

A NEW BLUEPRINT FOR THE FUTURE A Framework for 12 Dimensions of Safety Leadership

By Daniel G. Hopwood & Tim Page-Bottorff

Although evolving, the landscape of workplace safety in many respects has not changed dramatically in the past 40 to 50 years. This is a bold statement that challenges convention, many publications and working professionals, and the challenge is welcome.

Dan Hopwood

Dan Hopwood, M.P.H., CSP, SMP, ARM, FASSP, is senior vice president and risk control field services director for Sompco. He holds an M.P.H. and B.S. from the Graduate School of Public Health at San Diego State University. In 2024, Hopwood was named an ASSP Fellow. He is a professional member of ASSP's San Diego Chapter, which he has also served as president. In addition, Hopwood has served as Region I vice president and on many Society committees.

Tim Page-Bottorff

Tim Page-Bottorff, M.S., CSP, CIT, is senior director health, safety, security and environment for JLL and serves as a senior advisor for SafeStart. He was named ASSP's Safety Professional of the Year in 2018 and ASSP Fellow in 2025. A professional member of the Arizona Chapter, Page-Bottorff has served as ASSP's Region II vice president, a director-at-large on the ASSP board of directors and becomes ASSP senior vice president for 2025-26.

Despite technology, science, and academic endeavors as well as incredible time, effort and investments, safety professionals remain tasked with hazard identification and management, training, regulatory compliance, and developing programs that yield personal and financial benefits for the organizations they serve. One of OSHA's primary missions when that legislation was passed was to "reduce human and economic costs attributable to avoidable workplace accidents and illnesses" (Adler, 2023). No one today would argue with that mission, as it remains true. Although this mission is appropriate, noble and a passion for us all, the question must be asked: Are we making sufficient progress?

To meet the mission and achieve organizational goals, businesses were encouraged to develop programs compliant with regulations and adopted standards, provide training to employees, and adopt best practices on hazard reduction, among other initiatives. Early on, encouragement for many was framed in regulations and adopted standards that are legally enforceable, and employers remain subject to citation and financial penalties when not in compliance. A serious citation could yield a penalty of \$16,550 per violation. Failure to address the violation could result in an equal amount being assessed daily. In the worst cases, willful and repeated violations can see penalties of \$165,514 per violation (OSHA, 2025). In extreme cases, criminal proceedings may be brought against a business owner or manager (Hendrix & Dullea, 2019). Moyer (2022) outlines such cases for employers who have willfully violated OSHA standards, resulting in deaths due to dust explosions, machine guarding and hazardous energy control situations. Despite those potential sanctions, hazards remain, serious injuries and fatalities continue to occur, and the economic burden persists.

Events that drove the modern development of occupational safety—such as the Triangle Shirtwaist Factory fire in 1911, as well as mining and construction disasters—led labor unions and some business leaders to fight for worker safety and ultimately helped advance the occupational environmental, health and safety (EHS) field we are familiar with today (Johnsen, 2024; Post, 2022). However, safety professionals continue to face workplace events that lead to death and life-altering injury. Events such as the 2010 Upper Big Branch Mine disaster in West Virginia, the 2010 *Deepwater Horizon* oil spill and the 2013 West Fertilizer Co. explosion in Texas each resulted in

many worker deaths (Liggett, 2024). Countless workers suffer serious injuries every day. Incidents like these force us to ask whether we are making sufficient progress in our mission. Although all incidents deserve attention, serious ones rise to the top. Krause and Bell (2015) argue that "safety leadership should begin with attention to serious injuries and fatalities." History and modern-day trends validate this contention even 10 years after it was written.

A Critical Question: Have We Truly Gotten Better?

If regulations or standards and penalties for non-compliance were functionally effective, safety professionals would not question why 5,283 workplace fatalities occurred in 2023. Although it was a slight decrease (3.7%) from 2022, this number still equates to an American-employed worker dying every 99 minutes, heavily weighted toward transportation events (BLS, 2024). Considerable advancements in road construction, collision attenuation, telematics, collision avoidance systems, driver monitoring and

ADOPTING A NEW BLUEPRINT FRAMEWORK

- **Reframe safety leadership as proactive influence.** Shift from compliance-focused safety management to intentional, transformative leadership that influences behavior and drives cultural change.

