SAFETY LEADERSHIP REPORT

ID: Sam Sample

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INTRODUCTION

Your safety leadership style is strongly based on not just your safety leadership experience but also your personality. Personality can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and remains relatively consistent over time.

To determine your safety leadership style the Mosaic personality tool uses both:

1. the seven practical online tasks which measure personality based on taking thousands of measures of your behaviours whilst you were completing the tasks.
2. a self-perception questionnaire which measures personality based on your own opinions of what you think you are like.

The report will describe your safety leadership style and likely behaviour based on combining both these approaches. Where the approaches give significantly different results, both the results will also be displayed so you can see these differences. This should be of interest as everyone has blind spots. For more information on how Mosaic scoring works please visit www.mosaictasks.com/faq.

Here are some important points to note about the information:

▶ Statements in this report are not definitive about your behaviour, they are indicators of how you might behave.
▶ The information relates to your style and preferences not your ability.
▶ Although personality tends to remain consistent through our lives, they can change and the shelf-life on the information is typically 12 months.
▶ The results offer a comparative measure compared to the general working population who has also completed the set of Mosaic Personality Tasks.
▶ Do consider the information from different perspectives but do not get overly concerned if you feel certain areas of your personality report is inaccurate. The interpretation of this report is not infallible.
▶ Do consider the information from different perspectives but do not get overly concerned if you feel certain areas of your leadership report are inaccurate. The interpretation of this report is not infallible.
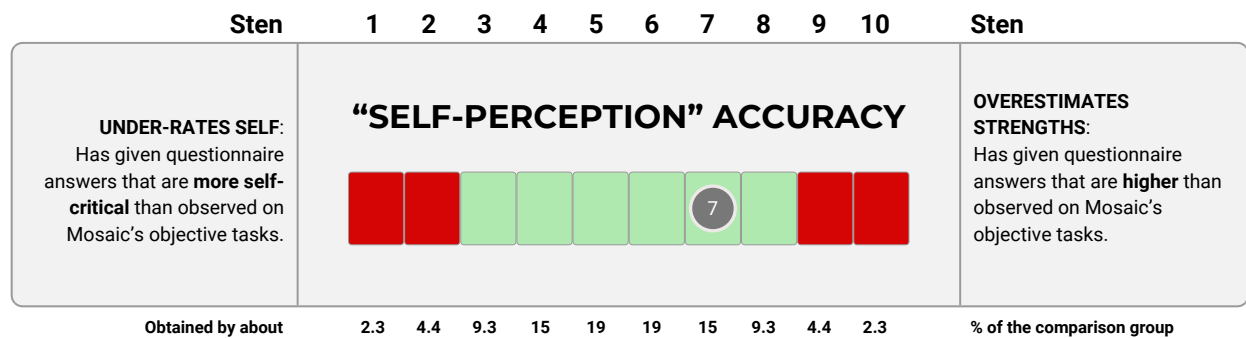
This report is about safety competencies. The results indicate your competency potential for 9 safety competencies. The graphs indicate where you fall compared to the average of the general working population*. Ten-point sten scores are used in this report. The scale indicates the level of safety leadership potential or safety leadership preference you display from 1 (Very Low) to 10 (Very High).

The General Working Population comparison group of 469 people is composed of 61% UK participants and 39% from other countries around the world, mainly North America and Europe. Sten differences between UK and non-UK participants were examined, and found to be within 0.5 stens of each other, so the two groups are broadly comparable.

HOW HIGHLY DO YOU RATE YOUR PERSONALITY?

Before you look through your safety leadership report, please consider how *accurately* you rated your own competency potential (on your questionnaire) compared to Mosaic's objective tasks measures. This will allow you to consider whether you may be over-rating or under-valuing your competency potential. In addition, this will also help you to identify potential leadership blind spots and raise your self-awareness.

The score below is calculated by comparing your completed Mosaic tasks against your self-perception questionnaire scores.

