

Sample Team Name

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!

Contents

This report contains detailed feedback collected from the respondents as part of an Integral Assessment of Safety and Culture. The survey measured how the respondents perceive their practices and behaviours in the context of Generative safety, specifically the practices that create a Generative Safety Culture. Qualitative feedback was also captured via open ended questions, which provide further rich feedback and identify clear opportunities for development with real examples.

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SAMPLE

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.

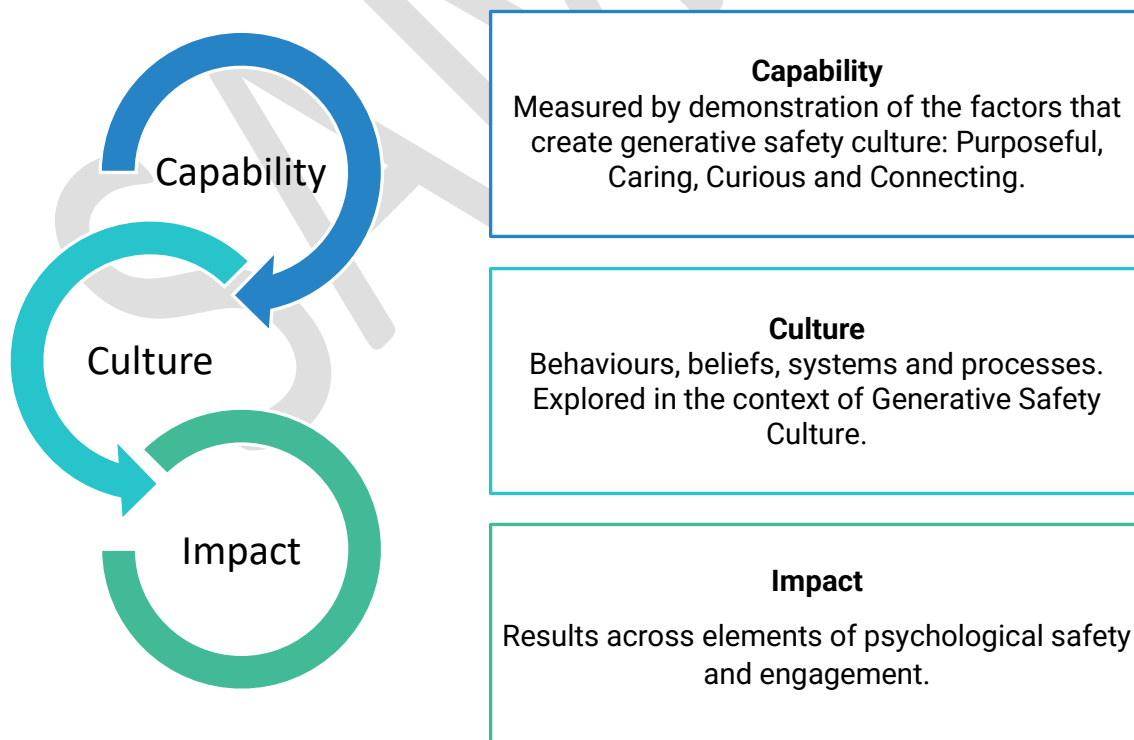
The following report contains the results of the Sample Team IASC360 survey conducted in 2020 for the *Partner Organisation*.

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 **23 individual survey responses**.



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 (Stryker, Burnham, Rogers):

- **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.

% 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.

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 5 (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 5 (strongly agree) and results are presented graphically with supporting observations.

Capability Results



Your Capability Results

This report brings together feedback given by:

Team Leader(s)	3 responses
Team member(s)	20 responses

Summary of Top Strengths and Areas to Improve

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

Your team was given feedback on 32 different areas. We recommend that you focus on the top strengths and areas to improve, listed below.

Your top 5 strengths

1. Actively Cares (Ca)
2. Know other's strengths (Ca)
3. Keep ppl safe (Pu)
4. Friendship (Ca)
5. Why safety imp. (Pu)

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.

