Sample

Your ISA 360 Feedback Report

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ISA 360°
growing safer leaders
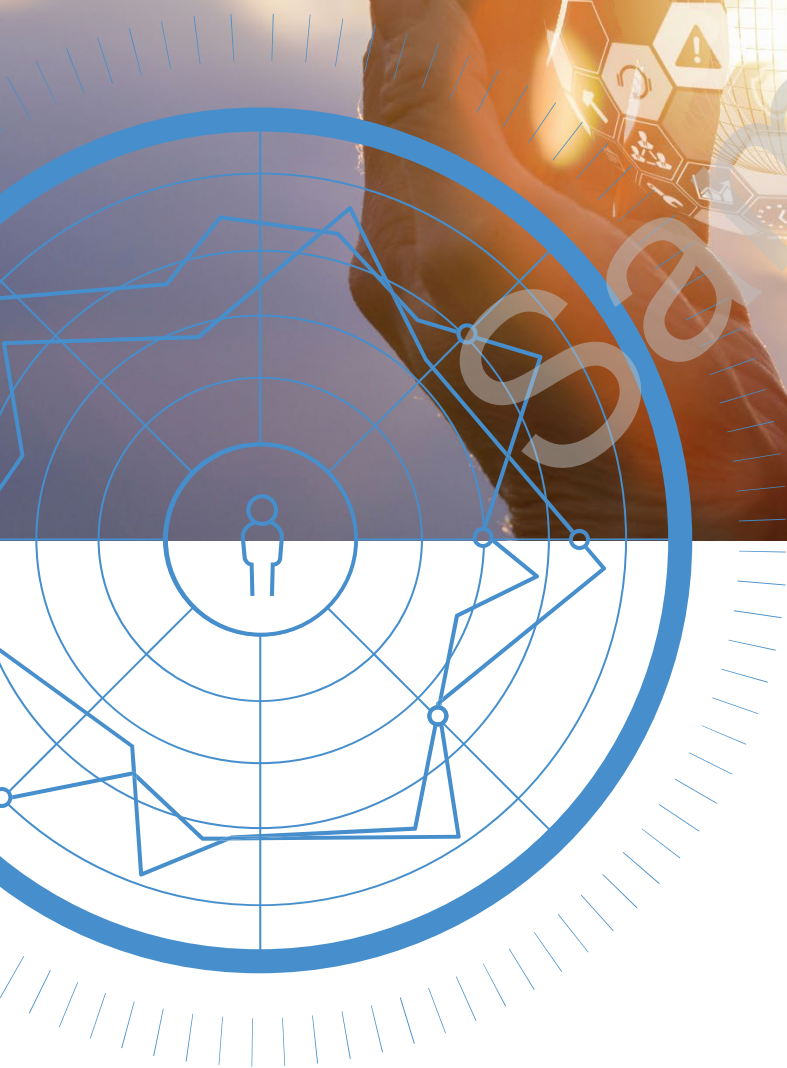
Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	2 responses
Direct reports	3 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 34 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

Your top 5 strengths

1. Gathers info before concluding
2. Stays open to ideas
3. Provides respectful fback
4. Encourages resource sharing
5. Actively cares