Sten	1	2	3	4	5	6	7	8	9	10	Sten

UNDER-RATES SELF: Has given questionnaire answers that are **more self-critical** than observed on Mosaic's objective tasks.	"SELF-PERCEPTION" ACCURACY	**OVERESTIMATES STRENGTHS**: Has given questionnaire answers that are **higher** than observed on Mosaic's objective tasks.

(Score indicator: 7)

Obtained by about	2.3	4.4	9.3	15	19	19	15	9.3	4.4	2.3	% of the comparison group

Your score suggests that there is not much of a difference in general between how you see yourself and how you subsequently behaved on Mosaic's objective personality tasks.

Implications of this score:

- ▶ you generally know yourself quite well
- ▶ you are perhaps slightly more inclined than many people to be positive about yourself and to overrate your competency potential.
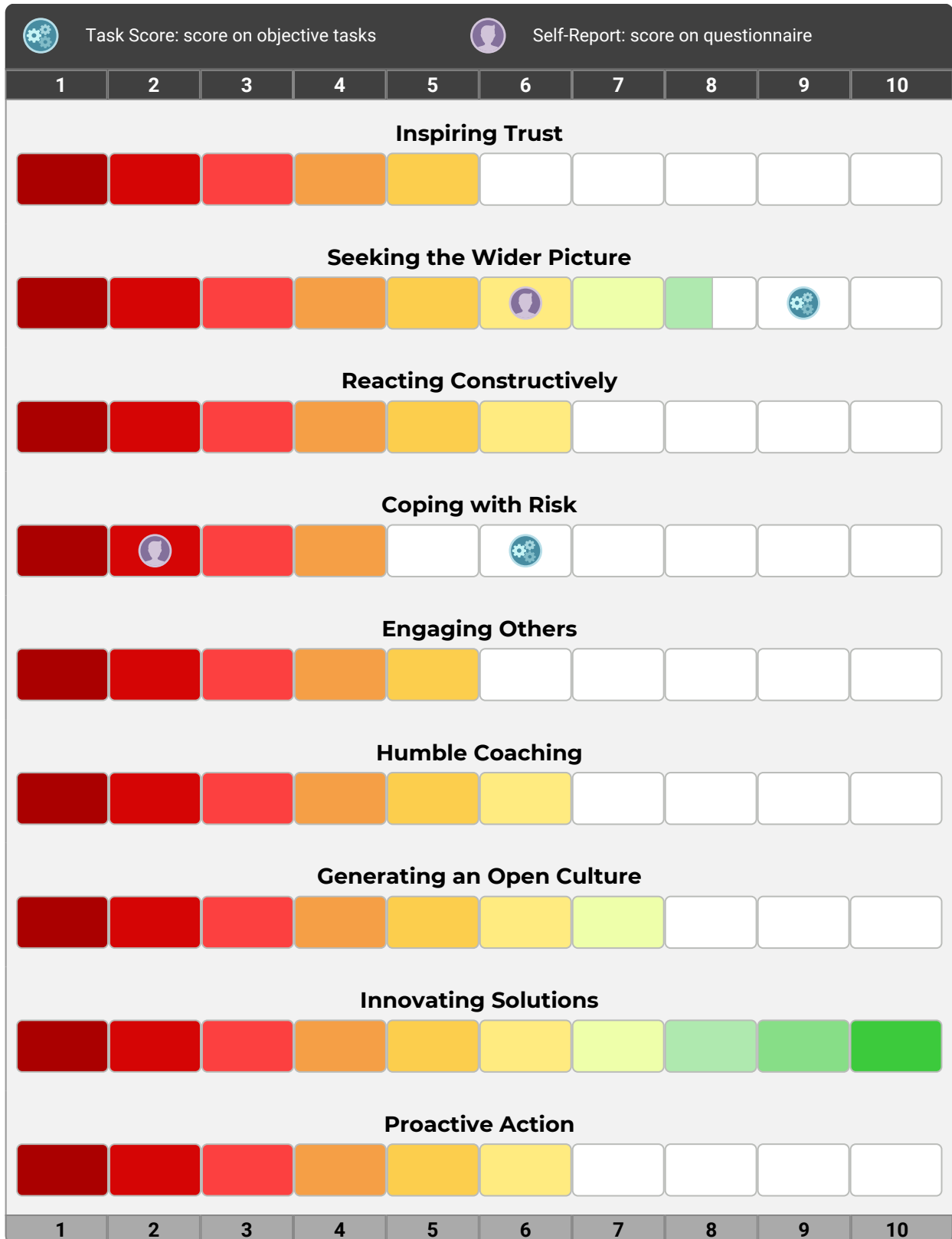
As you look through your report you may see that there are some competency areas where your self-report scores differ from the objective tasks score. Consider these questions:

1. These may represent "blind spots", areas where you lack some self-awareness, or where your views are based on an out-dated perception of yourself.
2. Look carefully at any differences between your self-perception score and the objective tasks score in your report – which is the real you?
3. Differences can also very occasionally occur due to natural variability in the completion of either the self-report or the objective tasks.

SAFETY LEADERSHIP COMPETENCIES

Inspiring Trust	Inspiring the trust of others is likely to rely on a leader being able to demonstrate that they are principled, have others' best intentions at heart and are able to demonstrate competence. The trustworthiness of leaders has been shown to mediate the relationship between communication and safety behaviours.
Seeking the Wider Picture	Seeking the wider picture involves looking for a wider body of evidence in order to make decisions – including facts, evidence and expert, opposing and disparate views. This approach helps avoid tripping up on cognitive bias as decisions are based on more objective and wider sources of data.
Reacting Constructively	Reacting constructively involves being restrained and not acting based on emotions or impulse. It involves being able to put yourself in others' shoes and acting in a fair and measured way based on all the facts. This competency is important for safety as the wrong reactions to situations can set back the culture and lead to under-reporting.
Coping with Risk	Coping with risks involves taking a strategic and cautious approach to risks. This means thinking risks through carefully and paying attention to all relevant guidance, processes, obligations and rules. It involves carefully considering the impact that decisions could have on the risks for others both now and in the future.
Engaging Others	Engaging Others is about finding interesting and novel ways to engage people in safety. It involves giving people the opportunity to give their opinion, feel valued and get involved. This is a necessary skill for safety as it helps maintain an enthusiasm and focus on safety.
Humble Coaching	Humble coaching is about approaching conversations with people from a position of genuine curiosity and humility, knowing that you do not have all the answers. It involves asking the right questions in order to build an understanding of others' concerns and having a genuine desire to help and support. This approach is critical for understanding how work is really done and the actual issues being faced.
Generating an Open Culture	Generating an open culture is about creating an atmosphere feel safe to speak up and voice their concerns, mistakes, questions and ideas. This involves setting expectations, being willing to admit shortcomings and being sympathetic to others. Creating this open and safe culture makes it more likely that people will speak up and share vital information.
Innovating Solutions	Innovating Solutions is about the ability to be creative and come up with new ways of looking at problems. This involves being able to see and develop new and adaptive ways of addressing known and emerging issues. These skills might help in emergency situations but also when known methods are not achieving their goals.
Proactive Action	Proactive action is about taking the necessary proactive steps to manage risks based on the information that is being received. This involves following through on commitments, keeping focussed when things get difficult and having the necessary self-belief and leadership skills to get the job done.

COMPETENCY POTENTIAL PROFILE

⚙ Task Score: score on objective tasks	👤 Self-Report: score on questionnaire

1	2	3	4	5	6	7	8	9	10

Inspiring Trust

1	2	3	4	5	6	7	8	9	10

Seeking the Wider Picture

1	2	3	4	5	6	7	8	9	10
					👤			⚙	

Reacting Constructively

1	2	3	4	5	6	7	8	9	10

Coping with Risk

1	2	3	4	5	6	7	8	9	10
	👤				⚙				

Engaging Others

1	2	3	4	5	6	7	8	9	10

Humble Coaching

1	2	3	4	5	6	7	8	9	10

Generating an Open Culture

1	2	3	4	5	6	7	8	9	10

Innovating Solutions

1	2	3	4	5	6	7	8	9	10

Proactive Action

1	2	3	4	5	6	7	8	9	10

1	2	3	4	5	6	7	8	9	10

MOSAIC®
Personality Tasks

Inspiring Trust

				5					

At times you may have to work at gaining the trust of others.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

