everyone's culture and make them feel more welcome."

"...the actions of these people prove that it is not a joke."

2. Staff accountability and training (*Moderate theme*)

Several staff members stated a need for staff to work more efficiently and be more accountable for their duties. Specific examples were provided around consistency in food quality, also a sentiment that staff need more safety training.

3. Communication (*Mild theme*)

Some team members stated a need for improved communication, with the opportunity to be better at getting information out to everyone rather than just a select few people.

4. Focus on Customers (*Mild theme*)

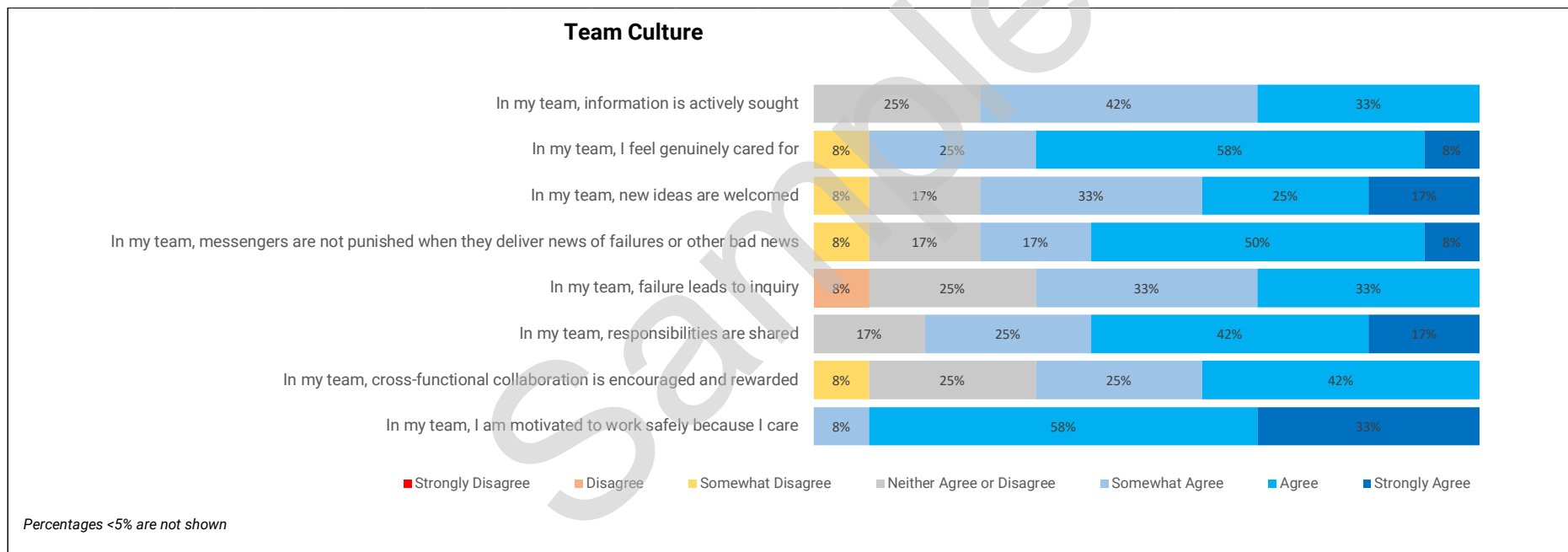
While customer service focus was a clear strength for the team, several team members also stated a need for the team to listen to customer requests and find ways to interact with customers more.

Other Feedback

No other themes emerge.

Quantitative Results

Each team member was asked to reflect the elements of the three culture typologies. The results are shown below.



The highest performing questions

Levels of agreement for the following questions were:

- 91% feel they are motivated to work safely because they care.
- 66% feel genuinely cared for.

Lower performing questions

Levels of agreement for the following questions were:

- 62% are either unsure or only slightly agree that information is actively sought
- 42% are either unsure or only slightly agree that responsibility is shared

Analysis of Culture Typology

As outlined earlier in this report, there are three culture typologies: Detrimental, Bureaucratic and Generative.

Generative Safety Culture is not an end state, or a state of perfection where things do not go wrong, but rather it is a way of working together, learning, being curious and purposeful, and continually getting better at detecting and addressing hazards. Generative Culture needs to be cultivated and cared for.

Both Detrimental and Bureaucratic cultures are detrimental to safety and team performance, but to different degrees.

The Detrimental culture is seen as 'individual safety focussed' where a person's desire to stay safe (mentally, physically, socially or psychologically) may inadvertently put the safety of others at risk. For example, not speaking up when a hazard is spotted in order to not be seen to challenge or embarrass a teammate, leaves that teammate exposed to risk.

