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## Organisational Culture, Becoming a High Reliability Organisation With An Infinite Mindset



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# Understanding Your Business DNA

## GSL DNA model - What is it?

What does DNA stand for? **Deoxyribonucleic acid**

Two chains that are coiled around each other, and are used in the **growth, development, functioning** and **reproduction** of all known living organisms and many viruses



For the purposes of this workshop, WE would like you to think about

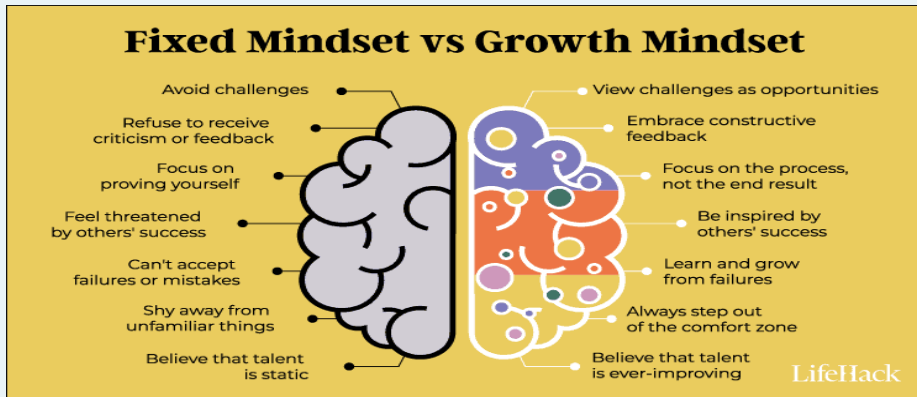


Your Business S&H DNA

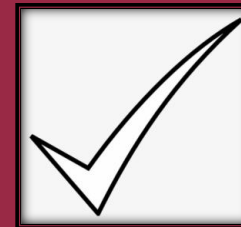
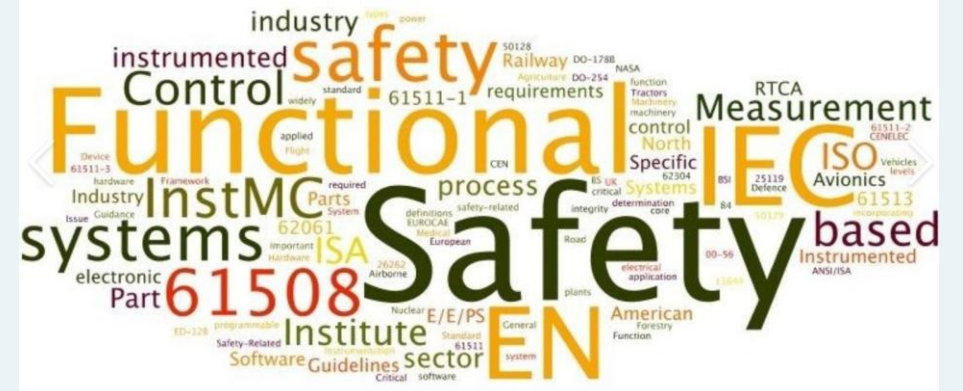