▶ You are likely to reach the right balance of leading others when required but not taking over. (**Taking Charge**)

▶ Consider whether a lack of support and help for others may sometimes be interpreted as not caring about their wellbeing, even if it is not meant that way. (**Selflessly Helpful**)

▶ It is likely that your sympathetic approach towards others will help them understand that you have their best interests at heart and build trust in you. (**Swayed by Sympathy**)

⚙ Task Score: score on objective tasks						👤 Self-Report: score on questionnaire			

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
FIXED PRINCIPLES gives priority to the fair treatment of other people.					●					
TAKING CHARGE Has a preference for leading others and taking charge of situations.							●			
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.					●					
SWAYED BY SYMPATHY Quite often caring and compassionate towards others.					●					
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.					●					
SELFLESSLY HELPFUL * Sometimes helpful and willing to assist others when asked to or if the need is obvious.			●							

*BLOCKERS: The personality scale in pink impacts this competency score negatively if it is really low

Development Tips

▶ Look out for opportunities to help others even when you don't always feel like it or it hasn't been requested. If done in the right spirit, it will likely help build trust and make others want to help you in the future. (**Selflessly Helpful**)

Seeking the Wider Picture

7.5

You are likely to seek a wide range of evidence when making decisions.

Take note that your self-report score for this competency (but not necessarily the mapped personality scales) was lower than your objective tasks score. You may want to consider which is more like the real you and whether there are certain situations where you perform better in this competency?
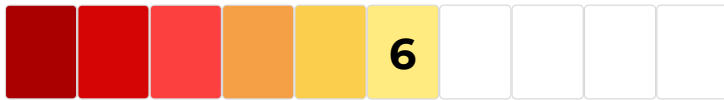
▶ Your fascination with complex problems means you are more likely to analyse the problem fully and seek out the detail. (**Fascinated by Complexity**)

	Task Score: score on objective tasks				Self-Report: score on questionnaire					
MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
CONSTRAINED BY CAUTION Is quite careful and tends to think things through before acting.						●				
FASCINATED BY COMPLEXITY Loves and needs to work with complexity and challenging problems.										◉
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.							●			
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.				●						

Development Tips

This is a competency that you score well on and there are no clear areas to develop. Consider ways to make more use of this competency and in particular the personality areas you score strongly in.

MOSAIC®
Personality Tasks

Reacting Constructively

					6				

You are likely to be fair and measured when responding to events.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

⚙ Task Score: score on objective tasks			👤 Self-Report: score on questionnaire						

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
CONSTRAINED BY CAUTION Is quite careful and tends to think things through before acting.						●				
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.							●			
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.					●					
MOOD STABILITY Tends to experience slightly less periods of low mood than most people.						●				

Development Tips

This is a competency that you score well on and there are no clear areas to develop. Consider ways to make more use of this competency and in particular the personality areas you score strongly in.

Coping with Risk

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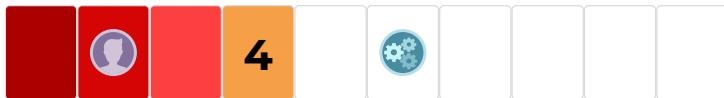
You may be inconsistent in your approach to risk, not always thinking consequences through.

Take note that your self-report score for this competency (but not necessarily the mapped personality scales) was lower than your objective tasks score. You may want to consider which is more like the real you and whether there are certain situations where you perform better in this competency?

