

OPERATIONAL SAFETY LEADERSHIP INDEX (OSLI) ACTION PLAN WORKBOOK

Organisation:

Date:

Completed By:

Role:

WHY THIS MATTERS

Most organisations read the guide, agree with it, and do nothing. The Action Plan forces you to have the conversations, complete the Quick Wins, and record evidence.

If you don't fill this in, you're not doing the work, you're just thinking about it.

"We identified gaps, implemented quick wins, and saw early improvement. Then, operational pressure returned. The person leading the improvement got pulled into another priority. The new habits faded. Six months later, the diagnostic was repeated, and the scores were unchanged".

Don't let this be you. Complete the plan. Record the evidence. Build the habit.

HOW TO USE THIS WORKBOOK

Step	What To Do	Where To find It
1	Record your scores in Section 1 below.	Your ScoreApp report
2	Identify your Primary Gap (lowest score) and Secondary Gaps .	Section 1 of this workbook
3	For each gap pillar, open the Guide and find your maturity band.	Guide: Pillar-by-Pillar Interpretation
4	Copy " Start Here " and " Immediate Actions " from the Guide into the spaces provided in this workbook.	Your band in the Guide
5	Read the Operational Reality Check and Risk Exposure for your band. Tick the items that match your operation.	Your band in the Guide
6	Tick the Conversation Starter questions for your band in this workbook.	Section 2, Pillar Action Plan
7	Schedule and conduct the conversation. Record what you hear immediately .	Section 2, Conversation Record
8	Confirm the gap, then copy the Quick Win from the Guide and complete it within 7 days. Record evidence.	Section 2, Quick Win
9	Complete Sections 3–5 to build your full improvement pathway.	This workbook

CRITICAL WORKFLOW RULES

Complete one page per gap pillar. Start with your Primary Gap. Do not move to the next pillar until you have completed the conversation and Quick Win for this one.

Start with your PRIMARY GAP (lowest score). Complete it fully before moving to Secondary Gaps.

For each gap pillar, find your band in the guide, tick the questions, copy the Quick Win, do the work, record what you find.

WHICH QUESTIONS DO I TICK?

- Only tick questions from YOUR maturity band.
- If your score is 10 (Unstable), tick questions from the Unstable row only.
- Ignore Critical, Developing, and Embedded questions for this pillar.

Example:

- **Score:** 10/20 → **Band:** **Unstable** → **Tick:** "If I walked onto Site A and Site B, would I hear the same answer about critical controls?"
- **Do NOT tick** the Critical, Developing, or Embedded questions for this pillar.

WHAT IF THE CONVERSATION REVEALS SOMETHING DIFFERENT?

Situation	What To Do
Gap is worse than your band suggests	Record it. You may need to address a deeper issue.
Gap is better than your band suggests	Good news, but verify with a second conversation before changing your plan.
Gap is in a different pillar	Note it in "Follow-up required" and address it when you reach that pillar.

HOW LONG SHOULD THIS TAKE PER PILLAR?

Activity	Time
Read band in guide	10–15 minutes
Schedule conversation	5 minutes
Conduct conversation	15–30 minutes
Record findings	10 minutes
Complete Quick Win	30 minutes to 2 hours
Total per pillar	1.5 to 4 hours spread across a week

BEFORE YOU START:

- You don't need to complete all five pillars this week.
- Start with your **Primary Gap** (lowest score).
- Do one **Conversation Starter**.
- Complete one **Quick Win**.
- Then move to your next gap. Momentum beats perfection.

SECTION 1: YOUR DIAGNOSTIC PROFILE

Pillar	Score	Maturity Band
1. Leadership Clarity	___ / 20	☐ Critical ☐ Unstable ☐ Developing ☐ Embedded
2. Accountability & Reinforcement	___ / 20	☐ Critical ☐ Unstable ☐ Developing ☐ Embedded
3. Execution Under Pressure	___ / 20	☐ Critical ☐ Unstable ☐ Developing ☐ Embedded
4. System Alignment	___ / 20	☐ Critical ☐ Unstable ☐ Developing ☐ Embedded
5. Leadership Rhythm	___ / 20	☐ Critical ☐ Unstable ☐ Developing ☐ Embedded

Primary Gap: Pillar _____ Score: ___/20 Band: _____

Secondary Gaps: Pillar _____ Score: ___/20 Band: _____

Secondary Gaps: Pillar _____ Score: ___/20 Band: _____

Do these scores reflect what you see across your teams or sites?

☐ Yes ☐ Partially ☐ No

Notes:

SECTION 2: PILLAR ACTION PLANS

Instructions: Complete one page per gap pillar. Start with your **Primary Gap**. Do not move to the next pillar until you have completed the conversation and Quick Win for this one.