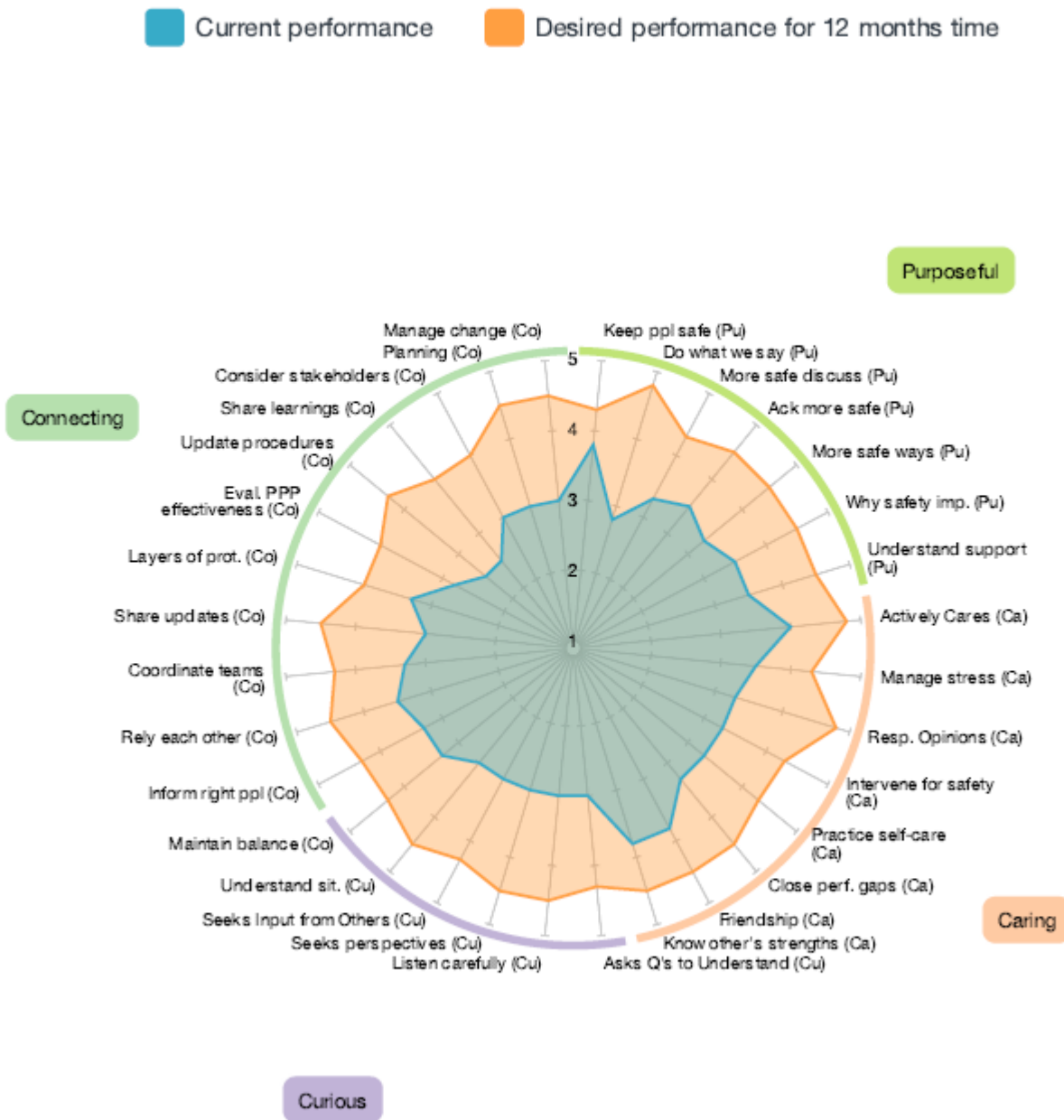
Your top 5 areas to improve

1. Do what we say (Pu)
2. Update procedures (Co)
3. Listen carefully (Cu)
4. Manage change (Co)
5. Planning (Co)

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

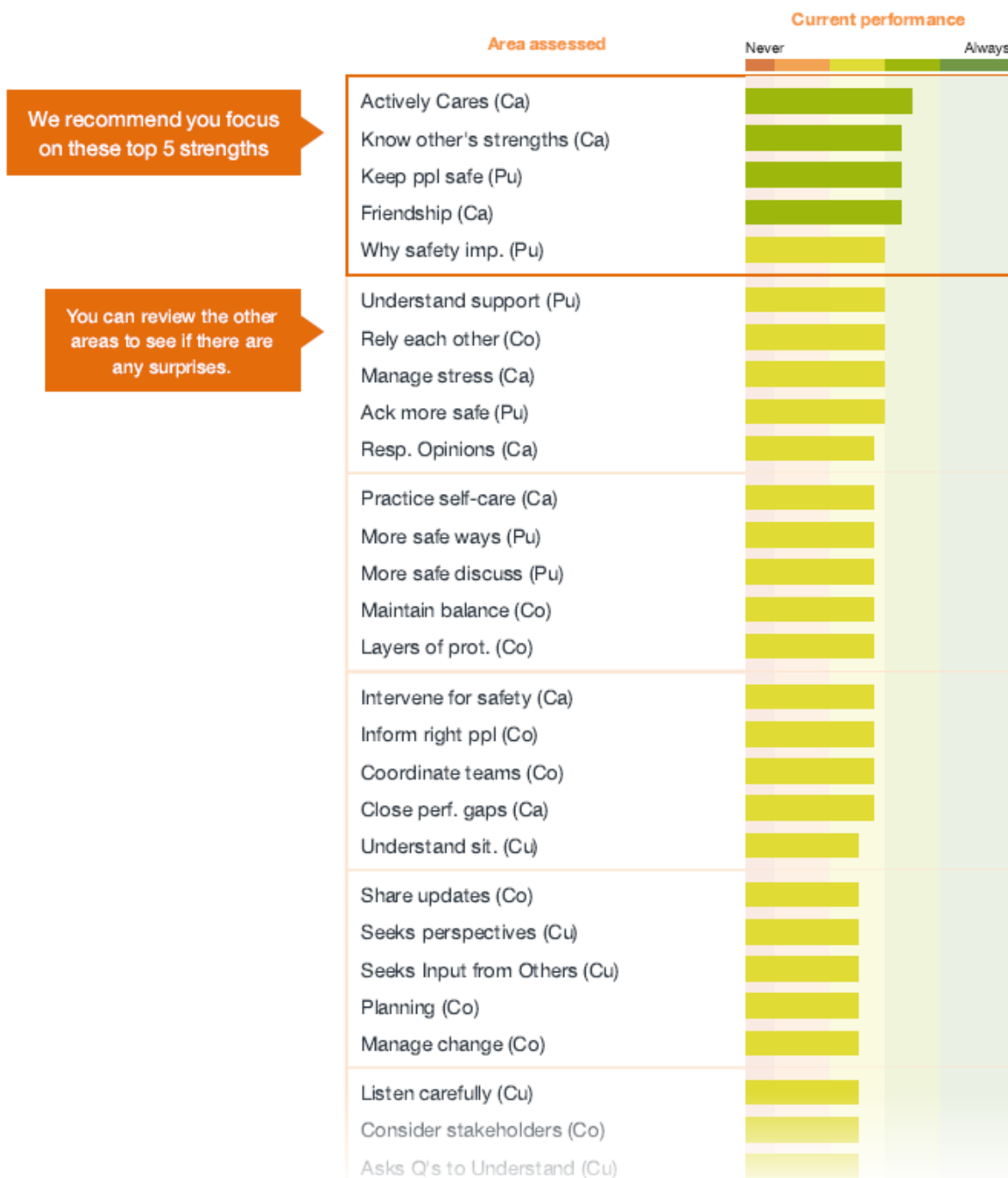
The spidergraph below shows all of the areas your team was assessed against and the average scores given by all respondents.



Your Top Strengths

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

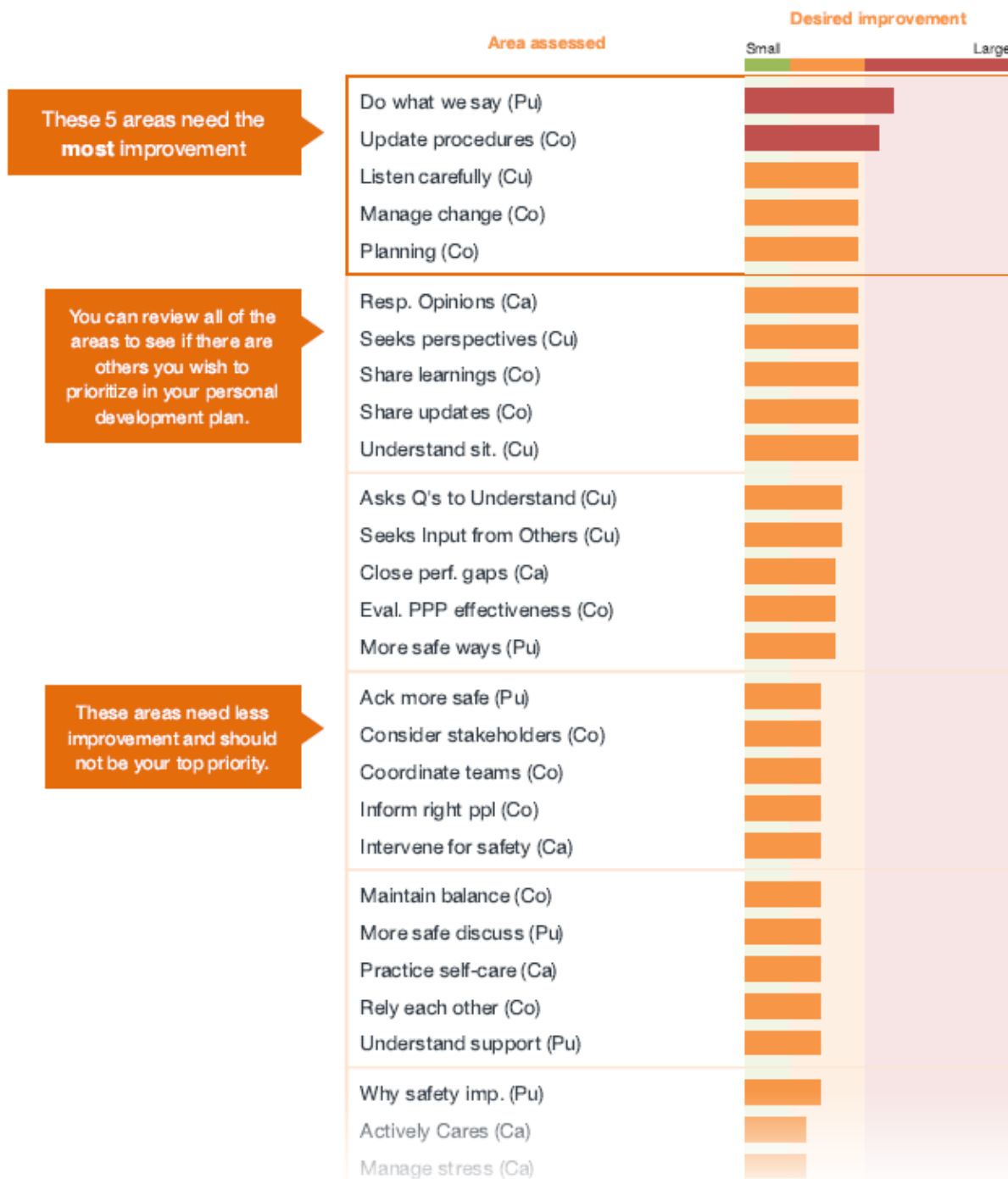
The respondents rated the areas below as the top strengths for your team. Review whether you understand and agree, or if there are any surprises to discuss with others.



Your Top Areas to Improve

Respondents were asked to rate both the current and desired performance of the team. The areas that were identified as having the biggest improvement are listed below.