▶ Consider whether your preference for seeking out excitement has led you, at times, to be reckless and take unnecessary risks. (**Excitement Seeking**)

▶ You may not be that keen on the bureaucracy that often comes with safety and you may be more inclined than others to skip steps or not put effort in to certain rules, guidelines and obligations. Reflect on whether you do this at times and the impact this has on how you manage risks. (**Bound by Duty**)

🔧 Task Score: score on objective tasks		👤 Self-Report: score on questionnaire							

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
BOUND BY DUTY Willing to follow through on obligations and responsibilities.										
CONSTRAINED BY CAUTION Is quite careful and tends to think things through before acting.										
EXCITEMENT SEEKING Quite likely to seek stimulation and excitement.										
COMPOSED On balance likely to remain somewhat composed and clear-headed when under pressure.										

Development Tips

▶ Be aware that you have a preference to seek out excitement and are likely to be very comfortable with taking risks. Be very wary of the impact of your decisions on others who may be less willing to take risks. Make sure you give opportunities to others to feedback on your decisions and listen to those who prefer a more risk-averse approach. They may help you understand the impact and worst-case scenario. (**Excitement Seeking**)

▶ If you are finding that you are at times getting frustrated with the amount of bureaucracy and the effectiveness of approaches to managing risks consider how processes and tools might best be used or adapted to help you and others manage risks effectively. Involve others (formally) in assessing safer/improved ways of doing things if the current methods are not working but be very wary about the impact of skipping steps on yourself and others. (**Bound by Duty**)

Engaging Others

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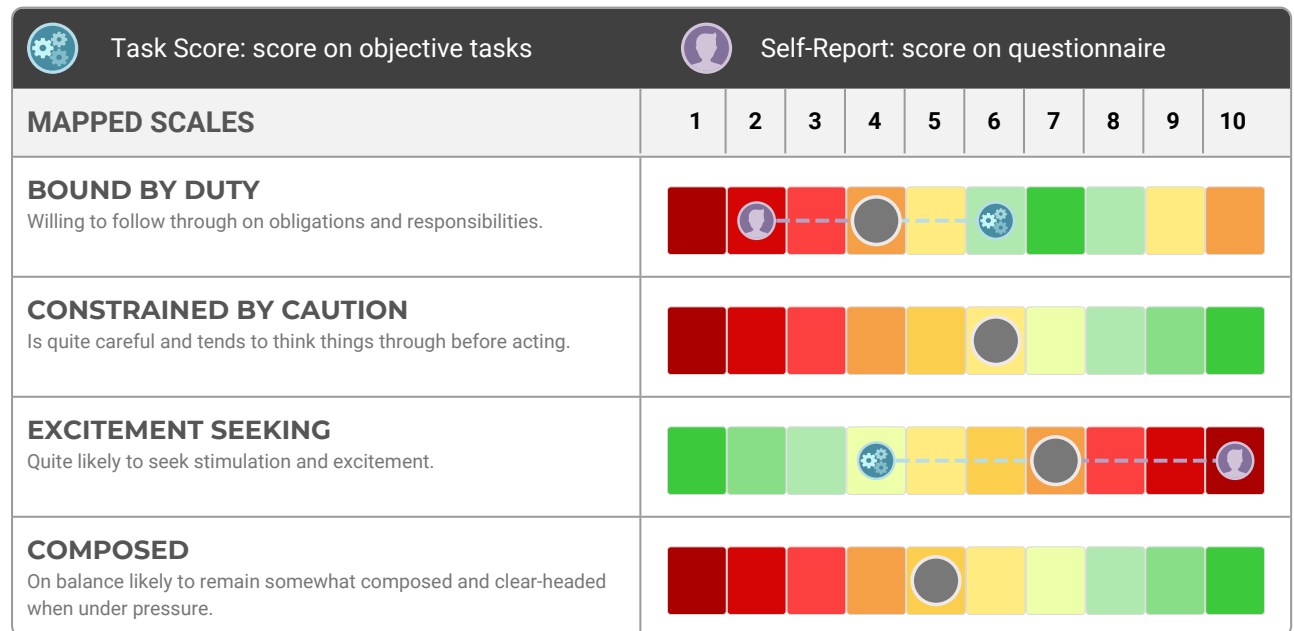
You may sometimes struggle to motivate and engage others in safety.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