Bureaucratic culture is seen as having certain characteristics that reduce safety and some that are more supportive. For example, "best practices" might be stored in the information system that is collated or developed by a particular function. If the nature of that work lends itself to a 'police state,' the culture will be less open information sharing.

However, if that work is done with a customer focus in mind, it can be supportive of the free flow of information and better coordination. For this reason, we see the Bureaucratic culture as having two poles, one that tends toward Detrimental and one that tends toward Generative. This is a point of leverage for developing toward a high performing safety culture.

Teams and organisations often have elements that represent the three typologies and the challenge is to identify what is holding back the growth and sustainability of generative culture.

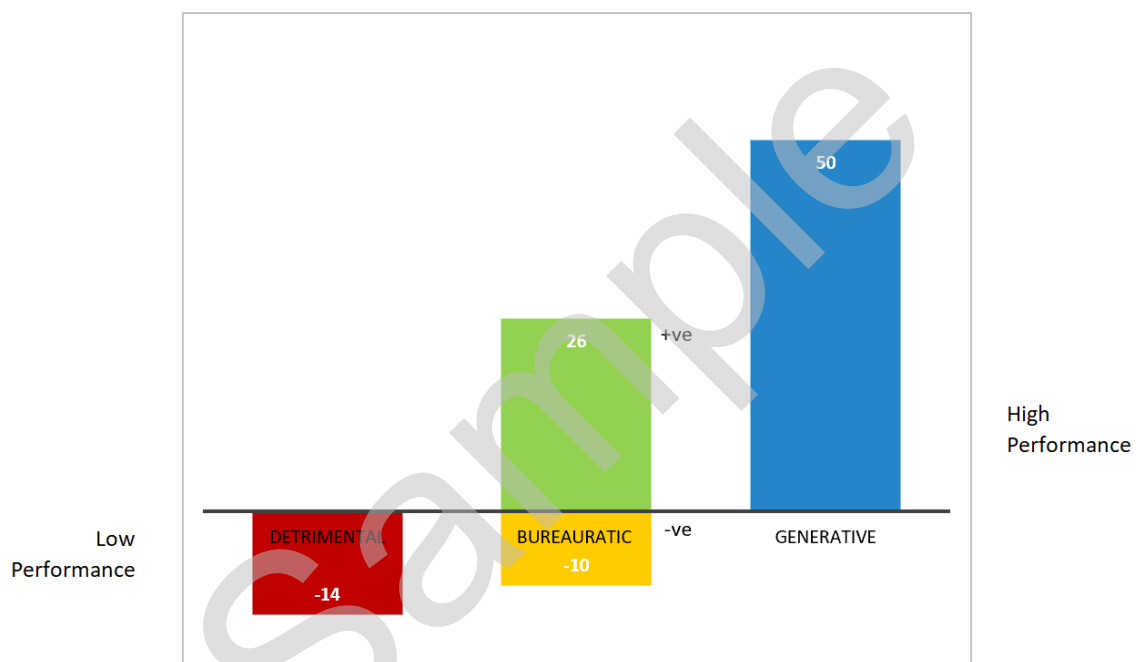
For the Sample Team, we see the proportion of each typology currently present shown in the graph below. This view is based on both the quantitative and qualitative results.

Below is a summary of the elements present, that contribute to each typology. These recognise both what is working for and holding back additional safety and performance results.

The horizontal line represents a neutral position, what sits above the line is either Generative or the positive aspects of bureaucratic typology that can enable a shift towards more and sustainable Generative culture.

What sits below the line will limit or holdback a move to Generative culture.

Generative culture creates safer, higher performing people, teams and organisations.



Sample Team: Culture Typology

The elements that contribute to the levels of each typology above are summarised in the table below. What is above the line is a positive element and can be built upon, what is below the line whilst positively intended, limits a more Generative culture.

	<ul style="list-style-type: none"> • Very client focused. Clients needs may come before staff (on occasion). • Management listens to feedback from staff and vice-versa, though more could be done to implement new ideas. 	<ul style="list-style-type: none"> • Strong collegiate environment. Team members pull together during high pressure situations. • Interactions are respectful and considerate. • Constantly evolving and learning. 	High Performance
	Bureaucratic +ve	Generative	
Detrimental	Bureaucratic -ve		
Low Performance	<ul style="list-style-type: none"> • Team members regard safety as low priority or low risk. • More training is needed to recognise hazards and risks. • Awareness of the possible risks to staff and others needs to improve. • Risk to psychological safety: comments relating to gender, race, and culture are used in a joking manner, however impact some more than others. 	<ul style="list-style-type: none"> • Lots of new staff members undergoing induction training to join, however, all staff could benefit from more safety training. • Information flow tends to be limited or inconsistent. 	