# GSL DNA Model

Do we **Grow** with S&H in mind



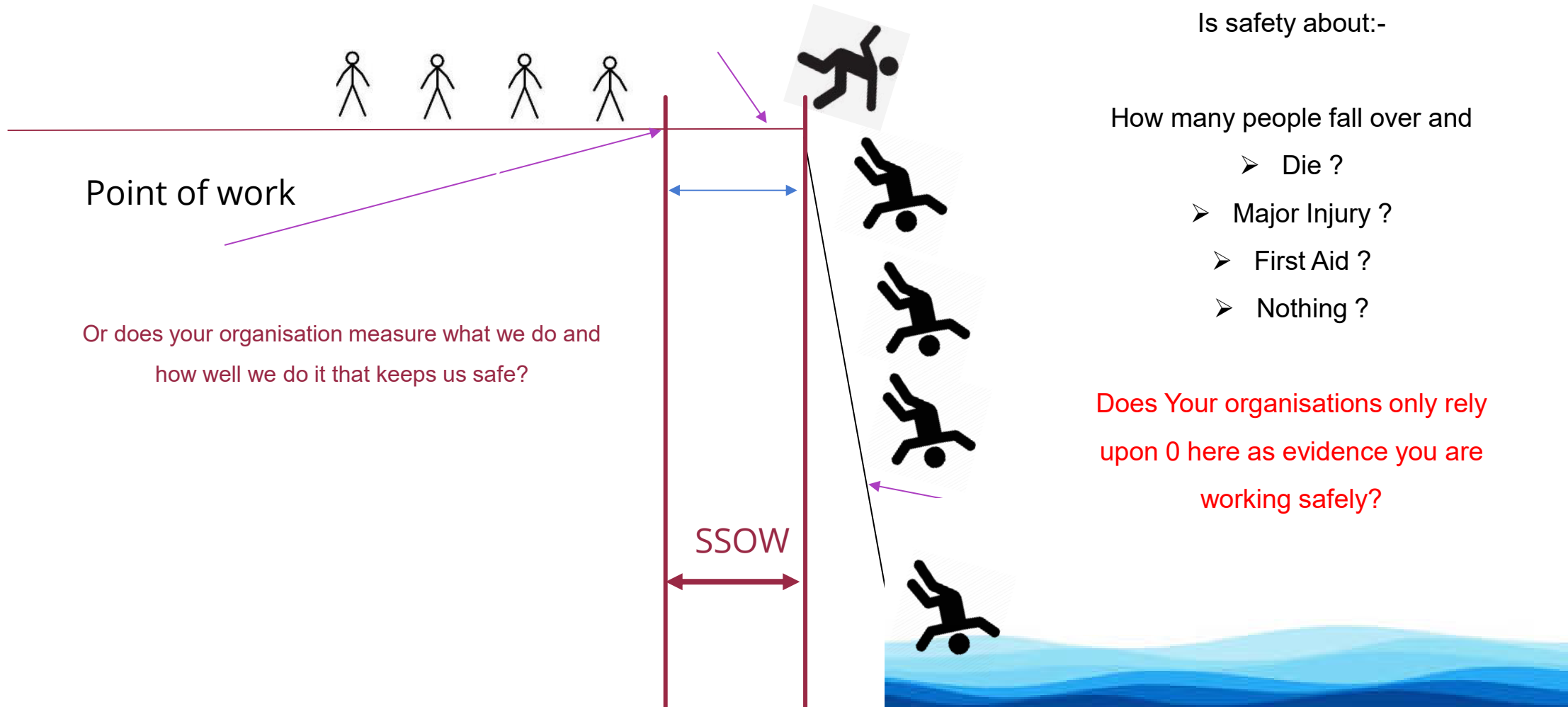
Do we **Function** with S&H in mind



Do we **Develop** S&H standards

Do we **Reproduce** S&H standards

# Safety, What Is It?



Is safety about:-

How many people fall over and

- Die ?
- Major Injury ?
- First Aid ?
- Nothing ?

Does Your organisations only rely upon 0 here as evidence you are working safely?