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.
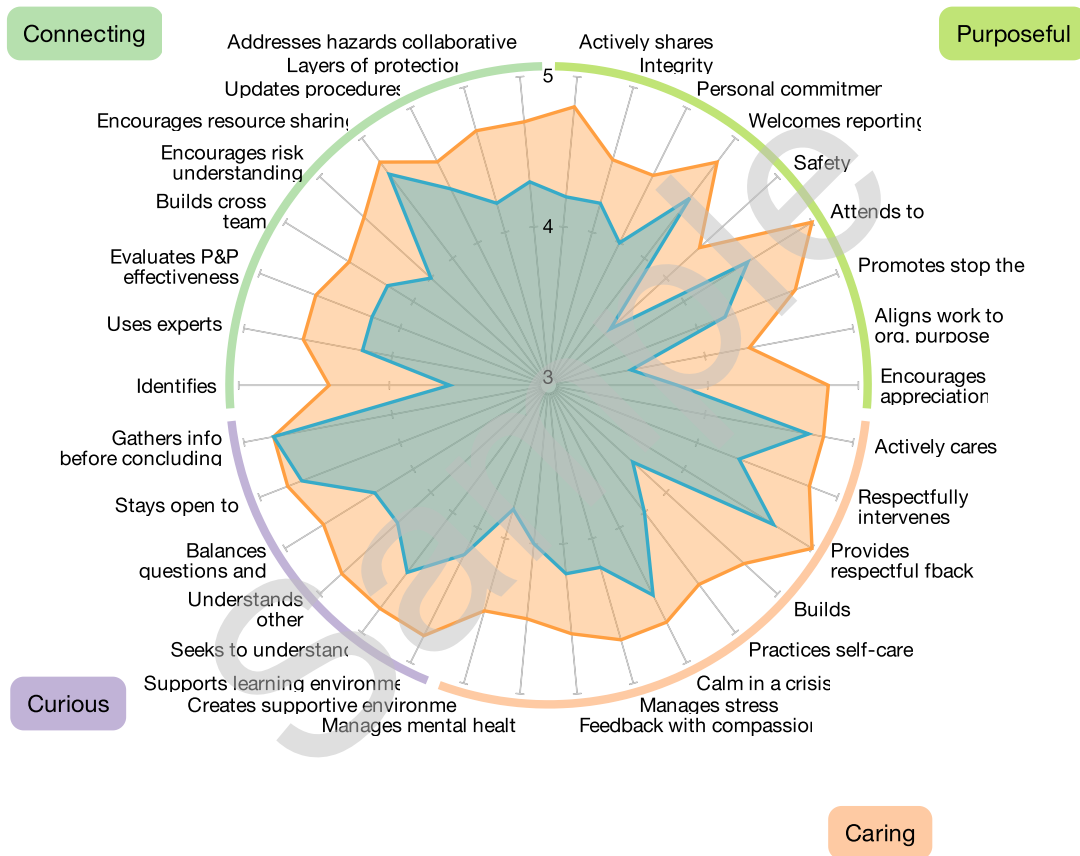
Your top 5 areas to improve

1. Builds relationships
2. Encourages appreciation
3. Aligns work to org. purpose
4. Identifies gaps
5. Safety rationale

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).

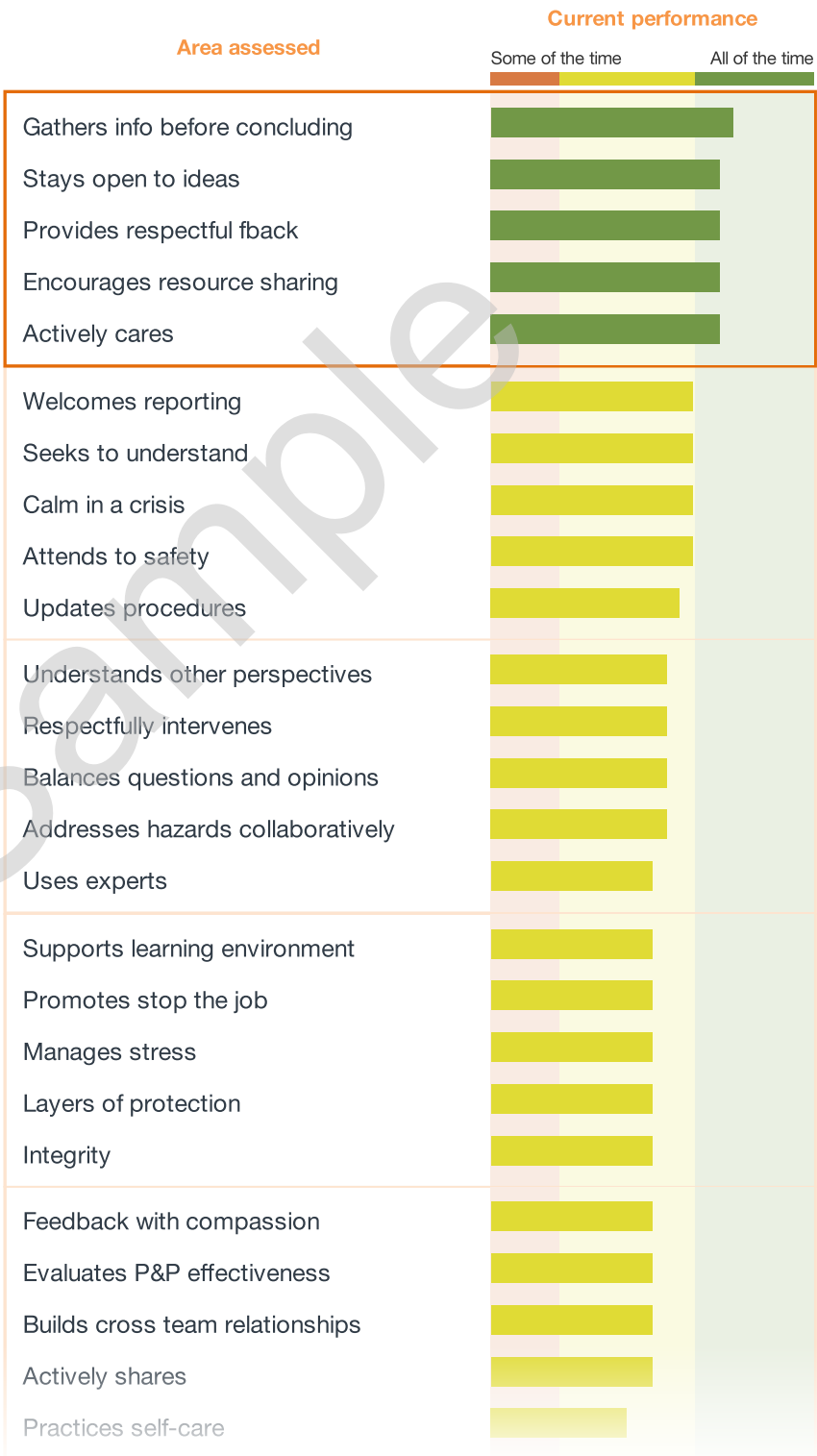■ Current performance   ■ Desired performance for 12 months time