- **Adopt disruptive thinking strategies.** Embrace positive disruption through imagination and innovation to challenge traditional safety norms and spark creative, impactful solutions.

- **Develop enabling strategies organization-wide.** Align visionary goals with clear, aspirational communication that resonates across all departments and stakeholders.

- **Practice intentional leadership daily.** Focus on inspiring, motivating, empowering, and perpetuating change through consistent, purpose-driven actions.

- **Master and integrate the 12 dimensions of leadership.** Treat each dimension as essential, not optional, for a holistic and sustainable safety leadership framework.

- **Lead as an initiator, multiplier, expander and sustainer.** Build capacity by starting new efforts, expanding influence, collaborating broadly and maintaining momentum long-term.

other aspects have improved fleet safety (Cicchino, 2025), yet those who drive for a living continue to experience the highest fatality rates. In 2023, nearly 37% of all workplace fatalities were transportation related (BLS, 2024).

These trends necessitate a transformative approach to improvement, such as was seen at Alcoa after 1987, when the then-new CEO Paul O'Neill made safety a priority over production (Johnsen, 2024). According to Johnsen, "O'Neill's transformative approach to safety culture at Alcoa is a compelling example of how prioritizing safety can lead to profound organizational change and success."

Although this is an example of success, what the authors proffer goes steps further in building a new blueprint—not an approach—that is specific to safety leadership, not management. The proposed new blueprint is a transformative framework designed to reimagine and redesign how a leader approaches worker performance, well-being and constituent interactions. It serves as a guiding vision or strategy that integrates proficiencies with dimensions to foster sustainable growth, future leadership and resilience in complex safety systems. The blueprint provides a bridge between theory and practical application.

Regulations and standards, technology, and training have not yet yielded the results safety professionals seek. Of course, we can point to many personal and organizational successes; however, the dynamic nature of modern work and industry calls for a seismic shift in safety leadership, not safety management. Not neglecting hazard recognition and control, the theoretical framework discussed in this article rests firmly in the leadership realm, not the hazard management or training realm.

Additionally, this is not to replace what may be defined as "safety." If safety is defined as the absence of injury or the presence of capacity, so be it. Early industrial-organizational psychologist Kurt Lewin "argued that theory not only provides a framework for research, it provides a framework for predicting, explaining, and influencing behavior" (Locke & Latham, 2020). This article focuses on the latter three of these elements.

Innovative, Strategic & Intentional Safety Leadership

This article introduces a radical framework for redefining safety leadership in 2025 and beyond. This discussion explores the authors' developmental thoughts and the building blocks and leadership dimensions essential for fostering innovative, strategic and intentional safety leadership. Such leadership breaks through the restrictions of old-school thinking and creates an environment that not only addresses major safety challenges but sustains the initiative to overcome them. Operationalizing these thoughts is beyond the scope of this article; follow-up work is underway.

By integrating disruptive thought, developing enabling strategies and executing purposefully, safety leaders can create enhanced safety performance.

Leaders who excel at being initiators, multipliers, expanders, and sustainers of meaningful safety programs and outcomes can be the primary architects of safety success in the future. The new blueprint proposed in this article equips safety leaders with a synthesized approach to drive meaningful change, ensuring that the safety profession remains adaptive, forward-thinking and impactful in a rapidly shifting world.

Leadership vs. Management, Focusing on the Former

The authors see the safety leader's role as most critical when analyzing 2025 and beyond—not a focus on regulatory compliance, which will be a natural outcome of the new blueprint, and not solely vested with technology adoption, although technology will be leveraged. It also is not heavily oriented toward training, which remains essential. This work is laser-focused on a radically shifting leadership model and engagement. It is important to distinguish safety management from leadership, as they are not the same; this new method purposefully avoids blending them. Management focuses on planning, leading (often referred to as directing, but not leadership as the authors define it), organizing and controlling functions (Jones & George, 2024), while leadership is more difficult to pin down definitionally. Northouse (2022) describes how the definition of leadership has changed over the past 100 years, ranging from a centralization of power in the early 1900s to one that is diverse and inclusive now. The authors have adopted Northouse's synthesized definition of leadership: "A process whereby an individual influences a group or individual to achieve a common goal" (p. 6).

