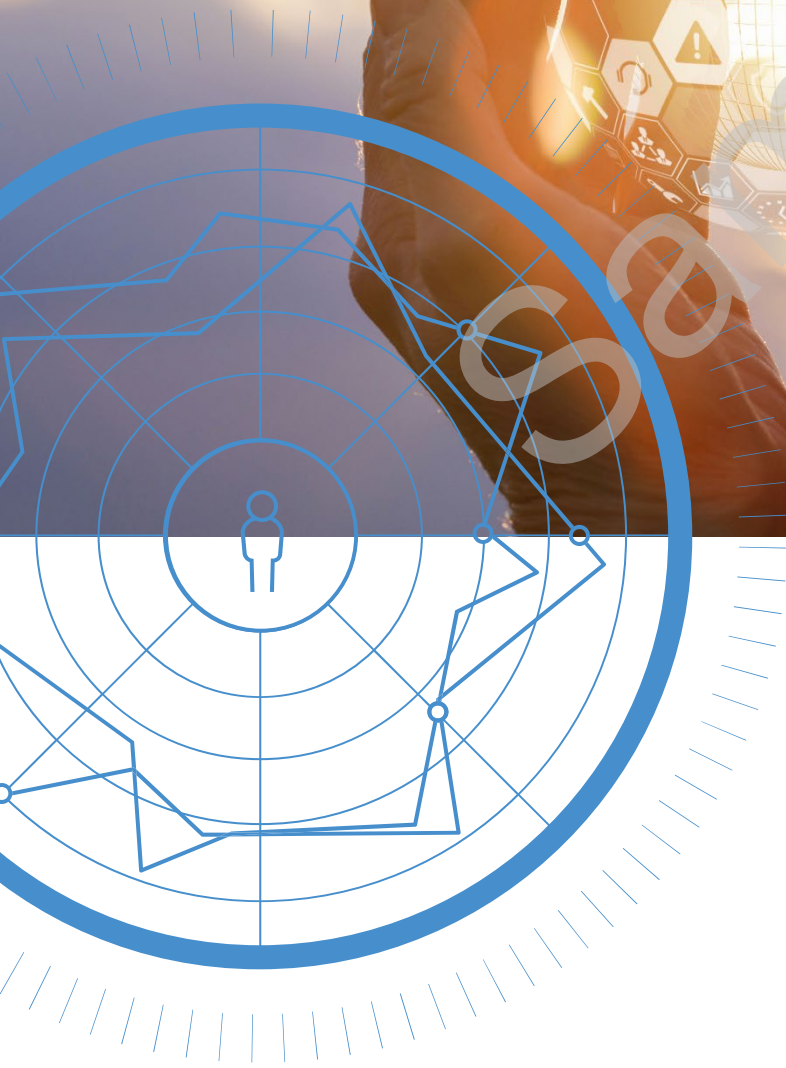


# Sample - 3

## Your ISA 360 Feedback Report



Sample



# Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	4 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. Manages mental health
2. Integrity
3. Respectfully intervenes
4. Provides respectful fback
5. Promotes stop the job

