



# The Heart of Workplace Safety: Fostering Emotional Engagement for Lasting Impact



# Executive Summary

In today's workplace, cultivating a safety culture that resonates both emotionally and intellectually with employees is essential for fostering a resilient and proactive environment. This paper explores the critical elements and strategies for building a safety culture that transforms safety from a compliance-based requirement into a shared, intrinsic organizational value.

## Key Findings:

### 1. Psychological Safety and Open Dialogue

- Employees should be empowered to report hazards and share concerns without fear of blame or reprisal. Trust-building measures like anonymous reporting, non-punitive incident reviews and demonstrable commitment to follow through on employee feedback are essential for fostering open communication

### 2. Leadership as a Catalyst for Internalized Safety Values

- Leadership's visible commitment to safety underscores its importance as a core organizational value. Leaders who model safe behaviors and share personal safety stories create a deeper emotional connection with employees

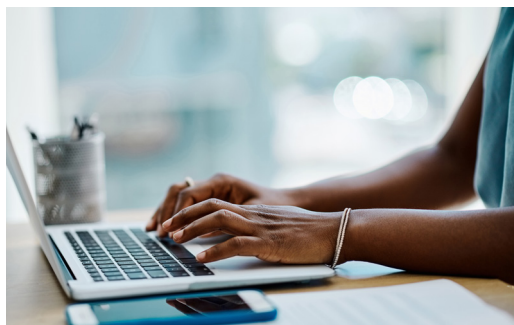
### 3. Storytelling and Personal Testimonies

- Connecting safety to real-life experiences through storytelling highlights success stories and lessons learned from past incidents, making safety relatable and reinforcing the importance of safe practices

### 4. Measuring Effectiveness Beyond Traditional Metrics

- In addition to tracking more traditional lagging indicators, such as injury rates, including qualitative measures, employee perceptions and leading indicators provides a more holistic understanding of safety culture

This paper highlights that building an effective safety culture is a journey of continuous improvement, requiring a commitment to both systemic and emotional engagement. By doing so, organizations can drive meaningful change, reduce workplace risks and foster an environment where safety becomes a deeply held value across all levels



# Background Information

## Defining Safety Culture and Safety Climate

Safety culture is a nuanced and latent factor, defined in many ways by organizations, institutions and academics. In collaboration with NIOSH, a survey conducted by the Center for Construction Research and Training (CPWR) presented 10 highly reputable definitions of safety culture to construction industry stakeholders in 2014. They reported the highest-ranked safety culture definition as:

**“Shared values (what is important) and beliefs (how things work) that interact with a company’s people, organizational structures and control systems to produce behavioral norms (the way we do things around here).” (CPWR, 2014).**

Highlighting its complexity, a previous [literature review](#) by the Campbell Institute emphasizes that building a safety culture necessitates coordinated efforts across all organizational levels, involving key stakeholders such as chief executives, plant managers, front-line supervisors, safety professionals, union representatives and purchasing officials. This shared effort shows how safety culture impacts and is influenced by different parts of an organization’s safety practices.

The Campbell Institute’s review discusses the powerful relationship between safety culture and workplace incidents, emphasizing the role of management commitment, employee empowerment and consistent safety practices in fostering a positive safety culture. It highlights the importance of leadership engagement and reporting systems in promoting a sustainable, safety-focused environment. Building on the foundation of a strong safety culture, understanding the dynamic nature of safety climate provides critical insights into how these underlying values are expressed and influenced by immediate workplace conditions.

While safety culture represents the more stable and enduring organizational values and beliefs, safety climate can vary with immediate situational or environmental factors, such as changes in workload or operational pressures (Campbell Institute, 2021). It serves as a current, situational snapshot that reflects how an organization’s safety culture is manifested at a specific moment.