▶ It is likely that you naturally introduce variety into the way you share and engage others which prevents things going stale. (**Variety Seeking**)

⚙ Task Score: score on objective tasks		👤 Self-Report: score on questionnaire		

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
OUTGOING Sometimes finds the company of others quite pleasant and rewarding.			⚙		●		👤			
VARIETY SEEKING Enjoys trying new activities, seeing new places and / or experiencing different things.					⚙		●			👤
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.					●					
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.					●					

Development Tips

This is a competency that you score well on and there are no clear areas to develop. Consider ways to make more use of this competency and in particular the personality areas you score strongly in.

Humble Coaching

					6				

You are likely to be able to be open, curious and humble when coaching others.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

▶ Consider to what degree you are willing to give up your time to coach others. Could you do more to help understand issues and help resolve them? (**Selflessly Helpful**)

Task Score: score on objective tasks		Self-Report: score on questionnaire							

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.							●			
REFLECTS ON SHORTCOMINGS Aware of personal weaknesses and spends slightly more time than others reflecting on how to improve.							●			
SWAYED BY SYMPATHY Quite often caring and compassionate towards others.				●						
SELFLESSLY HELPFUL Sometimes helpful and willing to assist others when asked to or if the need is obvious.			◉							

Development Tips

▶ Try and set aside more time to coach others and be prepared to take action if you are able to help resolve issues. Keep in mind that acts of helpfulness and kindness will help demonstrate care and likely strengthen a coaching relationship. (**Selflessly Helpful**)

Generating an Open Culture

	1	2	3	4	5	6	7			
							7			
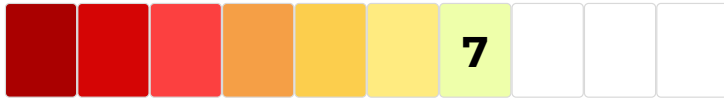
You are likely to find it fairly easy to create an environment where people can speak openly.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

	Task Score: score on objective tasks		Self-Report: score on questionnaire									
MAPPED SCALES		1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.								●			
TAKING CHARGE Has a preference for leading others and taking charge of situations.								●			
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.								●			
REFLECTS ON SHORTCOMINGS Aware of personal weaknesses and spends slightly more time than others reflecting on how to improve.								●			
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.						●					

Development Tips

This is a competency that you score well on and there are no clear areas to develop. Consider ways to make more use of this competency and in particular the personality areas you score strongly in.

