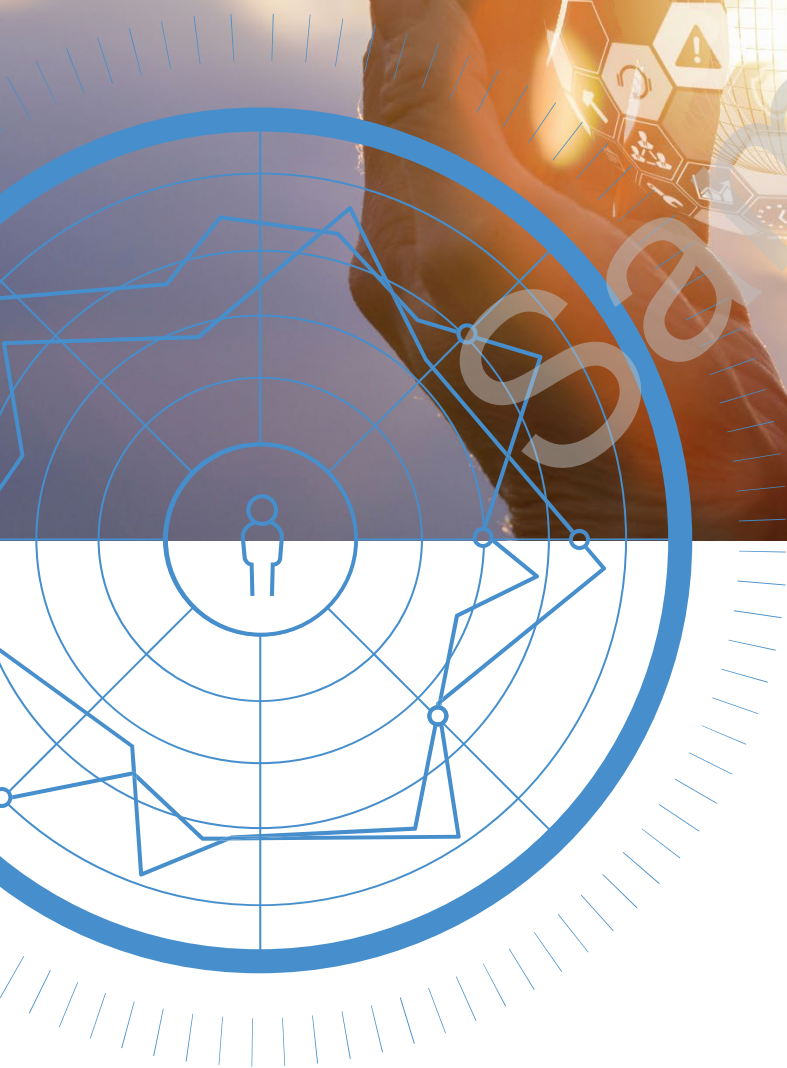


Sample

Your ISA 360 Feedback Report



Sample



Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	5 responses
Other	2 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. Respectfully intervenes
2. Manages mental health
3. Stays open to ideas
4. Practices self-care
5. Attends to safety