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



How Different Groups Rated the Top Areas to Improve

Different groups of respondents 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(s)	Team leader
	Small	Large		
Do what we say (Pu)			Large	Large
Update procedures (Co)			Large	Medium
Listen carefully (Cu)			Large	Medium
Manage change (Co)			Large	Medium
Planning (Co)			Large	Medium
Resp. Opinions (Ca)			Large	Medium
Seeks perspectives (Cu)			Large	Medium
Share learnings (Co)			Large	Medium
Share updates (Co)			Large	Medium
Understand sit. (Cu)			Large	Medium
Asks Q's to Understand (Cu)			Medium	Medium
Seeks Input from Others (Cu)			Large	Medium
Close perf. gaps (Ca)			Large	Medium
Eval. PPP effectiveness (Co)			Large	Medium
More safe ways (Pu)			Medium	Medium
Ack more safe (Pu)			Large	Medium
Consider stakeholders (Co)			Large	Medium
Coordinate teams (Co)			Large	Small
Inform right ppl (Co)			Medium	Medium
Intervene for safety (Ca)			Large	Medium
Maintain balance (Co)			Large	Medium
More safe discuss (Pu)			Large	Medium
Practice self-care (Ca)			Medium	Medium
Rely each other (Co)			Medium	Medium
Understand support (Pu)			Medium	Medium
Why safety imp. (Pu)			Large	Medium
Actively Cares (Ca)			Medium	Medium
Manage stress (Ca)			Large	Small
Friendship (Ca)			Medium	Medium
Know other's strengths (Ca)			Large	Small

Layers of prot. (Co)
Keep ppl safe (Pu)



Medium

Medium

Medium

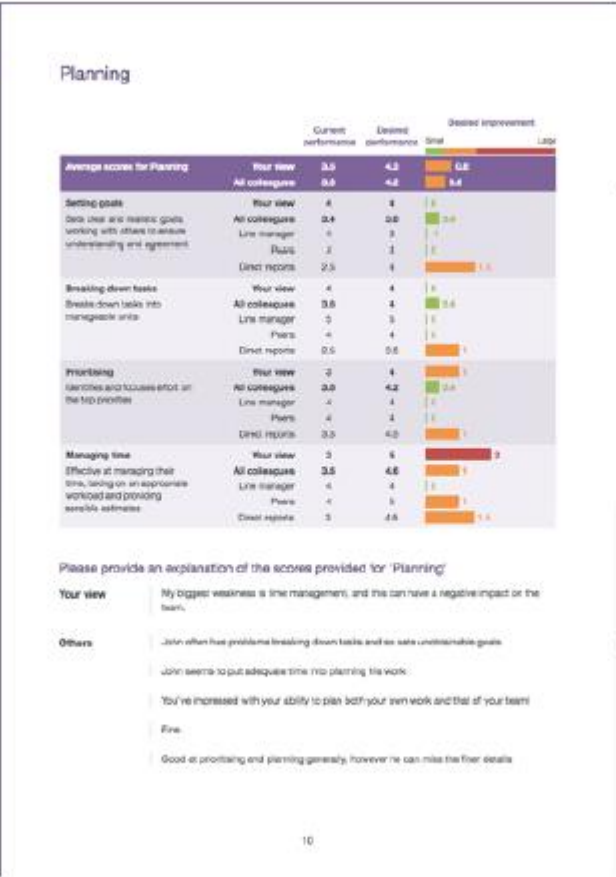
Small

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Detailed Results

The detailed results give you a complete breakdown of the feedback given. 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 a score out of 5 for both the 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 0.5 is considered small, a gap of 0.6 to 1.5 is considered medium, and a gap larger than 1.6 is considered large.












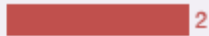







Purposeful

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Purposeful	All colleagues	3.4	4.5	 1.1
Keep ppl safe (Pu)	All colleagues	3.8	4.3	 0.5
In Team X we believe it is possible to keep our people safe	Team member(s)	4	5	 1
	Team leader	3.7	4	 0.3
Do what we say (Pu)	All colleagues	2.8	4.8	 2
In Team X we do what we say we will do	Team member(s)	3	5	 2
	Team leader	2.7	4.7	 2
More safe discuss (Pu)	All colleagues	3.3	4.3	 1
In Team X we talk about anything that helps make us more safe	Team member(s)	3	5	 2
	Team leader	3.3	4	 0.7
Ack more safe (Pu)	All colleagues	3.5	4.5	 1
In Team X we acknowledge people when they work more safe	Team member(s)	3	5	 2
	Team leader	3.7	4.3	 0.6
More safe ways (Pu)	All colleagues	3.3	4.5	 1.2
In Team X we work together to find ways to be more safe	Team member(s)	4	5	 1
	Team leader	3	4.3	 1.3
Why safety imp. (Pu)	All colleagues	3.5	4.5	 1
In Team X we discuss why safety is important to everything we do	Team member(s)	3	5	 2
	Team leader	3.7	4.3	 0.6
Understand support (Pu)	All colleagues	3.5	4.5	 1
In Team X we understand how our work supports the purpose of the company	Team member(s)	4	5	 1
	Team leader	3.3	4.3	 1

Caring

		Current performance	Desired performance	Desired improvement	
				Small	Large
Average scores for Caring	All colleagues	3.5	4.5		1
Actively Cares (Ca)	All colleagues	4	4.8		0.8
In Team X we actively care about the safety and wellbeing of others	Team member(s)	4	5		1
	Team leader	4	4.7		0.7
Manage stress (Ca)	All colleagues	3.5	4.3		0.8
In Team X we don't let stress get in the way of caring for others	Team member(s)	3	5		2
	Team leader	3.7	4		0.3
Resp. Opinions (Ca)	All colleagues	3.3	4.8		1.5
In Team X we share differences of opinion in a respectful manner	Team member(s)	3	5		2
	Team leader	3.3	4.7		1.4
Intervene for safety (Ca)	All colleagues	3.3	4.3		1
In Team X we respectfully intervene when we see someone working in a less safe manner	Team member(s)	3	5		2
	Team leader	3.3	4		0.7
Practice self-care (Ca)	All colleagues	3.3	4.3		1
In Team X we practice self-care	Team member(s)	4	5		1
	Team leader	3	4		1
Close perf. gaps (Ca)	All colleagues	3.3	4.5		1.2
In Team X we identify gaps in performance and work to close them	Team member(s)	2	5		3
	Team leader	3.7	4.3		0.6
Friendship (Ca)	All colleagues	3.8	4.5		0.7
In Team X we spend time to get to know each other personally	Team member(s)	4	5		1
	Team leader	3.7	4.3		0.6
Know other's strengths (Ca)	All colleagues	3.8	4.5		0.7
In Team X we take time to get to know each other's strengths	Team member(s)	3	5		2
	Team leader	4	4.3		0.3

Curious

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Curious	All colleagues	3	4.4	 1.4
Asks Q's to Understand (Cu) In Team X we ask questions to ensure we understand each other	All colleagues	3	4.3	 1.3
	Team member(s)	4	5	 1
	Team leader	2.7	4	 1.3
Listen carefully (Cu) In Team X we listen carefully to each other's perspectives	All colleagues	3	4.5	 1.5
	Team member(s)	3	5	 2
	Team leader	3	4.3	 1.3
Seeks perspectives (Cu) In Team X we seek to understand all perspectives when something goes wrong	All colleagues	3	4.5	 1.5
	Team member(s)	2	5	 3
	Team leader	3.3	4.3	 1
Seeks Input from Others (Cu) In Team X we gather input and ideas before making conclusions	All colleagues	3	4.3	 1.3
	Team member(s)	3	5	 2
	Team leader	3	4	 1
Understand sit. (Cu) In Team X we keep the conversation going until we understand a situation	All colleagues	3	4.5	 1.5
	Team member(s)	3	5	 2
	Team leader	3	4.3	 1.3
Maintain balance (Co) In Team X we keep a balance between asking questions and giving opinions	All colleagues	3.3	4.3	 1
	Team member(s)	3	5	 2
	Team leader	3.3	4	 0.7



