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A 360° Insight Tool for Safety-Critical Leadership

Growing Safer Leaders

Safe Leads is a data-driven 360° insight tool that pinpoints leadership strengths, uncovers safety leadership gaps, and tracks progress over time. It combines evidence-based assessment with practical, coached development to build leaders who drive safer, higher-performing teams.

360°
Leadership feedback

5
Safety leadership
domains

10–15
Minutes to complete

Outline Presentation

Growing Safer Leaders with Safe Leads

01 Why Safety Leadership Matters

02 Safe Leads Explained

03 How It Works & Insights

04 Case Study & Results

Diagnose . Empower . Transform

OUR WHY

Why Safety Leadership & Culture Can't Wait

Psychological safety can have significant impacts on the wellbeing of your workforce and are some of the most expensive and time-consuming workplace injuries.

The Human Cost

In Australia, 1.14M serious workers' comp claims over the past decade, with 200 workplace fatalities in 2023. Psychological injury claims have surged +37% since 2017–18, with 4× more time lost and 3× higher costs than physical injuries.

The Financial Cost

Workplace injuries cost businesses \$176.5B annually in the US, and ~\$43K per medically-consulted injury. In high-severity cases, workers' comp payouts can exceed \$50K per claim.

"The real cost of poor safety is far greater than dollars — it's people, performance, and trust."

The Performance Cost

Teams in the top quartile for engagement have ~70% fewer safety incidents than the bottom quartile. Meta-analysis shows management commitment to safety is the strongest predictor of reduced accidents.

\$176.5B

Annual Cost
Of workplace injuries

+37%

Increase
In psychological injury claims
since 2017–18

4×

More
Time lost from psychological
injuries vs physical injuries

Sources: National Safety Council (NSC), 2023; Safe Work Australia, 2023. Figures reflect the latest available national data.



CHALLENGES & IMPACT

Current State: Barriers to Safety Performance

Psychological safety directly affects workforce wellbeing, safety outcomes and performance.

"What We're Seeing"

Low Psychological Safety

People hesitate to speak up.

Avoidance of Difficult Conversations

Issues go unresolved.

Trust Deficit

Staff feel raising concerns won't help

Leadership Capability Gaps

Leaders need stronger safety leadership skills.

In our case study baseline, staff frequently cited lack of trust and avoidance of issues as top barriers to change.

"The Cost of Staying Here"

Slower Problem-Solving

Risks escalate before action is taken.

Higher Risk Exposure

Safety issues are more likely to recur.

Talent Drain

Retention and attraction become harder.

Missed Opportunities

Improvement and innovation stall.

Pathological

Power oriented. Low cooperation, messengers shot, responsibilities shirked, bridging discouraged. Failure → scapegoating. Novelty crushed.

Bureaucratic

Rule oriented. Modest cooperation, messengers neglected, narrow responsibilities, bridging tolerated. Failure → justice. Novelty → problems.

Generative

Performance oriented. High cooperation, messengers trained, risks are shared, bridging encouraged. Failure → inquiry. Novelty implemented.

MAKING THE INVISIBLE, VISIBLE

Making the Invisible, **Visible**

Much of what shapes organisational safety and performance can't be seen in compliance reports or process audits. The visible side — policies, procedures, and systems — is only part of the picture. Beneath the surface are the leadership behaviours, cultural norms, and levels of trust that truly determine how people work and how safe they feel.

Questions for Leaders

- What is the real capability of my leaders?
- How are leadership behaviours influencing safety culture and performance?
- Which capability shift will drive the biggest improvement?

Visible Process + Systems

Policies, procedures, compliance infrastructure.

Invisible Mindset

beliefs and assumptions that drive decisions.

- Which teams are highly engaged, which are struggling — and why?
- How psychologically safe do people feel to speak up and challenge?
- Where should we focus to get the best lift in performance and safety?

Visible Behaviour

What leaders and teams actually do, day to day.

Invisible culture

trust, norms, and what's safe to say out loud.

LEADER / INDIVIDUAL

Safe Leads

Growing safer leaders



TEAM / CULTURE

Safe Teams

Teams thriving safely together



Team Excel Creating inclusive teams

The most powerful levers for change are often the ones you can't see — until you know where to look.

Understanding the **Challenges** Impacting Your Industry

Psychological safety can have significant impacts on the wellbeing of your workforce and are some of the most expensive and time-consuming workplace injuries.