PILLAR 1: LEADERSHIP CLARITY | Score: _____ /20 | Band: _____

START HERE (from your band in guide): (Copy the "Start Here" statement for your band from the Guide into the space below.)

OPERATIONAL REALITY CHECK

(Read the Reality Check for your band in the Guide. Tick any items that reflect your current operation.)

☐	
☐	
☐	
☐	

RISK EXPOSURE

(Read the Risk Exposure for your band in the Guide. Summarise your organisation's specific risk below.)

IMMEDIATE ACTIONS (Week 1)

(Copy the two Immediate Actions from your band in the Guide. Assign an owner and due date.)

Action 1:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

Action 2:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

CONVERSATION RECORD:

Who I spoke to: Date: Location:

QUESTIONS TO ASK (tick 1-2 from your band):

Band	Questions
Critical (1-8)	☐ What are the critical controls for this task, and who is accountable? ☐ If I asked you to list the three critical safety controls for [task], could you? Would another supervisor give me the same three?
Unstable (9-12)	☐ If I walked onto Site A and Site B, would I hear the same answer about critical controls?
Developing (13-16)	☐ What about when you're covering the night shift and something unexpected happens? Who do you call, what do you verify? ☐ What is the one critical control we cannot compromise on this job?
Embedded (17-20)	☐ How did you learn what was expected of you? How long before you felt confident? ☐ If our most experienced supervisor left tomorrow, would their replacement know what's expected within 48 hours?

WHAT I HEARD: (Be specific. Use quotes. Vague summaries hide the gap.)

EXAMPLE — Good vs. Weak recording:

- **Weak:** *"Supervisors gave different answers."*
- **Good:** *"Sarah said check permit, gas test, standby person. Mike said gas test first, then permit, then PPE. Jen said 'I go with what the senior guy says.' Three different sequences, one deferring to seniority rather than a standard."*

WHAT THIS REVEALS: ☐ Gap confirmed ☐ Partial gap ☐ No gap

FOLLOW UP REQUIRED: ☐ Yes ☐ No

(If the gap is worse than your band suggests → record it. If better → verify with a second conversation. If in a different pillar → note above and address when you reach that pillar.)

DETAILS:

QUICK WIN (Copy the Quick Win for your band from the Guide into the space below.)

QUICK WIN COMPLETED BY: ☐ Yes ☐ No **DATE:** _____ **VERIFIED BY:** _____

EVIDENCE: (A photo, email, sign-off, or document reference. "I'll remember I did it" is not evidence.)

THE DISCIPLINE GAP (Read "The Discipline Gap" for your band in the Guide. What will cause this improvement to stall?)

Done? Return to the Guide's Quick Navigation to select your next gap pillar.

PILLAR 2: ACCOUNTABILITY & REINFORCEMENT | **Score:** _____ /20 | **Band:** _____

START HERE (from your band in guide): (Copy the "Start Here" statement for your band from the Guide into the space below.)

OPERATIONAL REALITY CHECK

(Read the Reality Check for your band in the Guide. Tick any items that reflect your current operation.)

☐	
☐	
☐	
☐	

RISK EXPOSURE

(Read the Risk Exposure for your band in the Guide. Summarise your organisation's specific risk below.)

IMMEDIATE ACTIONS (Week 1)

(Copy the two Immediate Actions from your band in the Guide. Assign an owner and due date.)

Action 1:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

Action 2:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

CONVERSATION RECORD:

Who I spoke to: Date: Location:

QUESTIONS TO ASK (tick 1-2 from your band):

Band	Questions
Critical (1-8)	☐ If you saw someone working without required PPE right now, what would you do? If you chose to do nothing, would anyone know or care?
Unstable (9-12)	☐ If a worker on the night shift ignores a safety rule, will they be held accountable? Does the answer change by supervisor?
Developing (13-16)	☐ When was the last time you praised someone for following a safety standard? When was the last time you corrected someone? Is the ratio balanced?
Embedded (17-20)	☐ Do you believe safety standards are enforced consistently? Do you feel safe to report concerns?
	☐ If a senior manager saw a deviation, would they address it directly or assume the supervisor will handle it?

WHAT I HEARD: (Be specific. Use quotes. Vague summaries hide the gap.)

WHAT THIS REVEALS: ☐ Gap confirmed ☐ Partial gap ☐ No gap

FOLLOW UP REQUIRED: ☐ Yes ☐ No

(If the gap is worse than your band suggests → record it. If better → verify with a second conversation. If in a different pillar → note above and address when you reach that pillar.)

DETAILS:

QUICK WIN (Copy the Quick Win for your band from the Guide into the space below.)

