

Transforming Safety and Culture with Intent-Based Leadership

National Grid's New York Gas Operations embraced Intent-Based Leadership (IBL) to build a culture of empowerment, accountability, and safety across their teams.



PROBLEM

- People waited to be told what to do
- Decisions got pushed up the chain of command
- Safety culture relied on telling people to be safe
- Innovation was top down and so limited in scope
- Empowerment was encouraged but not enabled

- Introduced IBL principles company-wide through the "Ladder of Leadership" and 3 C's framework (Clarity, Control, Competence).
- Launched a Pathfinder program with 75 volunteer early adopters.
- Embedded IBL into daily operations: Used in job briefs, performance reviews, and field safety activity
- Quality teams coached to use open-ended questions
- Fostered psychological safety so staff could speak up with ideas and concerns.
- Balanced top-down support (notably from COO) with grassroots engagement.
- Addressed overreach by reinforcing the need for Intent before taking action.

PROCESS



IMPACT

- Clear shift in mindset: from "wait for instruction" to "this is what I see, and this is what I will do about it"
- Decision-making: The business ranked 7 points over company average, and 26 points above industry norm for making decisions at the right level
- Safety performance reached industry-leading levels:
 - Zero fatalities
 - Lost Time Injury rate reduced from +0.20 per 100k hrs to less than 0.08
- OpEx and CapEx Forecasting- better solutions to meet the objectives and collaboration cross-functionally
- IBL Pathfinders achieved higher levels of promotion as a result of more effective leadership

IBLI helped National Grid NY Gas transform its leadership culture, frontline engagement, and operational outcomes.

It delivered measurable results in safety, innovation, and employee growth.

Intent-Based Leadership created a new language providing clarity and creating a space where people feel safe to contribute, and National Grid fostered a more resilient, capable, and forward-thinking workforce.

RESULTS