Innovating Solutions

	10
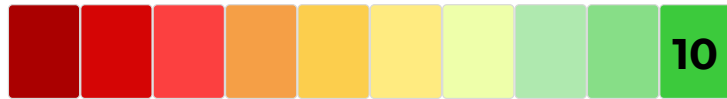
You are very likely to find it easy to innovate and quickly come up with solutions to problems.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.
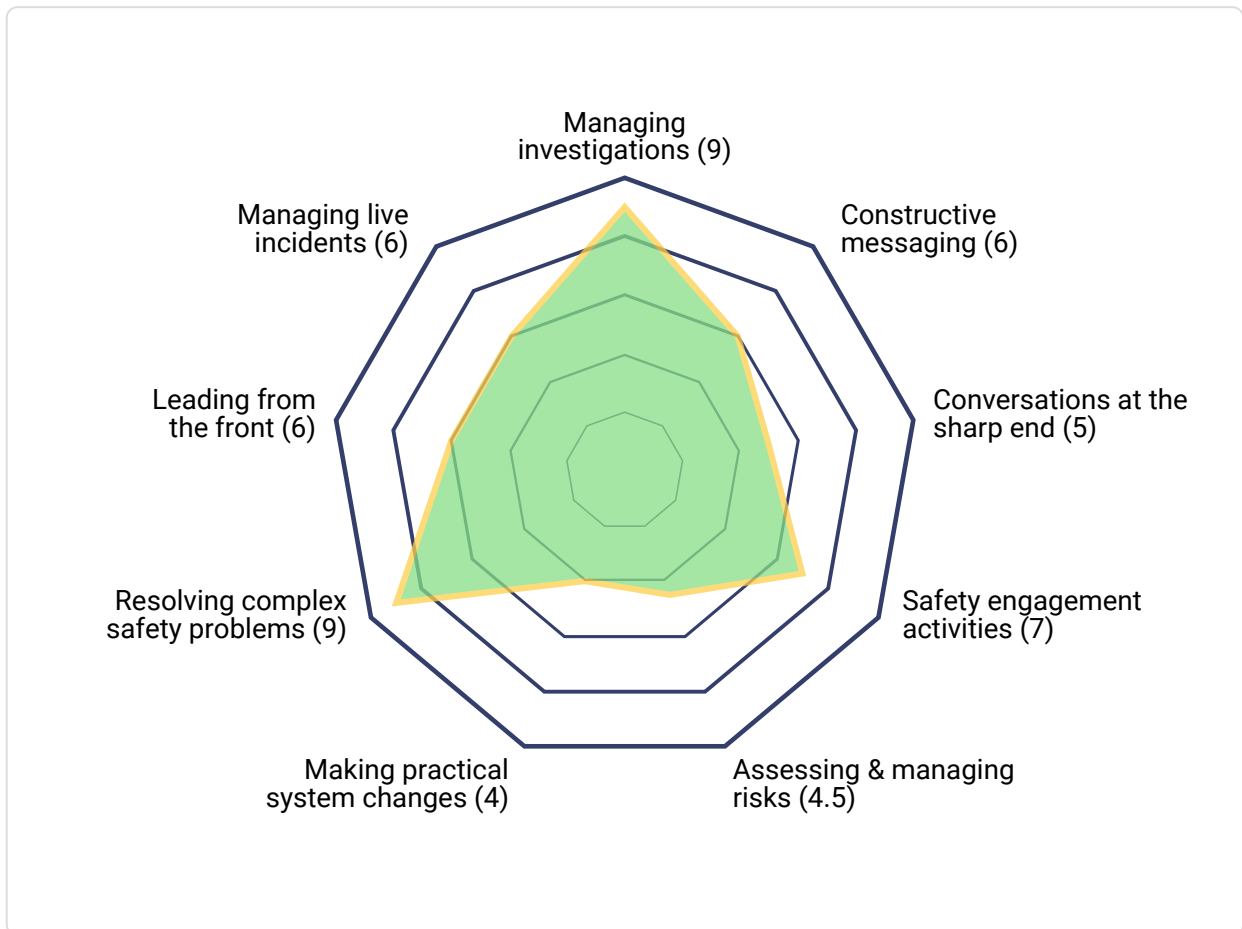
▶ You are likely to be able to understand and be interested in solving complex and challenging problems. (**Fascinated by Complexity**)

▶ Your natural tendency to seek variety is likely to help you develop a wide range of solutions. (**Variety Seeking**)

⚙ Task Score: score on objective tasks	👤 Self-Report: score on questionnaire

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							●			
VARIETY SEEKING Enjoys trying new activities, seeing new places and / or experiencing different things.					⚙			●		👤
FASCINATED BY COMPLEXITY Loves and needs to work with complexity and challenging problems.										●
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.							●			
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.				●						

Development Tips

This is a competency that you score well on and there are no clear areas to develop. Consider ways to make more use of this competency and in particular the personality areas you score strongly in.

Proactive Action

	Task Score: score on objective tasks	Self-Report: score on questionnaire

6
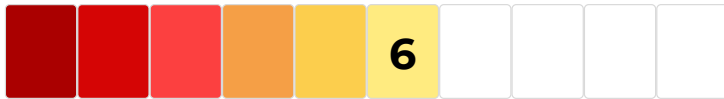
You will usually take the necessary proactive action to resolve issues.

Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

▶ Consider whether you always follow through promptly on your personal obligations (e.g. acting on suggestions and feedback). (**Bound by Duty**)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
FIXED PRINCIPLES gives priority to the fair treatment of other people.					●					
BOUND BY DUTY Willing to follow through on obligations and responsibilities.		👤		●		⚙				
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							●			
TAKING CHARGE Has a preference for leading others and taking charge of situations.							●			
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.					●					

Development Tips

▶ Keep in mind that without timely action to address identified risks the workforce will start to doubt the intentions of leaders and the 'openness' of the system will break down. Always ensure the workforce are kept informed of the status of actions and any delays. Ensure you are clear on what you are responsible for and if you need to, set up reminders and prompts so you fulfil your obligations. (**Bound by Duty**)

LIKELY NATURAL ROLE STRENGTHS

Managing investigations (9)

Managing live incidents (6)

Constructive messaging (6)

Leading from the front (6)

Conversations at the sharp end (5)

Resolving complex safety problems (9)

Safety engagement activities (7)

Making practical system changes (4)

Assessing & managing risks (4.5)

Based on your personality traits and competency profiles these are the safety-related activities that are likely to be natural strengths and areas that might not come as naturally. Again, these are based on your personality preferences and do not necessarily reflect how good you may actually be at these activities.

However, it is worth considering which activities may more naturally align with your personality traits. You may want to consider taking on more activity of these types. In addition, for areas that do not come as naturally you may want to do less or identify some development goals that will help improve these areas if they are critical for your role. For instance, learning from others who may be naturally strong in these areas.

Review the information regarding competencies on the previous pages and identify 3 actions you can take here to develop in your role.

Key Priorities

1._____

2._____

3._____

SAFETY ROLES – DEFINITIONS

Managing investigations	*Managing investigations* involves effectively taking charge of the investigation process from gathering evidence to developing recommendations. This is likely to appeal to people who enjoy embracing complexity, are able to keep an open mind; and can put themselves in others' shoes.
Constructive messaging	*Constructive messaging* is about being able to create powerful messages that inspire and motivate others. This is likely to appeal to people who are naturally able to tune in to what others are feeling and are naturally inclined to take on feedback and vary their approach so the message stays fresh.
Conversations at the sharp end	*Conversations at the sharp end* is really about understanding others' perspectives from a position of curiosity and humility. This is likely to appeal to those who naturally enjoy helping others, are able to form positive relationships quickly and can put aside their pride to reflect on any shortcomings.
Safety engagement activities	Leading *Safety engagement activities* requires an ability to keep safety-related activities fresh, varied and exciting. This role is likely to appeal more to people who enjoy working with groups, are composed when leading activities and like taking charge of situations.
Assessing & managing risks	*Assessing & managing risks* is about taking a more thoughtful, cautious, timely and dutiful approach. This role will naturally appeal to someone who is careful, risk averse and doesn't like to act spontaneously or just assume that things will work out OK.
Making practical system changes	*Making practical system changes* is likely to require someone with a strong belief in their own ability and a strong work ethic. This role will likely appeal to someone who doesn't like getting too bogged down in complexity but has a strong focus on what will practically work.
Resolving complex safety problems	*Resolving complex safety problems* requires a focussed and thoughtful approach. This role will appeal to people who like to solve challenging problems; remain calm and inquisitive when things don't easily get resolved; are good at gathering a wide range of evidence; and are able to take a step back and look at problems from a detached perspective.
Leading from the front	*Leading from the front* requires self-belief, principles, fairness and a focus on results. This role will most likely appeal to people who enjoy taking charge, like being the focus of attention and are composed and consistent when leading others.
Managing live incidents	*Managing live incidents* is all about staying composed and being able to take charge of others when the pressure is on. In order to prepare effectively for these rare emergencies, it is likely to require someone who is cautious and willing to put in the hard work in order to learn the necessary procedures, rules and guidelines.

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Personality Tasks

Mosaic Assessments Ltd

Email: enquiries@mosaictasks.com

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