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

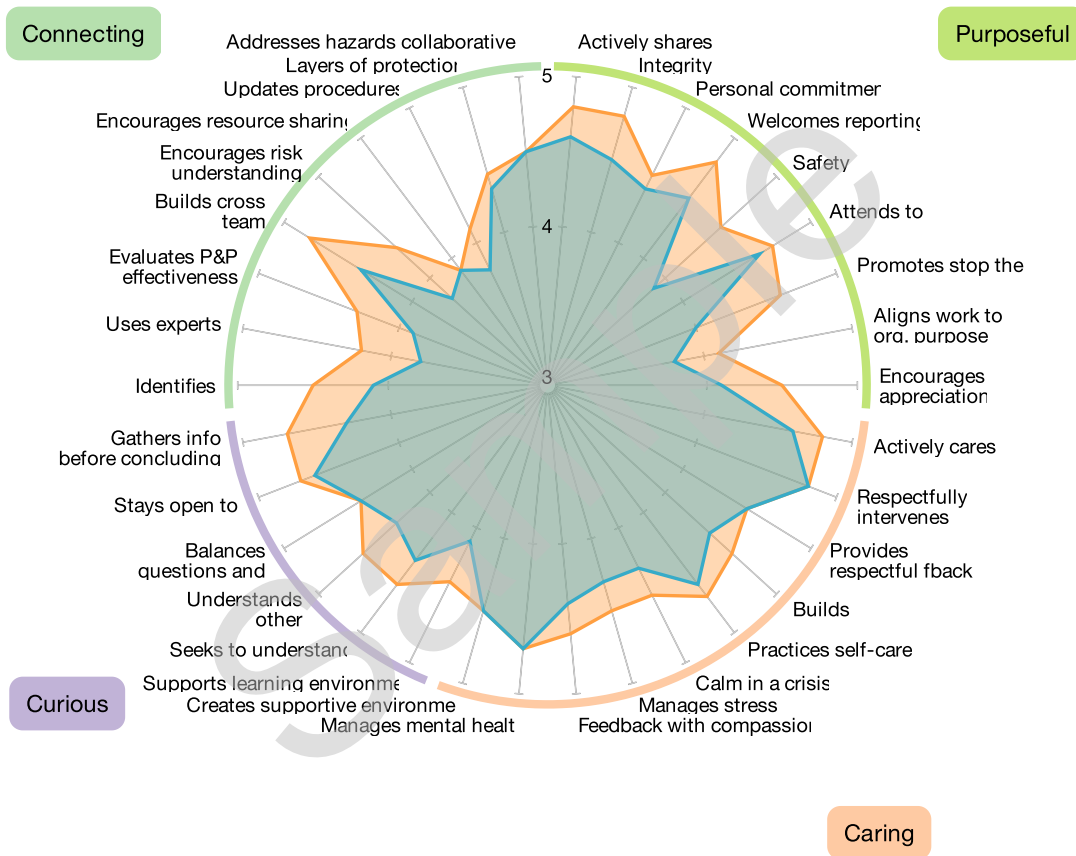
1. Promotes stop the job
2. Safety rationale
3. Encourages risk understanding
4. Builds cross team relationships
5. Encourages appreciation