The new blueprint is a proposed process constructed around 12 specific dimensions of leadership designed to influence safety leaders and help them achieve significant safety program progress. The 12 dimensions are the core elements or lenses through which the new blueprint framework is understood and implemented. Each dimension addresses a specific aspect of a leader's focus on the human experience, organizational behavior or systemic function. Together, they provide a comprehensive view that ensures the leader's balance, fairness and integration across the entire system (see Figure 1 and Table 1, pp. 16-17). The authors purposefully use a qualitative view, as progress and success may be defined variably by different organizations, and a statistical analysis or study is not the subject of this review. Although we could conscript the traditional elements of fewer incidents resulting in injuries, physical damage or other loss, with lower severity and less organizational impact as the common goal, the authors see these as outcomes of achieving the goal we prescribe. That goal is to motivate, encourage, and influence safety professionals to become familiar with, adopt and operationalize the new blueprint's 12 dimensions for significant and sustained safety program progress and success.

This article is an introductory discussion of the 12 dimensions; future work will seek to expand on the dimensions and suggestions for successful implementation. This article focuses on the rationale for and elements of the new blueprint. The new blueprint leader should be seen as a vision setter, an initiator of transformative change and an essential decision-maker for safety program progress and success.

Change Is Inevitable

Preparing for continuous change in the working world, the discussion and value of this tool is timely. Among the trends discussed by McRae et al. (2025) as shaping shape work in 2025 and beyond, technological change would be expected, especially associated with artificial intelligence (AI). McRae et al. discuss an “AI-first” organization that destroys productivity in its search for AI. This thought is essential, as AI is so much more than asking a chatbot to assist with a search online. These systems are capable of much more; for many, that capability can create anxiety and uncertainty in organizations (Acar & Bastian, 2024).

Henry Kissinger and others (2021) published a book on AI shortly before his death, in which the authors warned that the adoption of AI, “including