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

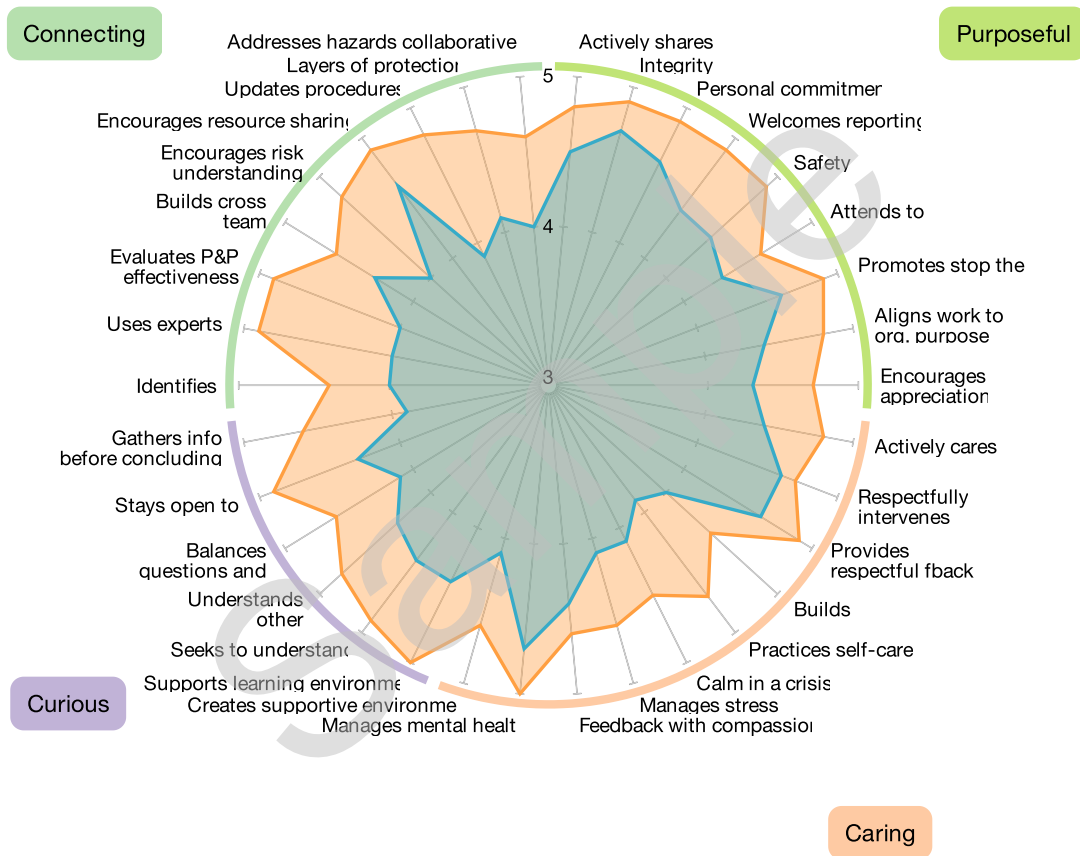
1. Evaluates P&P effectiveness
2. Updates procedures
3. Uses experts
4. Encourages risk understanding
5. Practices self-care

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

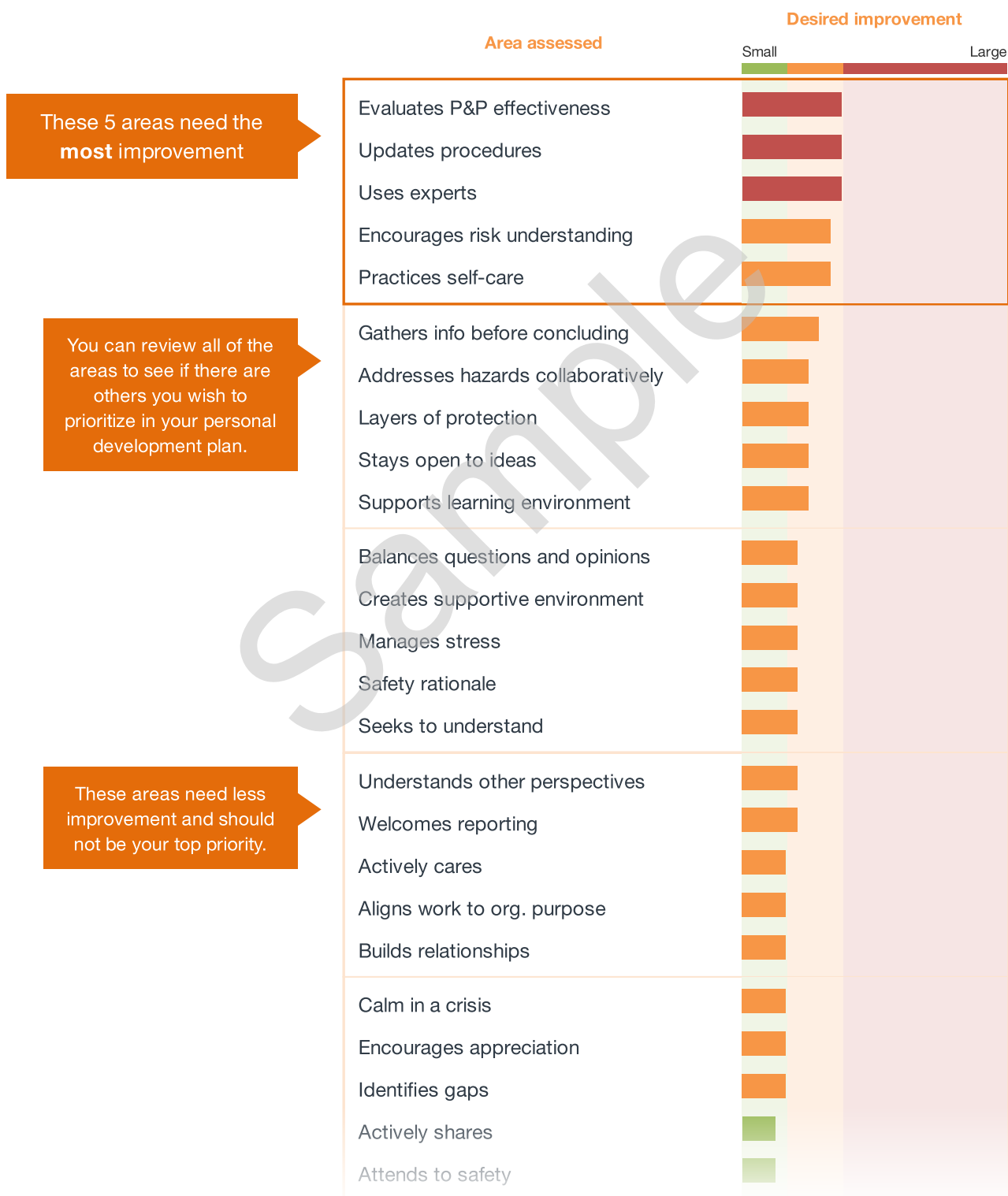
You can review the other areas to see if there are any surprises.