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



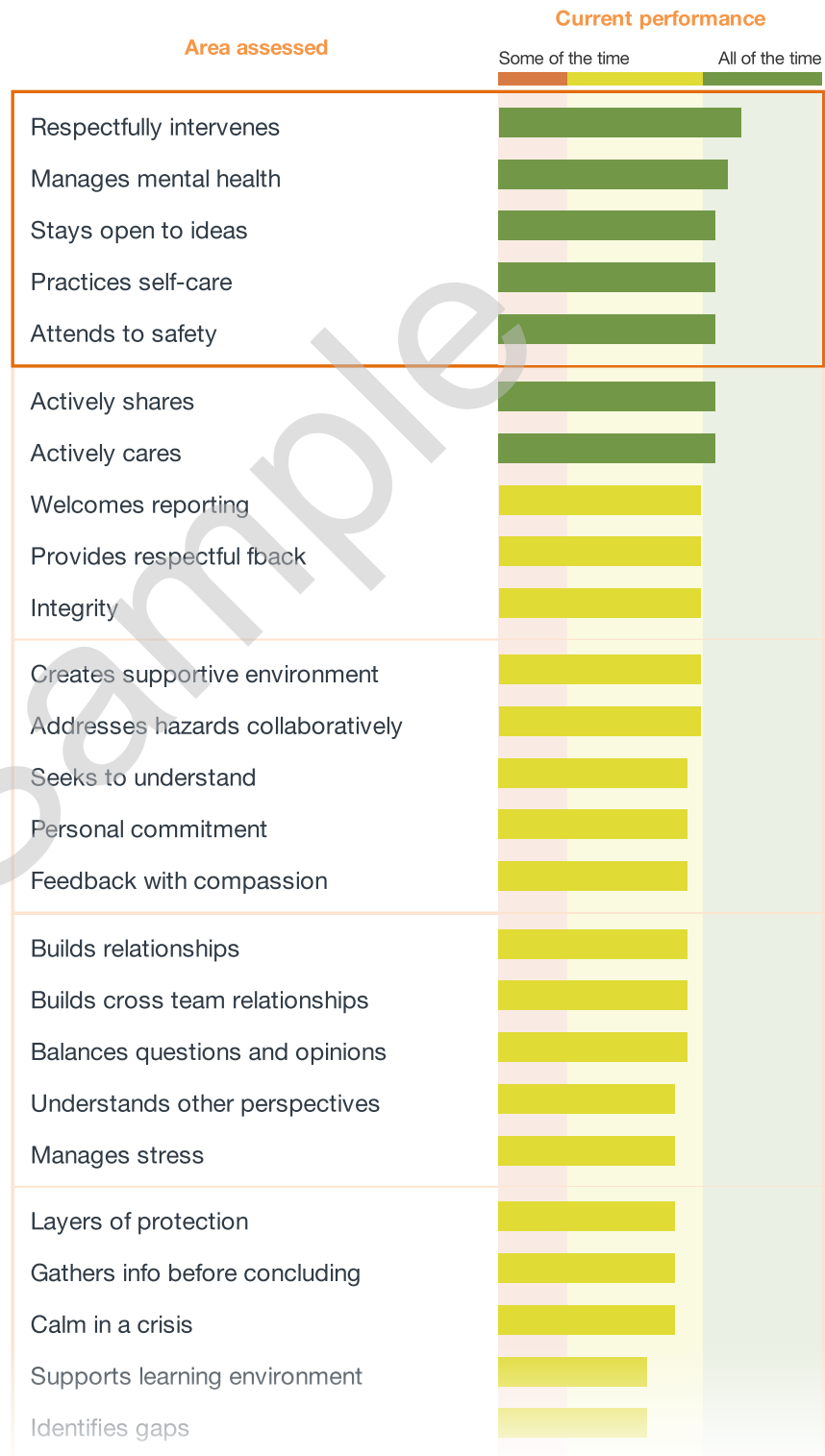
Your top strengths

"