

Sample

ISA 360 Aggregate Report



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International research has shown that what **really** matters when it comes to keeping everyone safe at work is **how your team works together and cares for each other.**

When safety goes horribly wrong, the consequences are **gut-wrenching**. Not just for the family and friends of those injured or worse, but for **each and every member** of the affected person's team.

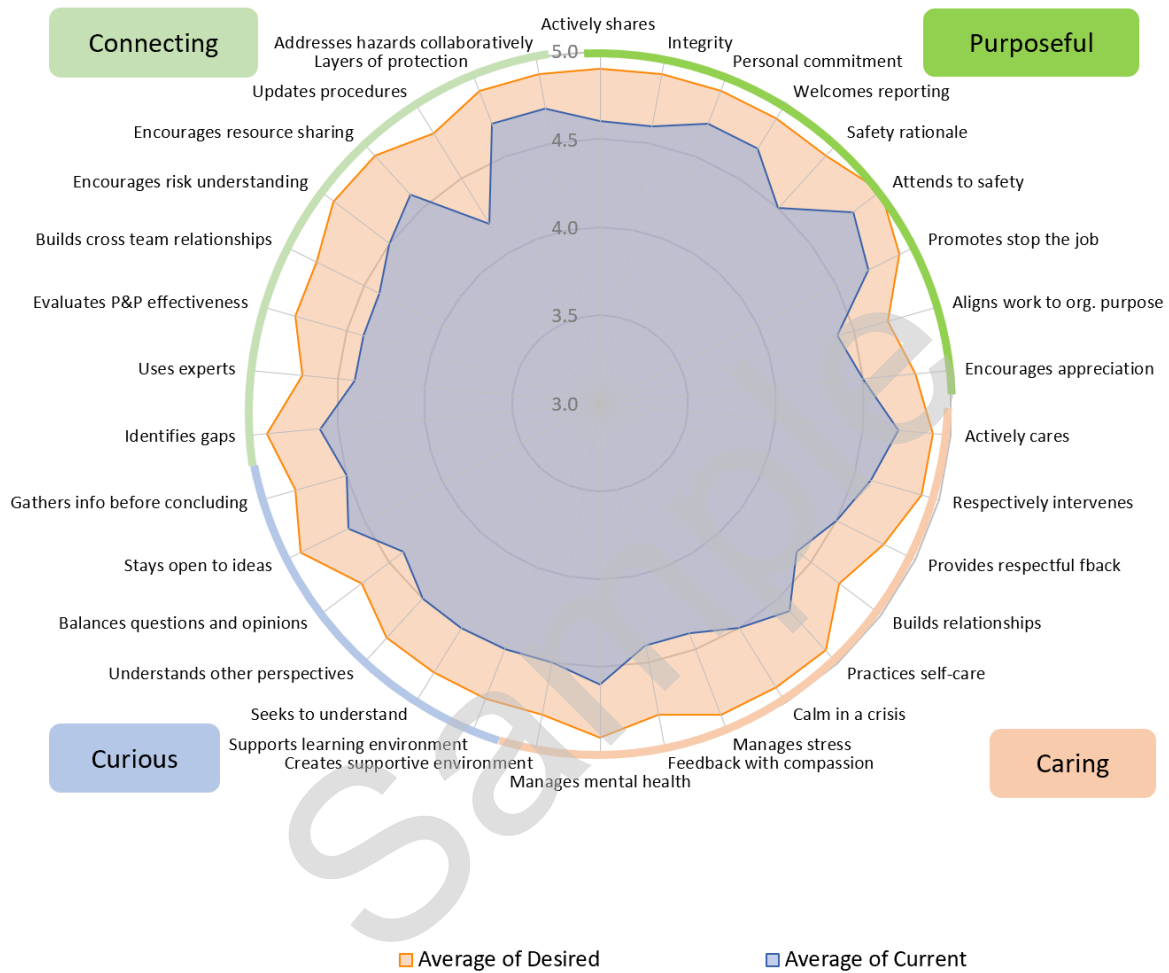
Congratulations on coming this far in your safety leadership journey and we sincerely believe that the ISA 360 will give you the insights to proactively address your safety leadership potential head on.