Area assessed	Current performance	
	Some of the time	All of the time
Manages mental health	██████████	██████████
Integrity	██████████	██████████
Respectfully intervenes	██████████	██████████
Provides respectful fback	██████████	██████████
Promotes stop the job	██████████	██████████
Personal commitment	██████████	██████████
Encourages resource sharing	██████████	██████████
Actively shares	██████████	██████████
Welcomes reporting	██████████	██████████
Supports learning environment	██████████	██████████
Seeks to understand	██████████	██████████
Safety rationale	██████████	██████████
Feedback with compassion	██████████	██████████
Aligns work to org. purpose	██████████	██████████
Actively cares	██████████	██████████
Understands other perspectives	██████████	██████████
Stays open to ideas	██████████	██████████
Encourages appreciation	██████████	██████████
Builds cross team relationships	██████████	██████████
Attends to safety	██████████	██████████
Manages stress	██████████	██████████
Layers of protection	██████████	██████████
Creates supportive environment	██████████	██████████
Calm in a crisis	██████████	██████████
Balances questions and opinions	██████████	██████████

# 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	Peers	Direct reports
	Small	Large				
Evaluates P&P effectiveness			Large	Large	Medium	Medium
Updates procedures			Small	Large	Medium	Medium
Uses experts			Large	Large	Medium	Medium
Encourages risk understanding			Large	Large	Medium	Medium
Practices self-care			Large	Large	Large	Medium
Gathers info before concluding			Large	Large	Medium	Large
Addresses hazards collaboratively			Large	Small	Large	Small
Layers of protection			n/a	Large	Large	Small
Stays open to ideas			Small	Large	Small	Medium
Supports learning environment			Large	Large	Small	Small
Balances questions and opinions			Large	Small	Medium	Medium
Creates supportive environment			Large	Large	Medium	Small
Manages stress			Large	Large	Small	Medium
Safety rationale			Small	Large	Medium	Small
Seeks to understand			Large	Large	Medium	Small
Understands other perspectives			Large	Small	Medium	Medium
Welcomes reporting			Small	Large	Small	Small
Actively cares			Small	Large	Small	Medium
Aligns work to org. purpose			Large	Large	Medium	Small
Builds relationships			Small	Large	Medium	Small
Calm in a crisis			Large	Large	Small	Small
Encourages appreciation			Large	Large	Medium	Small
Identifies gaps			Large	Large	Medium	Small
Actively shares			Large	Small	Small	Medium
Attends to safety			Small	Large	Medium	Small