# Typical Examples in the Workplace

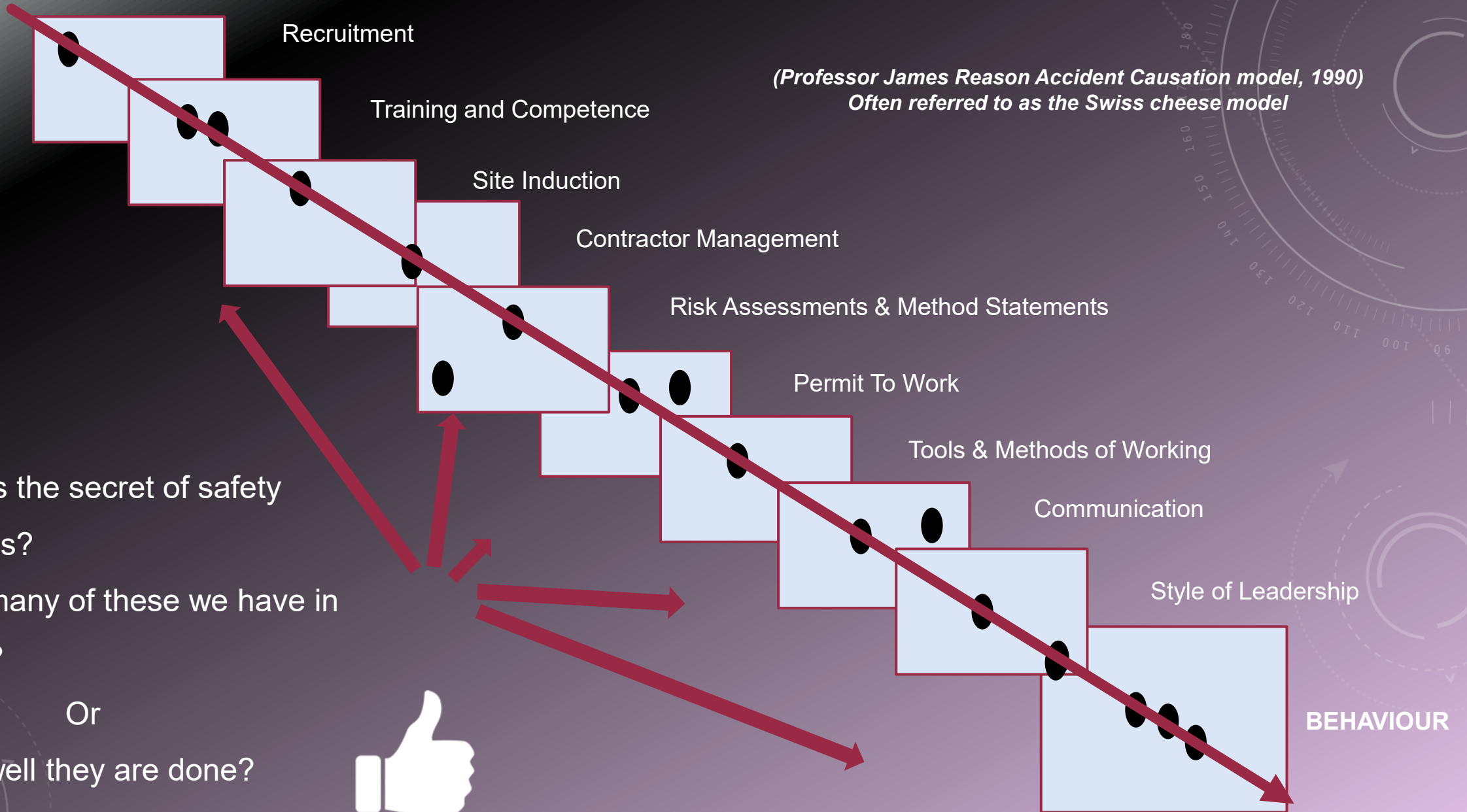
- Recruitment of the right people
- Training
- Procedures/Construction phase plan
- Site/office/organisation induction
- Risk assessments
- Method statements
- Permits to work
- Toolbox talks
- Review of procedures and systems
- PPE
- Intrinsically safe equipment
- HSE visits
- HSE meetings
- HSE working groups and committees
- Refresher training
- Safety Rules
- Audits
- Shift handovers
- COSHH Assessments
- Professional HSE advisors
- Empowerment of staff via vision, values and beliefs
- Culture of care
- Job appraisals of performance
- Accident investigation (Learning events)

## Safe system of work SSOW

- This is not an exhaustive list it is just some ideas of what many organisations have in place
- These would be known as **‘Proactive’** indicators/measurement of H&S performance

# The Way We Do Things - SSOW

*(Professor James Reason Accident Causation model, 1990)  
Often referred to as the Swiss cheese model*



- What is the secret of safety success?
- How many of these we have in place?
- Or
- How well they are done?