After all, **many lives are counting on you.**



Aggregated Snapshot

The following snapshot represents the aggregated result of the members of the team that participated in the ISA 360.



N = 14 Participants



Analysis of Group Results - Commentary

The results highlighted the biggest strength areas for this group are under the **Purposeful and Curious domains**. Collective data indicates **leaders demonstrate a personal commitment to safety** and promote this mindset through to their teams by **encouraging reporting, attending to safety issues when they occur and stopping the job to ensure people are safe**. The aggregated results also indicate strengths in the way the **leaders seek to understand others safety concerns and look for ways to learn from safety issues**. This leads to perceptions amongst the raters that the leaders **care for their teams' safety**. This strength is also reflected in the Leadership Impact results for this group as their raters shared, they feel **supported to report a safety concern and don't feel pressured to sacrifice safety** to get the job done.

The following items represented the groups strengths across the whole assessment i.e., had the highest 'current performance' scores.

- Leader respectfully intervenes when they see someone working in a less safe manner
- Leader encourages working together to address hazards
- When it comes to safety, Leader does what they say they will do
- Leader welcomes reporting all kinds of hazards
- Leader ensures that staff feel confident they can stop the job, even when busy
- Leader actively shares their commitment for keeping people safe
- Leader ensures appropriate layers of protection are used in managing hazards
- Leader actively cares about the safety and wellbeing of others
- Leader demonstrates a high level of personal commitment to safe work practices
- Leader stops to attend to an unsafe act/condition, even when busy

The biggest opportunity for this group lies within the **Connecting** domain. This represents leaders' ability to **optimise both personal and process safety, at the individual and organisational level**. The biggest developmental opportunities are **updating policies and procedures to reflect learnings; and evaluating current policies and procedures** to see if they are effective and the best process to keep people safe. Raters of this cohort also recognised that leaders could benefit from **managing their own stress more**.

The following items were identified as the biggest opportunities for this group.

- Leader regularly updates procedures so they reflect best practice
- Leader manages stress well
- Leader actively builds good working relationships with other teams to help get work done well and safely
- Leader supports actively testing processes and procedures to determine their effectiveness
- Leader shows compassion for the person when giving feedback on performance
- Leader encourages the team to use experts outside the immediate team, if necessary, to address risk

- Leader creates opportunities to discuss how our work supports the purpose of the company
- Leader gathers information and ideas before making conclusions
- Leader keeps a balance between asking questions and giving opinions
- Leader spends time to get to know others personally

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Purposeful

Purposefulness provides practical guidance and orientation to a person, team or organisation, indicating the direction of change. When people know why they are doing a project or task, they can self-correct when they get off course. Purpose is enacted through shared commitments.

People make commitments to safety explicit and visible, engaging each other in the possibility of, and practices that support everyone going home safe every day. When integrity is broken, it is restored by returning to commitment, rebuilding trust. Leaders engage others to be purposeful, committed, and continuously learning how to improve safe performance.

Strengths (top areas)

The following items were considered strengths in contrast to the rest of the area i.e., had the highest 'current performance' scores.

- Leader stops to attend to an unsafe act/condition, even when busy
- Leader demonstrates a high level of personal commitment to safe work practices

Opportunities (biggest gaps)

The following items were identified as the biggest opportunities for this group in this area.

- Leader creates opportunities to discuss how our work supports the purpose of the company
- Leader encourages the team to appreciate each other when they work more safely

Reflection



Caring

Care is regard for the intrinsic value of people, actively providing what is needed to support health, safety and wellbeing. Care is personal, connecting with others based on understanding of how it is and what is needed from their perspective. Regard for others creates an environment where people respect each other and build trust and willingness to say what is true.

Caring springs from care for oneself, ensuring one has the capacities and energy to provide real help. It balances a focus on building strengths with a compassionate drive to address gaps in performance and realise potential.