Builds cross team relationships	■	Large	Small	Medium	Medium
Encourages resource sharing	■	Small	Small	Medium	Small
Manages mental health	■	Large	Small	Medium	Small
Personal commitment	■	Large	Small	Medium	Small
Promotes stop the job	■	Small	Large	Small	Small
Provides respectful fback	■	Small	Large	Small	Small
Feedback with compassion	■	Small	Large	Small	Small
Integrity	■	Large	Small	Small	Small
Respectfully intervenes	■	Small	Large	Small	Small

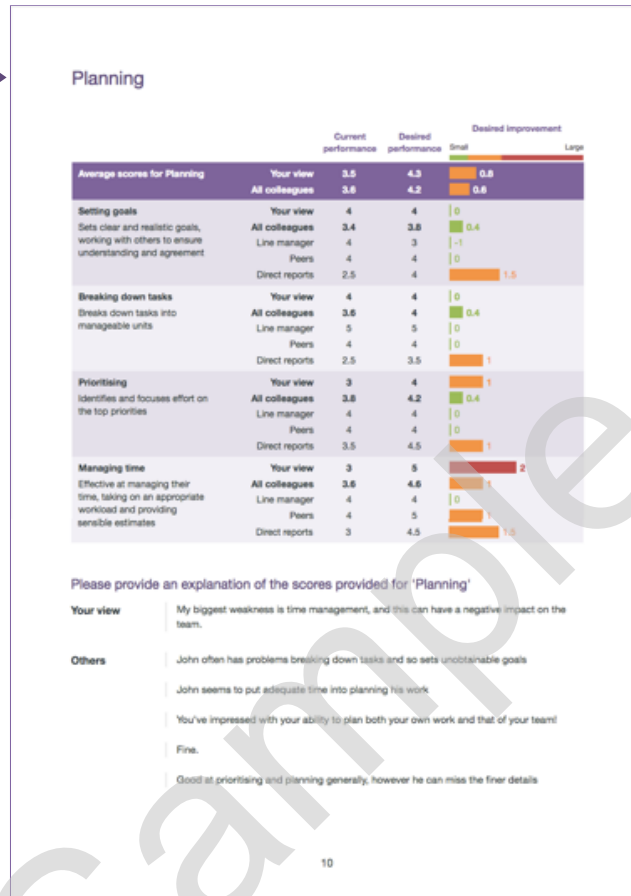
Sample



# Appendix: Detailed results

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

The feedback is grouped into 4 sections

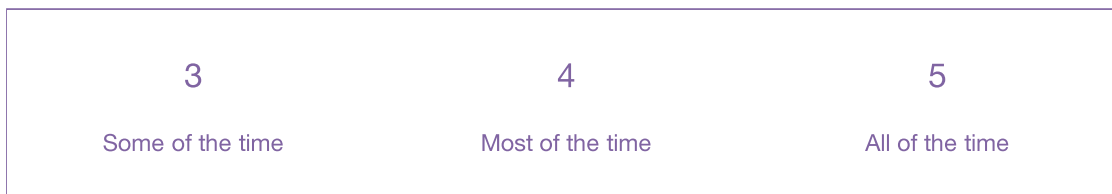


At the top of each section, you'll see the scores provided and the amount of desired improvement

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

## What do the scores mean?

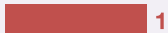









For each area, each person gave you a score out of 5 for both your current performance and desired performance. The meaning of each score is shown in the scale below:



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

# Purposeful

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Purposeful</b>	<b>Your view</b>	4	4.6	0.6
	<b>All colleagues</b>	4.5	4.8	0.3
<b>Actively shares</b>	<b>Your view</b>	3	4	1
01. [REDACTED] actively shares their commitment for keeping people safe	<b>All colleagues</b>	4.5	4.8	0.3
	Direct manager	5	5	0
	Peers	4.5	4.8	0.3
	Direct reports	4.3	4.7	0.4
<b>Integrity</b>	<b>Your view</b>	4	5	1
02. When it comes to safety, [REDACTED] does what they say they will do	<b>All colleagues</b>	4.7	4.9	0.2
	Direct manager	5	5	0
	Peers	4.7	5	0.3
	Direct reports	4.7	4.7	0
<b>Personal commitment</b>	<b>Your view</b>	3	4	1
03. [REDACTED] demonstrates a high level of personal commitment to safe work practices	<b>All colleagues</b>	4.6	4.9	0.3
	Direct manager	5	5	0
	Peers	4	4.7	0.7
	Direct reports	5	5	0
<b>Welcomes reporting</b>	<b>Your view</b>	5	5	0
04. [REDACTED] welcomes reporting all kinds of hazards	<b>All colleagues</b>	4.4	4.9	0.5
	Direct manager	2	4	2
	Peers	4.7	5	0.3
	Direct reports	5	5	0
<b>Safety rationale</b>	<b>Your view</b>	5	5	0
05. [REDACTED] discusses the reasons why working safely is important	<b>All colleagues</b>	4.4	4.9	0.5
	Direct manager	4	5	1
	Peers	4.3	5	0.7
	Direct reports	4.7	4.7	0
<b>Attends to safety</b>	<b>Your view</b>	5	5	0
06. [REDACTED] stops to attend to an unsafe act/condition, even when busy	<b>All colleagues</b>	4.3	4.6	0.3
	Direct manager	2	3	1
	Peers	4.3	4.7	0.4
	Direct reports	5	5	0
<b>Promotes stop the job</b>	<b>Your view</b>	5	5	0
07. [REDACTED] ensures that staff feel confident they can stop the job, even when busy	<b>All colleagues</b>	4.6	4.9	0.3
	Direct manager	3	4	1
	Peers	4.7	5	0.3
	Direct reports	5	5	0

<b>Aligns work to org. purpose</b>	<b>Your view</b>	<b>3</b>	<b>4</b>	
08. [redacted] creates opportunities to discuss how our work supports the purpose of the company	<b>All colleagues</b>	<b>4.4</b>	<b>4.8</b>	
	Direct manager	3	4	
	Peers	4.3	4.8	
	Direct reports	5	5	
<b>Encourages appreciation</b>	<b>Your view</b>	<b>3</b>	<b>4</b>	
09. [redacted] encourages the team to appreciate each other when they work more safely	<b>All colleagues</b>	<b>4.3</b>	<b>4.7</b>	
	Direct manager	3	4	
	Peers	4	4.7	
	Direct reports	5	5	

Sample

# Caring

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Caring</b>				
	<b>Your view</b>	4.3	4.8	0.5
	<b>All colleagues</b>	4.3	4.7	0.4
<b>Actively cares</b>	<b>Your view</b>	5	5	0
10. [REDACTED] actively cares about the safety and wellbeing of others	<b>All colleagues</b>	4.4	4.8	0.4
	Direct manager	4	5	1
	Peers	4.5	4.8	0.3
	Direct reports	4.3	4.7	0.4
<b>Respectfully intervenes</b>	<b>Your view</b>	5	5	0
11. [REDACTED] respectfully intervenes when they see someone working in a less safe manner	<b>All colleagues</b>	4.6	4.7	0.1
	Direct manager	2	3	1
	Peers	5	5	0
	Direct reports	5	5	0
<b>Provides respectful fback</b>	<b>Your view</b>	5	5	0
12. [REDACTED] provides feedback to others in a respectful manner	<b>All colleagues</b>	4.6	4.9	0.3
	Direct manager	3	4	1
	Peers	4.8	5	0.2
	Direct reports	5	5	0
<b>Builds relationships</b>	<b>Your view</b>	5	5	0
13. [REDACTED] spends time to get to know others personally	<b>All colleagues</b>	4	4.4	0.4
	Direct manager	3	4	1
	Peers	3.8	4.3	0.5
	Direct reports	4.7	4.7	0
<b>Practices self-care</b>	<b>Your view</b>	3	4	1
14. [REDACTED] effectively practices self-care	<b>All colleagues</b>	3.9	4.7	0.8
	Direct manager	4	5	1
	Peers	4	5	1
	Direct reports	3.7	4.3	0.6
<b>Calm in a crisis</b>	<b>Your view</b>	4	5	1
15. [REDACTED] provides a sense of calm even in a crisis	<b>All colleagues</b>	4.1	4.5	0.4
	Direct manager	3	4	1
	Peers	4.8	5	0.2
	Direct reports	3.7	4	0.3
<b>Manages stress</b>	<b>Your view</b>	4	5	1
16. [REDACTED] manages stress well	<b>All colleagues</b>	4.1	4.6	0.5
	Direct manager	3	4	1
	Peers	4.5	4.8	0.3
	Direct reports	4	4.7	0.7