Connecting

Addresses hazards collaborative
Layers of protection
Updates procedures
Encourages resource sharing
Encourages risk understanding
Builds cross team
Evaluates P&P effectiveness
Uses experts
Identifies
Gathers info before concluding
Stays open to
Balances questions and
Understands other
Seeks to understand
Supports learning environme
Creates supportive environme
Manages mental healt

Purposeful

Actively shares
Integrity
Personal commitmer
Welcomes reporting
Safety
Attends to
Promotes stop the
Aligns work to org. purpose
Encourages appreciation
Actively cares
Respectfully intervenes
Provides respectful fback
Builds
Practices self-care
Calm in a crisis
Manages stress
Feedback with compassion

Curious

Caring

5
4
3

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.

Area assessed

Current performance

Some of the time → All of the time

We recommend you focus on these top 5 strengths

- Gathers info before concluding
- Stays open to ideas
- Provides respectful fback
- Encourages resource sharing
- Actively cares

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

- Welcomes reporting
- Seeks to understand
- Calm in a crisis
- Attends to safety
- Updates procedures

- Understands other perspectives
- Respectfully intervenes
- Balances questions and opinions
- Addresses hazards collaboratively
- Uses experts

- Supports learning environment
- Promotes stop the job
- Manages stress
- Layers of protection
- Integrity

- Feedback with compassion
- Evaluates P&P effectiveness
- Builds cross team relationships
- Actively shares
- Practices self-care

Sample

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.

Area assessed

Desired improvement

Small   Large

These 5 areas need the most improvement	
Builds relationships	
Encourages appreciation	
Aligns work to org. purpose	
Identifies gaps	
Safety rationale	
You can review all of the areas to see if there are others you wish to prioritize in your personal development plan.	
Creates supportive environment	
Actively shares	
Encourages risk understanding	
Practices self-care	
Supports learning environment	
Attends to safety	
Layers of protection	
Manages mental health	
Manages stress	
Personal commitment	
These areas need less improvement and should not be your top priority.	
Promotes stop the job	
Respectfully intervenes	
Understands other perspectives	
Addresses hazards collaboratively	
Balances questions and opinions	
Evaluates P&P effectiveness	
Feedback with compassion	
Uses experts	
Builds cross team relationships	
Integrity	