Impact Results



Impact - Psychological Safety & Engagement

The relationship between psychological safety in a team environment and a team's safety performance is significant.

Psychological safety is a key measure of a team's culture and that of a Generative Culture, thus we have embedded its characteristics into the four factors (as assessed in the Capability section). Psychology safety is also an outcome of the development of the four factors and a good measure of a team's working environment, so we include it in our assessment of impact to indicate how well leaders and teams are progressing in their journey toward high performance.

Employee engagement is the emotional commitment an employee has to their organisation and its goals (Forbes, 2012). While employee satisfaction is a component of engagement, it is not simply how 'happy' they feel at work or how 'satisfied' an employee is because a very satisfied or happy employee may not go the extra mile.

Psychological Safety

Team psychological safety is defined as "a shared belief that the team is safe for interpersonal risk taking and will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes." (Edmondson, 1999). It's important to recognise here that team psychological safety is not the same as group cohesiveness, as cohesiveness can reduce willingness to disagree and challenges others' views.

As Figure 1 below shows, team psychological safety is a social condition in which members feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status-quo – all without fear of being humiliated or punished in some way.

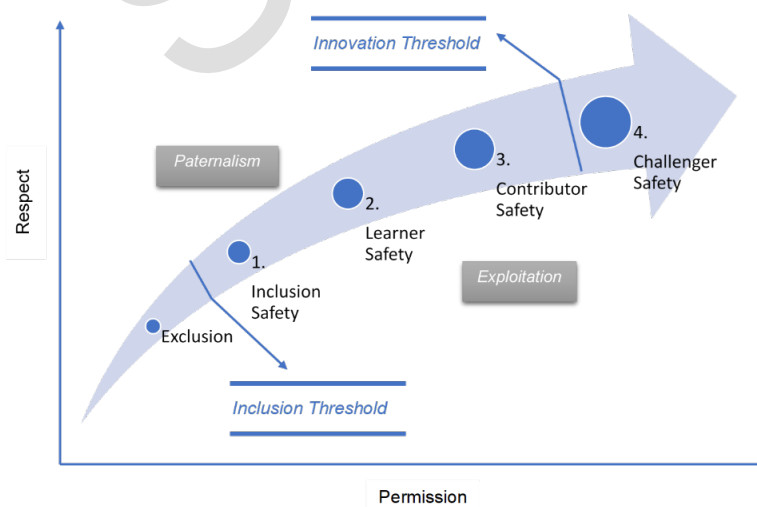
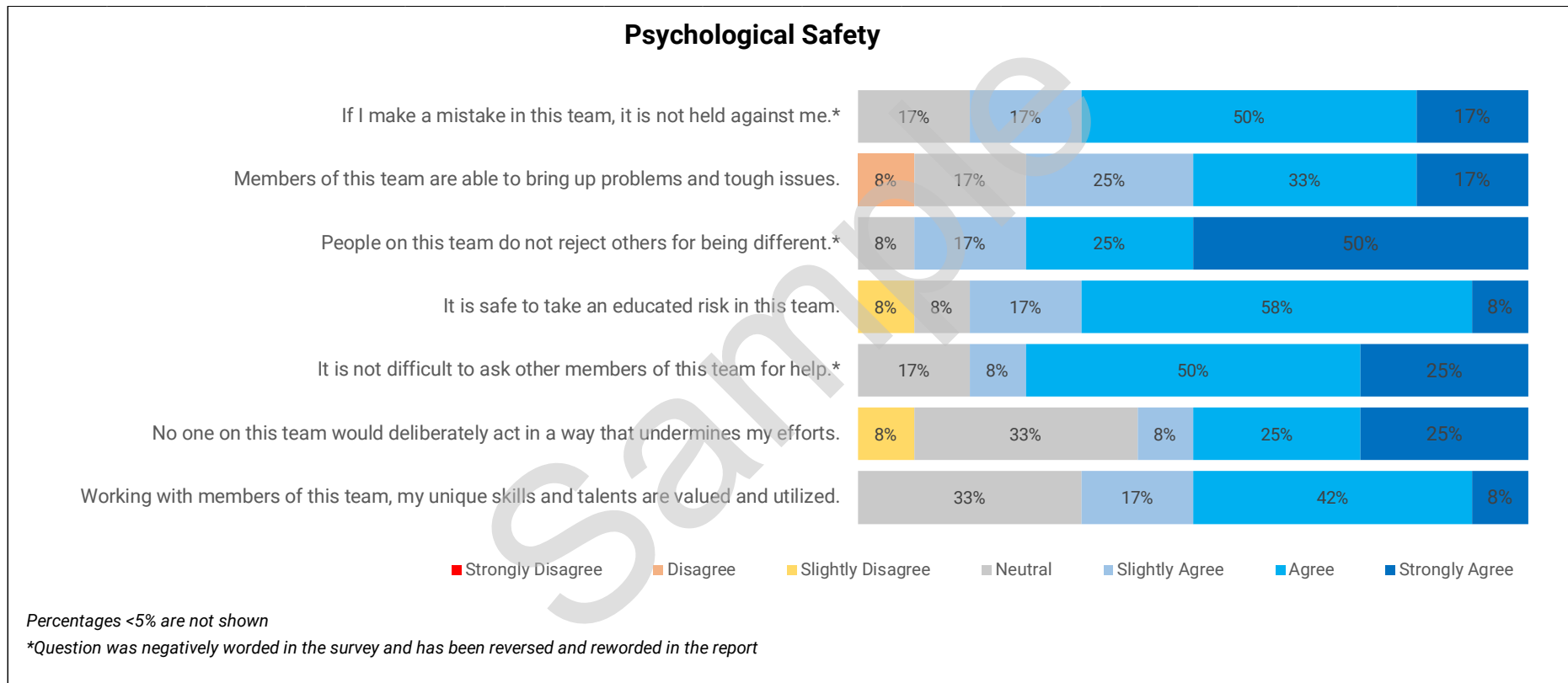


