



Carol Careful

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RADAR

In safety critical environments, no matter how sophisticated the equipment and processes, it is the people that make all the difference. It is essential that employees have the capacity to understand and work with the systems in a safety critical environment, and that they have an appropriate attitude towards safety.

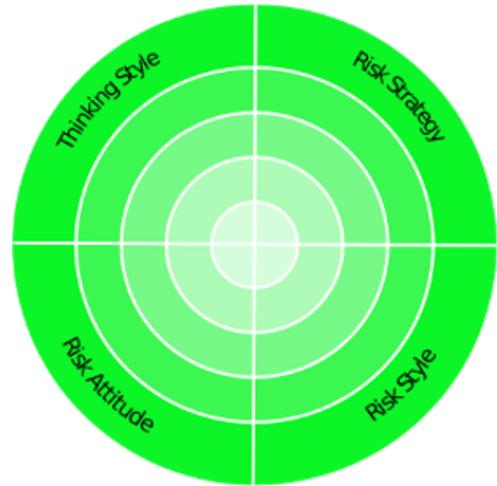
Radars

will provide information about the overall pattern of an individual's capacity to operate appropriately in a safety critical environment, highlighting areas of strength and areas where development is needed. Individual developmental suggestions are also provided.

The Radar Assessment

Is based on the latest theories and research in the field of human factors and safety. It is a comprehensive approach to looking at an individual in relation to safety as it assesses cognitive capacity as well as personality factors.

The 5 areas assessed by RADAR are:



Likely responses in the event of an emergency



Capacity is defined as the ability to:

- Follow instructions
- Handle increasing complexity
- Made decisions quickly
- Learn and adapt
- Sustain performance under pressure
- Trust one's own judgement

Attitude includes:

- Perception of risk
- Belief in ability to cope under pressure
- Approach to dealing with risk
- Acceptance of rules

Comparison Group

Carol's responses to the RADAR assessment have been compared to the responses of a group of 200 employees from safety critical industries in order to benchmark against typical performance and styles.

How to use this report

The RADAR assessment is designed to help individuals who are working in safety critical environments to develop a greater awareness of their typical response styles, and to identify ways to improve their approach to safety and risk.

This report is based on the ways in which the individual responded the tasks and the questions from the RADAR assessment. The outcomes are likely to represent an individual's typical style of approaching safety critical environments; however, the influence of experience, training, organisational culture and practices, and the nature of the actual job role may influence how the individual may adapt their style in their current role.

At the end of each section, there are questions to help the individual reflect on their style and attitudes in relation to the information presented in the report in conjunction with their perception of their typical job performance. This can be an individual reflection, however a discussion with a coach, mentor, trainer or colleague is often more valuable.

The RADAR assessment is not recommended as a selection tool at this time.

Thinking Style

The outcomes presented below are based on Carol's approach to the Barrel Task in the RADAR assessment. The Barrel Task aims to assess the capacity for working with instructions and complexity in a new and unfamiliar situation.

How an individual processes information is an important part of how they may perform in a safety critical situation. This section of the report measures the following aspects of Thinking Style in relation to risk:

- Ability to understand and follow instructions
- Ability to handle complexity
- Speed vs Accuracy



Ability to understand and follow instruction



Carol demonstrated a fairly good ability to understand and follow new instructions. She is likely to cope well with learning new tasks that have a relatively high number of instructions to consider.

Although Carol applied the information fairly accurately, she checked back with the instructions many times. This may indicate that she may find it difficult to retain a large set of new instructions quickly, or that she is over-cautious and feels the need to double check information.

Ability to handle complexity



Carol demonstrated the ability to cope fairly well with increasing complexity in an unfamiliar task. She seems to be capable of working with several different new operating procedures simultaneously.

However when time pressure was applied Carol sometimes needed more time to make the decisions than was available.

Speed vs Accuracy



Carol demonstrated a moderate speed and a moderate level of accuracy. This indicates that she is likely to learn new information fairly quickly and be able to adapt to it and apply it fairly accurately.