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

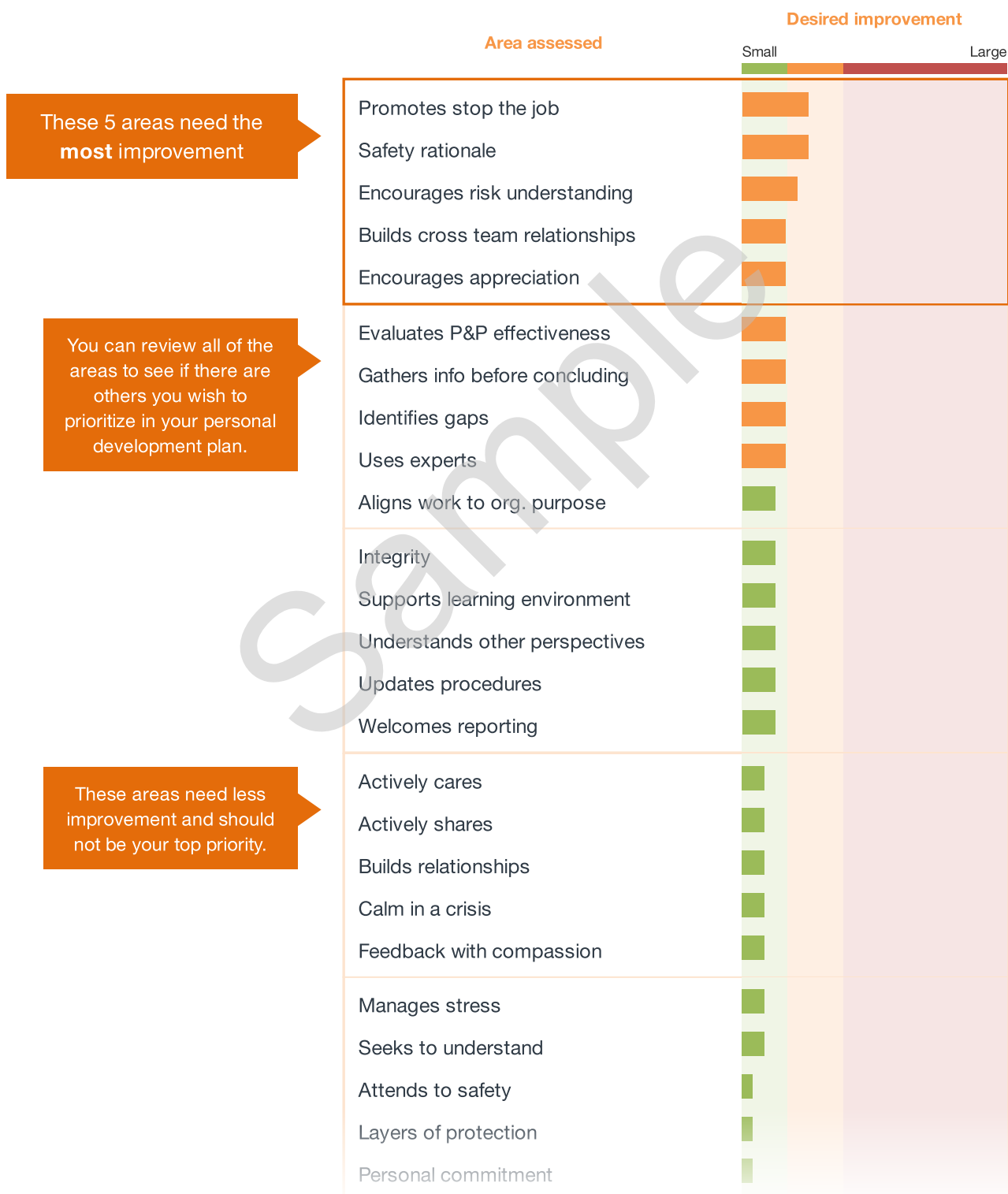
You can review the other areas to see if there are any surprises.