Strengths (top areas)

The following items were considered strengths in contrast to the rest of the area i.e., had the highest 'current performance' scores.

- Leader actively cares about the safety and wellbeing of others
- Leader respectfully intervenes when they see someone working in a less safe manner

Opportunities (biggest gaps)

The following items were identified as the biggest opportunities for this group in this area.

- Leader manages stress well
- Leader shows compassion for the person when giving feedback on performance

Reflection



Curious

Curiosity creates openness to learning how things actually happen in order to improve safe performance. It includes the capacity to suspend what you know, and actively seek out what you don't know.

Openness means that people are slow to make judgments or to blame people when things go wrong. Inquiry is kept open as long as possible in order to fully understand what happened and to generate lasting change.

People listen to as many diverse perspectives as possible in the time allowed in order to create a more complete picture.

Strengths (top areas)

The following item was considered a strength in contrast to the rest of the area i.e., had the highest 'current performance' score.

- Leader stays open to new information on how to improve performance

Opportunities (biggest gaps)

The following item was identified as the biggest opportunity for this group in this area.

- Leader gathers information and ideas before making conclusions

Reflection



Connecting

Allows us to see how things are related, people seek to understand how roles, teams and functions must integrate to optimize the performance of the whole system.

Connecting is increased when people work together to create models of how the system works and then continually updated as new information is revealed. There is a concerted effort to understand how people close to the work understand the work, updating systems to match how work is actually done.

There is work on the right things at the right time with the right people. There is use of highly intentional and focussed approaches that leads to operational discipline and maximises the use of all resources to achieve the purpose.

Strengths (top areas)

The following items were considered strengths in contrast to the rest of the area i.e., had the highest 'current performance' scores.

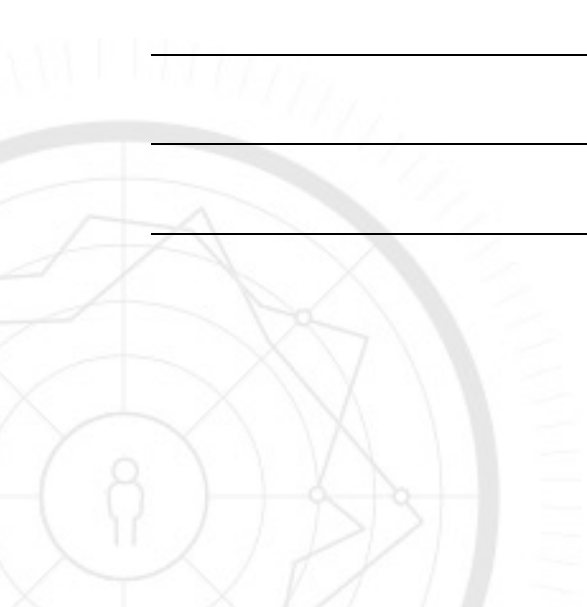
- Leader encourages working together to address hazards
- Leader ensures appropriate layers of protection are used in managing hazards

Opportunities (biggest gaps)

The following items were identified as the biggest opportunities for this group in this area.

- Leader regularly updates procedures so they reflect best practice
- Leader actively builds good working relationships with other teams to help get work done well and safely