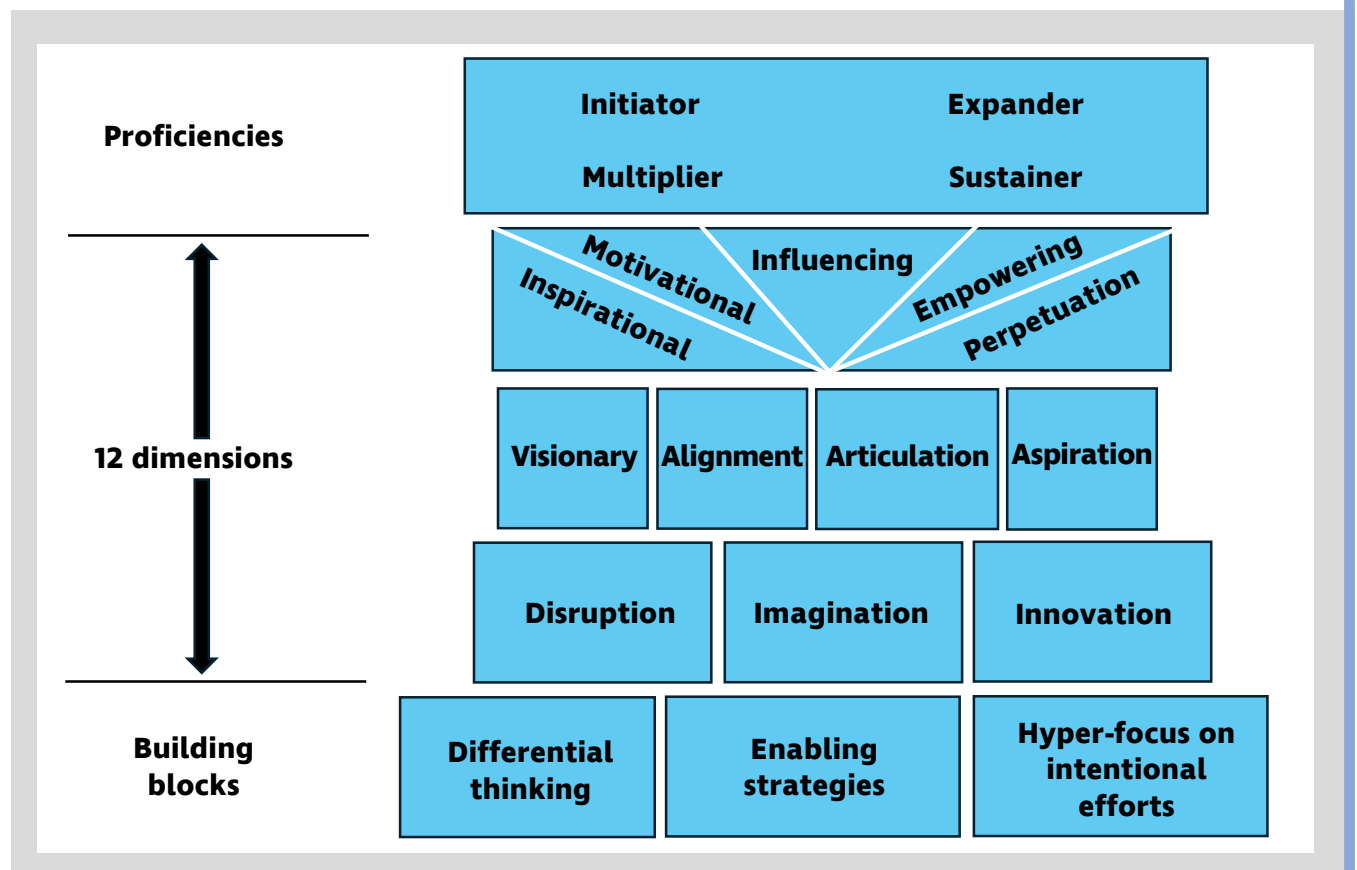
its capacities to learn, evolve and surprise—will disrupt and transform them all. The outcome will be the alteration of human identity, and the human experience of reality not experienced since the dawn of the modern age.” Changing reality and altering the human experience is stressful. The new blueprint safety leader will understand AI, its use and utility, and be engaged in managing potential outcomes, positive or negative. This safety leader must be a radical thinker and doer, envisioning the future and how best to leverage AI and reduce the stresses associated with its adoption. Transformative, collaborative, and uniting efforts will ease the uncertainty surrounding the adoption and use of AI.

Disruptive Thought

Functionally, the new blueprint framework adopts a radical approach and incorporates disruptive thought as a primary tool for critical safety leadership thinking. Most see disruption as inherently disruptive; however, the positive attributes of disruptive thought should be utilized when deploying the 12 dimensions of safety leadership. Crossley (2021) spoke of positive disruption:

By definition, a positive disruptor is someone who challenges organizational trends,

FIGURE 1
12 DIMENSIONS OF SAFETY LEADERSHIP



habits, and strives to find positive alternatives. A positive disruptor is someone who seeks to uproot, replant and grow the way we think, behave, conduct business, learn, understand, and live our daily lives.

He also says a positive disruptor “can bring life to an organization” and “seeks out closed minds.” The safety leader in the new blueprint framework does both. As a positive disruptor, they are energetic, and their efforts clearly are dedicated to changing minds and making a difference. Positive disruption encourages dissension as well. Galloway (2025) discusses this crucial point: “When decision-makers are open to dissenting views, they create an environment where individuals feel comfortable expressing their unique perspectives and proposing innovative solutions.” This is equivalent to Edmondson et al.’s (2014) term “psychological safety.” The new blueprint safety leader must be innovative, be a disruptor and welcome disruption.