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)		Your view	Direct manager	Others
	Small	Large			
Promotes stop the job			Large	Large	Medium
Safety rationale			Large	Large	Medium
Encourages risk understanding			Large	Large	Medium
Builds cross team relationships			Small	Large	Small
Encourages appreciation			Large	Large	Small
Evaluates P&P effectiveness			Large	Large	Small
Gathers info before concluding			Large	Large	Medium
Identifies gaps			Large	Large	Small
Uses experts			Large	Large	Small
Aligns work to org. purpose			Large	Large	Small
Integrity			Large	Large	Small
Supports learning environment			Large	Large	Small
Understands other perspectives			Large	Large	Small
Updates procedures			n/a	Large	Small
Welcomes reporting			Small	Large	Small
Actively cares			Small	Large	Small
Actively shares			Small	Large	Small
Builds relationships			Large	Large	Small
Calm in a crisis			Large	Large	Small
Feedback with compassion			n/a	Large	Small
Manages stress			Large	Large	Small
Seeks to understand			Large	Large	Small
Attends to safety			Large	Large	Small
Layers of protection			Large	Large	Small
Personal commitment			Large	Large	Small

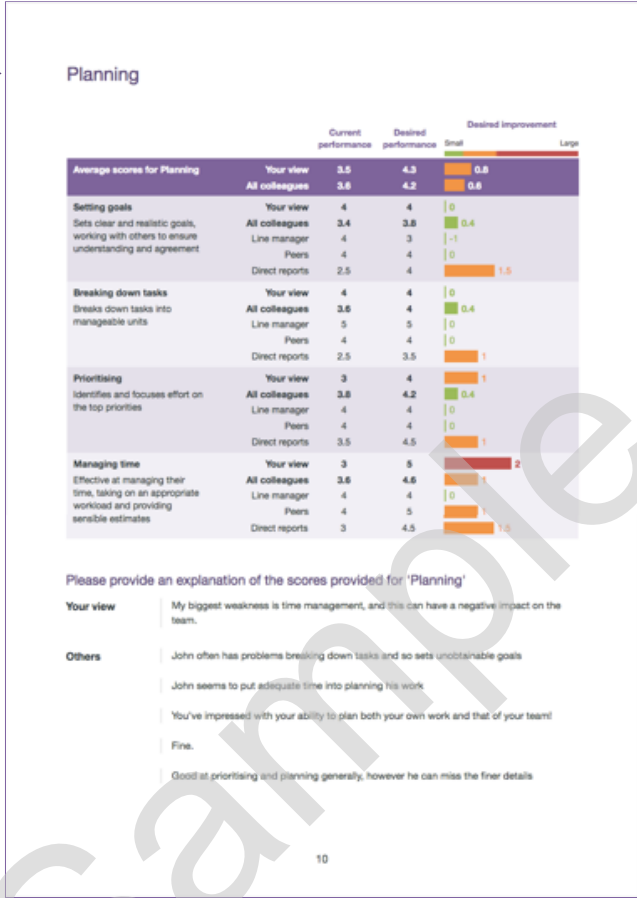
Practices self-care	■	Large	Large	Small
Stays open to ideas	■	Large	Large	Small
Addresses hazards collaboratively	■	Small	Large	Small
Balances questions and opinions	■	Large	Large	Small
Creates supportive environment	■	Small	Large	Small
Encourages resource sharing	■	Large	Large	Small
Manages mental health	■	Large	Large	Small
Provides respectful fback	■	Large	Large	Small
Respectfully intervenes	■	Large	Large	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:





















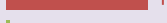







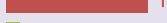










The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.3 is considered small, a gap of 0.4 to 0.8 is considered medium, and a gap larger than 0.9 is considered large.

Purposeful


		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Purposeful		Your view	3.8	5
		All colleagues	4.3	4.6
				1.2
				0.3
Actively shares		Your view	5	5
01. ██████ actively shares their commitment for keeping people safe		All colleagues	4.6	4.8
		Direct manager	4	5
		Others	4.7	4.7
				0
				0.2
				1
				0
Integrity		Your view	4	5
02. When it comes to safety, ██████ does what they say they will do		All colleagues	4.5	4.8
		Direct manager	4	5
		Others	4.6	4.7
				0.1
				1
				0.1
				1
				0
Personal commitment		Your view	4	5
03. ██████ demonstrates a high level of personal commitment to safe work practices		All colleagues	4.4	4.5
		Direct manager	4	5
		Others	4.4	4.4
				0
				1
				0.1
				1
				0
Welcomes reporting		Your view	5	5
04. ██████ welcomes reporting all kinds of hazards		All colleagues	4.5	4.8
		Direct manager	4	5
		Others	4.6	4.7
				0
				0.3
				1
				0.1
Safety rationale		Your view	3	5
05. ██████ discusses the reasons why working safely is important		All colleagues	3.9	4.5
		Direct manager	4	5
		Others	3.9	4.4
				2
				0.6
				1
				0.5
Attends to safety		Your view	4	5
06. ██████ stops to attend to an unsafe act/condition, even when busy		All colleagues	4.6	4.7
		Direct manager	4	5
		Others	4.7	4.7
				0
				1
				0.1
				1
				0
Promotes stop the job		Your view	4	5
07. ██████ ensures that staff feel confident they can stop the job, even when busy		All colleagues	4	4.6
		Direct manager	3	4
		Others	4.2	4.7
				1
				0.6
				0.5
Aligns work to org. purpose		Your view	3	5
08. ██████ creates opportunities to discuss how our work supports the purpose of the company		All colleagues	3.8	4.1
		Direct manager	2	4
		Others	4	4.1
				2
				0.3
				0.1
Encourages appreciation		Your view	2	5
09. ██████ encourages the team to appreciate each other when they work more safely		All colleagues	4.1	4.5
		Direct manager	3	4
		Others	4.3	4.6
				3
				0.4
				1
				0.3