## Measuring Culture and Climate

An organization can assess its safety culture and climate in several ways, although some are more widely recognized than others. Safety maturity models offer various ways to assess an organization's safety culture, categorizing it into developmental stages that range from reactive, where incidents and compliance drive safety, to proactive, where safety is a shared, intrinsic value. Common models include:

- **The DuPont Bradley Curve™:** Created by DuPont in 1995, it outlines four stages of safety maturity (Sutherland, 2020):
  - 1. Reactive:** Safety depends on reacting to incidents, new regulations or citations
  - 2. Dependent:** Safety is enforced through rules, with compliance driven by safety management
  - 3. Independent:** Workers proactively follow safety rules themselves but lack collective engagement for team safety
  - 4. Interdependent:** A culture where employees collaborate to prioritize safety for everyone, fostering mutual accountability
- **The Hudson Ladder:** Developed by Professor Patrick Hudson in the early 2000s, it outlines five stages of safety maturity (Hudson et al., 2002):
  - 1. Pathological:** Safety is ignored unless it prevents getting caught or penalized
  - 2. Reactive:** Safety measures are implemented only in response to incidents
  - 3. Calculative:** Safety is managed systematically, driven by processes and compliance
  - 4. Proactive:** Safety becomes a core value with active workforce involvement and anticipation of risks
  - 5. Generative:** Safety is fully integrated into the organization's culture, with continuous vigilance and engagement at all levels
- **HSE Safety Culture Maturity Model:** Introduced by the UK Health and Safety Executive (HSE) in the early 2000s, it outlines five levels of safety maturity (Fleming, 2001):
  - 1. Emerging:** Safety is focused on compliance and seen as the safety department's responsibility, with minimal frontline engagement
  - 2. Managing:** Safety is treated as a business risk, but responsibility is placed on frontline behavior, with reactive management involvement
  - 3. Involving:** Employees take personal responsibility for safety, and management acknowledges broader causes of incidents
  - 4. Cooperating:** Safety is a shared value, with proactive prevention, mutual trust and efforts extending to non-work environments
  - 5. Continual Improvement:** Safety is a core value, integrated into every aspect of work and personal life, with continuous improvement and no complacency

Furthermore, organizations may choose to utilize tools like the *Safety Barometer* from the National Safety Council (NSC) to measure employees' attitudes and beliefs about safety at specific points in time. The *Safety Barometer* is a comprehensive benchmarking opportunity for organizations to both assess the strengths and limitations of their current safety climate but also to predict future safety performance. The *Safety Barometer* assesses six areas of safety excellence:

- |                             |                              |
|-----------------------------|------------------------------|
| 1. Management Participation | 4. Safety Support Activities |
| 2. Supervisor Participation | 5. Safety Support Climate    |
| 3. Employee Participation   | 6. Organizational Climate    |

[Learn more](#) about the NSC *Safety Barometer*

The literature on the value of safety climate is still evolving, but some evidence suggests its potential as a critical safety metric. The CPWR survey mentioned above included a similar ranking of 10 safety climate definitions. They reported the highest-ranked safety climate definition as:

**“Safety climate is a leading indicator. It reflects how well the espoused safety program is ultimately integrated into the organization to support safe effective practices at the point of operation.” (CPWR, 2014)**

While promising, using safety climate as a leading indicator requires caution, as its effectiveness may depend on context-specific factors, such as the timing between workplace incidents and the measurement of safety climate (Griffin and Curcuruto, 2016).



## Learning and Continuous Improvement

At its core, a successful safety culture is a learning culture. Organizations that prioritize learning view both successes and failures as opportunities for improvement. This mindset is supported by the Human and Organizational Performance (HOP) philosophy, which emphasizes the importance of building systems that account for human error. By focusing on resilience, organizations can better respond to unexpected challenges and reduce the likelihood of incidents.

**“HOP is an operating philosophy recognizing error is part of the human condition and that an organization’s processes and systems greatly influence employees’ decisions, choices and actions, and consequently, their likelihood of successful work performance” (NSC, 2021).**

A cornerstone of an effective safety culture is the commitment to continuous learning and improvement. Rather than treating incidents as isolated events, HOP principles encourage organizations to view them as valuable learning opportunities. By analyzing the root causes of incidents and identifying systemic weaknesses, organizations can implement changes to prevent similar occurrences in the future (Catino and Patriotta, 2013). This approach encourages organizations to treat failures as opportunities for growth rather than simply assigning blame.

Following an incident, a learning culture encourages leaders to ask “how” and “what” questions that uncover systemic weaknesses rather than “why” questions that might imply fault (NSC, 2021). This approach shifts the focus from individual accountability to systemic learning, helping organizations uncover root causes and make meaningful changes.