Sample

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)	Your view	Direct manager	Others
	Small — Large			
Builds relationships		Small	Small	Large
Encourages appreciation		Large	Small	Large
Aligns work to org. purpose		Large	Small	Large
Identifies gaps		Large	Small	Large
Safety rationale		Large	Small	Large
Creates supportive environment		Large	Small	Medium
Actively shares		Large	Small	Medium
Encourages risk understanding		Large	Small	Medium
Practices self-care		Large	Small	Medium
Supports learning environment		Large	Small	Medium
Attends to safety		Small	Small	Medium
Layers of protection		Large	Small	Medium
Manages mental health		Large	Small	Medium
Manages stress		Large	Small	Medium
Personal commitment		Large	Small	Medium
Promotes stop the job		Large	Small	Medium
Respectfully intervenes		Small	Small	Medium
Understands other perspectives		Large	Small	Medium
Addresses hazards collaboratively		Small	Small	Medium
Balances questions and opinions		Large	Small	Medium
Evaluates P&P effectiveness		Large	Small	Medium
Feedback with compassion		Large	Small	Medium
Uses experts		Large	Small	Medium
Builds cross team relationships		Large	Small	Medium
Integrity		Large	Small	Medium

Sample

			Large	Small	Medium
Provides respectful fback			Large	Small	Medium
Seeks to understand			Large	Small	Medium
Welcomes reporting			Small	Small	Medium
Calm in a crisis			Large	Small	Small
Updates procedures			n/a	Small	Small
Actively cares			Large	Small	Small
Encourages resource sharing			Small	Small	Small
Stays open to ideas			Large	Small	Small
Gathers info before concluding			Large	Small	Small

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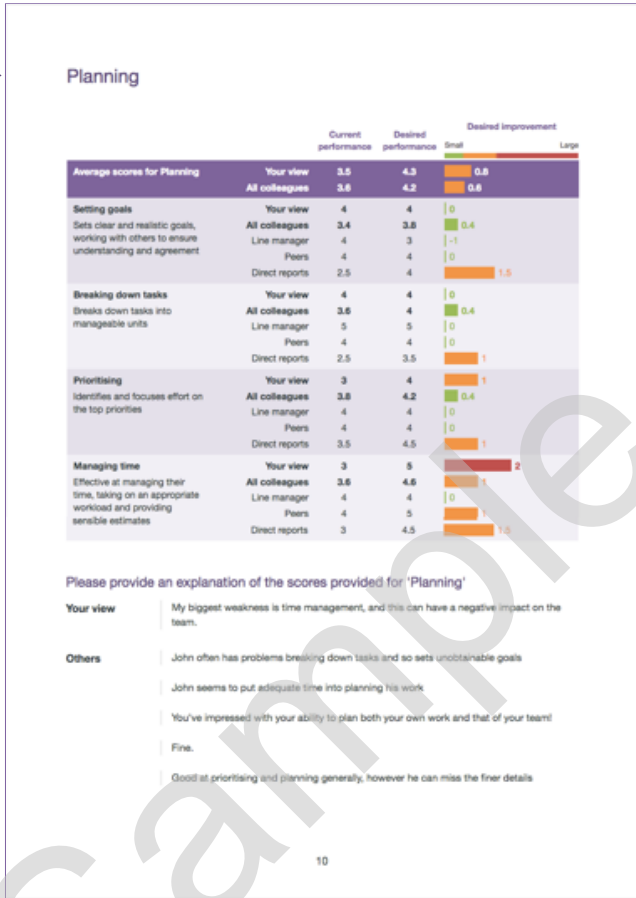
At the top of each section, you'll see the scores provided and the amount of desired improvement

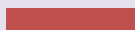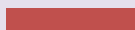If the section included text-based questions, the answers to those questions are shown below.

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:

3	4	5
Some of the time	Most of the time	All of the time

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
Average scores for Purposeful	**Your view**	3.6	4.6	1
	All colleagues	4	4.6	0.6
Actively shares 01. █████ actively shares their commitment for keeping people safe	**Your view**	3	4	1
	All colleagues	4.2	4.8	0.6
	Direct manager	5	5	0
	Others	4	4.8	0.8
Integrity 02. When it comes to safety, █████ does what they say they will do	**Your view**	4	5	1
	All colleagues	4.2	4.5	0.3
	Direct manager	4	4	0
	Others	4.2	4.6	0.4
Personal commitment 03. █████ demonstrates a high level of personal commitment to safe work practices	**Your view**	3	4	1
	All colleagues	4	4.5	0.5
	Direct manager	4	4	0
	Others	4	4.6	0.6
Welcomes reporting 04. █████ welcomes reporting all kinds of hazards	**Your view**	5	5	0
	All colleagues	4.5	4.8	0.3
	Direct manager	5	5	0
	Others	4.4	4.8	0.4
Safety rationale 05. █████ discusses the reasons why working safely is important	**Your view**	3	4	1
	All colleagues	3.5	4.3	0.8
	Direct manager	4	4	0
	Others	3.4	4.4	1
Attends to safety 06. █████ stops to attend to an unsafe act/condition, even when busy	**Your view**	5	5	0
	All colleagues	4.5	5	0.5
	Direct manager	5	5	0
	Others	4.4	5	0.6
Promotes stop the job 07. █████ ensures that staff feel confident they can stop the job, even when busy	**Your view**	3	5	2
	All colleagues	4.2	4.7	0.5
	Direct manager	4	4	0
	Others	4.2	4.8	0.6
Aligns work to org. purpose 08. █████ creates opportunities to discuss how our work supports the purpose of the company	**Your view**	3	5	2
	All colleagues	3.5	4.3	0.8
	Direct manager	4	4	0
	Others	3.4	4.4	1
Encourages appreciation 09. █████ encourages the team to appreciate each other when they work more safely	**Your view**	3	4	1
	All colleagues	3.8	4.8	1
	Direct manager	5	5	0
	Others	3.6	4.8	1.2
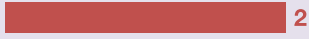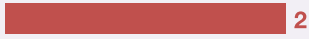
Caring

		Current performance	Desired performance	Desired improvement
				Small ▬▬▬ Large
Average scores for Caring	**Your view**	**3.8**	**4.8**	**1**
	All colleagues	**4.2**	**4.7**	**0.5**
Actively cares 10. ▆▆▆ actively cares about the safety and wellbeing of others	Your view	4	5	1
	All colleagues	4.7	4.8	0.1
	Direct manager	5	5	0
	Others	4.6	4.8	0.2
Respectfully intervenes 11. ▆▆▆ respectfully intervenes when they see someone working in a less safe manner	Your view	5	5	0
	All colleagues	4.3	4.8	0.5
	Direct manager	5	5	0
	Others	4.2	4.8	0.6
Provides respectful fback 12. ▆▆▆ provides feedback to others in a respectful manner	Your view	3	5	2
	All colleagues	4.7	5	0.3
	Direct manager	5	5	0
	Others	4.6	5	0.4
Builds relationships 13. ▆▆▆ spends time to get to know others personally	Your view	4	4	0
	All colleagues	3.7	4.7	1
	Direct manager	4	4	0
	Others	3.6	4.8	1.2
Practices self-care 14. ▆▆▆ effectively practices self-care	Your view	2	4	2
	All colleagues	4	4.6	0.6
	Direct manager	4	4	0
	Others	4	4.8	0.8
Calm in a crisis 15. ▆▆▆ provides a sense of calm even in a crisis	Your view	4	5	1
	All colleagues	4.5	4.7	0.2
	Direct manager	4	4	0
	Others	4.6	4.8	0.2
Manages stress 16. ▆▆▆ manages stress well	Your view	4	5	1
	All colleagues	4.2	4.7	0.5
	Direct manager	4	4	0
	Others	4.2	4.8	0.6
Feedback with compassion 17. ▆▆▆ shows compassion for the person when giving feedback on performance	Your view	4	5	1
	All colleagues	4.2	4.6	0.4
	Direct manager	4	4	0
	Others	4.3	4.8	0.5
Manages mental health 18. ▆▆▆ is comfortable when team members raise mental health concerns	Your view	4	5	1
	All colleagues	4	4.5	0.5
	Direct manager	4	4	0
	Others	4	4.7	0.7
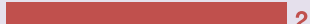
Creates supportive environment				
Creates supportive environment	**Your view**	**4**	**5**	1
19. ▉▉▉▉▉ creates an environment where team members can discuss difficult topics	**All colleagues**	**3.8**	**4.5**	0.7
	Direct manager	4	4	0
	Others	3.8	4.6	0.8