QUICK WIN COMPLETED BY: ☐ Yes ☐ No **DATE:** _____ **VERIFIED BY:** _____

EVIDENCE: (A photo, email, sign-off, or document reference. "I'll remember I did it" is not evidence.)

THE DISCIPLINE GAP (Read "The Discipline Gap" for your band in the Guide. What will cause this improvement to stall?)

Done? Return to the Guide's Quick Navigation to select your next gap pillar.

PILLAR 3: EXECUTION UNDER PRESSURE | Score: ____/20 | Band: ____

START HERE (from your band in guide): (Copy the "Start Here" statement for your band from the Guide into the space below.)

OPERATIONAL REALITY CHECK

(Read the Reality Check for your band in the Guide. Tick any items that reflect your current operation.)

☐	
☐	
☐	
☐	

RISK EXPOSURE

(Read the Risk Exposure for your band in the Guide. Summarise your organisation's specific risk below.)

IMMEDIATE ACTIONS (Week 1)

(Copy the two Immediate Actions from your band in the Guide. Assign an owner and due date.)

Action 1:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

Action 2:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

CONVERSATION RECORD:

Who I spoke to: Date: Location:

QUESTIONS TO ASK (tick 1-2 from your band):

Band	Questions
Critical (1-8)	☐ If this job had to be finished in half the normal time, what would you cut? Would you cut a safety control?
	☐ What is the one control we are most likely to skip when under pressure?
Unstable (9-12)	☐ When was the last time you felt pressured to relax a safety control? What did you do? Who supported you?
	☐ If a supervisor stopped a job because a control couldn't be met, what would happen next?
Developing (13-16)	☐ If I compared night shift control verification to day shift, would they be identical? If not, why?
Embedded (17-20)	☐ When was the last time we changed a safety control because the operation had evolved?
	☐ Did the controls we planned still make sense in practice?

WHAT I HEARD: (Be specific. Use quotes. Vague summaries hide the gap.)

WHAT THIS REVEALS: ☐ Gap confirmed ☐ Partial gap ☐ No gap

FOLLOW UP REQUIRED: ☐ Yes ☐ No
(If the gap is worse than your band suggests → record it. If better → verify with a second conversation. If in a different pillar → note above and address when you reach that pillar.)

DETAILS:

QUICK WIN (Copy the Quick Win for your band from the Guide into the space below.)

QUICK WIN COMPLETED BY: ☐ Yes ☐ No **DATE:** _____ **VERIFIED BY:** _____

EVIDENCE: (A photo, email, sign-off, or document reference. "I'll remember I did it" is not evidence.)

THE DISCIPLINE GAP (Read "The Discipline Gap" for your band in the Guide. What will cause this improvement to stall?)

Done? Return to the Guide's Quick Navigation to select your next gap pillar.

PILLAR 4: SYSTEM ALIGNMENT | Score: _____ **/20 | Band:** _____

START HERE (from your band in guide): (Copy the "Start Here" statement for your band from the Guide into the space below.)

OPERATIONAL REALITY CHECK
(Read the Reality Check for your band in the Guide. Tick any items that reflect your current operation.)

☐	
☐	
☐	
☐	

RISK EXPOSURE
(Read the Risk Exposure for your band in the Guide. Summarise your organisation's specific risk below.)

IMMEDIATE ACTIONS (Week 1)
(Copy the two Immediate Actions from your band in the Guide. Assign an owner and due date.)

Action 1:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

Action 2:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

CONVERSATION RECORD:

Who I spoke to: Date: Location:

QUESTIONS TO ASK (tick 1-2 from your band):

Band	Questions
Critical (1-8)	☐ If I gave you the written procedure and asked you to follow it exactly, could you? Would it be safe? Would it even work?
Unstable (9-12)	☐ Which three procedures do you trust? Which three do you ignore? Why?
	☐ If I asked you to train a new worker using only written procedures, would they be safe and competent?
Developing (13-16)	☐ Was the procedure updated before, during, or after the change?
	☐ When maintenance changes equipment, who updates the safety procedure? Are they in the room when the change is approved?
Embedded (17-20)	☐ If you needed to find the procedure for an urgent task right now, could you? How long would it take?

WHAT I HEARD: (Be specific. Use quotes. Vague summaries hide the gap.)

WHAT THIS REVEALS: ☐ Gap confirmed ☐ Partial gap ☐ No gap

FOLLOW UP REQUIRED: ☐ Yes ☐ No

(If the gap is worse than your band suggests → record it. If better → verify with a second conversation. If in a different pillar → note above and address when you reach that pillar.)

DETAILS:

QUICK WIN (Copy the Quick Win for your band from the Guide into the space below.)