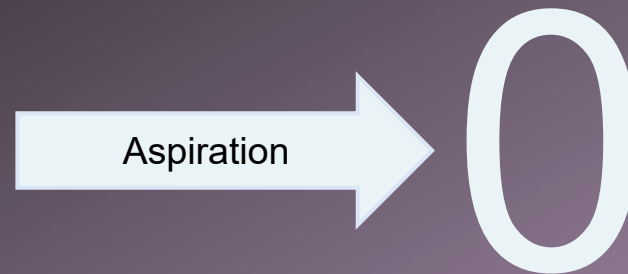
# Measuring Safety Performance – Organisation Norms

If we have established that safety is a combination of:

- Keeping people safe
- Understanding how many people have been harmed or worse
- How well we do the things that keep people safe and prevent harm
- Why do many organisations base their 'safety' performance on the areas below

FAILURE?

- 1) Fatalities
- 2) Accidents
- 3) Incidents
- 4) Lost time injuries
- 5) First Aid injuries
- 6) Minor injuries
- 7) Accident frequency rate (AFR)
- 8) Incident frequency rate (IFR)
- 9) Total recordable injury rate (TRIR)



Nothing wrong with this, in fact as an aspiration it should be encouraged, but it should not become an obsession – why?

Known as **Reactive** indicators/measurements of safety (H&S) performance

# Business Leadership Responsibilities – A Reminder

## Importance of leadership



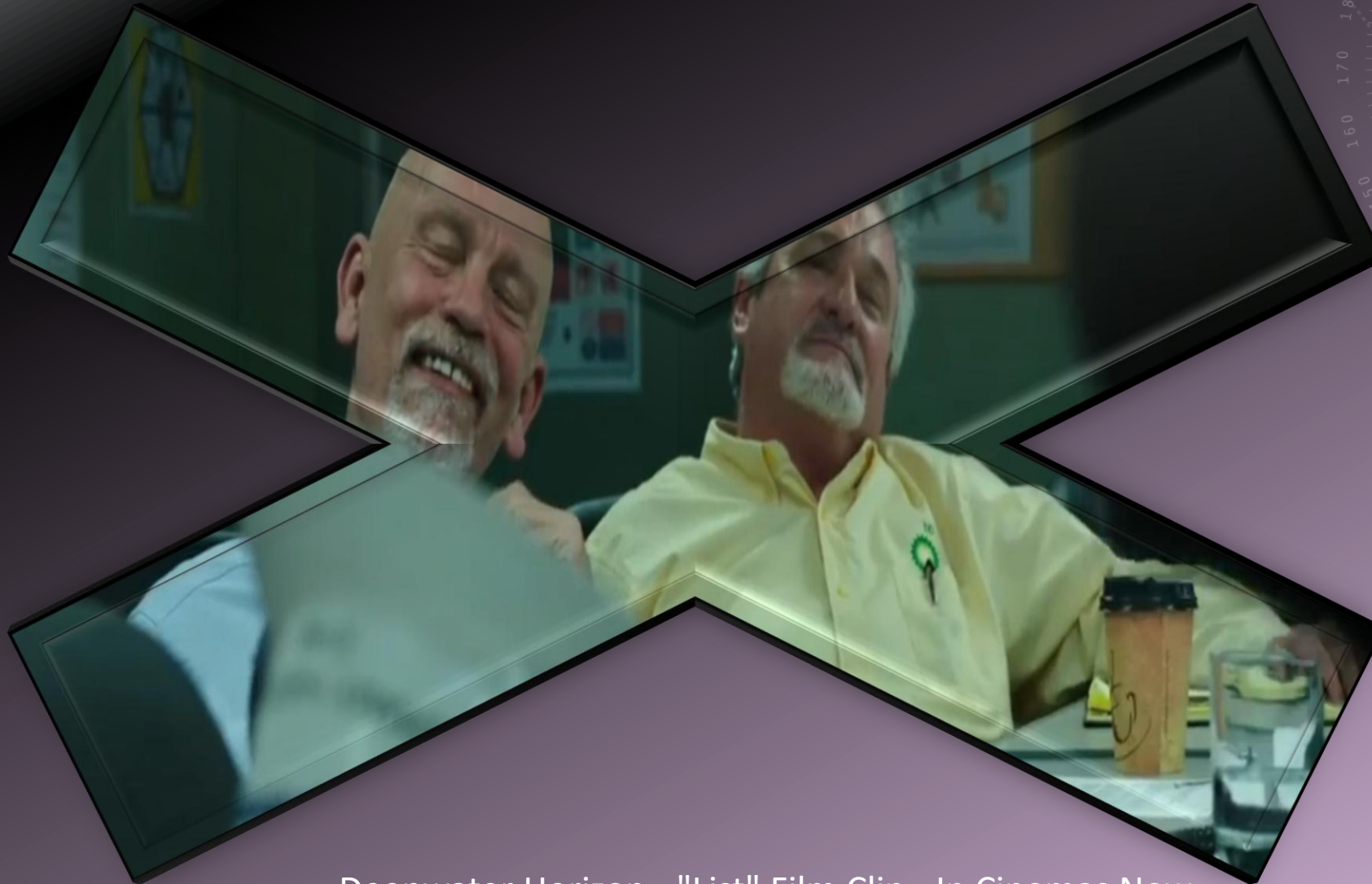
*“We need leaders who know what they don’t know and are willing to learn. We need leaders who can live with a chronic sense of unease and who can spot the warning signs of complacency creeping in.”*