Sample

Curious

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Curious	Your view	3.2	4.7	1.5
	All colleagues	4.5	4.8	0.3
Supports learning environment	Your view	2	4	2
20. ▓▓▓▓ supports actively seeking information and ideas to create a learning environment	All colleagues	4.2	4.8	0.6
	Direct manager	5	5	0
	Others	4	4.8	0.8
Seeks to understand	Your view	3	5	2
21. ▓▓▓▓ seeks to understand all perspectives when something goes wrong	All colleagues	4.5	4.8	0.3
	Direct manager	5	5	0
	Others	4.4	4.8	0.4
Understands other perspectives	Your view	3	4	1
22. ▓▓▓▓ makes sure others' perspectives are fully understood	All colleagues	4.3	4.8	0.5
	Direct manager	5	5	0
	Others	4.2	4.8	0.6
Balances questions and opinions	Your view	4	5	1
23. ▓▓▓▓ keeps a balance between asking questions and giving opinions	All colleagues	4.3	4.7	0.4
	Direct manager	4	4	0
	Others	4.4	4.8	0.4
Stays open to ideas	Your view	4	5	1
24. ▓▓▓▓ stays open to new information on how to improve performance	All colleagues	4.7	4.8	0.1
	Direct manager	5	5	0
	Others	4.6	4.8	0.2
Gathers info before concluding	Your view	3	5	2
25. ▓▓▓▓ gathers information and ideas before making conclusions	All colleagues	4.8	4.8	0
	Direct manager	5	5	0
	Others	4.8	4.8	0

Connecting

		Current performance	Desired performance	Desired improvement
				Small ————— Large
Average scores for Connecting	**Your view**	**3**	**4**	1
	All colleagues	**4.2**	**4.6**	0.4
Identifies gaps	**Your view**	**2**	**4**	2
26. _____ identifies gaps in safety performance and works to resolve them	**All colleagues**	**3.6**	**4.4**	0.8
	Direct manager	4	4	0
	Others	3.5	4.5	1
Uses experts	**Your view**	**3**	**4**	1
27. _____ encourages the team to use experts outside the immediate team, if necessary, to address risk	**All colleagues**	**4.2**	**4.6**	0.4
	Direct manager	4	4	0
	Others	4.3	4.8	0.5
Evaluates P&P effectiveness	**Your view**	**2**	**4**	2
28. _____ supports actively testing processes and procedures to determine their effectiveness	**All colleagues**	**4.2**	**4.6**	0.4
	Direct manager	4	4	0
	Others	4.3	4.8	0.5
Builds cross team relationships	**Your view**	**3**	**4**	1
29. _____ actively builds good working relationships with other teams to help get work done well and safely	**All colleagues**	**4.2**	**4.5**	0.3
	Direct manager	4	4	0
	Others	4.2	4.6	0.4
Encourages risk understanding	**Your view**	**3**	**4**	1
30. _____ encourages ongoing discussions to ensure current level of risk is understood and acceptable	**All colleagues**	**4**	**4.6**	0.6
	Direct manager	4	4	0
	Others	4	4.8	0.8
Encourages resource sharing	**Your view**	**4**	**4**	0
31. _____ encourages sharing resources with other teams to achieve the organisations purpose	**All colleagues**	**4.7**	**4.8**	0.1
	Direct manager	5	5	0
	Others	4.6	4.8	0.2
Updates procedures	**Your view**	**n/a**	**n/a**	n/a
32. _____ regularly updates procedures so they reflect best practice	**All colleagues**	**4.4**	**4.6**	0.2
	Direct manager	4	4	0
	Others	4.5	4.8	0.3
Layers of protection	**Your view**	**3**	**4**	1
33. _____ ensures appropriate layers of protection are used in managing hazards	**All colleagues**	**4.2**	**4.7**	0.5
	Direct manager	4	4	0
	Others	4.2	4.8	0.6

Addresses hazards collaboratively	Your view	4	4	0
34. ███████ encourages working together to address hazards	All colleagues	4.3	4.7	0.4
	Direct manager	4	4	0
	Others	4.4	4.8	0.4

Sample

Sample

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.