Figure 1: The

psychological safety (Clarke, 2020)

four stages of

Participants were asked to rate their level of agreement with the seven psychological safety questions. The results are shown below.



Top Areas

- 75% of people believe members of this team do not reject others for being different.
- 75% of people in this team believe it is not difficult to ask other members of this team for help.
- 66% of people believe it is safe to take an educated risk in this team.

Opportunity Areas

- Only 51% Agree or Strongly Agree that no one in the team would act in a way that deliberately undermines their efforts.
- 25% of the team are unsure or believe they are unable to bring up problems and tough issues.

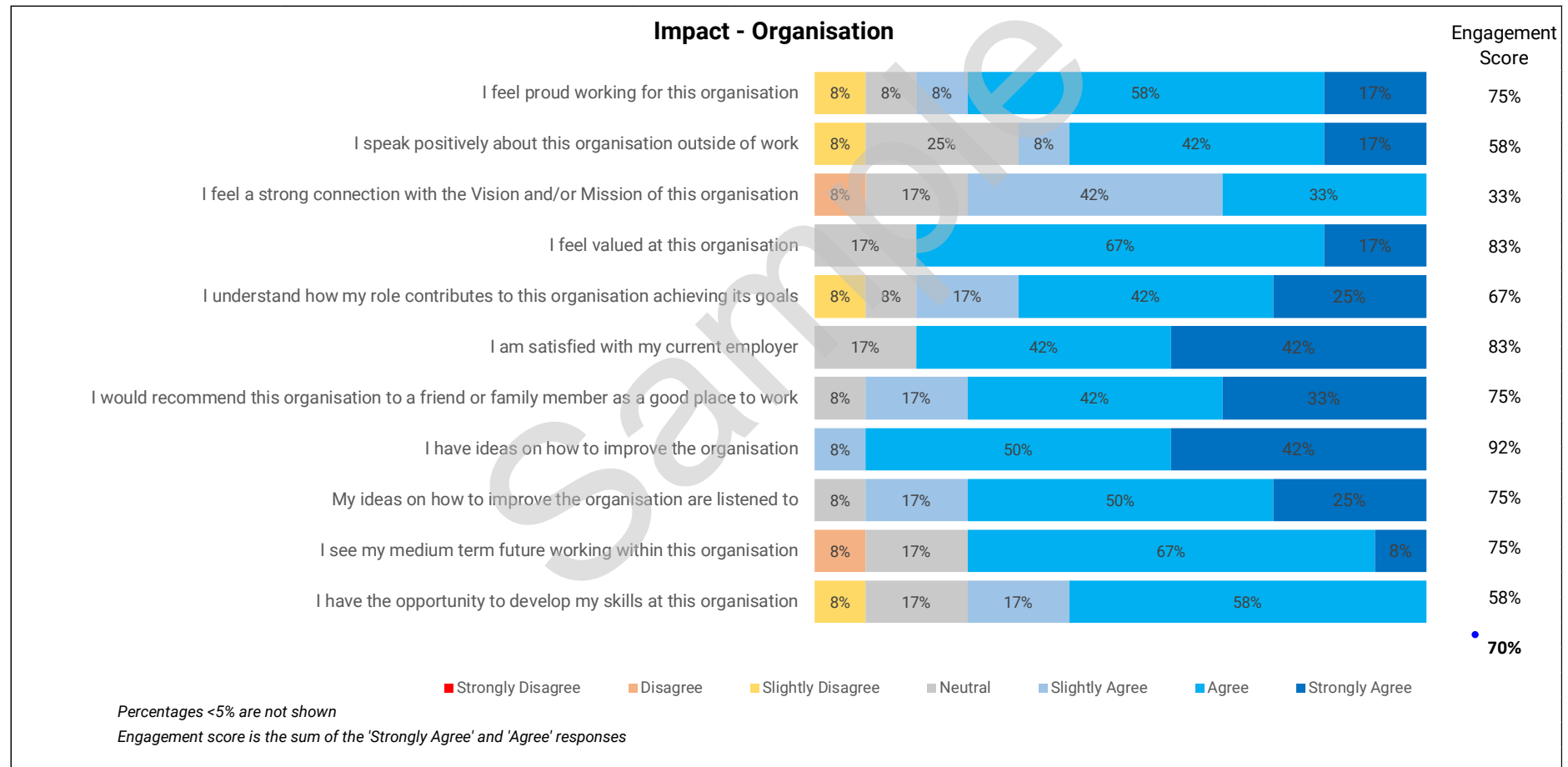
Summary Analysis

The results indicated that while there are some aspects of psychological safety that are being met, there is still a large proportion of the group who feel a moderate risk to their psychological safety within the team (as demonstrated in the Opportunity Areas where scores are between 46% and 49%).

The results indicate a strong connection between team members, as demonstrated in Top Area's (feeling accepted, taking educated risks, and asking for help). While these relationships appear encouraging, there is an element of self-preservation occurring, where team members are unable to raise concerns, learn from mistakes, and wholeheartedly trust the intention of others (as can be observed in Opportunity Area themes). Due to these underlying themes, staff may behave in ways that avoid putting them into the spotlight by following all policies and practices, thus stifling innovation, creativity, and a diversity of thought.

Impact – Organisational View

This section of the survey assesses the level of engagement staff feel with the ORGANISATION. Participants were asked to rate their level of agreement to these statements in relation to the larger organisation. The results are shown below.



Top Areas

- 75% of the team feel proud working for this organisation.
- 92% of the team have ideas on how to improve the organisation.
- 83% of the team feel valued at this organisation.
- 83% of the team are satisfied with their current employer.

Opportunity Areas

- Only 33% of the team feel a strong connection to the organisation's vision and mission.
- 8% of the team do not speak positively about the organisation outside of work and a further 25% are unsure if they would.
- Only 58% of the team feel they have the opportunity to develop their skills at this organisation.