Connecting

Average scores for Connecting	All colleagues	Current performance	Desired performance	Desired improvement	
				Small	Large
		3	4.3	1.3	
Inform right ppl (Co)	All colleagues	3.3	4.3	1	
In Team X we inform the right people when a hazard is identified	Team member(s)	4	5	1	
	Team leader	3	4	1	
Rely each other (Co)	All colleagues	3.5	4.5	1	
In Team X, we rely on each other to address potential hazards	Team member(s)	4	5	1	
	Team leader	3.3	4.3	1	
Coordinate teams (Co)	All colleagues	3.3	4.3	1	
In Team X we coordinate with other teams to resolve hazards	Team member(s)	2	5	3	
	Team leader	3.7	4	0.3	
Share updates (Co)	All colleagues	3	4.5	1.5	
In Team X we share process and procedures updates	Team member(s)	3	5	2	
	Team leader	3	4.3	1.3	
Layers of prot. (Co)	All colleagues	3.3	4	0.7	
In Team X we build appropriate layers of protection to mitigate against risks	Team member(s)	4	5	1	
	Team leader	3	3.7	0.7	
Eval. PPP effectiveness (Co)	All colleagues	2.8	4	1.2	
In Team X we question processes and procedures to determine their effectiveness	Team member(s)	2	4	2	
	Team leader	3	4	1	
Update procedures (Co)	All colleagues	2.5	4.3	1.8	
In Team X we regularly update procedures so they reflect best practice	Team member(s)	1	4	3	
	Team leader	3	4.3	1.3	
Share learnings (Co)	All colleagues	2.5	4	1.5	
In Team X we ensure learnings are shared across business units	Team member(s)	1	4	3	
	Team leader	3	4	1	
Consider stakeholders (Co)	All colleagues	3	4	1	
In Team X we consider a broad range of stakeholders when making decisions	Team member(s)	2	4	2	
	Team leader	3.3	4	0.7	
Planning (Co)	All colleagues	3	4.5	1.5	
In Team X we ensure the right people work on the right things at the right time	Team member(s)	2	5	3	
	Team leader	3.3	4.3	1	



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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 team x do well?
- What could team x 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*. Please note that many comments related to more than one theme, therefore combined percentages may exceed 100%.

Doing Well

1. Work Conditions (86%)

Most team members stated that they really valued aspects of their working conditions such as 9-day fortnights, their salaries, split pre-starts, having planners and schedulers on site and the type of work. A theme present in the feedback was around the sense of achievement in getting the job done well and with little re-work. Statements around the Plant and processes working well; “the plant is running the best it has in years”.

2. Stop Work Authority (81%)

Many respondents referred to Stop Work Authority - referring to the workforce’s “right” to stop a job if they genuinely feel concerned about their safety. This initiative has been well-integrated into individuals’ way of working. Numerous comments also indicated that stopping the job is received positively by both their colleagues and management, and that this has empowered them to stop the job as required.

3. Team spirit (81%)

Responders shared a strong view around Teamwork. There were comments around people having a common goal and purpose “everyone’s willing to put in the effort to get the job done”. Whilst there were many comments around teamwork within their individual teams, there were also comments around the inter-departmental relationships. “We are working much better with other teams and with Head Office”.

4. Genuine Care (72%)

Most team members indicated that they look out for each other's safety and genuinely care about working safely. Many respondents indicated that they show care by valuing the safety and wellbeing of their co-workers. They expressed the importance of ensuring that their colleagues get home safely and referred to instances of stopping the job, helping with manual handling, or recommending additional PPE, as examples of care. Furthermore, numerous comments mentioned checking their colleagues' wellbeing if they noticed changes to their behaviour. Some responses also indicated that mental health is openly discussed among team members and leaders, and that the 'R U OK' initiative has facilitated some of these conversations.

5. Communication (71%)

There was an overall theme from respondents that communication has improved, which is also reflected in the theme below ('Management') that staff are feeling safer with and heard by their leaders. The following practical examples were noted:

- Pre-starts are happening regularly, make it easy to raise issues.
- DRMs are going well, lots of info getting through, effective agenda and format – celebrating successes section is going well, has meant resource-sharing is better allocated based on needs.
- Communication improved through toolbox meetings, issues being raised and lines opened.
- Senior management are consistent in their messaging.
- Communication between teams.
- Introducing planning meetings with open discussions, what forms do we need, what do we need to be aware of etc. to streamline activities.
- Open discussions and reporting.

6. Safety (69%)

Most team members feel safe with each other "We have each other's backs". There was a genuine belief by many respondents that it is now safe to speak up for safety and that there will be no blame or retribution. "Safety messaging is working" and given there is more focus on production for safety rather than for costs, there is a feeling that the focus on reporting of safety issues has improved. There is more emphasis on tackling the safety hazards together using the knowledge from all levels of the organization.

7. Management (63%)

Over half of the team members have indicated that having a new management team with a new General Manager has been beneficial to the organization. Respondents note that the restructure has led to more action taken to make business improvements that are more effective and safe. The "new energy and motivation" from the new GM is demonstrated by how he takes things seriously and "stops work in a constructive way if it's unsafe", and then "listens and solves problems with the team". Respondents reported that as a result of the new management people are feeling safe and comfortable to talk to managers and feel heard.

8. Cultural shifts (62%)

Respondents talked about the “improving culture”. With greater transparency, solution focused discussions and outcomes. “Trust is growing” according to some team members and “we are learning from our mistakes”. With the increase in transparency, there is a greater understanding by all on the business priorities and that we are “all in it together”.

Team members also noted an increase in recognition, positive feedback and “shout outs” that in turn bring people together.

Could Do Better

1. Safety 43%

Safety concerns were raised by nearly half of team members despite it being a strength identified by many others. Examples that reflect this theme include:

- Still a strong non-compliance to safety and electrical standards.
- People are overloaded. Can't get to it. Get rotated away from it / pulled away from it by reactive need elsewhere.
- Just do what you can with what you have.
- The culture seems very accepting of “kicking the can down the road” with incidents and hazards.
- Energy put in wrong places, feels like we are reinventing the wheel with processes.
- Feeling like there is a lot of talk and no show or change – “Safety is No. 1” and also “Too busy to have safety meetings”.
- Aggravation in response to hazard reporting.
- No action taken on hazard reporting.
- Hazards not dealt with – feeling like this is due to the high cost and them getting lost in the system. Some not addressed for over 2 years, some major hazards.
- Hazards being ‘signed off’ on that are not completed.
- Feedback is the current P&P are good, but people don't know them properly and therefore don't follow them.
- Sense that ‘Management’ want people to do it the Right way, but then it's not made easy for them to do.
- Staff members being told to ‘stop reading procedures and just do the job’.
- Need more training on P&P – Drill Days, like practise runs to get people actually doing it, testing them but learning on the job.
- Key concerns around Tagging procedures not being followed; safety risk that's been reported consistently (LOTO procedure).
- Fatigue management procedure sorted now but an example of things taking too long to be actioned when it directly impacted people's safety and has a huge flow on effect for workers and their families.
- We report hazards and we talk about again and again and have various meetings and nothing happens.
- People aren't sent to inspect issues.

- We get told we can stop the job, but we know we have to get things done and get the plant going. Culturally there's an expectation that we can't really stop the job. If we do there will be an overflow.
- On the walk arounds we do we can pick faults easily but they're not being actioned. What is the point of the walk around? There's always an excuse for it not being done e.g., we're not changing that. It's been signed off.
- Disengagement with reporting.

2. Leadership (33%)

For many people there were themes around Leadership and Management that contradicted 'what is going well' however very valid perceptions worth noting. The following points were shared:

- People being put into roles are not experienced.
- Jobs aren't being advertised, they are being 'created' and 'given' and people are being stepped up into roles they aren't ready for. Feels like people are being favoured.
- Feeling of mgmt. handballing responsibility to us (e.g. training requests).
- Disconnect between senior mgmt. and 'us'.
- Lots of changes and unknowns with mgmt.
- Inconsistent management presence - lack of check-ins from mgmt. to workshop staff.
- New leaders ... changing processes instead of helping us with our culture.
- Management work to an archaic process and by the time it gets done it's almost pointless.
- "Inexperienced people in top positions" i.e. upper management.
- We've lost our entire Management Team.
- It was great having a GM that understood what we did and came to site heaps. He's a big loss.
- Managers approve action then another department will shut down it down.