Ultimately, building a resilient safety culture is an ongoing journey requiring commitment, continuous improvement and a willingness to adapt. Through trust, open communication, and a dedication to learning from both successes and failures, organizations can create an environment where safety is not only a priority but a core value.





## Methods

This exploratory study investigated the role of emotional engagement in building a safety culture that resonates deeply with employees. Moving beyond traditional compliance-driven approaches, it examined how and under what circumstances employees intrinsically learn the value of caring for their own safety and the safety of their co-workers. A working group representing eight unique member organizations from the Campbell Institute was assembled to determine the scope of the research, provide input into the study methodology and contribute to the creation of this report.

To explore the feasibility and impact of building safety culture through emotional engagement, this study employed a qualitative approach, focusing on in-depth interviews with safety culture subject matter experts. NSC staff conducted 10 semi-structured interviews with members from eight unique organizations. These participants were selected based on their rich experience promoting and developing a strong safety culture within their organizations, offering knowledgeable perspectives on the challenges and successes of fostering an emotionally engaging safety culture. Data collected from these interviews were transcribed and recorded for future analysis. This primary data collection was paired with a review of the literature.

The interview data were analyzed using thematic coding to identify recurring themes, techniques, challenges and perceived benefits. Key themes were categorized and examined to understand common practices and obstacles across industries, while unique insights were highlighted to offer additional perspectives on the specific needs of different sectors. This qualitative analysis offered a comprehensive view of the landscape of safety culture initiatives, demonstrating how safety leaders perceive the effectiveness of these emotionally engaging safety culture initiatives and identifying areas where further development or support may be needed.

The analysis of qualitative interviews with safety leaders identified four key themes crucial for creating a strong, emotionally resonant safety culture:

1. Psychological Safety and Open Dialogue: Building the Foundation for Safety Culture
2. Leadership as a Catalyst for Internalized Safety Values
3. Storytelling and Personal Testimonies: Connecting Safety to Real-Life Experiences
4. Measuring Effectiveness Beyond Traditional Metrics

# Results

These findings serve as the foundation for the recommendations presented in this paper, offering actionable guidance for organizations looking to foster an emotional commitment to safety across all levels of the organization.

## 1. Psychological Safety and Open Dialogue: Building the Foundation for Safety Culture

Psychological safety was identified as a foundational critical element to enabling employees to report hazards, share concerns, and provide feedback without fear of blame or reprisal. Participants consistently highlighted that fostering trust encourages employees to engage more deeply with safety practices. One participant explained, “We use a ‘just culture’ model. It’s not about blame – it’s about understanding what went wrong and how to fix it. That’s made people more comfortable coming forward.”

Several practices were identified as key to promoting psychological safety, including adjusting reporting systems, regular debriefings and leadership’s open-door policies. For example, one participant noted, “We introduced an anonymous reporting system, and the difference was immediate. Employees started flagging near-misses we wouldn’t have known about otherwise.” Another participant highlighted the importance of non-punitive approaches to incident reviews, emphasizing curiosity and systemic improvements.

**“It’s important to listen to safety incidents with curiosity and step into the shoes of the employee to find out what actually led to the incident.” – Participant**

Participants highlighted the increased likelihood of employees sharing personal experiences when they trust their stories will be used constructively. One organization’s approach involved filtering stories through psychologists to ensure they were shared thoughtfully. “Providing resources through or with a psychologist ensures stories are shared in a way that benefits the organization while avoiding harm,” one participant explained.

However, trust takes time and consistent reinforcement. As one respondent put it, “Employees won’t believe things have changed unless they see consistent action.” Following through on employee feedback was identified as critical to maintaining trust. Another participant warned, “If you ask for input and nothing changes, people stop believing in the process.” Any safety initiative aimed at fostering an emotional connection requires not only a workplace where employees feel safe and empowered to share their experiences but also a demonstrable organizational commitment to act on their feedback, reinforcing trust through consistent and meaningful follow-through.

## 2. Leadership as a Catalyst for Internalized Safety Values

Leadership plays a critical role in shaping employees’ perspective that safety goes beyond compliance and is a deeply held organizational value. Participants consistently emphasized the importance of visible and meaningful leadership engagement. One participant shared, “Our executives make it a point to visit job sites and have one-on-one conversations with workers about safety. That level of engagement shows employees that safety matters at every level of the organization.”

