



SAFETY LEADERSHIP REPORT

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01/07/2022

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.

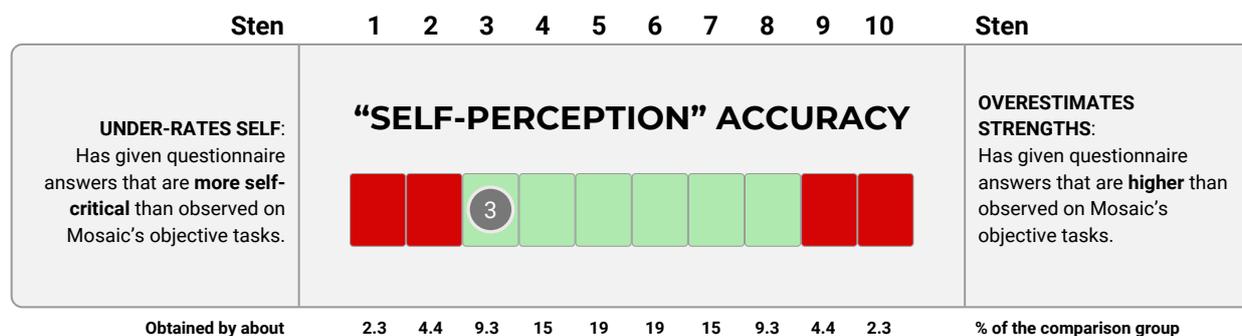
This report is about safety competencies. The results indicate your competency potential for 9 safety competencies. The graphs indicate where you fall compared to the average of the general working population*. Ten-point sten scores are used in this report. The scale indicates the level of safety leadership 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.



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 self-critical and to undervalue your competency potential.

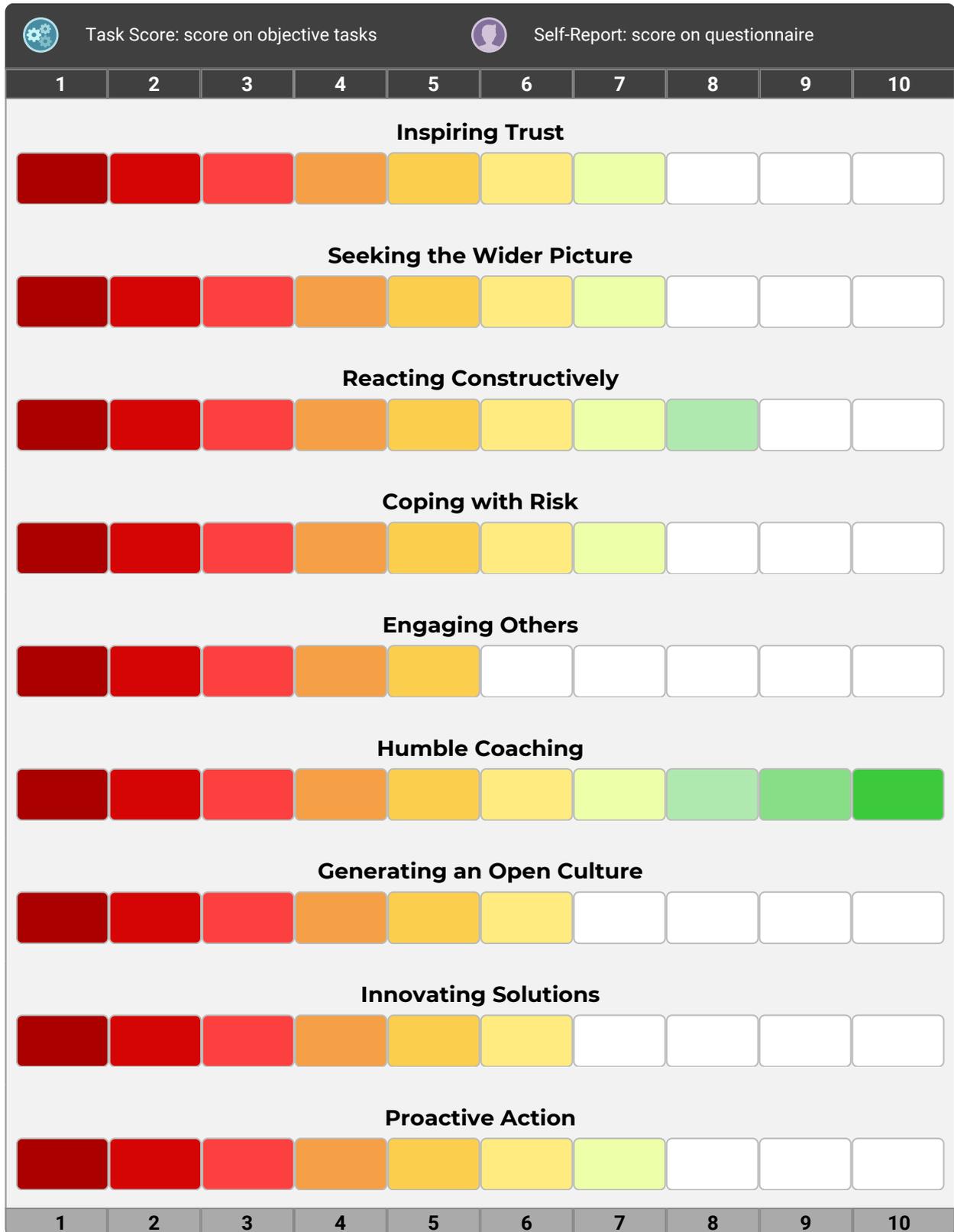
As you look through your report you may see that there are some competency areas where your self-report scores differ from the objective tasks score. Consider these questions:

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



Inspiring Trust



You are likely to inspire trust from 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.

- ▶ Your highly principled approach is likely to encourage people to trust that you will follow through on things and treat them well. (**Fixed Principles**)

	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 Rigidly principled. Virtuous and rarely compromises on the fair treatment of other people.	█	█	█	█	█	█	█	○	█	█
TAKING CHARGE Has no clear preference for taking charge or letting others take charge of situations.	█	█	○	○	○	○	○	○	○	○
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.	█	█	█	○	○	○	○	○	○	○
SWAYED BY SYMPATHY Nearly always extremely caring and compassionate towards others.	█	█	█	█	█	█	○	○	○	○
AWARENESS OF OTHERS EMOTIONS Often 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.

Seeking the Wider Picture



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

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 careful and tends to think things through before acting.		■	■	■	■	■	■	●	■	■	■
FASCINATED BY COMPLEXITY Quite enjoys working with complexity and challenging problems.		■	■	■	■	●	■	■	■	■	■
BROAD-MINDED Tends to hold a balance of traditional and broad-minded work values.		■	■	■	●	■	■	■	■	■	■
AWARENESS OF OTHERS EMOTIONS Often 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.

Reacting Constructively



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 careful and tends to think things through before acting.		█	█	█	█	█	█	●	█	█	█
BROAD-MINDED Tends to hold a balance of traditional and broad-minded work values.		█	█	█	█	●	█	█	█	█	█
AWARENESS OF OTHERS EMOTIONS Often aware of and concerned about the emotions, needs and issues of others.		█	█	█	█	█	█	●	█	█	█
MOOD STABILITY Tends to experience less periods of low mood than other 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



You are likely to be fairly diligent, methodical and cautious when it comes to risks.

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 unlikely to get bored, behave recklessly or seek out extra risks and danger. This is likely to help you maintain focus and attention on risks. (**Excitement Seeking**)

	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 Feels compelled to follow through on all responsibilities and obligations	Red	Red	Red	Orange	Yellow	Light Green	Green	Light Green	Yellow	Orange
CONSTRAINED BY CAUTION Is careful and tends to think things through before acting.	Red	Red	Red	Orange	Yellow	Light Green	Green	Light Green	Yellow	Orange
EXCITEMENT SEEKING Strongly prefers quiet and is very likely to avoid additional stimulation and excitement.	Green	Light Green	Yellow	Orange	Red	Red	Red	Red	Red	Red
COMPOSED Likely to remain composed and clear-headed when under pressure.	Red	Red	Red	Orange	Yellow	Light Green	Green	Light Green	Yellow	Orange
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.	Red	Red	Red	Orange	Yellow	Light Green	Green	Light Green	Yellow	Orange

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.

Engaging Others



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.

- ▶ Consider whether your preference for approaches that are quieter and less stimulating might mean others, who prefer more excitement, are not engaging fully. (**Excitement Seeking**)
- ▶ 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 Finds the company of others quite pleasant and rewarding.		█	█	█	█	█	○	█	█	█	█
VARIETY SEEKING Quite often 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.		█	█	█	█	○	█	█	█	█	█
SOCIALLY UNINHIBITED Quite often feels at ease in new situations and will not usually feel overawed, embarrassed or concerned when interacting with others.		█	█	█	○	○	○	○	○	█	█
AWARENESS OF OTHERS EMOTIONS Often aware of and concerned about the emotions, needs and issues of others.		█	█	█	█	█	○	█	█	█	█
EXCITEMENT SEEKING * Strongly prefers quiet and is very likely to avoid additional stimulation and excitement.		█	○	█	█	█	█	█	█	█	█

***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

Development Tips

- ▶ Be very aware that some passive methods (e.g. listening to a presentation) won't work effectively for everyone. Try and use a variety of methods to engage that cater for the various ways people learn. Ask people who seem to effectively engage others for ideas on ways to increase interactivity and engagement. (**Excitement Seeking**)

Humble Coaching



You are highly likely to be humble, curious and sympathetic approach 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.