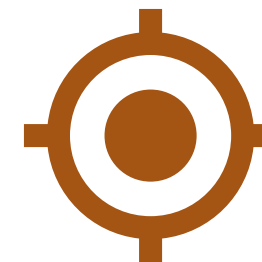
Work Health & Safety

Regulatory changes around expectations of employers and industry standards.



Turnover

High turnover is costly. It's challenging to attract and retain talent.



Cadence

Projects running over budget and behind schedule.

Organisations need to equip themselves with the **data, evidence and knowledge** to make impactful change

Behind the Curve

Struggle to attract talent, suffer brand damage, high claims and high turnover. A lack of empirical psychological safety and inclusion measures, so they can't address change effectively.

Industry

Client

Ahead of the Curve

Have empirical measurement tools that capture the dynamic nature of psychological safety — the foundation of inclusivity. Benefit from a deeply engaged, productive and passionate workforce: higher retention, better talent, leaders in innovation — people feel valued as the complete 'being' that they are.

Psychological safety can have significant impacts on the wellbeing of your workforce and are some of the most expensive and time-consuming workplace injuries.

What is Safe Leads?

Safe Leads is a 360° leadership insight tool designed for industries where safety is mission-critical. It helps organisations see how leaders are showing up, what they do well, where they need support, and how they influence team culture, safety, and performance outcomes.



Evidence-based

Built on validated safety and leadership frameworks, aligned with the real-world demands of leading in safety-critical environments.



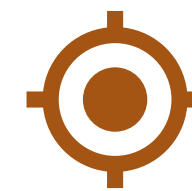
Quick & Practical

Takes just 10–15 minutes and works on any device.



360-Degree

Captures feedback from managers, peers, and direct reports.



Action-Oriented

Designed to inform real development, not just assessment.

Safe Leads — Why do it?

Insight

Gain a clear picture of how leaders influence safety culture — what they excel at, where development is needed, and the impact they have on team performance.

Growth

Focused on building high-impact safety leadership, with confidential results and a personalised 1:1 debrief with an accredited Safe Leads coach.

Support

Every leader receives a customised Development Guide packed with tools, models, and practical actions to strengthen safety leadership capability.

Strategy

Aggregate data reveals leadership trends across the organisation, enabling targeted investment where it will have the greatest safety and performance impact.