Leadership’s ability to connect safety to personal experiences has a powerful impact on fostering a culture of care. One participant shared how a discussion with their company president about the importance of prioritizing safety prompted deeper reflection. The leader highlighted the human side of safety by sharing a story about an incident that had lasting consequences for an employee and their family. This approach encouraged them to see safety not just as a set of rules but as a shared value that protects everyone.

**“When leaders open up about their own experiences, it makes employees reflect on their own reasons to care about safety.” – Participant**

A critical challenge in fostering a robust safety culture lies in ensuring consistency in leadership's commitment to safety. Participants noted that some leaders prioritize production metrics over safety, often due to pressures to meet operational goals. This focus can lead to a perception that safety is secondary, undermining its importance within the organization. As one participant shared, "Some leaders don't always see safety as part of the bigger picture." When safety is not visibly prioritized at the leadership level, employees may disengage, viewing safety initiatives as inconsistent or insincere. This disconnect creates a fragile foundation for safety culture, where employees are less likely to internalize safety values as a personal or organizational priority.

Equally challenging is the need for leaders to consistently model safe behaviors. Participants emphasized that when leaders fail to follow established safety protocols, it sends a message that safety is optional rather than essential.

**"When leaders don't follow the rules themselves, it erodes trust and credibility," – Participant**

This inconsistency undermines efforts to build a culture of accountability and shared responsibility for safety. Employees look to leaders for cues on what the organization values most, and inconsistent behavior creates confusion about priorities. Without visible, consistent leadership modeling safety-first behaviors, employees may feel less compelled to adhere to safety protocols themselves.

### **3. Storytelling and Personal Testimonies: Connecting Safety to Real-Life Experiences**

Storytelling emerged as one of the most effective strategies for making safety personal and relatable. Participants highlighted that many organizations incorporate storytelling into training sessions, safety briefings and safety moments to emphasize the importance of safety practices. Stories of real-life incidents were often paired with safety training, reviews of safety procedures and metrics. This approach ensures employees connect emotionally with the story and understand the actionable steps needed to prevent similar incidents or recognize the value of safety procedures that successfully avert harm. The repeated emphasis on linking stories to safety procedures was seen as critical in ensuring their relevance and impact.

Beyond its use in structured settings, storytelling also resonated on a personal level with safety professionals. Several participants shared how stories told by co-workers or leaders had a lasting emotional impact on them, even though they frequently encounter such incidents in their roles. These personal stories served as powerful reminders of why safety matters, reinforcing their commitment to fostering a strong safety culture. The ability of these narratives to resonate deeply, even among seasoned safety professionals, underscores the unique power of storytelling to transcend familiarity and create meaningful connections to safety values.

Visuals such as photos and videos were frequently cited as enhancing storytelling's impact. Participants noted that static posters often lose effectiveness over time, with one explaining, "We've started using TV screens or smart boards to tell these stories because they can be updated regularly and keep people's attention." However, they cautioned against using overly graphic or distressing visuals, recommending that storytelling focus on lessons learned and systemic improvements.



**“The emphasis should always be on what we’ve learned and how we’re improving – not just the tragedy,” – Participant**

Participants emphasized that storytelling is not exclusive to harmful workplace incidents. Sharing success stories, such as resolved near-misses, was highlighted as an effective way to reinforce proactive safety behaviors and build a culture of success. These stories not only celebrate positive outcomes but also demonstrate how safety procedures, when properly followed, can prevent incidents and protect employees. Participants emphasized how success stories can empower employees to adopt safety measures and create a sense of pride and ownership in maintaining a safe workplace.

However, participants acknowledged the challenge of creating storytelling initiatives that resonate with all employees. “Not everyone connects with emotional stories. Some employees are more analytical and need data to fully understand the importance of safety,” one participant observed. Differences in employee backgrounds, experiences and roles significantly influence how storytelling is received. For example, frontline workers who are more likely to witness or experience onsite hazards may connect deeply with emotional narratives reflecting their daily realities.