<b>Feedback with compassion</b> 17. [redacted] shows compassion for the person when giving feedback on performance	<b>Your view</b>	4	4	0
	<b>All colleagues</b>	4.4	4.6	0.2
	Direct manager	3	4	1
	Peers	4.5	4.8	0.3
	Direct reports	4.7	4.7	0
<b>Manages mental health</b> 18. [redacted] is comfortable when team members raise mental health concerns	<b>Your view</b>	4	5	1
	<b>All colleagues</b>	4.7	5	0.3
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	5	5	0
<b>Creates supportive environment</b> 19. [redacted] creates an environment where team members can discuss difficult topics	<b>Your view</b>	4	5	1
	<b>All colleagues</b>	4.1	4.6	0.5
	Direct manager	2	4	2
	Peers	4.3	4.7	0.4
	Direct reports	4.7	4.7	0










Sample

# Curious

		Current performance	Desired performance	Desired improvement	
				Small	Large
<b>Average scores for Curious</b>					
	<b>Your view</b>	4	4.8	0.8	
	<b>All colleagues</b>	4.2	4.8	0.6	
<b>Supports learning environment</b>					
	<b>Your view</b>	3	4	1	
	<b>All colleagues</b>	4.4	5	0.6	
20. [redacted] supports actively seeking information and ideas to create a learning environment	Direct manager	2	5		3
	Peers	4.8	5	0.2	
	Direct reports	4.7	5	0.3	
<b>Seeks to understand</b>					
	<b>Your view</b>	4	5	1	
	<b>All colleagues</b>	4.4	4.9	0.5	
21. [redacted] seeks to understand all perspectives when something goes wrong	Direct manager	3	5		2
	Peers	4.5	5	0.5	
	Direct reports	4.7	4.7	0	
<b>Understands other perspectives</b>					
	<b>Your view</b>	4	5	1	
	<b>All colleagues</b>	4.3	4.8	0.5	
22. [redacted] makes sure others' perspectives are fully understood	Direct manager	4	4	0	
	Peers	4.3	5	0.7	
	Direct reports	4.3	4.7	0.4	
<b>Balances questions and opinions</b>					
	<b>Your view</b>	4	5	1	
	<b>All colleagues</b>	4.1	4.6	0.5	
23. [redacted] keeps a balance between asking questions and giving opinions	Direct manager	4	4	0	
	Peers	4	4.8	0.8	
	Direct reports	4.3	4.7	0.4	
<b>Stays open to ideas</b>					
	<b>Your view</b>	5	5	0	
	<b>All colleagues</b>	4.3	4.9	0.6	
24. [redacted] stays open to new information on how to improve performance	Direct manager	2	5		3
	Peers	4.8	5	0.2	
	Direct reports	4.3	4.7	0.4	
<b>Gathers info before concluding</b>					
	<b>Your view</b>	4	5	1	
	<b>All colleagues</b>	3.9	4.6	0.7	
25. [redacted] gathers information and ideas before making conclusions	Direct manager	3	4	1	
	Peers	4.3	4.8	0.5	
	Direct reports	3.7	4.7	1	