Reflection



Sample



Impact on Others



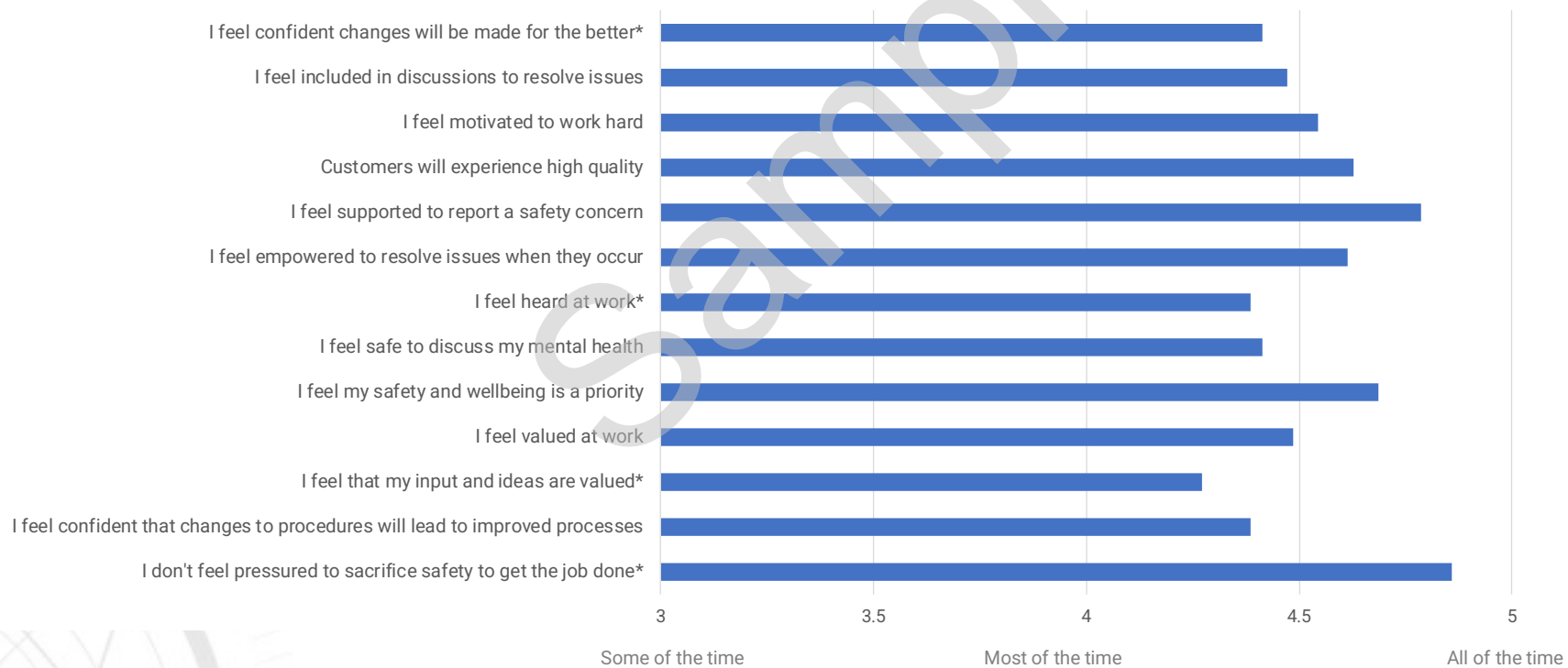
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Impact on Others

Understanding the impact our actions have on others is one of our most powerful leadership tools. High performing leaders understand how their behaviour and their leadership style impacts others and know how to use both in order to get the best results from their people. Raters were asked to provide feedback on leadership impact and respond to how they feel in their interactions with this leader. Results are shown below.