Caring

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Caring				
	Your view	3.8	4.8	 1
	All colleagues	4.5	4.6	 0.1
Actively cares				
	Your view	5	5	 0
10. [REDACTED] actively cares about the safety and wellbeing of others	All colleagues	4.6	4.8	 0.2
	Direct manager	4	5	 1
	Others	4.7	4.7	 0
Respectfully intervenes				
	Your view	4	5	 1
11. [REDACTED] respectfully intervenes when they see someone working in a less safe manner	All colleagues	4.8	4.8	 0
	Direct manager	4	5	 1
	Others	4.9	4.7	 -0.2
Provides respectful fback				
	Your view	4	5	 1
12. [REDACTED] provides feedback to others in a respectful manner	All colleagues	4.5	4.5	 0
	Direct manager	4	5	 1
	Others	4.6	4.4	 -0.2
Builds relationships				
	Your view	3	4	 1
13. [REDACTED] spends time to get to know others personally	All colleagues	4.4	4.6	 0.2
	Direct manager	3	4	 1
	Others	4.6	4.7	 0.1
Practices self-care				
	Your view	3	4	 1
14. [REDACTED] effectively practices self-care	All colleagues	4.6	4.7	 0.1
	Direct manager	4	5	 1
	Others	4.7	4.7	 0
Calm in a crisis				
	Your view	3	5	 2
15. [REDACTED] provides a sense of calm even in a crisis	All colleagues	4.3	4.5	 0.2
	Direct manager	4	5	 1
	Others	4.3	4.4	 0.1
Manages stress				
	Your view	3	5	 2
16. [REDACTED] manages stress well	All colleagues	4.3	4.5	 0.2
	Direct manager	4	5	 1
	Others	4.3	4.4	 0.1
Feedback with compassion				
	Your view	n/a	n/a	n/a
17. [REDACTED] shows compassion for the person when giving feedback on performance	All colleagues	4.4	4.6	 0.2
	Direct manager	4	5	 1
	Others	4.4	4.6	 0.2
Manages mental health				
	Your view	4	5	 1
18. [REDACTED] is comfortable when team members raise mental health concerns	All colleagues	4.7	4.7	 0
	Direct manager	4	5	 1
	Others	4.8	4.7	 -0.1

Creates supportive environment

19. [REDACTED] creates an environment where team members can discuss difficult topics

Your view	5	5	0
All colleagues	4.5	4.5	0
Direct manager	3	4	 1
Others	4.7	4.6	-0.1

Sample

Curious

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for Curious				
	Your view	3.2	5	1.8
	All colleagues	4.3	4.6	0.3
Supports learning environment				
	Your view	3	5	2
	All colleagues	4.1	4.4	0.3
20. ██████ supports actively seeking information and ideas to create a learning environment	Direct manager	3	4	1
	Others	4.3	4.4	0.1
Seeks to understand				
	Your view	3	5	2
	All colleagues	4.4	4.6	0.2
21. ██████ seeks to understand all perspectives when something goes wrong	Direct manager	3	4	1
	Others	4.6	4.7	0.1
Understands other perspectives				
	Your view	3	5	2
	All colleagues	4.3	4.6	0.3
22. ██████ makes sure others' perspectives are fully understood	Direct manager	3	4	1
	Others	4.4	4.7	0.3
Balances questions and opinions				
	Your view	3	5	2
	All colleagues	4.4	4.4	0
23. ██████ keeps a balance between asking questions and giving opinions	Direct manager	4	5	1
	Others	4.4	4.3	-0.1
Stays open to ideas				
	Your view	4	5	1
	All colleagues	4.6	4.7	0.1
24. ██████ stays open to new information on how to improve performance	Direct manager	4	5	1
	Others	4.7	4.7	0
Gathers info before concluding				
	Your view	3	5	2
	All colleagues	4.3	4.7	0.4
25. ██████ gathers information and ideas before making conclusions	Direct manager	4	5	1
	Others	4.3	4.7	0.4