# Connecting

		Current performance	Desired performance	Desired improvement	
				Small	Large
<b>Average scores for Connecting</b>	<b>Your view</b>	3.9	4.8	0.9	
	<b>All colleagues</b>	4.1	4.7	0.6	
<b>Identifies gaps</b>	<b>Your view</b>	3	5	2	
26. [REDACTED] identifies gaps in safety performance and works to resolve them	<b>All colleagues</b>	4	4.4	0.4	
	Direct manager	2	3	1	
	Peers	4	4.7	0.7	
	Direct reports	4.7	4.7	0	
<b>Uses experts</b>	<b>Your view</b>	3	4	1	
27. [REDACTED] encourages the team to use experts outside the immediate team, if necessary, to address risk	<b>All colleagues</b>	4	4.9	0.9	
	Direct manager	2	5	3	
	Peers	4.3	5	0.7	
	Direct reports	4.3	4.7	0.4	
<b>Evaluates P&amp;P effectiveness</b>	<b>Your view</b>	3	4	1	
28. [REDACTED] supports actively testing processes and procedures to determine their effectiveness	<b>All colleagues</b>	4	4.9	0.9	
	Direct manager	2	5	3	
	Peers	4.5	5	0.5	
	Direct reports	4	4.7	0.7	
<b>Builds cross team relationships</b>	<b>Your view</b>	4	5	1	
29. [REDACTED] actively builds good working relationships with other teams to help get work done well and safely	<b>All colleagues</b>	4.3	4.6	0.3	
	Direct manager	4	4	0	
	Peers	4.3	4.8	0.5	
	Direct reports	4.3	4.7	0.4	
<b>Encourages risk understanding</b>	<b>Your view</b>	4	5	1	
30. [REDACTED] encourages ongoing discussions to ensure current level of risk is understood and acceptable	<b>All colleagues</b>	4	4.8	0.8	
	Direct manager	2	5	3	
	Peers	4.3	4.8	0.5	
	Direct reports	4.3	4.7	0.4	
<b>Encourages resource sharing</b>	<b>Your view</b>	5	5	0	
31. [REDACTED] encourages sharing resources with other teams to achieve the organisations purpose	<b>All colleagues</b>	4.6	4.9	0.3	
	Direct manager	5	5	0	
	Peers	4.5	5	0.5	
	Direct reports	4.7	4.7	0	
<b>Updates procedures</b>	<b>Your view</b>	5	5	0	
32. [REDACTED] regularly updates procedures so they reflect best practice	<b>All colleagues</b>	3.9	4.8	0.9	
	Direct manager	2	5	3	
	Peers	4.3	4.8	0.5	
	Direct reports	4	4.7	0.7	

<b>Layers of protection</b>	<b>Your view</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
33. [redacted] ensures appropriate layers of protection are used in managing hazards	<b>All colleagues</b>	<b>4.1</b>	<b>4.7</b>	 <b>0.6</b>
	Direct manager	3	4	 <b>1</b>
	Peers	4	5	 <b>1</b>
	Direct reports	4.7	4.7	 <b>0</b>
<b>Addresses hazards collaboratively</b> 34. [redacted] encourages working together to address hazards	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
	<b>All colleagues</b>	<b>4</b>	<b>4.6</b>	 <b>0.6</b>
	Direct manager	4	4	 <b>0</b>
	Peers	3.3	4.7	 <b>1.4</b>
	Direct reports	4.7	4.7	 <b>0</b>