In contrast, senior managers or executives, who are often removed from direct risk, might prioritize broader organizational metrics or strategic outcomes over personal anecdotes. Additionally, organizations must be mindful of cultural differences, as employees from diverse cultural backgrounds may respond differently to storytelling techniques or view emotional narratives through varying lenses. This underscores the importance of avoiding a one-size-fits-all approach, as assumptions about what resonates universally can lead to disengagement or even alienation among certain groups.

While it may be challenging to craft stories that resonate with everyone, storytelling, when thoughtfully tailored to the audience, can be a powerful tool for helping employees care deeply about their safety and the safety of their co-workers – without having to experience the incident themselves.

#### **4. Measuring Effectiveness Beyond Traditional Metrics**

Participants consistently highlighted the limitations of traditional lagging metrics, such as incident rates and lost time from workplace injuries, in assessing the effectiveness of any safety culture initiatives. While these metrics provide useful insights into past incidents, they are unlikely to capture the emotional engagement or proactive behaviors key to a robust safety culture. Furthermore, participants emphasized the lack of inherent value lagging metrics carry across the organization, as they primarily reflect past incidents rather than providing actionable insights for preventing future risks or fostering proactive safety behaviors.

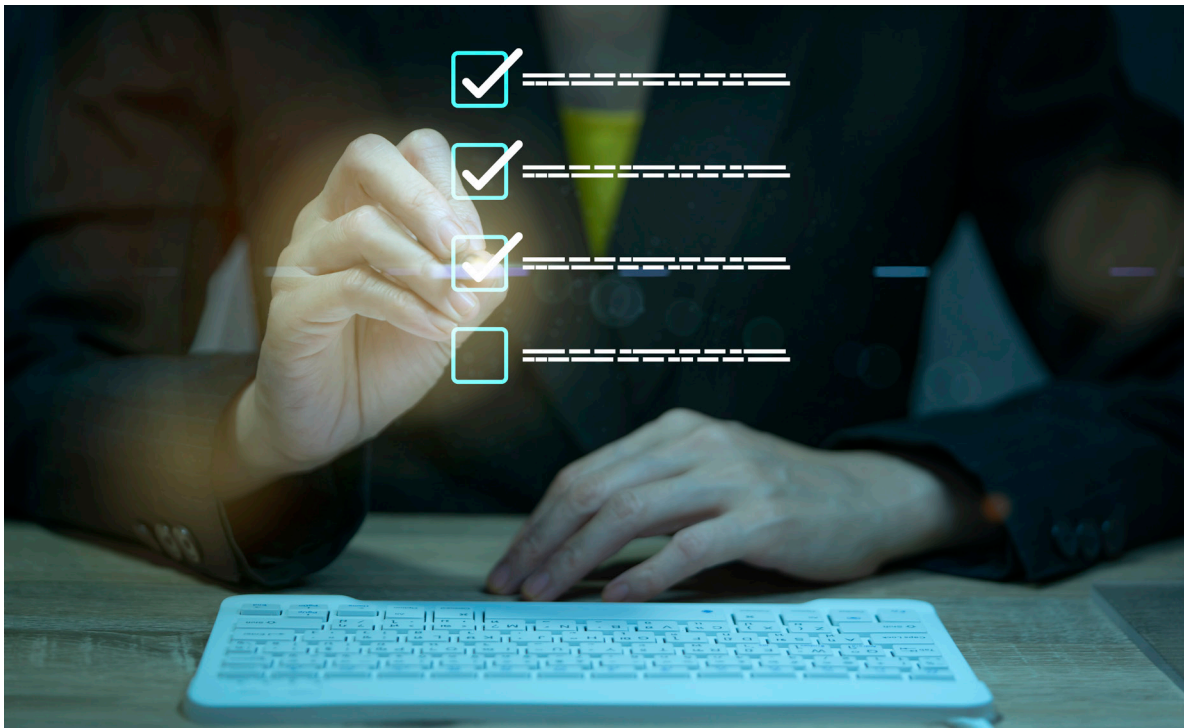
**“Don’t just measure safety metrics – create action to show the value of gathering this data.” – Participant**

To address this gap, participants advocated for qualitative measures assessing employee engagement and perceptions of safety. Examples included tracking participation in safety committees, measuring the frequency of stop-work actions and evaluating employee-led safety discussions. “When workers are leading those conversations themselves, it’s a clear sign that safety is part of their mindset,” one participant shared. These qualitative measures provide a more holistic view of safety culture, highlighting proactive behaviors and employee commitment, which are critical indicators of a deeply ingrained and sustainable safety mindset within the organization.