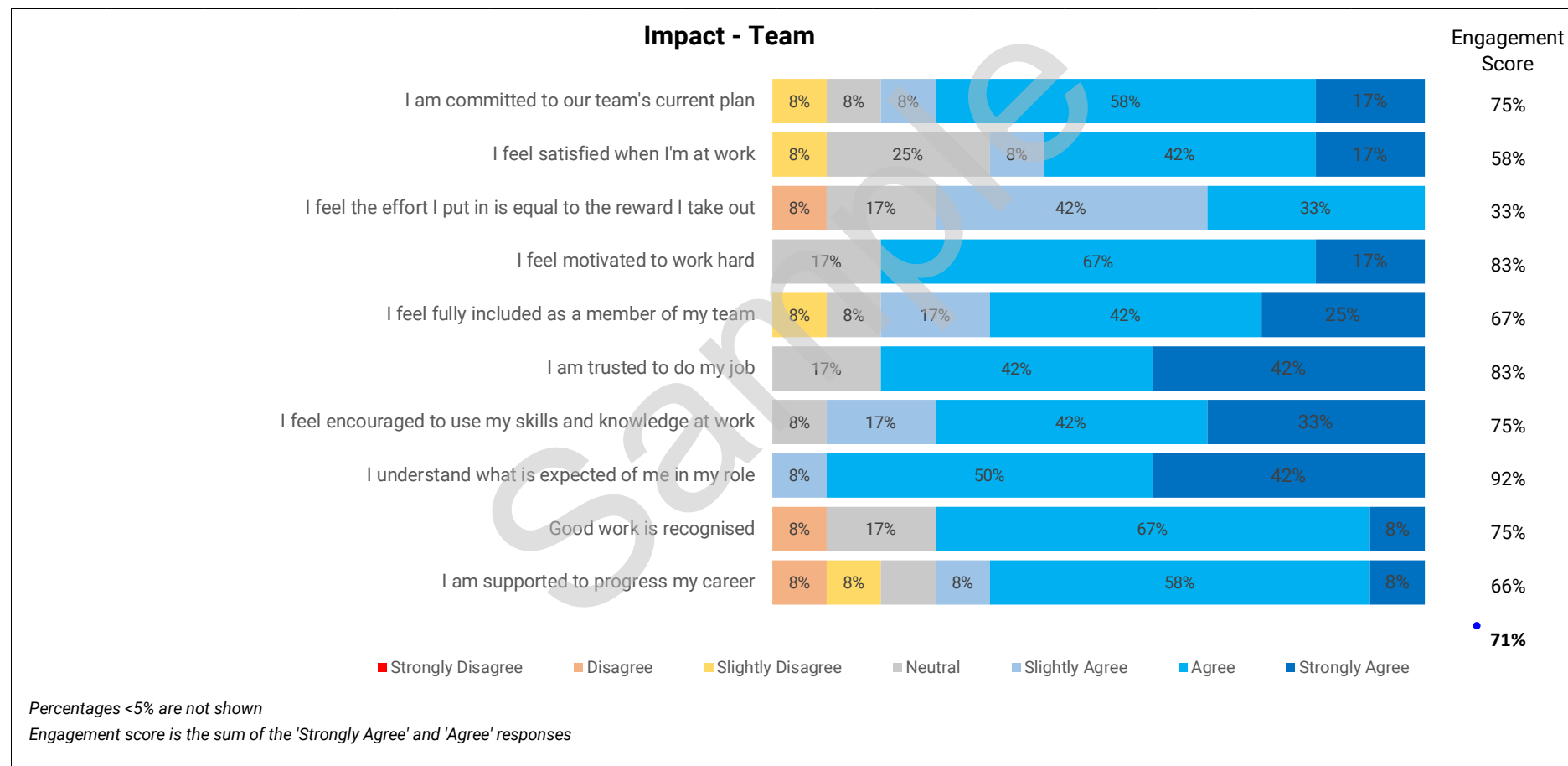
Summary Analysis

The results indicated that team members are satisfied with their employment and feel proud about working at this organisation. They believe they have good ideas on how to improve their organisation, but to a lesser degree feel that those ideas are listened to.

Scores also indicated that while staff are satisfied with their employer, there is some opportunity to recognise the contributions of staff more to increase their sense of value. When staff feel valued, they're more likely to remain loyal to the organisation, have increased job satisfaction, engage in safety behaviours, help others more, and improve performance.

Impact - Team View

This section of the survey assesses the level of engagement staff felt within their TEAM. Participants were asked to rate their level of agreement to these statements in relation to their working team, the results are shown below.



Top Areas

- 92% of the team understand what is expected of them in their role.
- 83% of the team feel trusted to do their job.
- 83% of the team feel motivated to work hard.

Opportunity Areas

- Only 58% of the team feel satisfied within their team
- Only 33% of the team believe the effort they put in is equal to the reward they take out.
- 33% of the team either disagree, are unsure or only slightly agree that they feel fully included as a member of the team
- At least 24% of the team do not feel supported to progress their career.

Summary Analysis

The results highlight a knowledge and understanding of their job role, but a misaligned level of satisfaction working within the team compared to satisfaction with the organisation as a whole.

The team is motivated to work hard and trusted to do their job, but reward and recognition were clearly identified as a key factor to improve employee engagement both within the team and organisation. Studies show that for every piece of criticism that an employee receives (constructive or not), they need at least 6 instances of positive reinforcement to promote growth (Losada & Heaphy, 2004). This combined with training opportunities or succession planning may lead staff to feel more valued, more engaged, and more committed to the team.

* Losada, M., & Heaphy, E. (2004). The role of positivity and connectivity in the performance of business teams: A nonlinear dynamics model. *American behavioral scientist*, 47(6), 740-765.