*We need leaders to think like the process safety sector irrespective of the industry sector they work within”*

Dame Judith Hackett Former Chair of HSE

Chair of the Independent Review of Building Regulations and Fire Safety (Grenfell Inquiry)

# Process Safety – Even the “best” get it wrong



[Deepwater Horizon - "List" Film Clip - In Cinemas Now](#)  
[\(youtube.com\)](#)

# Monitoring, Assurance and Governance – A View From The Regulator (UK)

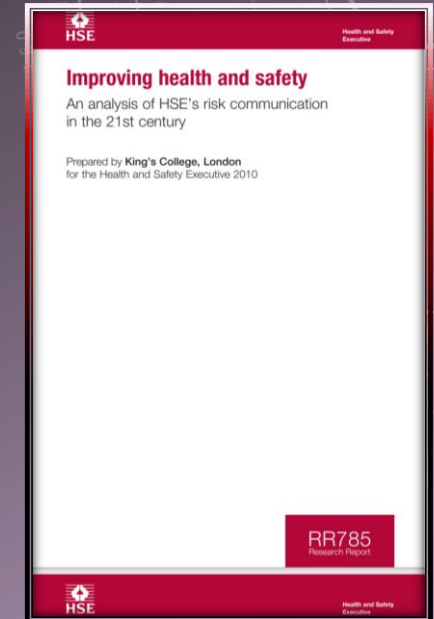
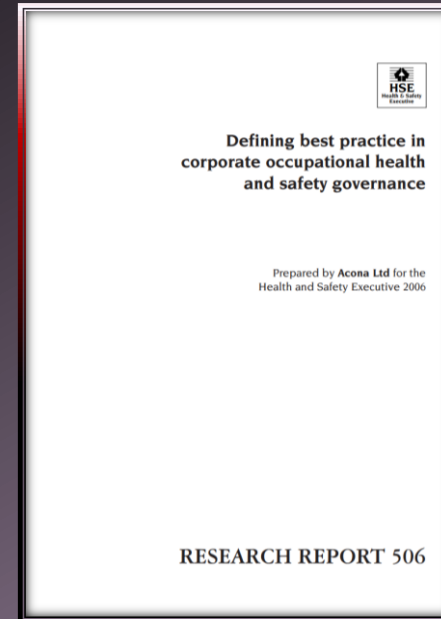
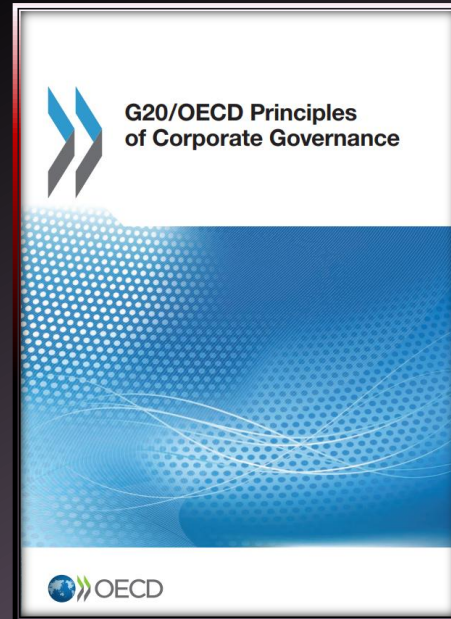
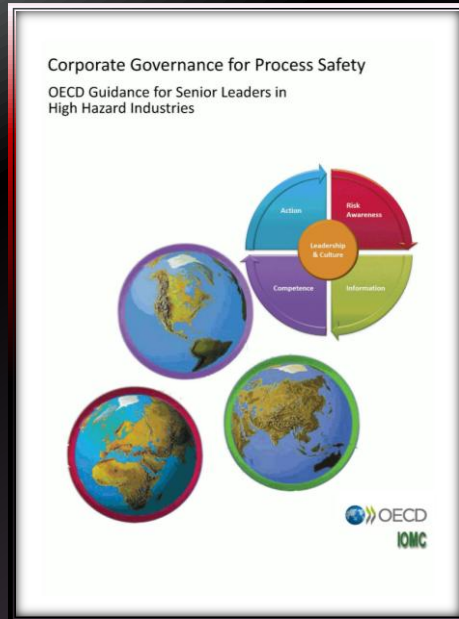