3. Communication (29%)

While communication was seen as a strong theme of what is working; it is also a theme of what could be better. Whilst some say it is at an all-time high, others state it is at an all-time low. Different perceptions of the same experiences are naturally going to exist and the polarisation of views is an issue to explore in itself. For a predominantly Generative culture to exist, the whole team needs to be aligned.

To understand where these team members were coming from some of the key themes included:

- Communicating outcomes from meetings does not happen.
- Feels like people show happy faces during meetings then grumble afterwards (not speaking up during the meeting itself due to fear)?
- Inconsistencies with processes, not sharing information between supervisors.
- Management need to improve two-way communication.
- Management ask for opinions, but don't act on feedback.

- Feeling like there is a disconnect in communication between different levels of management – messages about safety not being passed on.
- Too much detachment between sites and management.
- Toolbox presentations should be more site specific, too generic, could be more positive and interesting.

4. Parts Stores 15%

Stores are low in stock and there are massive lead times according to a sample of team members. "If processes were improved there would be greater efficiencies across the board".

5. Investigations/Performance reporting (10%)

Some team members felt that Investigations are not done well because there is little trust. Likewise, there were comments made around performance management not being done well and creates a dobbing culture. "I'm required to report others on the [internal system] and I feel that I'm dobbing...so now I stop "seeing it".

Other Feedback

Two other key themes emerged in the feedback that help us understand the current situation.

Change and uncertainty (36%)

Many changes can be unsettling for some and while most team members have noted the changes and the uncertainty around the business, a proportion of the team members acknowledge they are fatigued and struggling. "There has been and is too much change and uncertainty around structure which makes it hard to work together as a team". "There is no stability – they bring something in and then change it before it's even had time to work".

Lack of consultation (27%)

Respondents expressed a theme around lack of consultation and decisions being made from the top down. Team members reporting they are not feeling heard; "I have put 400 ideas into [continuous improvement system] and none of them have been done or acknowledged.

Quantitative Results

Each team member was asked to reflect the elements of the three culture typologies. The following graph presents the percentage of the team that 'agree' or 'strongly agree' with each belief statement enabling us to gage the culture typology of the team.

The highest performing questions

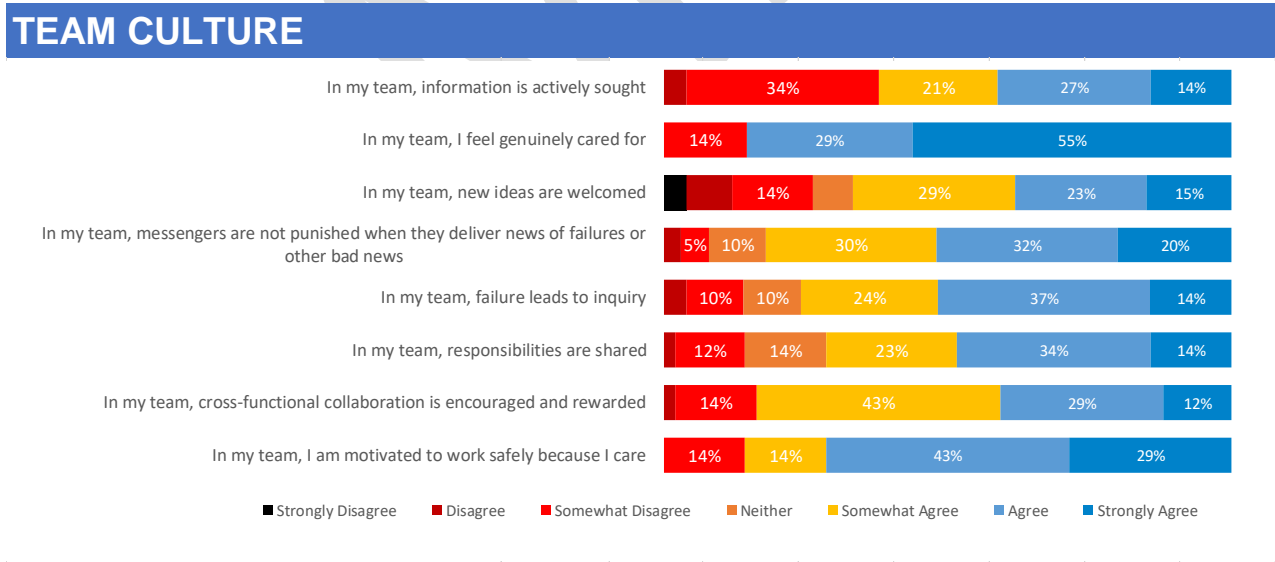
Levels of agreement for the following questions were:

- 84% feel genuinely cared for
- 71% motivated to work safely because I care

Lower performing questions

Levels of agreement for the following questions were:

- 38% new ideas are welcomed.
- 41% cross-functional collaboration is encouraged and rewarded
- 48% responsibilities are shared
- 51% failure leads to inquiry
- 52% messengers are not punished when they deliver news of failures or other bad news.



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, 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.

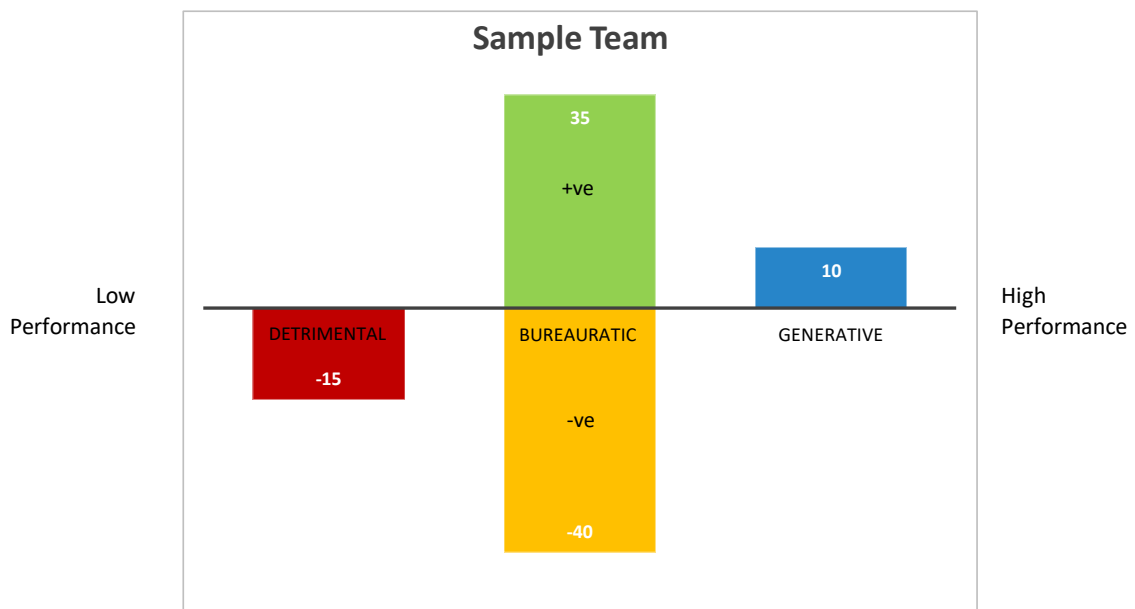
Teams and organisations often have elements that represent the three typologies and the challenge is to identify what is holding back the growth and sustainability of generative culture.

For Sample Team, we see the proportion of each typology currently present shown on the following page. 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, towards the right-hand side, creates safer, higher performing people, teams and organisations.