- ▶ It is likely your willingness to help others will mean you are more likely to spend time coaching others and acting on any requests for help. (**Selflessly Helpful**)
- ▶ It is likely that your caring and compassionate approach will make you extremely effective at coaching. (**Swayed by Sympathy**)
- ▶ You are very likely to be aware of your own shortcomings and be willing to take on feedback and accept that you have areas to improve. This will help others feel safe to do the same when you coach them. (**Reflects on Shortcomings**)

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.

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	Tends to hold a balance of traditional and broad-minded work values.										
REFLECTS ON SHORTCOMINGS	Very aware of personal weaknesses and spends more time than others reflecting on how to improve.										
SWAYED BY SYMPATHY	Nearly always extremely caring and compassionate towards others.										
SELFLESSLY HELPFUL	Very helpful and mostly finds helping others genuinely rewarding, rather than an obligation										

Generating an Open Culture



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.

- ▶ Through reflecting on and sharing your own shortcomings you are more likely to build a culture where people feel comfortable speaking up. (**Reflects on Shortcomings**)
- ▶ Consider whether at times you are taking a back seat on creating the right environment for open communications and leaving it for others. What impact is that having? (**Taking Charge**)

Development Tips

- ▶ Consider what you can do differently to encourage openness and candour. This might include setting the expectations of others to be candid and supporting that through your example; providing 'safe' opportunities for teams to be speak openly; & dealing with behaviours that prevent openness. (**Taking Charge**)

		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 quite high standards regarding quality and can sometimes be dissatisfied with own or others' efforts.										
TAKING CHARGE	Has no clear preference for taking charge or letting others take charge of situations.										
BROAD-MINDED	Tends to hold a balance of traditional and broad-minded work values.										
REFLECTS ON SHORTCOMINGS	Very aware of personal weaknesses and spends more time than others reflecting on how to improve.										
AWARENESS OF OTHERS EMOTIONS	Often aware of and concerned about the emotions, needs and issues of others.										

Innovating Solutions



You are likely to be fairly adept at creating new ideas and solving problems.

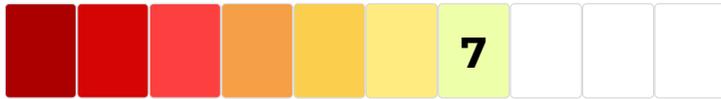
Take note that your own self report scores matched the objective task scores so you can be very confident that this competency score is correct.

	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 quite high standards regarding quality and can sometimes be dissatisfied with own or others' efforts.		
VARIETY SEEKING Quite often enjoys trying new activities, seeing new places and / or experiencing different things.		
FASCINATED BY COMPLEXITY Quite enjoys working with complexity and challenging problems.		
BROAD-MINDED Tends to hold a balance of traditional and broad-minded work values.		
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



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.

