

Case Study

Energy company | United States | Oil & gas

Breaking the illusion of safety to strengthen leadership and ownership

Moving from strong systems to consistent behaviours that identify and manage risk in daily operations



A leading US energy company partnered with dss+ to close the gap between strong safety metrics and day-to-day safety practices.

The challenge

dss+ partnered with the organisation to strengthen safety leadership, shifting the focus toward visibility, engagement and frontline ownership of risk.

More than 1,200 leaders took part in coaching and field immersion, spending over 1,000 hours in the field to build risk awareness, trust and effective dialogue through observation and listening rather than auditing.

This approach changed how leaders showed up each day, embedding safety in behaviours, conversations and decisions, and moving it from a system-led model to a shared, lived responsibility.

The approach

dss+ worked with the organisation to reshape how safety leadership was practiced, placing greater emphasis on visibility, engagement and frontline ownership of risk.

More than 1,200 leaders took part in intensive coaching and field immersion, spending over 1,000 hours in the field. The focus shifted from auditing to listening, observing and building trust through everyday interactions.

By changing how leaders showed up, the programme strengthened dialogue on risk, reinforced shared responsibility and embedded safety in behaviours and daily decisions, moving beyond systems to lived practice.

Impact on the ground

74%
reduction in
recordable injury
rate over 12 months

1,200
leaders coached in
safety leadership
practices

1,000+
hours of
in-field leadership
coaching

The inflection point

"Our performance looked strong, but we knew we were still exposed. What changed was how our leaders engaged with risk and with their teams. That shift in behaviour is what made safety something people actively own, not just follow."

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