Sample Team: Typology of Cultures

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"> • Vision and strategic plan • Commitment to continuous improvement • Issues get handled well at a local level • Communication and management are 'improving' 	<ul style="list-style-type: none"> • Local level – genuine care and concern for the people they work with e.g. 71% are motivated to work safely because they care and 84% feel genuinely cared for • Belief that 'it is possible' to be more safe, especially with the noted improvements across the team. 	
Low Perf	Detrimental	Generative	
	Bureaucratic -ve	Bureaucratic +ve	
	<ul style="list-style-type: none"> • A belief that its 'All about cost' • A view that we need to just make do with what we have. • No point raising anything – nearly half the respondents felt messengers are punished when they deliver news of failures or other bad news • Reactive behaviours in field. • Little evidence of proactive behaviour e.g., maintenance, P&P change, hazards not dealt with. • The culture seems very accepting of "kicking the can down the road" with incidents and hazards. 	<ul style="list-style-type: none"> • Conforming behaviour is a key driver of systems and structures – creates silo's and limits information flow. • Genuine belief from some P&Ps will keep us safe – can lead to <i>an overreliance on P&P, limiting critical thinking and adapting in the moment.</i> • Members experiencing frustration with bureaucracy, slow process & sheer number of P&P's. • Resistance to change e.g. only 38% of respondents feel new ideas are welcomed. • A belief that management only care about the numbers (and not about people). 	High Perf.

One element worth noting:

Conforming handbrake with reporting

The belief it takes too long to see a meaningful, practical action following a report is one of the biggest complaints and accounts for the large proportion 'stuck' in bureaucratic. This is even more relevant now that people feel safe to report – we need them to feel it's not only safe, but worthwhile.

SAMPLE

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.

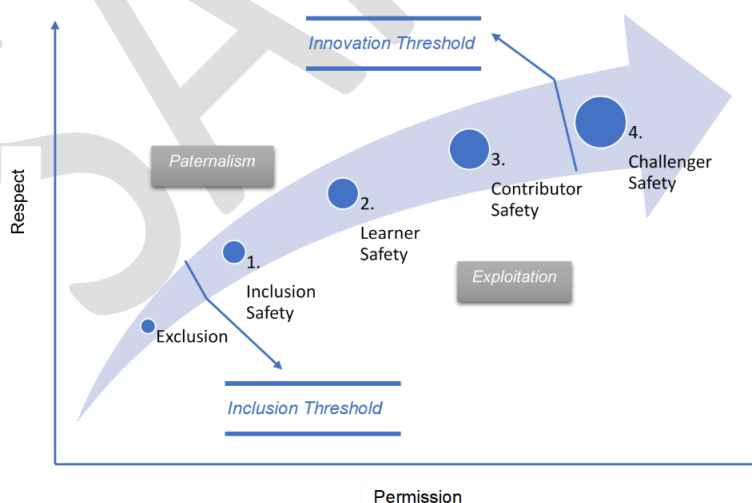


Figure 1: The four stages of psychological safety (Clarke, 2020)

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

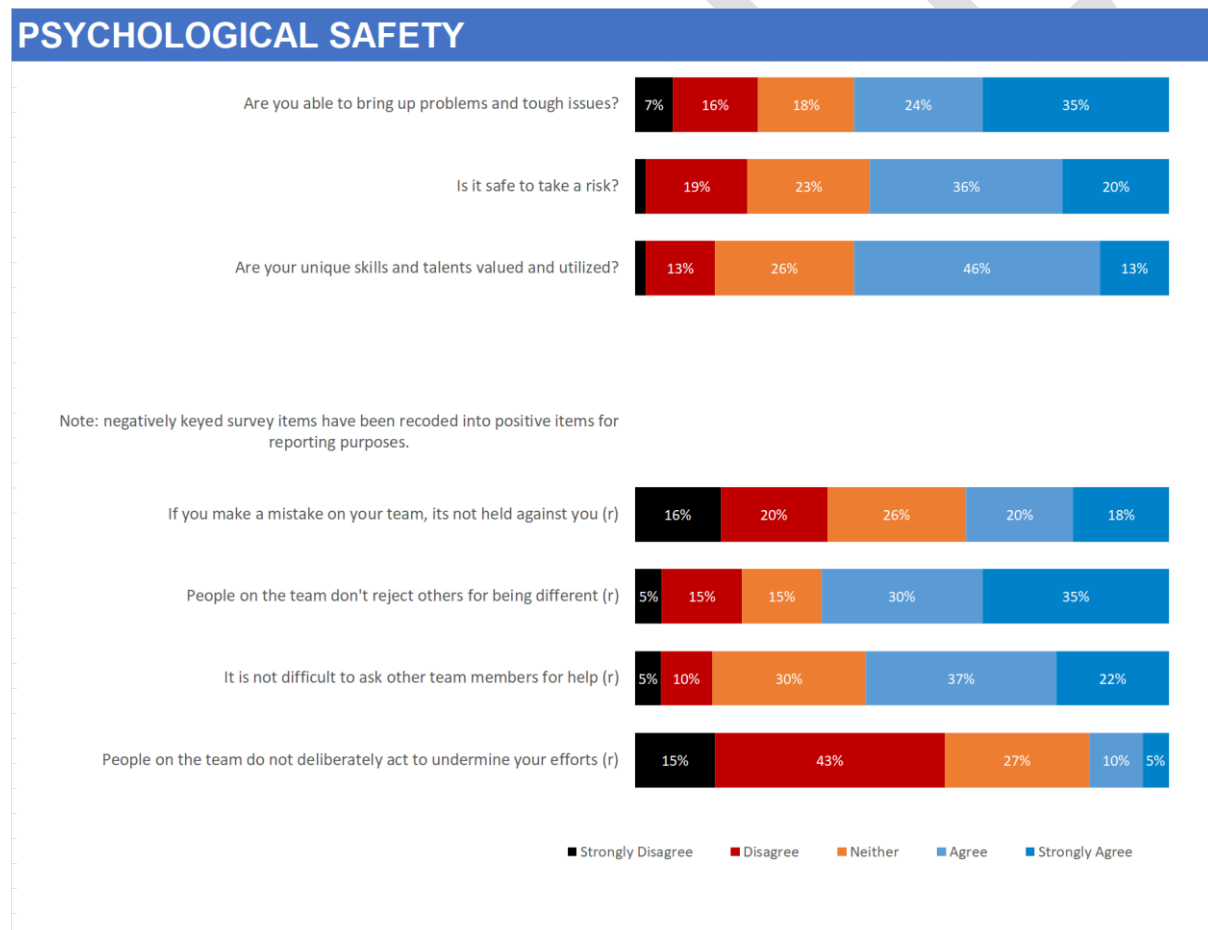
Top Areas

- 65% of staff feel people on the team don't reject others for being different.
- 59% of staff feel it is not difficult to ask other team members for help.
- 59% of staff feel their unique skills and talents are valued and utilised.
- 56% of staff feel it is safe to take an education risk.
- 55% of staff feel they are able to bring up problems and tough issues.

Opportunity Areas

- 38% of staff feel if you make a mistake on your team, it is not held against you.
- 15% of staff feel people on the team do not deliberately act to undermine their efforts.

Note: results with less than 5% do not have data labels.



Summary Analysis

The results indicated that while there are some aspects of psychological safety that are being met, there is still a large portion of the group who feel a moderate risk to their psychological safety within the team (as demonstrated in the Top Areas where scores are between 55% and 65%). Team members feel somewhat safe to learn and grow through asking questions, giving and receiving feedback, experimenting, and making mistakes, with 62% of team members believing that if a mistake is made, it is held against you.

