

UGRs

UNWRITTEN GROUND RULES

CULTURE INTELLIGENCE

Illustrative Safety Sensemaking Report

How Stock Take evidence becomes structured intelligence for leadership discussion.

FICTIONAL ORGANISATION

Operational Services Group

All scores, comments and patterns in this sample are invented. They are included only to demonstrate the form and value of a Sensemaking Report.

Evidence made discussable.

The UGRs Stock Take captures how people describe everyday work. The Sensemaking Report organises those signals so leaders can examine what is helping, what is getting in the way, and what requires deeper discussion.

01

See the signal

Bring scores, recurring language and employee experience together without losing the meaning behind the numbers.

02

Connect the patterns

Explore how reporting, speaking up, fairness, pressure and leadership follow-through may reinforce one another.

03

Protect strengths

Identify the helpful UGRs that support safe work and should not be damaged while other issues are addressed.

04

Debrief with discipline

Steve or Stef helps leaders test interpretations, challenge assumptions and choose practical priorities.

This is a sensemaking aid, not a legal finding, clinical diagnosis or automatically selected action plan.

When work pressure rises...

This fictional prompt is not part of the standard Stock Take framework.

46% Positive

21% Neutral

33% Negative

What people may be describing

Many people say the team pauses and resets when risk changes. Others describe subtle pressure to keep the job moving, especially when delays affect customers or production. Several comments suggest that the formal stop-work message is strong, but local supervisor reactions determine whether it feels safe to use.

Possible UGRs for leader review

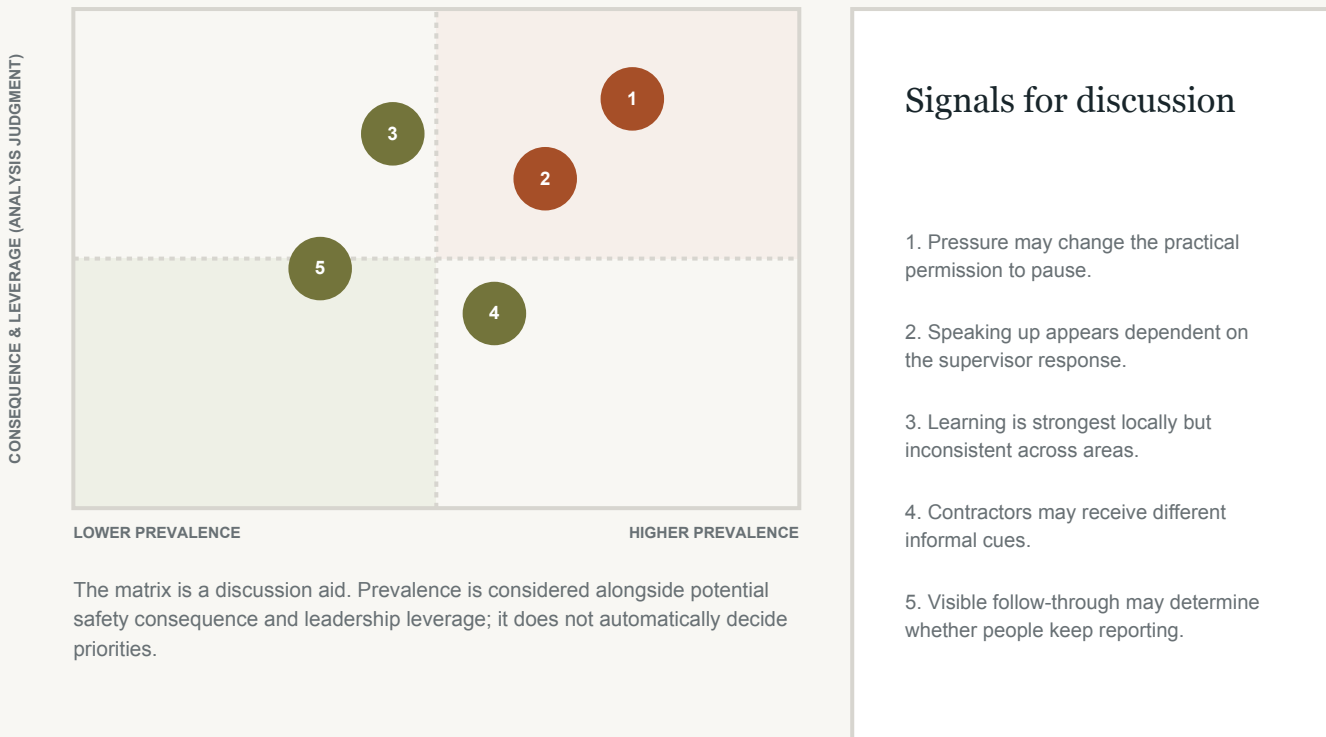
HELPFUL: Around here, we look out for one another and reset the job when conditions change.

UNHELPFUL: Around here, stopping work is supported in principle - but you need to judge whether the delay will be held against you.

Question for the leader debrief

What would people see and hear when work pressure rises that would prove safety still wins in practice?

Discuss where attention may have leverage.



CROSS-CUTTING PATTERN

The same rule may sit beneath several issues.

If people expect delay, blame or silence after raising a concern, reporting, challenging conversations and learning can weaken together. Leaders should examine the shared rule before launching separate initiatives.

From evidence to a practical way forward.

The report is followed by a facilitated leadership discussion. The purpose is to test interpretations, protect strengths and choose a disciplined next step - not rush into a generic programme.

STOP	START	PROTECT
● Treating silence as evidence that people feel safe. ● Announcing fixed priorities before testing the interpretation. ● Adding a new rule before examining the signals people already receive.	● Testing where safe choices become harder under pressure. ● Tracing one recent concern from report to visible closure. ● Discussing which leadership responses increase or reduce candour.	● Peer care and practical teamwork. ● Stop-work examples that strengthened trust. ● Supervisors who already hold calm, learning-focused conversations.

The outcome

A shared view of what to protect, what to challenge and where leadership attention is most likely to improve the safety culture people experience.