In the authors’ view, the safety leader’s strategies operate as an enabling feature rather than one

focused on outcomes. There is a focus on action-oriented short- and long-term intentional results serving as a launchpad to achieve critical goals. It is essential to separate the two, however. The authors see goals as the articulation of intended results (what is to be accomplished), while strategy enabled serves as the engine for accomplishment (the how).

The critical context of the new blueprint framework is found in decoding the safety leader’s role in new, challenging and disruptive terms that serve to advance their mission. This framework focuses on designing an architecture for the safety leader’s role:

- defining the safety leader’s mission in today’s world and in new terms,
- advancing the safety leaders capabilities, and
- supporting new blueprint leader development, including those that are new, progressing or mature in the profession.

This new type of safety leader will be successful when executing on the dynamic leadership attributes that benefit their journey and that of the organization. The fact that the organization benefits is essential. In this proposed framework, the leader

TABLE 1
SUMMARY OF THE 12 DIMENSIONS

Dimension	Summary	Practical leadership applications
Disruption	Challenging the status quo to bring about meaningful change. It involves recognizing outdated systems and having the courage to dismantle or reimagine them.	Challenge senior leadership on strategies and tactics, suggesting ideas and approaches, and recognizing that there may be significant pushback.
Imagination	The ability to envision new possibilities and future states. It is about thinking creatively beyond current limitations and inspiring new ideas.	Host a brainstorming session with workers, encouraging wild ideas to solve a persistent problem without immediate concern for feasibility.
Innovation	Turning imaginative ideas into real, practical solutions. This involves experimentation, iteration, and continuous improvement to solve problems or meet emerging needs.	Pilot a small-scale project that applies a new idea to a real challenge, collect feedback and iterate on the solution.
Visionary	Having a clear, compelling picture of the future and the ability to communicate that vision effectively to others to inspire and guide action.	Create a vivid 5-year strategic road map and share it through storytelling to inspire stakeholder buy-in.
Alignment	Ensuring that actions, values, goals and strategies are harmonized across the organization. It helps keep everyone moving in the same direction.	Facilitate a planning session where team goals are mapped directly to the organization’s mission and values.
Articulation	Clearly expressing thoughts, goals, and vision so that others understand and can rally around a shared purpose.	Develop a simple, clear message that can be tailored to different audiences to communicate the “why” behind a change initiative.
Aspiration	To be ambitious, seek something of great value, to rise up and move to a purposeful goal.	Set ambitious stretch goals that push the team beyond comfort zones while offering resources and encouragement.
Inspirational	Uplift others emotionally and intellectually, often by demonstrating passion, authenticity and commitment to values.	Share personal experiences with overcoming adversity to connect with the team emotionally and build trust. Become a storyteller.
Motivational	Encouraging others to take action through support, recognition, and cultivating a sense of purpose and personal drive.	Recognize individual contributions in team meetings and link their efforts to larger organizational success.
Influencing	Shaping opinions, behaviors or outcomes through trust, relationships and strategic communication rather than authority.	Use storytelling and data to persuade leadership to support a new initiative without relying on formal authority.
Empowerment	Giving others the tools, confidence, and autonomy they need to take ownership and lead in their own right.	Delegate decision-making authority to team members and provide coaching support to build their confidence.
Perpetuation	Creating sustainable leadership and systems that continue to thrive and evolve beyond individual leaders; building a legacy.	Develop a mentorship program to prepare emerging leaders and ensure continuity of safety leadership values and vision.

cannot be a lone wolf; relying upon and improving an organization's performance—safety-wise, operationally and financially—is critical, and doing so engenders continued support. To benefit this dual consideration (safety leader journey and organizational excellence), the leader must maintain and consistently demonstrate certain proficiencies. Proficiencies are the essential skills, competencies and capacities required to effectively implement and sustain the new blueprint. They represent the practical know-how and behavioral capabilities leaders must develop and deploy across the 12 dimensions (Figure 1, p. 16). Proficiencies ensure that building blocks are applied with consistency, quality and impact, supporting long-term transformation and growth. A new blueprint leader demonstrates these proficiencies by being:

- An initiator: Seeking opportunities and developing the capabilities of an initiator of new thought, approaches and strategy, including being positively disruptive.
- A multiplier: Working to grow influence and success by multiplying numbers, getting others engaged in strategy, capitalizing upon their skill sets and differential capabilities.
- An expander: Expanding the world we work in (no lone wolves) and collaborate with others to further expand the vision and mission, and increase the number of capable practitioners and leaders.
- A sustainer: Seeking methods and expending the energy necessary to sustain programs, leader development and the march toward safety excellence.

Leaders can accomplish these four dynamic considerations (proficiencies) by understanding the foundational attributes and the leadership characteristics within them and practicing by developing requisite skills and helping others learn to develop surge capacity in the functions and succession planning for themselves and the organization. From a functional perspective, these considerations apply across the board and, as such, frame the cap over the remaining new blueprint considerations. This framework consists of three structural building blocks that support the authors' 12 dimensions of safety leadership residing on top of those blocks. The building blocks are the foundational actions, values, or practices that support each of the 12 dimensions within the new blueprint framework. They serve as the tangible, operational methods that enable the vision of the framework to come to life, ensuring that each dimension is effectively embedded and sustained in real-world contexts (Figure 1, p. 16).

Structural Building Blocks

Structural building blocks for the new blueprint leader include creating the ability for differential thinking, being capable of developing enabling strategies, and a hyper-focus on intentional efforts. Based on the authors' initial thoughts, something significant must change to make a sizable dent in the mitigation of workplace injuries, illnesses and

fatalities. The authors admire and acknowledge the work that has been done, but more is needed. To make a more meaningful leap, safety professionals must think differently, which leads to strategic plans that are enabling, or lead to developing the capacity to make changes, first among leaders, then among all constituents in an organization. Enabling strategies will naturally lead to intentional efforts. These efforts must be hyper-focused, which is defined by intensity and being immersed in making a difference.

Building Block 1: Creating the Ability for Differential Thinking

The first building block in the new blueprint approach focuses on:

- disruption,
- imagination, and
- innovation.

In this approach, differential thinking is underpinned by disruption, imagination and innovation. One example of the confluence of these abilities is the 1955 opening of Disneyland in Anaheim, CA. The park was born in part from comic characters created by Walt Disney, an incredibly imaginative and innovative individual. More than 70 years later, the Disney enterprise is a global phenomenon. Being a positive disruptor is a skill that a new blueprint leader teaches subordinates and constituents. Disruption leads to innovative ideas and approaches, enhanced by imagination—there should be no boundaries in what is discussed to overcome hurdles associated with workplace injuries and illness. This is not to suggest that leaders approach idea generation haphazardly, but all meaningful ideas should find their way to the whiteboard. A natural outcome of disruption and imagination is innovation; innovative thoughts open the door to change.

Building Block 2: Developing Enabling Strategy

The second building block in the new blueprint approach focuses on:

- visionary,
- alignment,
- articulation, and
- aspiration.

Enabling strategies, or those that help ensure new blueprint ideas become functional, rest upon the ability to share a vision and seek alignment in all aspects of an organization. Each department, all leaders and all teammates should understand the vision and not work against it. Success comes from how the vision is articulated and aligned with existing organizational needs, culture and business strategies. Articulation is verbal, functional and programmatic. Lastly, enabling strategy must be aspirational, and these aspirations must be clear, challenging, new and felt by all those in the system. Retreading old ground in this framework lessens its effectiveness. What we all aspire to is bolstered by the final five building blocks.

PRACTICAL EXAMPLES

Building Block 3: Dimensions of a Hyper-Focus on Intentional Efforts

The last building block in the new blueprint approach focuses on being:

- inspirational,
- motivational,
- influencing,
- empowerment, and
- perpetuation.