QUICK WIN COMPLETED BY: ☐ Yes ☐ No **DATE:** _____ **VERIFIED BY:** _____

EVIDENCE: (A photo, email, sign-off, or document reference. "I'll remember I did it" is not evidence.)

THE DISCIPLINE GAP (Read "The Discipline Gap" for your band in the Guide. What will cause this improvement to stall?)

Done? Return to the Guide's Quick Navigation to select your next gap pillar.

START HERE (from your band in guide): (Copy the "Start Here" statement for your band from the Guide into the space below.)

OPERATIONAL REALITY CHECK

(Read the Reality Check for your band in the Guide. Tick any items that reflect your current operation.)

☐	
☐	
☐	
☐	

RISK EXPOSURE

(Read the Risk Exposure for your band in the Guide. Summarise your organisation's specific risk below.)

IMMEDIATE ACTIONS (Week 1)

(Copy the two Immediate Actions from your band in the Guide. Assign an owner and due date.)

Action 1:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

Action 2:

Owner: Due: Status: ☐ Not Started ☐ In Progress ☐ Complete

CONVERSATION RECORD:

Who I spoke to: Date: Location:

QUESTIONS TO ASK (tick 1-2 from your band):

Band	Questions
Critical (1-8)	☐ When was the last time your manager sat down with you to review safety performance, not because of an incident, but as routine leadership?
Unstable (9-12)	☐ If I asked every supervisor when their last safety review was, would they all give me the same answer?
Developing (13-16)	☐ Do you know what your supervisor discussed in their last safety review? Do you know what actions came out of it?
	☐ What did we see in the field this week? What will we look for next week?
Embedded (17-20)	☐ If we stopped holding safety reviews for a month, would anyone notice?
	☐ What is one thing we used to worry about that we no longer worry about? Why?

WHAT I HEARD: (Be specific. Use quotes. Vague summaries hide the gap.)

WHAT THIS REVEALS: ☐ Gap confirmed ☐ Partial gap ☐ No gap

FOLLOW UP REQUIRED: ☐ Yes ☐ No

(If the gap is worse than your band suggests → record it. If better → verify with a second conversation. If in a different pillar → note above and address when you reach that pillar.)

DETAILS:

QUICK WIN (Copy the Quick Win for your band from the Guide into the space below.)

QUICK WIN COMPLETED BY: ☐ Yes ☐ No **DATE:** _____ **VERIFIED BY:** _____

EVIDENCE: (A photo, email, sign-off, or document reference. "I'll remember I did it" is not evidence.)

THE DISCIPLINE GAP (Read "The Discipline Gap" for your band in the Guide. What will cause this improvement to stall?)

Done? Return to the Guide's Quick Navigation to select your next gap pillar.

SECTION 3: 30-DAY PRIORITY SUMMARY

#	Pillar	Action (from Immediate Actions in guide)	Owner	Due	Status
1					☐ Not Started ☐ In Progress ☐ Done
2					☐ Not Started ☐ In Progress ☐ Done
3					☐ Not Started ☐ In Progress ☐ Done
4					☐ Not Started ☐ In Progress ☐ Done
5					☐ Not Started ☐ In Progress ☐ Done
5					☐ Not Started ☐ In Progress ☐ Done

SECTION 4: DISCIPLINE GAP CHECK

Requirement	Current State	What's Missing	Mitigation / Action
Protected time for leadership development (time that does not get taken by operational pressure)	☐ Yes ☐ Partially ☐ No		
External accountability (someone who checks progress who does not weaken when workload increases)	☐ Yes ☐ Partially ☐ No		
Peer challenge (others facing the same pressures to test and calibrate your plan)	☐ Yes ☐ Partially ☐ No		

If any requirement is "No" or "Partially," your plan is at risk of stalling. What will you do to protect this plan?

SECTION 5: STAGE DETERMINATION & NEXT STEPS

Read "The Three Stages of Strengthening Capability" in the Guide. Tick the stage that matches your profile:

- ☐ **Stage 1: Foundation** - Multiple Critical Gap or Unstable scores. Need structured 90-day cohort experience.
- ☐ **Stage 2: System Implementation** - Developing scores seeking to embed. Need OSLS implementation.
- ☐ **Stage 3: Embedded Capability** - Mixed Developing/Embedded seeking sustain. Need ongoing advisor support.

Your stage: _____

Next review date: _____

Review With: _____

Self-Directed Improvement Checklist *(from the Guide)*:

- ☐ Do I have protected time for this work?
- ☐ Do I have external accountability that won't fade when pressure returns?
- ☐ Do I have peer challenge from others facing the same pressures?

If any box is unchecked, your improvement is at risk of stalling.

Book Diagnostic Discovery Call: www.elev8iq.com.au | admin@elev8iq.com.au | +61 499 006 797