Connecting

		Current performance	Desired performance	Desired improvement	
				Small	Large
Average scores for Connecting	Your view	3.8	5	1.2	
	All colleagues	4	4.3	0.3	
Identifies gaps	Your view	4	5	1	
26. █████ identifies gaps in safety performance and works to resolve them	All colleagues	4.1	4.5	0.4	
	Direct manager	4	5	1	
	Others	4.1	4.4	0.3	
Uses experts	Your view	2	5	3	
27. █████ encourages the team to use experts outside the immediate team, if necessary, to address risk	All colleagues	3.8	4.2	0.4	
	Direct manager	3	4	1	
	Others	4	4.2	0.2	
Evaluates P&P effectiveness	Your view	2	5	3	
28. █████ supports actively testing processes and procedures to determine their effectiveness	All colleagues	3.9	4.3	0.4	
	Direct manager	3	4	1	
	Others	4	4.3	0.3	
Builds cross team relationships	Your view	5	5	0	
29. █████ actively builds good working relationships with other teams to help get work done well and safely	All colleagues	4.4	4.8	0.4	
	Direct manager	4	5	1	
	Others	4.4	4.7	0.3	
Encourages risk understanding	Your view	4	5	1	
30. █████ encourages ongoing discussions to ensure current level of risk is understood and acceptable	All colleagues	3.8	4.3	0.5	
	Direct manager	3	4	1	
	Others	3.9	4.3	0.4	
Encourages resource sharing	Your view	4	5	1	
31. █████ encourages sharing resources with other teams to achieve the organisations purpose	All colleagues	3.9	3.9	0	
	Direct manager	3	4	1	
	Others	4	3.8	-0.2	
Updates procedures	Your view	n/a	n/a	n/a	
32. █████ regularly updates procedures so they reflect best practice	All colleagues	3.8	4.1	0.3	
	Direct manager	2	4	2	
	Others	4	4.1	0.1	
Layers of protection	Your view	4	5	1	
33. █████ ensures appropriate layers of protection are used in managing hazards	All colleagues	4.3	4.4	0.1	
	Direct manager	3	4	1	
	Others	4.5	4.5	0	

Addresses hazards collaboratively 34. █████ encourages working together to address hazards	Your view	5	5	0
	All colleagues	4.5	4.5	0
	Direct manager	4	5	██████████ 1
	Others	4.6	4.4	-0.2