Participants highlighted the importance of understanding whether safety culture initiatives were emotionally engaging employees and fostering empowerment. For example, one participant emphasized, "Do employees feel empowered to stop work if something feels unsafe? That's a critical metric for us." Others described collecting feedback after storytelling sessions to evaluate their impact, asking employees whether the stories made them think differently about their practices. This feedback provided valuable insights into the effectiveness of communication strategies and helped organizations adapt initiatives to create a deeper emotional connection with employees.

Participants acknowledged significant challenges in gathering qualitative data, particularly when it comes to fostering trust and encouraging employees to provide honest feedback. "If you don't make it clear that feedback will be used constructively, people won't share," one participant warned, emphasizing the critical role of transparency and follow-through. Employees may be hesitant to share their insights if they perceive their input will lead to blame, punishment or no meaningful action. This reluctance can be further exacerbated by past experiences where feedback was ignored or misused.

To overcome this barrier, organizations must clearly communicate how feedback will be utilized to drive improvements, demonstrating a commitment to learning and systemic change rather than individual accountability. Consistently acting on employee feedback and showing tangible outcomes are essential to building the trust necessary for gathering meaningful qualitative insights.



## Discussion

Building a strong safety culture requires more than procedural compliance; it involves fostering a workplace where safety is an ingrained, shared value. There are several approaches to engage employees on both intellectual and emotional levels, making safety a personal commitment rather than a mandated obligation. The key themes of storytelling, leadership involvement, psychological safety and alternative metrics reveal a pathway for creating a truly sustainable safety culture.

Similar to this study's findings, some complementary literature suggests storytelling is a valuable resource for communicating safety messages. In fact, narrative health messages are commonly used in mainstream media and have a rich academic foundation (Ricketts, 2014). Storytelling and testimonies make safety personal, turning abstract policies into real, impactful narratives that encourage employees to internalize safety values.

Some supporting evidence suggests storytelling builds internalized learning about the value of safety, where employees shift focus from external rules to personal ownership of safety practices (Pater, 2018). Through engaging narratives, storytelling helps individuals reflect on their own behaviors and understand the underlying "why" behind safety procedures. This process begins with emotional engagement, as stories capture attention and make safety concepts relatable. As individuals connect these lessons to their own experiences, they start to see safety not as an imposed obligation but as a personal responsibility.

Over time, this reflection encourages employees to take proactive steps to integrate safe practices into their daily routines, both at work and in personal settings, creating a sense of internal motivation rather than reliance on external supervision or reminders. By facilitating this deeper understanding, storytelling helps bridge the gap between external safety systems and an individual's intrinsic commitment to safety.

The foundational components, psychological safety and safety-committed leadership, highlight how organizations that utilize HOP principles of accounting for human error as a normal part of business operations may empower emotional engagement with safety initiatives by building trust and commitment from all levels of the organization. While leadership's active role in modeling safe behaviors sets an example of reinforcing safety as a priority, psychological safety empowers employees to communicate openly about safety without fear of blame or repercussion.

Finally, expanding metrics beyond traditional compliance data provides a more holistic view of safety culture health, capturing engagement, trust and participation levels that reveal how deeply safety values are embedded across the organization. HOP principles are more focused on fixing systems, whereas other operating principles, such as behavior-based safety, tend to focus more on individual accountability (Leemann 2014). Expanded metrics may capture more systemic-level issues, allowing leaders and safety professionals to address underlying systemic procedural issues and avoid blaming and shaming the individual for an incident.

Together, these elements create a workplace environment where safety is not only practiced but embraced, fostering a culture that prioritizes health and wellbeing as core organizational values. By addressing the intellectual and emotional components of safety culture, organizations can drive lasting behavioral change, empower employees and reduce workplace risks.