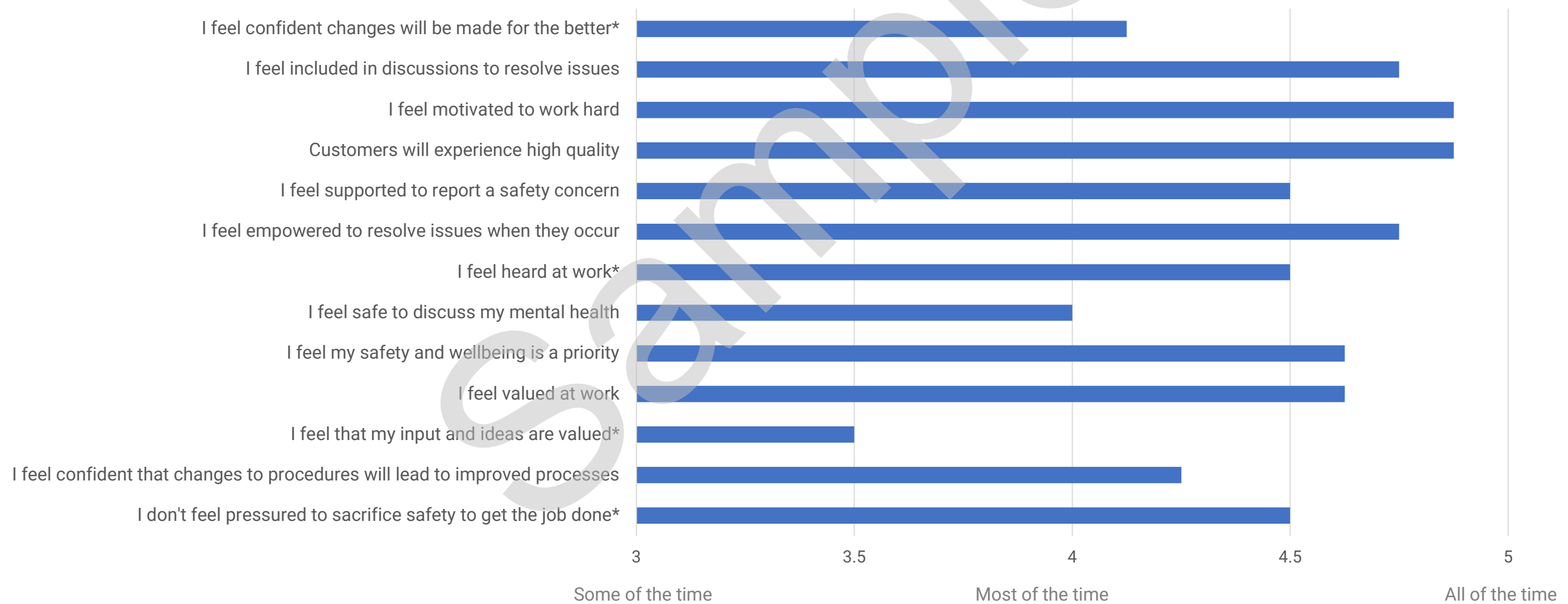
Sample



# Sample - 3

## 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 - 3

### 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 raters as loyal, hardworking and approachable. One rater acknowledged passion and heartfelt wish to do the very best for the company. This approach has a motivating impact on raters, indicated by the Leadership Impact and Psychological Safety results, e.g., raters feel motivated to work hard and they believe customers will experience high quality based on their interactions with them.

The feedback indicated strengths lie in the Purposeful area. raters shared that says what says will do when it comes to safety and actively shares commitment for keeping people safe. One rater shared, “[is] very loyal, thinks about safety and how to get a better supply chain”.

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

- “Easy to talk too and does care about people (even though tries to hide it with humour).”
- Approachable e.g., “Will always listen if you have a problem and try and offer some helpful advice,” and, “Easy to talk to.”
- Someone who “has trust in my ability and is easy to approach.”
- Someone who “provides great leadership and works very hard to ensure all members of the team are provided with the necessary tools to progress their careers.”

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 developing capability in the Connecting area, especially from the perspective of Direct Manager. Most items with larger gaps reflected an opportunity for to make improvements to policies, processes and procedures by evaluating their effectiveness and updating to reflect best practice.

Another theme emerged in the comments that suggested would benefit from spending time with others outside immediate focus to improve wider impact on safety and performance. Comments in this nature included:

- “As a Project Director, participate in more site walks.”
- “Take the ‘creating safer sites program’ to the supply chain, to train and bring them to where we need them to sustain ongoing work in the sectors requiring best in class safety.”
- “is very proactive in this area, possibly more one to one discussion on safety may help.”
- “Do some additional site walk.”
- “Hold more informal safety talks.”
- “When making a point, try and keep it clear and concise and not wander off the topic.”
- “Not to defer to others but to be his own man. To robustly pursue best in class commercial procedures and build a trusted relationship with our external consultant.”

## 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 differing perspectives in your report. Seek to understand the perspectives that identified larger gaps than others (e.g., your Direct Manager) and use some of the Listening resources in the Self-Development guide under the Curious section to stay open to feedback.
- Consider the feedback about spending more time in the field/conducting site walks to increase your leadership impact. Often, quality is more important than quantity, so explore the Coaching resources to improve safety conversations in the Curious chapter of the Self-Development guide, to learn how to make a greater impact through powerful questions.
- Understand the cause or contributing factors to the gap in evaluating the effectiveness of policies and procedures. Look at 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. Improving your capability in this area is likely to improve others' confidence that changes to procedures will lead to improved processes.
- Challenge your thinking around your role in updating policies and procedures. Regardless of your formal role, how could you contribute to updating policies and procedures to reflect best practice
- Explore your own view of your current self-care. Complete some of the activities in the Caring chapter of the Self-Development Guide about your own self-care and stress management and make your own wellbeing a priority too.

## 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

Head Office

10B, 151 – 153 Herdsman Parade,  
Wembley, Perth  
Western Australia 6014  
+61 8 9287 1041

[info@datadrivesinsight.com](mailto:info@datadrivesinsight.com)  
[datadrivesinsight.com](http://datadrivesinsight.com)