

Using AI-enabled coaching to strengthen safety performance in a metals operation

Standardising coaching to strengthen proactive SIF risk identification

A North American metals operation seeking to strengthen safety performance and reduce exposure to high-consequence risks.

The challenge

Despite established safety frameworks, performance remained inconsistent. A compliance-driven culture meant production often outweighed safety, and Serious Injury and Fatality (SIF) risks were not consistently identified or managed. Variability in leadership routines and coaching quality limited frontline engagement and weakened risk control.

Without a more proactive and systematic approach, leaders recognised the risk of cultural regression and ongoing exposure to high-consequence events, threatening both workforce safety and organisational performance.

The approach

dss+ delivered a coaching-led safety transformation, enabled by the dss+360 digital platform. The approach combined on-the-floor coaching, structured leadership routines and data-driven insights to shift from reactive oversight to proactive risk management.

Frontline leaders were coached to strengthen SIF risk identification, risk-based decision-making and the quality of safety interactions. In parallel, digital tools were introduced to standardise routines, improve risk reporting and create visibility on leading indicators.

This integration of coaching and digital enablement established a consistent operating rhythm, allowing earlier identification, prioritisation and mitigation of safety risks while reinforcing an ownership-driven culture.

Impact on the ground

175% increase in high-hazard condition identification	35%+ improvement in ritual and routine quality	97% sustained leadership coaching engagement
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The inflection point

“What changed was not just the quality of coaching, but the visibility behind it. By combining frontline routines with digital insights, leaders could identify risks earlier and act with far greater consistency.”

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