A horizontal bar chart showing responses for the following items on a scale from 3 (Some of the time) to 5 (All of the time), with 4 marked as "Most of the time":

Item	Approximate value
I feel confident changes will be made for the better*	4.75
I feel included in discussions to resolve issues	4.25
I feel motivated to work hard	4.0
Customers will experience high quality	4.75
I feel supported to report a safety concern	4.75
I feel empowered to resolve issues when they occur	4.0
I feel heard at work*	4.5
I feel safe to discuss my mental health	3.5
I feel my safety and wellbeing is a priority	3.75
I feel valued at work	4.5
I feel that my input and ideas are valued*	4.75
I feel confident that changes to procedures will lead to improved processes	4.25
I don't feel pressured to sacrifice safety to get the job done*	4.5

Some of the time | Most of the time | All of the time

* 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.

Analysis of Results

Analysis of Results

was described by raters as someone who is "open and communicates well" as well as someone who is "hardworking and leads by example". The feedback indicated strengths lie in the Curious and Caring Domains, with raters suggesting that gathers information before concluding and stays open to others' ideas. raters indicated values input from others, and they are confident that will make changes for the better. high quality and commitment to the organisation is reflected in focus on sharing learnings and resources across the organisation.

The impact of his approach indicated the team felt safe to report safety issues, ask for help and feel free of any blame. High ratings in actively caring and providing respectful feedback is also reflected in the positive feedback across the Impact on Others and Psychological Safety results.

top 5 strengths identified by the quantitative data were also reflected in the qualitative data as his raters described him as:

- "Always willing to help."
- "A problem solver"
- "Committed in every way"
- "A very motivated person and a good communicator who is learning his craft"

The clear feedback from both the qualitative and quantitative information suggested that biggest opportunity to transform his impact on safety would be to focus on creating a richer safety culture amongst his team. In particular, focusing on the feedback from Direct Reports and Peers within the Purposeful area. Feedback from Peers and Direct Reports also indicates that there is a desire for to get to know them more at a personal level which will help build relationships across the team. They also desire a team which encourages more appreciation. This may result in people feeling safer to discuss their mental health.

Qualitative comments made by his raters indicated that may get bogged down with lots of issues which can impact on his stress levels because is taking on too much. There may be an opportunity to delegate these tasks. Comments in this nature included:

- "needs to be less stressed about work."
- "is a caring guy but sometimes gets distracted by the smaller personal issues"
- "probably needs to time manage better and learn to delegate a bit better, can't be all things.

Suggestions to Transform

Based on the data collected and summarised in this report would benefit from the following suggestions to transform in his role as a Safety Leader:

- Be curious about the differing perspectives in your report. Seek to understand the perspectives that identified larger gaps than others and use some of the Listening resources in the Self-Development guide under the Curious section to stay open to feedback.
- Build on the respect that your raters have shared with you in their feedback to build more high-quality relationships with others at work. Getting to know your colleagues and spending time with them on a more personal level will have an impact on how safe they feel raising issues or concerns with you. Explore some of the activities and resources under the Building Relationships section within the Curious chapter of the Self-Development guide.
- Explore strategies to create environments where others can feel safe to discuss difficult topics or raise concerns about mental health. Have a read of the resources in the Self-Development Guide around Creating a mentally healthy workplace.
- Explore the feedback regarding the perception that you 'take too much on.' Consider strategies for growing and empowering others to build the collective capability around you. Look at the Coaching resources in the Curious and Connecting chapters of the Self-Development guide to develop your coaching style of leadership.
- Encourage the team to appreciate each other when they work more safely. Explore strategies to build praise and acknowledgement into your team culture. Discuss with your direct reports on how this could practically occur.
- Work through the Purposeful chapter of the Self-Development guide to help connect with why working safely is important to you, then develop strategies to communicate and demonstrate this commitment to others.
- Given you have identified gaps in your own self-care and managing stress levels, it would be worth you exploring some of the activities in the Caring chapter of the Self-Development Guide about your own self-care and stress management.

ISA 360 Degree Feedback Report

This report contains detailed feedback collected from the respondent and their colleagues as part of the Integral Safety Assessment 360.

The survey measured how the respondent and others perceive their practices and behaviours in the context of Integral Safety, specifically the leadership practices that demonstrate Integral Safety Leadership. Qualitative feedback was also captured via open ended questions, to assist in quantifying the feedback and providing clear opportunities for development with real examples.

This report can be read in conjunction with the self-development guide provided, where further information on what is measured, and the development approach is outlined.

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.

Notes

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