These dimensions require intentionality or directed efforts toward a different safety structure. Imagine being in front of all the constituents in an organization. The mission is to be inspirational to motivate them to become part of that critical journey of accomplishing the goals found within the new blueprint strategies. While this is not an easy task, it is an imperative one. The new blueprint leader is an influencer up and down the organizational line, influencing to invest, act and stay engaged. The ability to empower others to act within this new framework is also important. Individually, safety professionals cannot do it all, so empowering others to assist in meeting new goals is a fundamental consideration in being intentional. Lastly, part of intentionality is in perpetuating efforts. The new blueprint framework is not a get-in-get-out philosophy, or a one-time endeavor. It is about looking to the future—what we work on should be perpetuated. If the other four intentional effort dimensions are successful, perpetuating vision and efforts will follow.

Putting It All Together

Once pieced together, the new blueprint proposed leadership approach has reached its final stage of construction. Do not only select aspects that you are already skilled in or those that simply interest you; the structural integrity of this approach is based on each of the architectural elements being in place and operationalized. Efforts to grow capabilities, adopt the approach and deploy its elements is the mortar that holds the 12 dimension building blocks together. Although each building block can be developed or improved individually, they must all come together for the approach to be effective.

Conclusion

Understanding the foundational building blocks is essential as is decoding—understanding the role of each dimension in the blueprint—and recognizing that they are not necessarily equal in criticality. The authors place special emphasis on disruption and its power when deployed positively, the strength of articulation and asserting aspiration and being aspirational, and why they are different and necessary within the new blueprint approach to safety leadership. Our contentions require us to consider acting now but looking toward the short- and long-term future in part frames the essence of a new blueprint leader. These efforts should be strategically enabling in planning to be visionary and to look to the future. Suddendorf et al. (2022) wrote, “Because humans are mental time travelers, we can prepare

Following are two scenarios showing how the blueprint building blocks work in practice. Although all the building blocks apply in each of these scenarios, a few are called out for example.

Scenario 1

At the start of a major construction project, the site foreman gathers the crew for a safety briefing, emphasizing not only the technical tasks ahead, but the long-term impact of the work on the community. “This bridge will transform local infrastructure, cut down commute times and support nearby businesses,” the foreman says. “But more than that, the safety measures we implement here will set a new standard for the industry.” By linking the safety protocols directly to the project’s community benefits, the supervisor inspires the team with a visionary perspective on the impact of their work, challenging them to aspire to a higher standard of safety, thereby defining their legacy as a high-performing team.

As the project progresses, the supervisor empowers the crew by actively soliciting feedback and involving team members in decision-making. When the crane operator suggests an adjustment to the hoisting pattern for greater safety and efficiency, the supervisor ensures that the idea is considered, using data to advocate for its adoption. By consistently fostering open communication, influencing the leadership team to consider safety innovations, and encouraging team leads to take ownership of their safety initiatives, the supervisor not only builds a culture of trust but also influences positive safety outcomes across the project. This approach cultivates a team that not only can meet safety targets but also feels empowered to champion safety initiatives in future projects.

Discussion

In this scenario, four dimensions were used that show proficiency in using the building blocks of the new blueprint framework: visionary, aspiration, influencing and empowerment.

As you format your approach to incorporate the 12 dimensions into your workflow, consider thoroughly gauging the audience. The climate of a particular day can change which dimensions should be utilized. For example, in this scenario, if the construction activities are always behind or disrupted by weather, this could change the tone and delivery. If you fail to recognize the situation and understand that the workers are under pressure to meet deadlines, they may not agree with your approach or, worse, they could retaliate against your leadership.

Scenario 2

As a member of the leadership team, you attend an annual off-site strategic planning session. Among other elements, budgets, business plans, safety performance and planning are on the agenda. The CEO discusses the corporate safety program and, although you have provided an outline of important topics to cover, the CEO glosses over your work and indicates that the new year program and investment are similar to last year’s, despite the fact that you recognize several areas that need improvement to create meaningful change in incident frequency and severity.