Feedback from Others



Feedback from Others – 360 Degree View

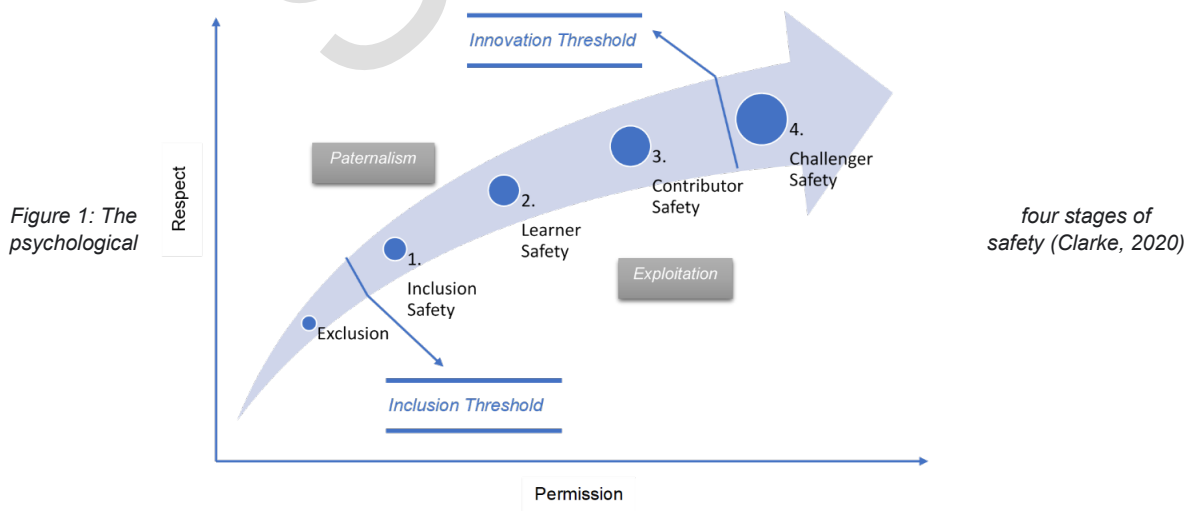
The Sample Team identified another team that they interact with to provide feedback as part of the IASC assessment.

The following section details the feedback provided by the nominated team, the Interfacing Team, about the Sample Team.

Psychological Safety

Team psychological safety is defined as “a shared belief that the team is safe for interpersonal risk taking and will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.” (Edmondson, 1999). It’s important to recognise here that team psychological safety is not the same as group cohesiveness, as cohesiveness can reduce willingness to disagree and challenges others’ views.

As Figure 1 below shows, team psychological safety is a social condition in which members feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status-quo – all without fear of being humiliated or punished in some way.



Participants were asked to rate their level of agreement with the seven psychological safety questions. The results are shown below.



Top Areas

- 100% of respondents feel people on the team do not deliberately act to undermine their efforts.
- 100% of respondents feel it is not difficult to ask other team members for help.
- 80% of respondents feel this team does not reject others for being different.
- 80% of respondents feel they are able to bring up problems and tough issues.
- 80% of respondents feel if they make a mistake, it is not held against them.
- 80% of respondents feel their unique skills and talents are valued and utilised.

Opportunity Areas

- 80% of respondents are unsure or do not believe it is safe to take an educated risk.

Summary Analysis

The results indicated a high level of psychological safety by those who interact with this team. Raters are comfortable interacting and asking for help from this team, and are confident that differences or concerns will not result in being rejected or punished. There is a strong aversion to risk, as reflected in most people believing it is not safe to take an educated risk. This score sits both within strength areas and opportunity areas: risk perceptions are high; therefore, staff are less likely to engage in risky behaviour, and yet sometimes assessing the risks and proceeding (with those risks minimised) can promote innovation and improvement.

Qualitative Feedback

Respondents **acknowledged they do not interact frequently with this team**, however, the interactions they have had are positive. Raters commented on the friendliness of the team, perceptiveness of client needs, and the pride they take in their work (as evidenced in cleanliness and food presentation). Raters are happy and comfortable with the service provided and praised the team for recent improvements.

Summary



Summary and Recommendations

Putting it all together

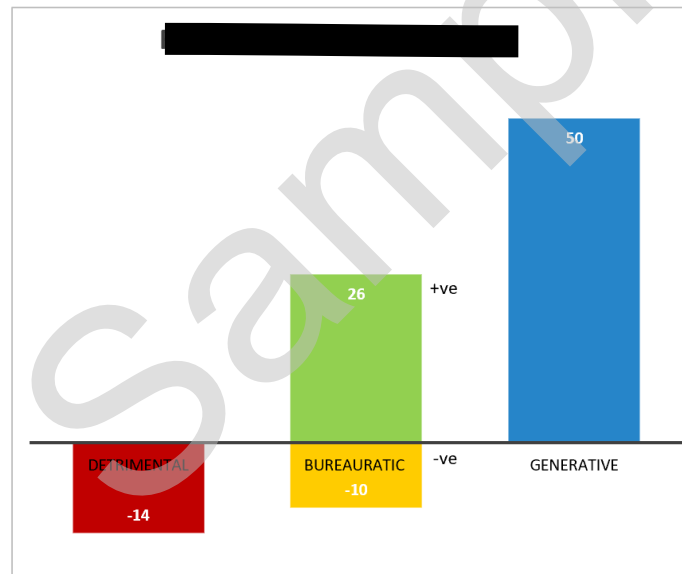


Your top 5 strengths

1. Actively Cares (Ca)
2. Understand Support (Pu)
3. Rely Each Other (Co)
4. Inform Right Ppl (Co)
5. Share Updates (Co)

Your top 5 areas to improve

1. Listen Carefully (Cu)
2. Know Other's Strengths (Ca)
3. Maintain Balance (Cu)
4. Understand Sit. (Cu)
5. Asks Q's to Understand (Cu)