# Practical Considerations

Based on the findings, the following recommendations provide actionable considerations for organizations aiming to foster a safety culture deeply rooted in intellectual and emotional commitment. These considerations highlight that creating organizational buy-in is not just about directives from the top; it's about cultivating a shared belief and commitment at the individual level, which collectively scales to an organizational transformation.

## 1. Tailor Safety Culture Initiatives to Your Audience

### a. Combine Emotional Engagement with Analytics

- i. Integrate leading and lagging metrics with emotionally engaging initiatives to appeal to both data-driven and emotionally receptive employees

### b. Get Feedback from Employees

- i. Conduct perception surveys, focus groups or interviews to gather actionable insights for refining safety culture initiatives
- ii. Use feedback to identify gaps and tailor programs to employees' specific needs

### c. Regularly Evaluate Safety Climate

- i. Benchmark safety climate using the NSC Safety Barometer or other tools to gauge the gaps in your current climate for tailored initiatives
- ii. Be aware of contextual factors that may impact your organization's current safety climate

## 2. Reinforce Key Messages in Safety Culture Initiatives

### a. Tie Safety Initiatives to Safety Procedures

- i. Align safety culture initiatives with clear, relevant safety procedures to reinforce the value of those procedures

### b. Recognize Contributions

- i. Celebrate individual contributions or safety milestones with awards, shout-outs during meetings or company newsletters

### c. Use Multi-Media Tools

- i. Incorporate videos, infographics and other visual aids into safety culture initiatives to enhance engagement and retention
- ii. Pair verbal messaging with visuals and audio cues to create stronger associative connections

## 3. Utilize Storytelling to Emotionally Engage Your Employees

### a. Focus on Solutions

- i. Structure stories to emphasize key takeaways, such as actions that could have prevented the incident or positive outcomes from safe behavior
- ii. Ensure the story concludes with actionable steps employees can apply

### b. Keep it Simple

- i. Avoid unnecessary details or explicit content that will distract from the relationship between the story and the safety procedure

## 4. Showcase Leadership Commitment

### a. Lead By Example

- i. Embody emotional commitment and passion for safety from leadership to demonstrate safety culture as a core value

### b. Foster Empathy in Leadership

- i. Utilize HOP principles to account for human error and avoid blame and shame techniques that punish individual behavior
- ii. Encourage leaders to share their own safety stories to build rapport with employees

### c. Empower Employees to Make Decisions

- i. Provide tools, training and reporting systems that allow employees to assess risks and take ownership of their safety decisions

## 5. Build Trust Through Action

### a. Be Consistent

- i. Regularly evaluate how safety initiatives are being implemented to confirm uniformity across all levels of the organization and address gaps
- ii. Reinforce consistent messaging through ongoing communication and leadership actions to maintain credibility and trust

### b. Be Transparent

- i. Share updates on safety incidents, lessons learned and corrective actions in an open and timely manner
- ii. Communicate out how employee feedback has been implemented to demonstrate its impact on strategic decisions

### c. Prioritize Continuous Learning

- i. Treat incidents and near-misses as learning opportunities instead of mistakes
- ii. Engage employees who have experienced incidents to share insights, using their firsthand knowledge to prevent future occurrences

## Future Research Directions

To further enhance employees' emotional engagement in safety culture initiatives, future research should explore the impact of mentorship programs as a method of fostering deep connections to safety values. Pairing experienced employees with newer team members can create a personalized and emotionally resonant way to transfer knowledge and reinforce a commitment to safety. Mentors can share real-life experiences, lessons learned from past incidents and the personal impact of safety practices, fostering a culture of trust and shared responsibility. Research could investigate how mentorship programs influence safety engagement, particularly in industries with high turnover or diverse workforce dynamics and assess their effectiveness in shaping long-term safety behaviors.

Another critical area for exploration is the application of HOP principles to systematically learn from incidents and integrate those lessons into safety practices. HOP emphasizes understanding systemic factors rather than assigning individual blame, focusing on how errors occur within organizational contexts. Future studies could examine how applying HOP principles during incident reviews and debriefings encourage emotional engagement by shifting the narrative from fault-finding to collaborative problem-solving. Additionally, the research could evaluate how HOP-based learning impacts the development of proactive safety behaviors and organizational resilience over time, providing valuable insights into its role in creating a psychologically safe and improvement-oriented safety culture.

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