SAMPLE

Engagement – Organisational View

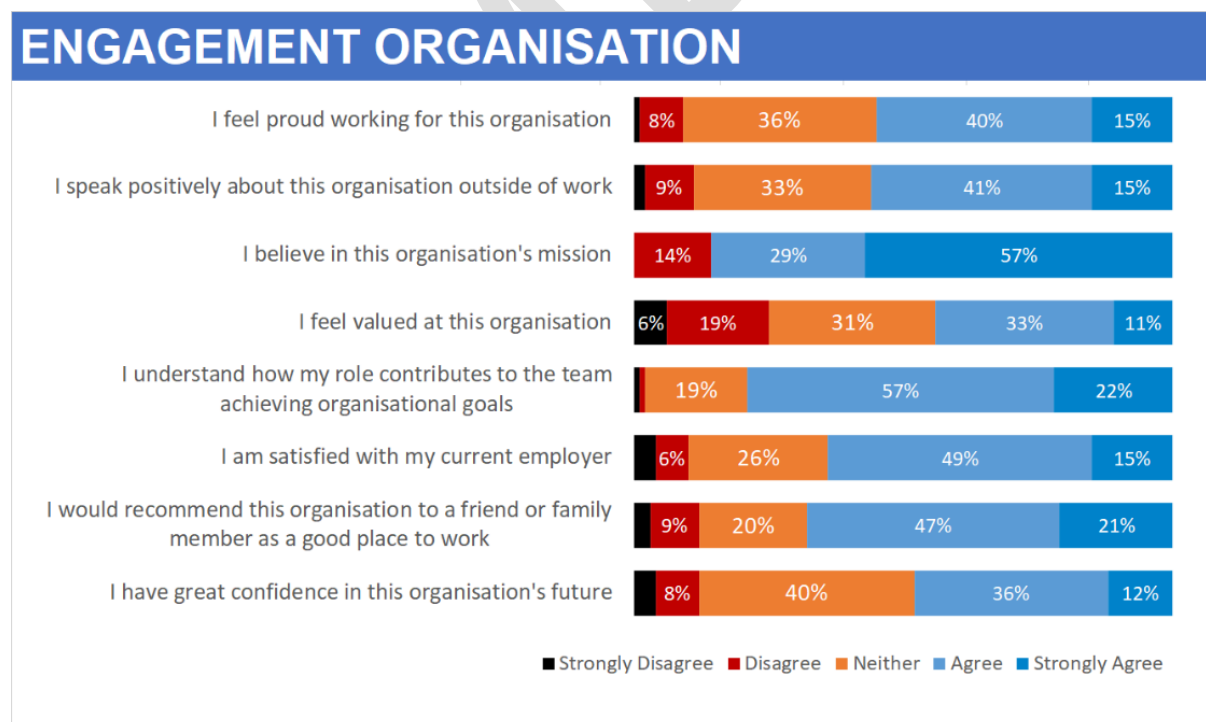
This section of the survey looked to assess the level of engagement staff felt with the organisation. Participants were asked to rate their level of agreement to these statements in relation to the larger organisation. Below we highlight questions that received the highest and lowest scores.

Top Areas

- 86% of staff believe in the organisation’s mission.
- 79% of staff understand how their role contributes to the team achieving the organisational goals.
- 68% of staff would recommend this organisation to a friend or family member as a good place to work.
- 64% of staff are satisfied with their current employer.
- 56% of staff speak positively about this organisation outside of work.
- 55% of staff feel proud working for this organisation.

Opportunity Areas

- 48% of staff have great confidence in this organisation’s future.
- 44% of staff feel valued at this organisation.



Note: results with less than 5% do not have data labels.

Summary Analysis

The results indicated that team members believe strongly in the organisation's mission and how their role contributes to the team achieving the organisational goals, evident in how they promote the organisation to family and friends and sense of pride working for this organisation. Scores also indicated that while staff believe in the mission, they are only moderately confident (48%) that it will be successfully achieved. This may be influenced by staff feeling undervalued (68%) in their role, potentially leading to presenteeism or staff turnover.

SAMPLE

Engagement - Team View

This section of the survey looked to assess 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, with top areas and opportunities areas highlighted.

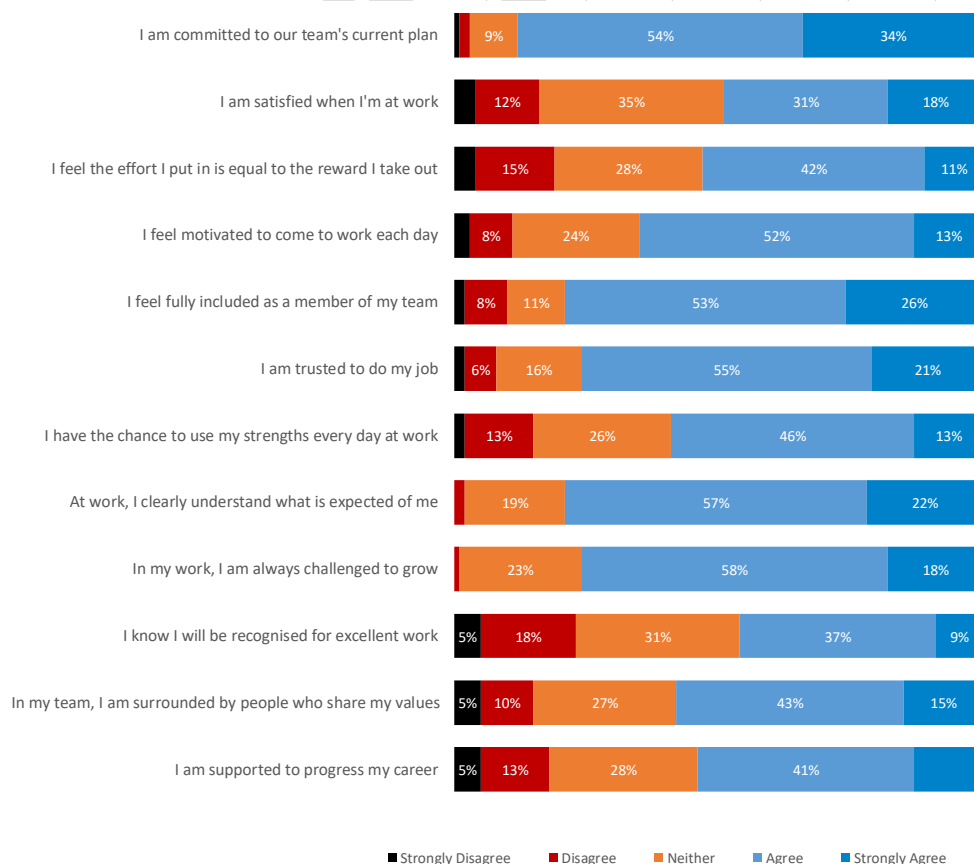
Top Areas

- 88% of staff are committed to the team's current plan.
- 79% of staff clearly understand what is expected of them at work.
- 79% of staff feel fully included as a member of their team.
- 76% of staff feel trusted to do their job.
- 76% of staff are always challenged to grow at work.
- 65% of staff feel motivated to come to work each day.

Opportunity Areas

- 54% of staff feel supported to progress their career.
- 53% of staff feel the effort they put in is equal to the reward they take out.
- 49% of staff are satisfied when they're at work.
- 46% of staff know they will be recognised for excellent work.

ENGAGEMENT TEAM



Note: results with less than 5% do not have data labels.

Summary Analysis

Results indicated that team members are more engaged at the team level when compared to the organisation level, evidenced by higher scores across similar questions. Team members are strongly committed to the team's plan, understand what is needed to achieve it, and feel trusted to do the job required. While highly engaged within the team, there is a general sense that staff are not supported to progress their career further, or that their reward is equal to the effort they put in.