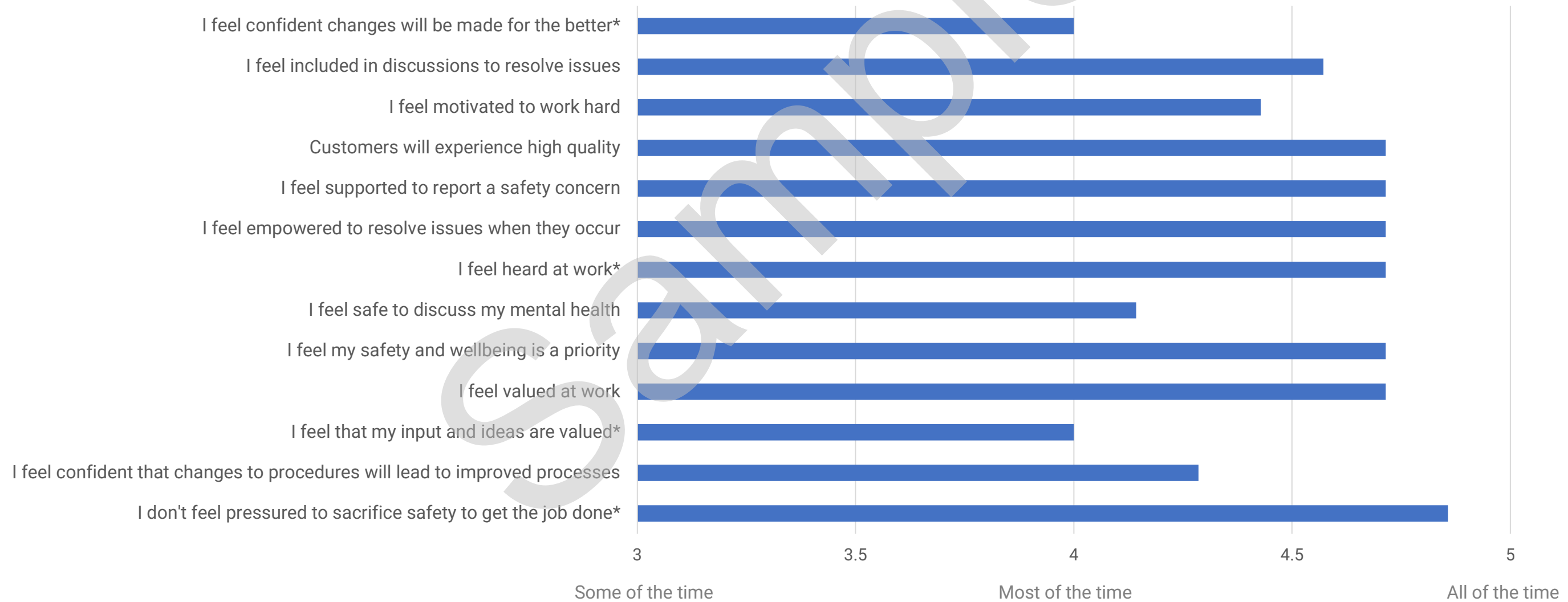
Sample

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.



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

Sample

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



Sample

Analysis of Results

was described by her raters as a “positive proactive person who is an active and engaged member of the team”. The feedback indicated her strengths lie in the Caring area, with raters indicating actively cares about the safety and wellbeing of others, provides feedback to others in a respectful way and creates an environment where team members can discuss difficult topics. This theme of respect openness was mentioned by a number of raters as what they appreciate about. One rater shared, “made me feel very at ease when I started at ... I feel I can ask any questions at any time even though has moved roles within the company and in own words anything is “no bother.”

This theme was also reflected in the Impact on Others and Psychological Safety results. raters feel heard at work, supported to report a safety concern and psychologically safe based on their interactions with her.

Multiple raters also acknowledged work ethic, describing as hard-working and motivated to learn and develop in her role.

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

- “Hard working and very focused on job,” and “extremely driven and hard-working.”
- Someone who “brings a great positive energy to any project.”
- Someone who “demonstrates a great desire to learn and develop career in Health & Safety.
- “Very approachable and easy to talk to.”
- “Very open in her approach and open to feedback which indicates desire to develop in the industry.”
- A “very honest person.”

The clear feedback from both the qualitative and quantitative information suggested that biggest development opportunity is to develop her capability in the Connecting area and look to expand impact outside her own immediate influence. The feedback also indicated would benefit from speaking up and developing her influencing skills by growing capability in the Curious area. Comments in this nature included:

- “is starting out on her Safety Journey, as gains more experience, will bring this experience to bear on projects which will no doubt have a positive influence and make everyone feel safe at work.
- “Continue to explore different courses “help her develop safety career. Think outside the box!”
- “is progressing all the time and will keep improving as time goes on once stays focused.”
- “Don't be afraid to give your opinion, make yourself heard at meetings.”

It is important to note that also identified an opportunity in self-ratings to manage stress more effectively and provide a sense of calm even in a crisis.

Suggestions to Transform

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

- Be curious about the difference between your view of your capability and the more positive feedback from others in some areas. Take on the feedback from others and spend some time reflecting on the positive impact you are having.
- Explore strategies to build on your strengths in the Purposeful area, creating opportunities to discuss why working safely is important and how it supports the purpose of the company. Explore the Communicating Your Commitment – The Why of Safety activity in the Self-Development guide to assist with this connection at the team level.
- Explore the feedback around ‘making yourself heard in meetings,’ and what it might look like. Seek feedback from others who might be impacted by this and play around with different ways of finding your voice, speaking up about your needs and setting boundaries when communicating. Build on your strong interpersonal skills to influence more effectively, using the Influencing Skills activity in the Connecting chapter of the Self-Development guide to support you.
- Challenge your thinking around your role in challenging then updating policies and procedures to improve effectiveness. Regardless of your formal role, how could you contribute to updating policies and procedures to reflect best practice. If this requires influencing others, explore the Influencing Change chapter within the Connecting section in the Self-Development guide for ideas on how to think strategically and influence others to enact change.
- Explore the feedback regarding stress management and remaining calm in a crisis, especially from your own perspective. If relevant, explore 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.



Sample

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