



People
Solutions

Leadership Safety Attributes Test **Selection Report**

Candidate: Sam Sample

Job Title:

Company:

Date of Assessment:

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Profile Summary

Overall Score

Sam's Overall Safety Score is 70. Sam has fallen into the average range when compared to his peers. A score in this range suggests that Sam should have some awareness of how to use Transformational and Transactional Leadership behaviours to manage risk and promote safety; however, some mentoring and development may be beneficial to strengthen his capability.

**Compared to Norm Group*



Scoring Key

<p>Significant Development Required Does not understand which behaviours are effective or ineffective. Likely to exhibit inappropriate behaviours. Behavioural development required.</p>	<p>Development Required May not always be aware of the effectiveness or ineffectiveness of some behaviours. Likely to exhibit some appropriate and some inappropriate behaviours.</p>	<p>Potential Limitation Depending on circumstance he/she may demonstrate the most appropriate behaviours, but could also exhibit inappropriate behaviours.</p>	<p>Sound Generally aware of the effectiveness or ineffectiveness of most behaviours. Should be open to learning.</p>	<p>Likely Strength Understands which behaviours are appropriate and which behaviours are inappropriate. Likely to exhibit appropriate behaviours and engage in learning.</p>
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Derailers & Reference Check Questions

- **Ingratitude:** Sam's responses suggest that there may be times when he sees no need to provide others with thanks or praise for their safety efforts.

Reference Check: How does Sam respond to his team members when they have displayed positive safety behaviour? Please explain.

Interpretation

Transactional

Rewarding

Clearly identifies safety goals and provides followers with rewards such as praise and acknowledgment for their effort towards, and achievement of, safety goals.

Sam's responses suggest that he may use some sound strategies for rewarding and recognising others' safety efforts, which would help to encourage safety compliance in his team. Overall performance in this area suggests some limitations and he may benefit from further enhance this approach.

Effectively praises safety behaviour – Sam's responses indicate that he should be aware of the most effective response when it comes to providing praise. He should acknowledge his teams' effort towards safety.

[Redacted]

Monitoring

Proactively monitors followers' task performance for safety problems and corrects issues pre-emptively to maintain a safe working environment. Actively put strategies in place to prevent negative safety outcomes rather than waiting for problems to occur.

Sam's responses suggest that he should have a good understanding of the importance of monitoring the safety behaviours of his team and correcting issues pre-emptively to maintain a safe working environment. In most, but not necessarily all, instances he is likely to put processes in place to monitor safety performance and identify issues early (before they become a problem). Sam should hold others accountable for safety performance.

[Redacted]

Looks to the group to identify 'team approach' – Sam should correct issues pre-emptively to maintain safe work environment. Sam should understand the value of including the group to identify a team approach to safety goals and, in turn, maintain group accountability.

Transformational

Supporting

Expresses genuine concern for the safety and welfare of individuals through the identification of their individual needs and the provision of safety coaching and learning opportunities.

Sam's responses suggest that he will likely have a very good understanding of the role that interpersonal support and genuine concern for the safety and welfare of others plays in building a positive safety culture. He should look to identify the individual needs of his team members and invest time in developing their safety skills through coaching and other learning opportunities.

[Redacted]

Adopts a 'Keeping people safe approach' to Safety – Sam should express genuine concern for the safety and welfare of others through the identification of their individual needs. He is expected to build a genuine connection with his team members and adopt a 'keeping people safe' approach to safety, rather than just endorsing it from a compliance perspective.

[Redacted]

Inspiring

Communicates a compelling vision for safety, using positive and encouraging messages that build safety motivation and confidence in followers. Conviction in safety beliefs is demonstrated through a genuine alignment of verbal and non-verbal behaviours

Sam's responses suggest that he should have a very good understanding of the importance of inspiring others towards 'living and breathing' a positive safety culture. He is likely to engage his team in safety initiatives, take a positive yet realistic approach to these initiatives, and show conviction in his safety beliefs by consistently 'walking the talk'. This would assist him/her to communicate a compelling vision for safety and inspire his team to believe in, and align their behaviours to, the aspired safety values.

Creates a compelling vision for safety – Sam will likely communicate a compelling vision for safety, using positive and encouraging messages that build safety motivation and confidence in his followers. He is likely to recognise the benefit of finding the right balance between meeting individual needs whilst ensuring a productive work environment.

[Redacted]

[Redacted]

Innovating

Enhances followers' awareness of, and interest in, safety issues and increases their ability to question, reframe and problem solve creatively when it comes to matters of safety.

Sam's responses suggest that he should have a very good understanding of how to encourage safety innovation and enhance his team's awareness of, and interest in, safety issues. He is likely to regularly review safety processes, consult others for feedback and advice, and encourage group problem solving. This will help his team consistently improve safety outcomes in a range of areas by appropriately questioning procedures, encouraging new ideas, and challenging the status quo.

[Redacted]

[Redacted]

Encourages group approach to problem solving – Sam should enhance followers' awareness of safety issues by getting the whole team together to review the current safety protocols and brainstorm ideas to improve these.

Appendix

Assessment Purpose & Confidentiality

The information contained within this report is private and confidential. It was formulated to provide indicators as to the team's Safety Leadership Behaviour strengths and areas of development. This report should only be utilised for this purpose. The information contained within should be accessible only to those individuals within the organisation who are directly involved and whom have been debriefed as to the information contained herein. People Solutions accept no liability for the misuse of the information by the organisation or its representatives.

Obtaining Confirming Information

Psychological assessment is but one tool in the information gathering process. It provides valuable information often not available through other means; however, they are not intended to replace all other sources of information. Assessment findings should be considered as hypotheses regarding an individual's likely abilities and behaviours. Scientific research keeps assessment error to a minimum; however, it remains a possibility.

Individual Feedback

Psychological assessment is both personal and situation specific. People Solutions' policy is that all individuals who undertake assessment are able to receive feedback. In light of the sensitivity of the information, however, and the possible impact on the person/s, we stress that the feedback and interpretation of this report should only be undertaken by a Psychologist. We request that all individuals are advised to contact People Solutions in order to obtain informed general feedback on the assessment results.

Client Feedback

It is People Solutions' policy to personally discuss interpretation of the results with clients whenever possible. Accordingly, all enquiries regarding this report should be directed to the author, a professional psychologist operating according to ethical responsibilities both to the client and to the individual.

Validity Period

The assessment findings should be considered valid for no more than 12 months from the date of assessment.

Raw Scores

The below tables present the raw scores for each Item within each Safety Attribute as well as indicating if no differential responding occurred for any Items (indicated by the flag E).

Transactional Leadership

Item	Raw Score	Flag	De-railer/s
Rewarding1	1	M	
Rewarding2	-1	M	Ingratitude
Rewarding3	1	M	
Monitoring1	2	<nul>	
Monitoring2	1	M	
Monitoring3	1	M	

Transformational Leadership

Item	Raw Score	Flag	De-railer/s
Supporting1	2	<nul>	
Supporting2	2	<nul>	
Supporting3	1	M	
Inspiring1	2	<nul>	
Inspiring2	2	<nul>	
Inspiring3	1	M	
Innovation1	2	<nul>	
Innovation2	2	<nul>	
Innovation3	1	M	