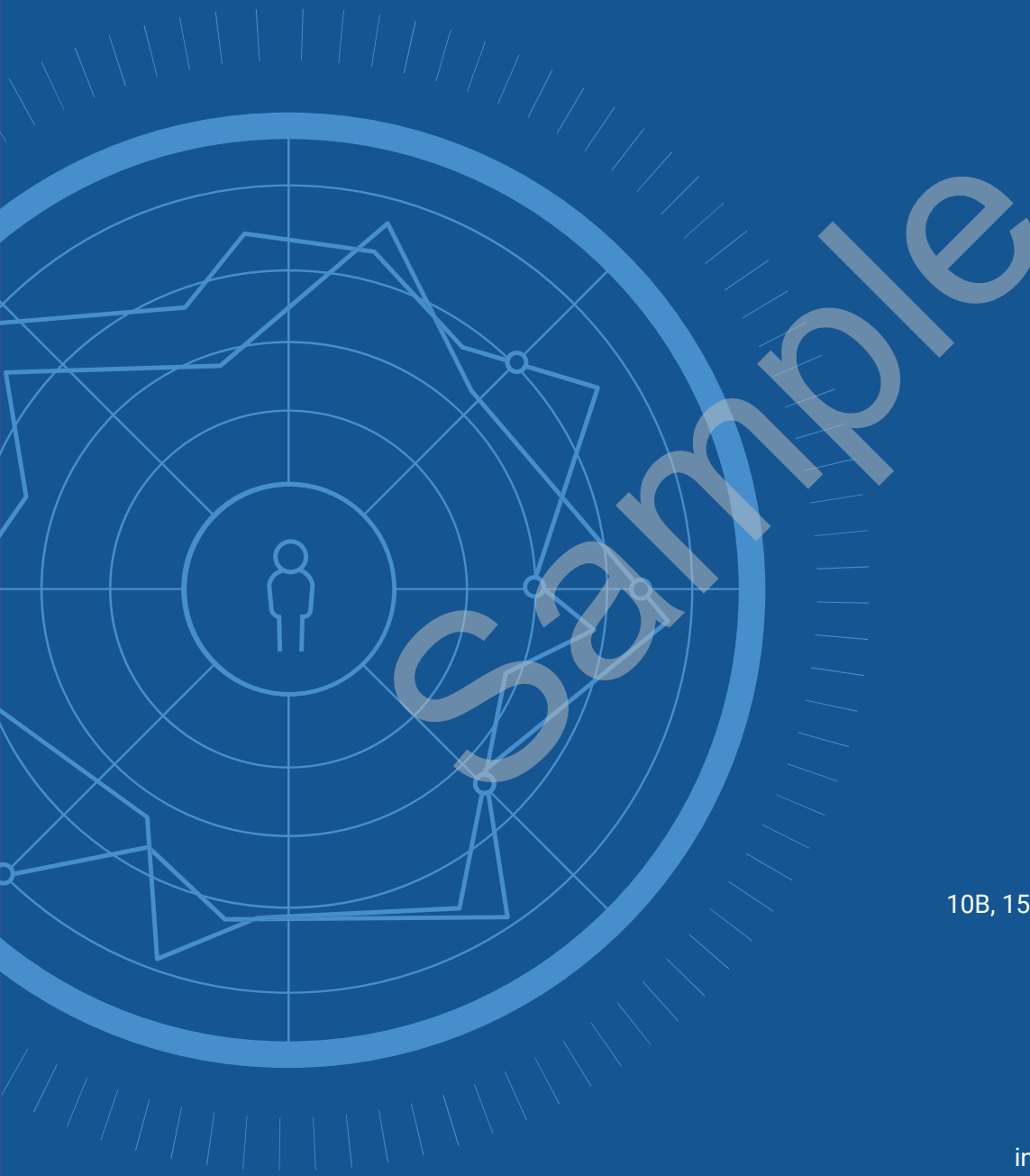
Psychological Safety

- Strong connection between team members
- Self-preservation - team members are unable to raise concerns, learn from mistakes, and wholeheartedly trust the intention of others
- Avoid putting themselves into the spotlight - following all policies and practices, thus stifling innovation & diverse thought.

Engagement

- Team members enjoy working for the organisation and within their teams and feel a sense of mastery within their role. Experience at the team level is lower than at the org level.
- There is a strong desire for greater recognition to increase feelings of

Sample



Sample

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