As a member of the leadership group, you ask for time to comment on the CEO’s feedback, and politely and professionally challenge the logic of not seeking more focused, intentional changes to drive better performance. You do this by asking critical questions of the leadership team, challenging them to consider your analysis and laying out a new and comprehensive plan to achieve better results that challenges existing company culture. You feel it is time to be more aggressive and implement a completely different approach that not only makes a difference in performance, but that is sustainable as well.

Discussion

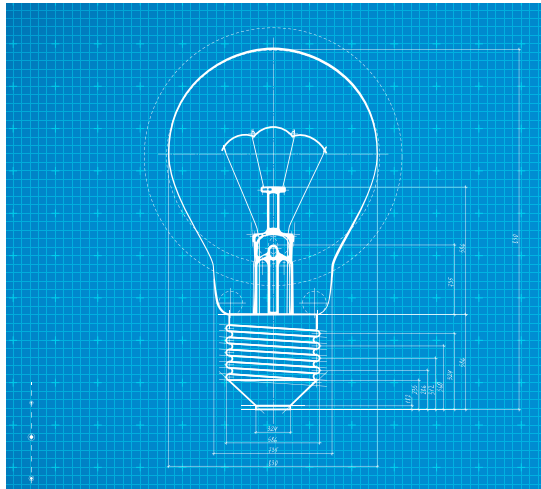
In this scenario, you have operationalized two building blocks: differential thinking and a hyper-focus on achieving change and improving safety performance. Your actions clearly used several of the 12 dimensions, specifically:

- being disruptive to the status quo,
- articulating a vision of what the future should look like, and
- seeking to influence peers to action.

Equally important is that your prework outline to the CEO and your willingness to be disruptive served as an initiator (one of the proficiencies). Developing an initiator or recognizing when one is needed is essential to get things started. Your approach accomplished that.

Preparing for meetings is critical to success as a new blueprint leader. Nothing discussed here is achievable by winging it. You may be able to shift some of your approach in the moment, but even that must come from a foundation of thoughtful analysis. In this scenario, you operationalized the building blocks of differential thinking, were hyper-focused on adoption of a new approach and your comprehensive plan is enabling as it will provide a road map to success.

Understanding the foundational building blocks and leadership dimensions can move safety leaders to the peak of success.



for opportunities and threats well in advance.” This new blueprint approach aims to help leaders look to the future and develop plans that are effective. Many of us can claim strength in one or more of the dimensions; the new blueprint leader must develop understanding and skills in every dimension.

This new approach is more than just the thought process behind succession planning. It incorporates succession but adds other dynamics such as a deeper understanding of the future of business, ethical behavior and advanced technologies. Understanding the foundational building blocks and leadership dimensions can move safety leaders to the peak of success in their roles as initiators, multipliers, expander and sustainers.

Michio Kaku, a theoretical physicist at the City College of New York, discusses his reaction to Isaac Asimov’s *Foundation Trilogy*: “[I was] stunned that Asimov, instead of writing about ray gun battles and space wars with aliens, asked a simple, but profound question: Where will human civilization be 50,000 years into the future? What is our ultimate destiny?” (Kaku, 2018). While this article is not nearly as profound when compared to the enormity of those questions, rigorous and thought-provoking questions are worthy of being asked. Are we doing enough on the safety front and do we need to alter our approach to making a meaningful impact on workplace injuries, illnesses and fatalities? The authors think the answer is yes and have outlined a leadership structure or blueprint to be effective in the future.

This article lays the groundwork for the authors’ developing thoughts, and we welcome the debate, dialogue and challenges that may follow. We will continue to dig deeper and outline in more detail the leadership considerations found within the 12 dimensions of safety leadership and how they may be brought to life and practically put into practice. However, the scenarios presented in the sidebar on p. 19 may help safety professionals start their new blueprint approach efforts.

The future will be challenging, but your journey can be successful. Your questions, your efforts, your disruption and your leadership matter. **PSJ**

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Cite this article

Hopwood, D.G. & Page-Bottorff, T. (2025, June). A new blueprint for the future: A conceptual framework for 12 dimensions of safety leadership. *Professional Safety*, 70(6), 14-20.