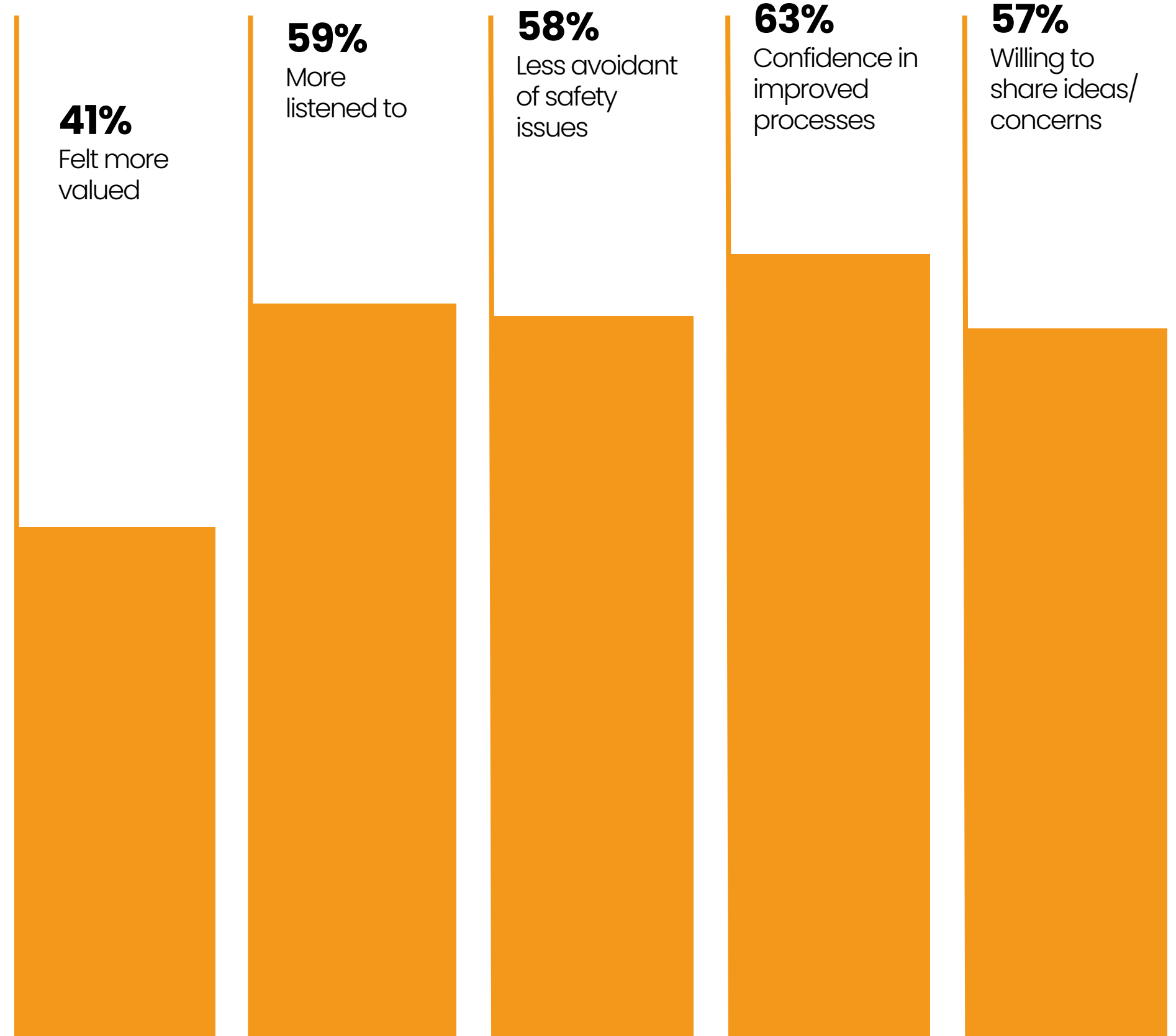
Safe Leads: Workforce Impact

Safe Leads Drives Higher Workforce Engagement

Our research shows that leaders who score higher in Safe Leads significantly improve how their teams feel, communicate, and act on safety.

Engaged leaders create engaged teams — boosting trust, communication, and safety outcomes.

Based on DataDrivesInsight Safe Leads assessments across multiple organisations.



Safe Leads: Leadership Growth After Participation

Leaders who engage in targeted development activities after Safe Leads show measurable gains in safety leadership impact:

+17%

more staff feel safe to stop work if unsafe

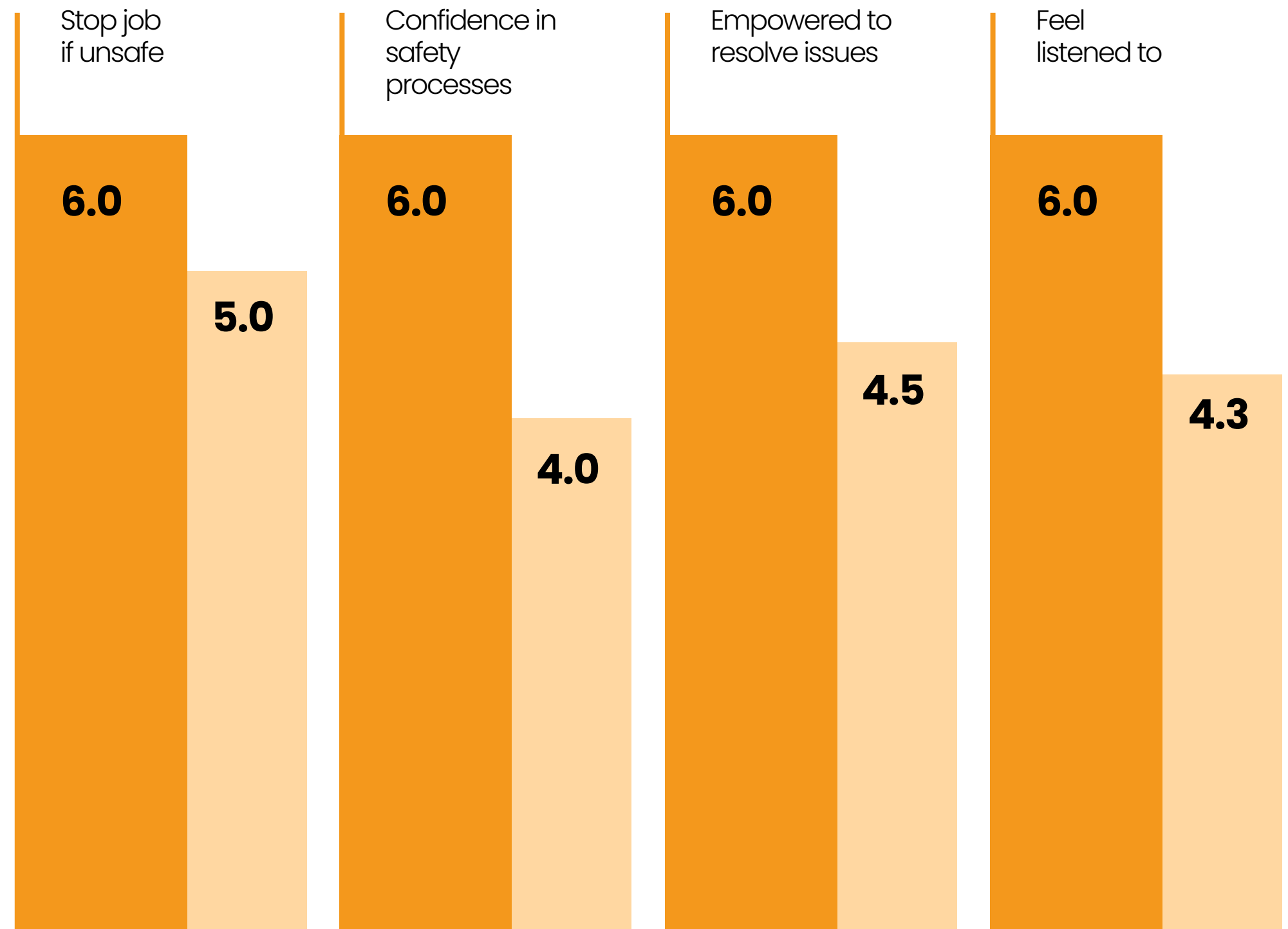
+34%

more staff have confidence in safety processes

+15%

more staff feel empowered to act on issues

Post-assessment growth shows that leadership development delivers real, measurable safety benefits.



Developed by Psychologists, HR professionals, Performance Coaches and industry experts including Chair of the WA Faculty of the Royal Australian College of General Practitioners, in partnership with two Australian Universities.



Safe Leads Explained

For each safety leadership domain, the respondent will receive confidential feedback on:

- Current capability (Current)
- Desired capability for the next 12 months (Desired)

Safe Leads focuses specifically on the leadership behaviours that drive safe workplaces, strong reporting cultures, and effective safety systems.

Five Safety Leadership Domains

- Driving Safety Improvements
- Personal Safety Accountability
- Engaging & Empowering Teams for Safety
- Managing Safety Systems & Compliance
- Championing Safety Culture

360 Degree Feedback

Safe Leads gathers feedback from frontline workers, peers, and managers to reveal gaps between how leaders believe they lead on safety and how others experience their safety leadership. These gaps — often hidden blind spots — are where the greatest opportunities for improving safety culture, hazard management, and risk communication lie.

 Creates supportive environment		Large	Large	Medium	Small
 Feedback with compassion		Large	Large	Medium	Small
 Seeks to understand		Small	Large	Small	Small
 Stays open to ideas		Large	Large	Medium	Small
 Actively shares		Large	Large	Small	Medium



Impact Feedback

Safe Leads goes beyond compliance — it shows how a leader's presence shapes safety behaviours, hazard awareness, trust, and team dynamics. It helps leaders understand their impact on safety outcomes — from encouraging open hazard reporting to building trust that drives safer decisions.



Get insight into your impact and where and how you can grow that impact.

How Care Leads Works

Developed by Psychologists, HR professionals, Performance Coaches and industry experts including Chair of the WA Faculty of the Royal Australian College of General Practitioners, in partnership with two Australian Universities.



Assess Leadership

Participants complete a quick, confidential 360° assessment designed to measure leadership capability within the industry.



Identify Gaps

Participants are rated across five key leadership domains and against industry standards – highlighting strengths and pinpointing areas for improvement.