Reflection and Discussion

Thinking Style looks at Carol's capacity for understanding and applying new instructions in an unfamiliar task.

1. Overall, how did you find the Barrel Task? Easy, difficult, confusing,?
2. Did you notice that your ability to understand the task improved as the task went on? Or did it get worse / stay about the same?
3. How do you usually prefer to learn a new task? Perhaps by watching others, having a go yourself, reading about it, having time to think about it, or some other method? What works best for you?
4. How confident do you feel about being able to remember new instructions? If you have a tendency to double check information, ask yourself what motivates you to do this and how necessary it is.
5. To what extent do the results of the RADAR assessment reflect how you see your capacity for learning a new task? And to what extent do the results reflect how you operate in your current role?

Risk Strategy

The outcomes presented below are based on Carol's approach to the Volcano Rescue Task in the RADAR assessment. The Volcano Rescue Task aims to assess the way an individual might approach an unfamiliar risky situation when faced with options.

In a safety critical environment, a balanced approach to dealing with risk is usually most appropriate. Situational risk can be increased when individuals take either a high risk strategy or an over-cautious strategy.

This section assesses which strategy the participant mainly opted for when faced with the options of Fast yet High Risk, Low Risk yet Slow, or Balanced.



Risk Strategy

Carol demonstrated a tendency to be over cautious, preferring to take an approach that was slow but, on the surface appeared safer. However, she may have made this judgement on face value, influenced by a strong tendency towards risk aversion, as the slower the route, the more time exposure to potential danger. This indicates that she may err on the side of caution without fully exploring all options or weighing up the full situation.

Strategy Under Pressure

The addition of time pressure did not change the strategy used when there was no time pressure. This indicates that Carol employed a similar strategy to both the pressured and non-pressured situations, and that added pressure did not cause them to take more risks.

Consistency

Carol applied this strategy very consistently, hardly deviating from her chosen approach. This could indicate that she is quick at making her mind up, or that she does not like to take a trial and error approach to formulating a strategy.

Reflection and Discussion

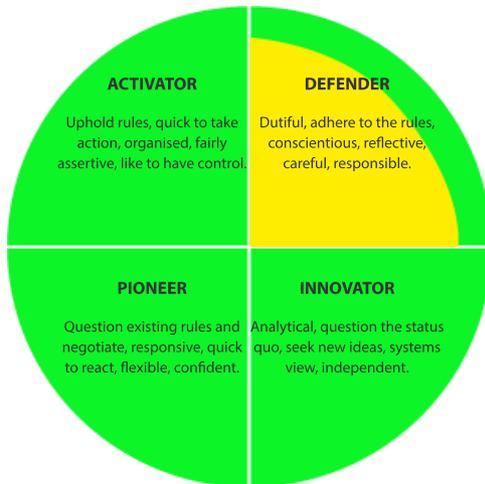
Risk Strategy looks at Carol's approach to risk taking in an unfamiliar task.

1. What decision making process did you go through when faced with the task?
2. How did the addition of time pressure affect your decisions?
3. To what extent does your reported Risk Strategy here reflect how you approach safety critical decisions in your work?

Risk Style

Carol's Risk Style is based on the general personality style of an individual in relation to four broad categories that have an influence on how someone is likely to work in safety critical environments.

In this assessment, four broad categories of Risk Style are observed.



Carol's responses to the questionnaire indicate that he is a Defender.

General Personality Style:

Defenders are typically fairly reserved, reflective and methodical. In a work setting they are likely to have a strong sense of duty and responsibility. They tend to be loyal and conscientious. They like to get things right and are uncomfortable with the idea of making mistakes. Defenders often 'do their homework' and will want clarity and consistency in information. Quality is likely to be important to them however they can be prone to perfectionism. Although they are content to work alone, they are likely to enjoy belonging to a team where there is a good sense of support and mutual respect.