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Correlations to Organisational Performance



Correlations to Organisational Performance

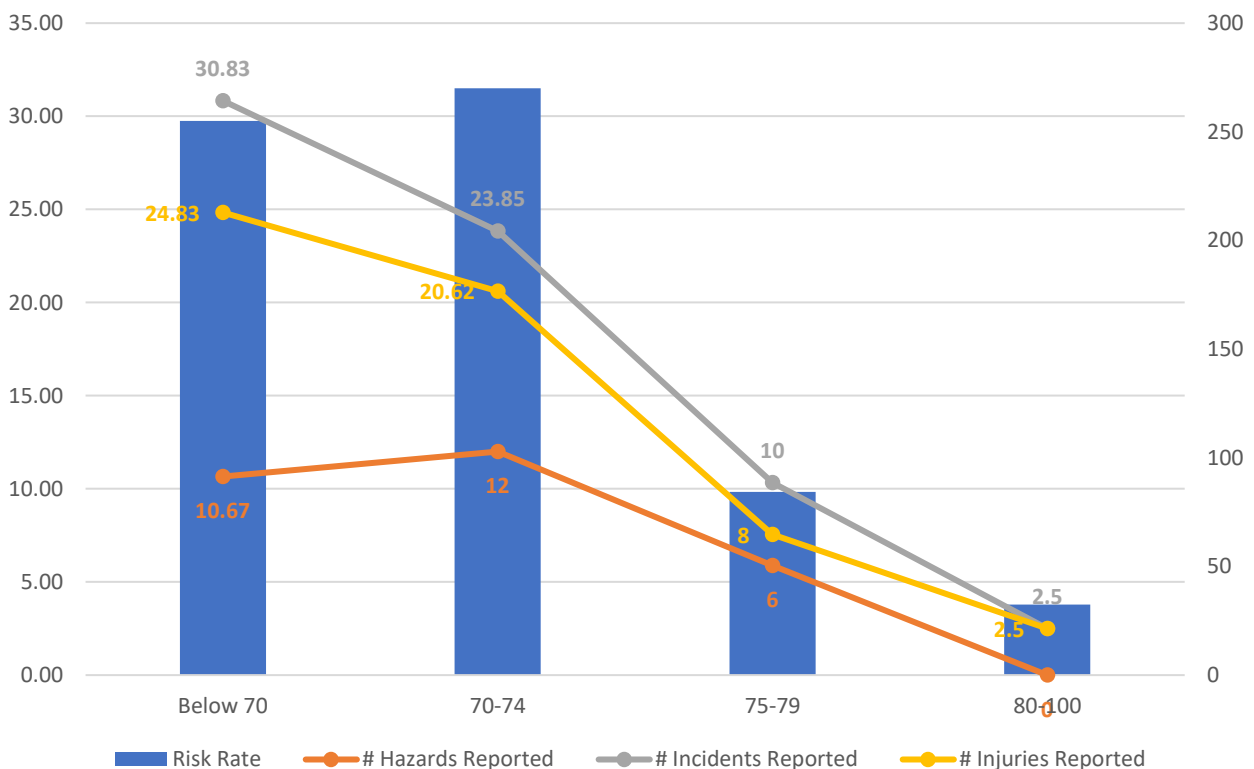
The Sample Team are part of a large organisation who were able to provide Data Drives Insight with organisational and safety performance data including:

- Risk Rate
- Number of Hazards Reported
- Number of Incidents Reported
- Number of Injuries Reported

This enabled the ability to correlate the engagement data captured in this IASC with these key organisational and safety performance areas.

The following graph provides a visual depiction of the relationship between engagement and the abovementioned areas. The Sample Team sit within the 80-100 bracket, and as shown, has the lowest risk rate, number of hazards reported, number of incidents reported, and number of injuries reported.

We can infer that the more engaged teams/sites perform more safely based on the data provided.



Note this correlation analysis is only available if the organisation is able to provide organisational data to Data Drives Insight.

Summary & Recommendations



Summary and Recommendations

Putting it all together

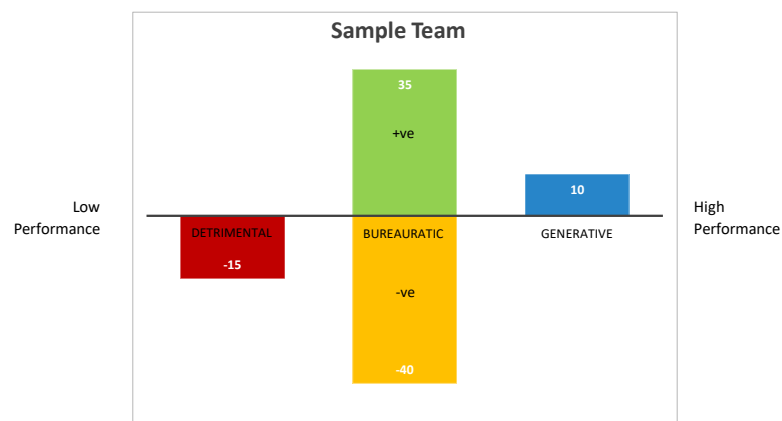


Your top 5 strengths

1. Seek risk updates (Co)
2. Practice self-care (Ca)
3. Know other's strengths (Ca)
4. Friendship (Ca)
5. Actively Cares (Ca)

Your top 5 areas to improve

1. Do what we say (Pu)
2. Update procedures (Co)
3. Listen carefully (Cu)
4. Manage change (Co)
5. Planning (Co)



Psychological Safety

- Large portion of the group who feel a moderate risk to their psychological safety within the team (as demonstrated in the Top Areas where scores are between 55% and 65%).

Engagement

- Team members are more engaged at the team level when compared to the organisation level.

Why are people getting hurt?

- Risk tolerance – accepting a level of safety risk, blaming others for that safety risk, not ‘doing what we say we will do.’
- Conforming with bureaucracy– reliance on safety policies and procedures to keep people safe. These are often outdated because procedures are not regularly updated to reflect best practice
- Missed learning and improvement opportunities as pockets of staff do not share what they know or are engaged in what they know. This leads to poor change management.
- Disconnect between Management and staff – polarising views on management effectiveness and communication throughout the team and organisation. The team identified they are not listening as effectively to each other as they could.

What are the levers for change?

For Sample Team,

- Leadership capability – grow curious and connecting factors that enable leaders to expand their capacity and capability for engaging others in more safe, more productive.
- Front line capability – similarly, grow curious and connecting factors that enable the whole team to expand their capability in the areas that are shown to create a more safe, more productive environment.
- Psychological Safety – create forums and channels for (formal and informal) information flow that enable staff to challenge the status quo.
- Generative Culture focus - Looking beyond policies and procedures to help keep people safe by learning and connecting - having the right people involved at the right time for optimal understanding and solutions.

Recommendations

The following are possible tactics that enable the Sample Team to grow the four factors of Generative safety leadership and culture, which will enable the team to challenge issues such as risk perception and tolerance and over reliance on policies and procedures, through engaging staff in the 'why' and the 'how' to create a safer and more productive place to work.

1. Engage employees through Safety Culture Action Groups

Culture Action Groups are cross functional groups (comprising of 8-12 members selected from across various levels and work groups throughout the organisation) responsible for leading and implementing safety culture optimisation initiatives. The Action Groups purpose is to create initiatives, activities and events that transform the culture from the current culture to the preferred culture.

2. Listening Tours

Listening tours can be conducted by coaches, managers, action group members and other key stakeholders to connect with all areas of the workforce. The purpose is to demonstrate genuinely listening to the concerns of the workforce and role model how to address these in a constructive way that enables learning and resolution. Listening tours may become part of currently existing processes, such as site visits. Emphasis is placed on listening to staff concerns and ideas with the support from coaches to address these immediately.

3. Creating Learning Opportunities

Look for and create time, space and mechanisms that support learning from events across the organisation. "Events" can be completed maintenance, near misses, meetings, etc. Learning can be both from what has gone well and what could be better, considers both process and personal elements. Ensure learning is embedded into the 'system' to improve overall effectiveness and efficiency – as teams experience improved methods, less errors, and less rework.

4. Leadership Program: Awareness, Education and Live Coaching

This would include opportunities for individual and group raising awareness of current strengths and opportunities for growth in the four factors, and self and guided development opportunities, with the chance to practice 'live' with a coach observing, role modelling and providing feedback.

5. Generative Investigations

Cultural change comes from two directions – the application of advanced safety practices and deep transformation of values and assumptions. Learning how to inject this approach into the way this team have inquiry and conduct investigations following incidents is an important growth in the maturity of a safety culture.

We recommend expanding capability in this area by:

- Education sessions of integral to key leaders and staff; and
- Observation and filed coaching during investigations.

Notes

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Notes

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