Target Development

An Accredited Practitioner helps review aggregate results to highlight strengths, reveal gaps, and shape development priorities and coaching strategies.

Process Steps

01

Reflect

Each leader completes their own self-rated feedback to establish a personal baseline.

02

Nominate

Leaders nominate 5–10 raters who can provide valuable and relevant feedback.

03

Invite

Approved raters automatically receive an email with a link to complete their feedback.

04

Collect

Over a 2–3 week period, surveys remain open and individual reports are prepared.

05

Debrief

Each leader receives their results in a confidential, supportive coaching session.

06

Analyse

The organisation receives a composite report showing strengths and gaps across all leaders.

Time

Takes just 10–15 minutes. Designed for honesty, reflection, and growth.

Device

Can be completed on any device — mobile, tablet, or desktop.

Data from DDI research across healthcare, government, heavy industry, sport & non-profit organisations.

Case Study

Client

Critical Infrastructure
Business

Scale

400 employees, \$110M
annual O&M budget

Program Scope

60 leaders, 2-year
program

? Current Situation

In 2017, Company A's goal was to transform their safety culture and performance, driven by a strong belief that 'Zero Harm' was possible. However, safety performance had plateaued — employees and contractors were being injured at work. The leadership team were unsure what levers for change would achieve the desired outcome.

i The Challenge

Leaders were approaching workplace safety as a simple 'technical' problem that could be fixed with straightforward solutions. The issue was more complex and adaptive, requiring changes in attitudes and behaviors across the whole organization — moving beyond easy fixes to focus on teamwork and learning, while still aiming for quick, visible improvements.



The Solution — Phase One: Discovery

Assessment of Leadership Impact

Safe Leads was used to measure leaders' safety leadership capability and impact — from executive to frontline leadership levels.

Assessment of Safety Culture

Safe Teams was used to measure team capabilities and cultural baselines. This was achieved through self-feedback on capability and culture, as well as external feedback from other teams about how they experience them.

Combining both LEADS and TEAMS assessments gave a holistic picture of what was working at both levels, and what needed to be changed / developed.

What we learned during discovery...

Have empirical measurement tools that capture the dynamic nature of psychological safety — the foundation of inclusivity. Benefit from a deeply engaged, productive and passionate workforce: higher retention, better talent, leaders in innovation — people feel valued as the complete 'being' that they are.

- Avoidance of difficult conversations
- Lack of commitment to improvement
- Feeling the need to fight the system
- Learned helplessness
- Gaps in curiosity and connecting

“

"I realised that I was getting in the way of teams making changes rather than helping. I just needed to connect them with others, then leave them to it!"

— Executive Leader

The Solution — Phase Two: Develop Leaders and Teams



Leadership Development

Key areas were targeted for growth and addressed through one-on-one and group coaching sessions, plus in-field coaching where coaches shadowed leaders during normal field engagements.

Engagement Across All Teams

Open dialogues were facilitated across teams and organisational levels. Safety Culture Optimisation Groups (SCOGs) were formed to effect real change on issues identified by teams.

Focus on Results

Individual and Team Action plans were developed, embedded into professional development cycles and team meeting frameworks.

The Solution — Phase Three: Reassess

- Both Safe Leads and Safe Teams assessments were completed again
- Debriefs with action planning / commitments were revised
- Next phase was designed



Results

17%

Engaged leaders had more staff who felt safe to stop job if unsafe

15%

Engaged leaders experienced improvement in staff empowerment

34%

Engaged leaders had more staff with confidence in safety processes

20%

Engaged leaders had more staff that felt listened to

Leadership

We learned that leaders who were more engaged in transformational activities had teams which behaved more positively and safely at work.

Teams

A 10% reduction in Reacting Culture translated to a reduction in: front line staff feeling isolated; staff believing there's no point raising issues; lack of trust towards management; a view that "it's all about cost."

A 10% increase in Achieving Culture translated to an increase in: visioning and strategic planning; problem solving handled well locally; commitment to change felt across the organisation; improvements to management styles; openness to change.

-79%

TRIFR decline, reporting increased

-100%

SIFR decline, reporting increased

+4.5%

Productivity, despite restructure disruption

Leadership + Teams = Improved Business Performance

Got any questions?

We're here to make this process easy, clear, and impactful. Got a question about Safe Leads, the results, or what happens next? Let's talk.

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