As Managers, Defenders make attentive, responsible and inclusive leaders, however many of them do not actively pursue leadership positions. They will want to have and provide role clarity and want others to follow procedure. They are unlikely to want to stand out in a crowd, but will often stand out because of their reliability and dedicated work ethic. As leaders, they can become role models for the organisation's standards and values.

As Team Members, they will enjoy a sense of belonging to a cohesive team where there is a sense of mutual support and respect. They tend to do what they say they will do and expect the same level of reliability from their peers. They are likely to struggle with team members who they perceive as unreliable or selfish. They will be very loyal to their leaders if they feel trust towards them.

Typical Style in a Safety Critical Environment:

In a safety critical environment, Defenders will typically err on the side of caution. They will usually follow procedures and uphold the rules. They are also likely to gently encourage others to do so. If they are unsure about something, they will usually want to check it out with someone (although they may be reluctant to do so if they feel that there is a chance of making himself or herself looking foolish). They tend to be thorough in their approach and see tasks through to completion.

At Their Best:

At their best, Defenders are careful, disciplined and reliable and will take their responsibilities seriously. They make good team members and will deliver on their obligations. They are likely to respect authority and seniority and respond well to consistent, clear leadership. If they are confident, they will keep others on track and point out any violations of procedure. They can often act as role models to others.

Potential Downsides:

The potential downsides of the Defender style are that they may be over-cautious, have a fear of failure, and cope poorly in situations where there are unexpected changes. In an emergency they may become overwhelmed unless the emergency is something that they have had experience of in practice drills. They may be resistant to change and reluctant to try anything that does not have a proven track record. It is common for Defenders to feel unconfident and experience self-doubt.

Risk Attitude

Caution

Carol's responses to the questions suggest that she tends to take an extremely cautious approach to life. This may prevent her from identifying alternative options that may be available or from generating new solutions to problems. She may also be resistant to adopt change and new ways of working.

Stress Tolerance

Carol describes herself as being able to cope fairly well with certain stressful situations; however this may depend on the nature of the situation. She is likely to have some initial reaction to an emergency situation and may need a little time to get into action.

Optimism Bias

Carol's responses to the questionnaire suggest that she does not have the attitude of Optimism Bias or of believing she is at less risk than others of experiencing an accident or negative event.

Conscientiousness

Carol will follow rules, plans and processes and take a methodical approach to her work. However, she may find it difficult to work without structure and may not realise when it may be necessary to adapt a rule or challenge a process.



Reflection and Discussion

Risk Style and Risk Attitude consider how Carol's personality style can influence her behaviour in safety critical environments.

1. Reading through your Risk Style description, to what extent does this reflect your style at work?
2. Which aspects of your Risk Style and Risk Attitude work well in a safety critical environment? Which aspects do you struggle with?
3. Considering how you have reported your Stress Tolerance, which situations make you more stressed? Which situations are you more confident in?
4. Which rules and processes are you most likely to follow? And which are you most likely to argue with or disregard?

RADAR Summary



Strengths:

Capacity

- Understanding and following basic instructions
- Understanding and following complex instructions

Attitude

- Reasonable perception of risk
- Reasonable perception of potential consequences

Areas for Development:

Capacity

- Ability to make decisions quickly and accurately

Attitude

- Belief in ability to cope with pressured situations
- Trust in own judgement
- Balanced risk appetite

Development Suggestions:

- Carol may experience more errors when taking on new information quickly. This could be improved by taking the time to absorb and practise new instructions if time is available.
- Carol has a tendency to double check information. This is not a problem when there is no time urgency; however, in time pressured situations she may need to feel comfortable trusting their instinct more, or, if she is unsure, asking for advice from others.
- Carol would benefit by balancing the attitudes of 'caution' and 'risk taking' a little more.

Industry sector:	Forestry
Time in sector:	6-9 years
Job category:	Supervisor
Level of proficiency in English:	Fluent in English
Color blind:	No