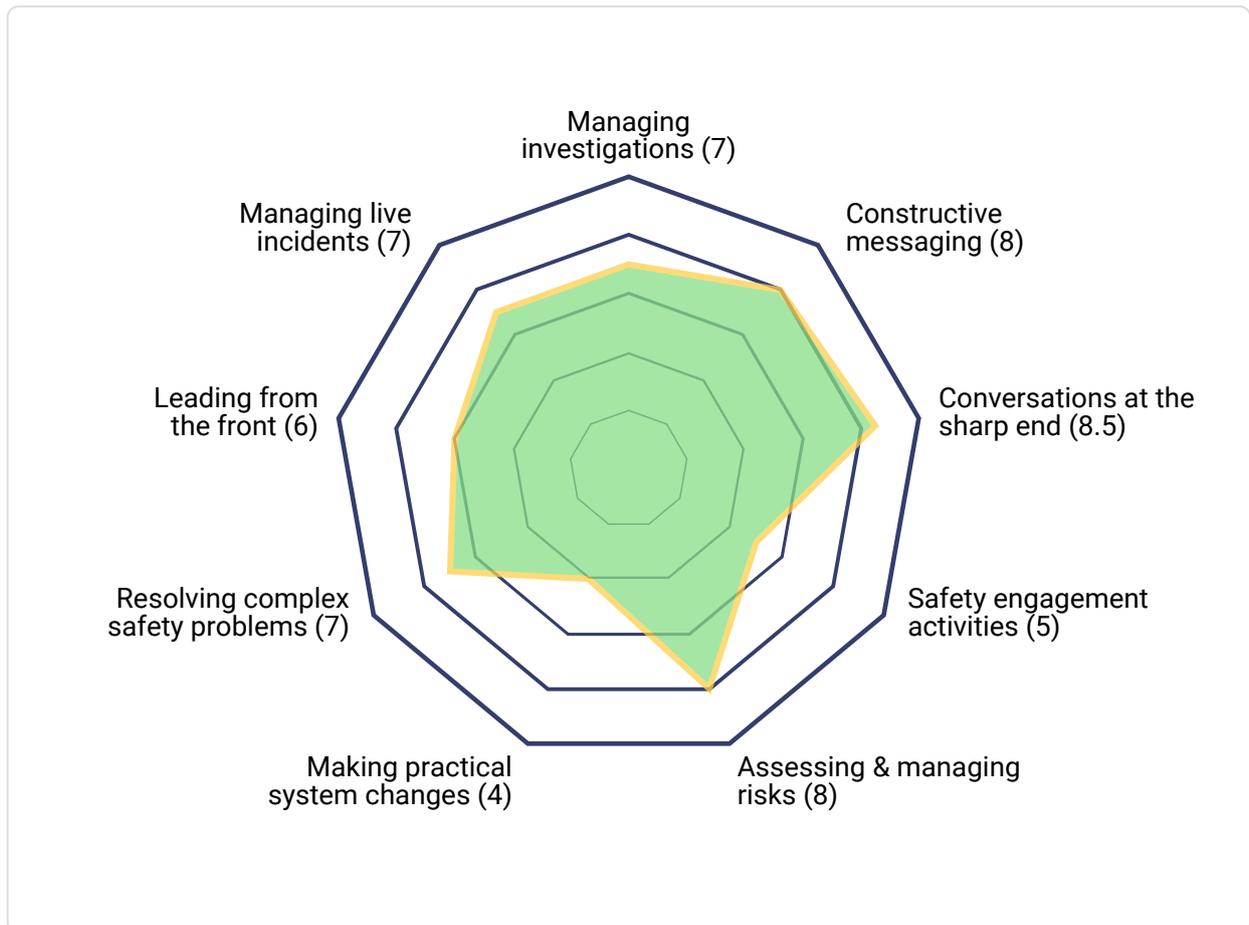
- ▶ Your highly dutiful approach will likely mean that you will try and follow through on your personal obligations and promises (e.g. acting on suggestions and feedback) promptly. You will probably excel at ensuring things get done quickly. **(Bound by Duty)**
- ▶ You are highly likely to want to do the right things by other people, including providing the support and resources necessary to manage risks. Use your focus on principles to help risk-related discussions stay focussed on doing the right thing. **(Fixed Principles)**
- ▶ Consider whether you sometimes let others take charge of actions that should be your responsibility. **(Taking Charge)**

Development Tips

- ▶ There will be times when you will need to take charge of situations. This may go against your natural preference but it is important to take control if things you know are important are stalling or no-one is taking responsibility. Remember, there are many ways to take charge, find an approach that is authentic to you. **(Taking Charge)**

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FIXED PRINCIPLES Rigidly principled. Virtuous and rarely compromises on the fair treatment of other people.	Red	Red	Red	Orange	Yellow	Yellow	Light Green	Light Green	Light Green	Light Green
BOUND BY DUTY Feels compelled to follow through on all responsibilities and obligations	Red	Red	Red	Orange	Yellow	Yellow	Light Green	Light Green	Light Green	Light Green
RELENTLESS FOCUS Hard working and driven. Has quite high standards regarding quality and can sometimes be dissatisfied with own or others' efforts.	Red	Red	Red	Orange	Yellow	Yellow	Light Green	Light Green	Light Green	Light Green
TAKING CHARGE Has no clear preference for taking charge or letting others take charge of situations.	Red	Red	Red	Orange	Yellow	Yellow	Light Green	Light Green	Light Green	Light Green
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.	Red	Red	Red	Orange	Yellow	Yellow	Light Green	Light Green	Light Green	Light Green

LIKELY NATURAL ROLE STRENGTHS



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	<i>Managing investigations</i> 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	<i>Constructive messaging</i> 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	<i>Conversations at the sharp end</i> 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 <i>Safety engagement activities</i> 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	<i>Assessing & managing risks</i> 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	<i>Making practical system changes</i> 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	<i>Resolving complex safety problems</i> 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	<i>Leading from the front</i> 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	<i>Managing live incidents</i> 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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