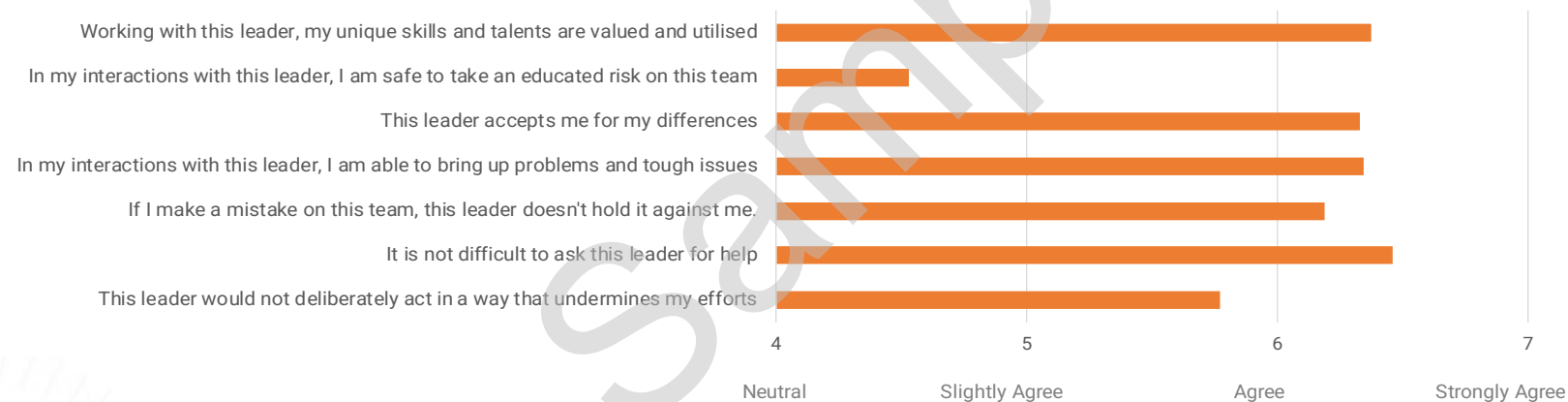


* Question was negatively worded in the survey and has been reversed and reworded in the report

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Psychological Safety

Psychological safety is an important element to high-performing teams and is characterised by shared beliefs that team members can share ideas, challenge each other, and will not be punished for making mistakes. Raters were asked to rate their level of agreement to 7 statements relating to psychological safety. Results are shown below.



Transformation Recommendations



Transformation Recommendations

Based on the data collected and summarised in this report this team would benefit from the following suggestions to transform in their roles as a Safety Leaders:

- **Explore the gaps within updating procedures.** Understand the blockers that are currently contributing to this gap and focus on where the group can influence change in this space. For example, is this gap due to individual views that 'it's not my role,' or does the organisation place barriers or challenges on leaders to update procedures.
- **Develop strategies to manage stress more effectively.** Work together to understand each leaders' stress triggers and generate ideas to build individual and collective resilience. Also look for sources of stress that can be reduced or removed such as organisational pressures or re-work.
- **Improve teamwork and cooperation between teams.** Build cross-organisation relationships and encourage members of each team to seek perspectives, learnings, and expertise from others outside their team. While leaders may have adequate knowledge and expertise within their own team, encouraging a culture where members also look to other teams, will influence a more effective safety culture overall.
- **Develop their curiosity.** Practise more effective listening by gathering information and ideas before making conclusions and find a balance between asking questions and giving opinions. Explore the 'Knower vs. Learning,' distinction as a group when parking their own views and conclusions to genuinely seek to understand the views, ideas and perspectives of others.
- **Build deeper connections with others.** By getting to know their team on a more personal level, this group will be better positioned to give feedback with compassion more frequently by acknowledging and adjusting for individual differences.



Planning

What will we work on?

1. _____
2. _____
3. _____

How will we do this?

1. _____
2. _____
3. _____

What are the anticipated benefits to our team and organisation's performance?

1. _____
2. _____
3. _____



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ISA 360 Aggregate Report

This report contains detailed feedback collected from all the respondents that formed part of the aggregated team, including their raters as part of the Integral Safety Assessment 360.

The survey measured how the respondents and others perceive their practices and behaviours in the context of Integral Safety, specifically the leadership practices that demonstrate Integral Safety Leadership.

Disclaimer

The ISA 360 questionnaire has been designed by Veraison to help partnering organisations gauge the level of awareness in relation to Integral Safety and engagement in the associated safety practices by the current chosen level of employees. Although the instrument, when analysed indicated the sought-after qualities of validity and reliability, the absence of norming data makes it unrealistic to make strong validation and reliability claims. Veraison is in the process of further reliability, validity and norming testing. It is therefore recommended that the questionnaire is not used outside the scope of its original design and specific intent. This report is for self-development purposes only and should not be used for recruitment or promotion purposes.

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