- Checking that you are managing risks in your organisation is vital
- It provides assurance that you are managing health and safety (Risk) and affords opportunities for improvement
- An approach to monitor your health and safety performance should be similar as to how monitor other aspects of your business

*(E.g. profit and loss account – Businesses do not simply review how much money they have spent monthly / quarterly / year end, they want to understand where it has been spent and why)*

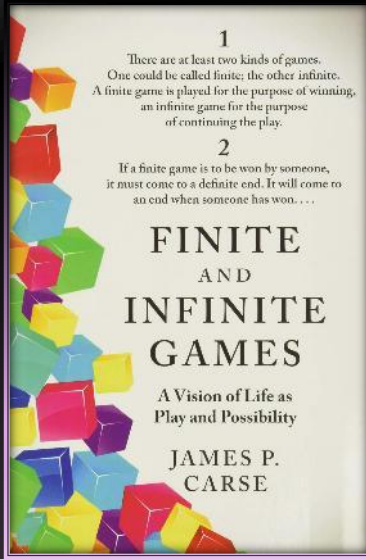
- Good-quality monitoring will not just identify problems but will help you understand what caused them and what sort of changes are needed to address them
- **Poor monitoring might tell you that something is wrong but may not help you understand why, or what to do about it**

# Selecting Appropriate Metrics To Provide Assurance That Risk Is Being Managed

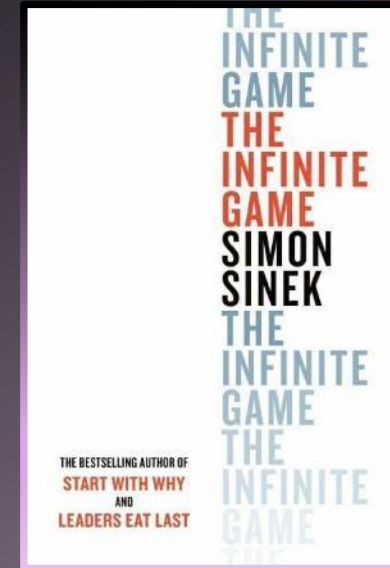


Common Thread is that measuring performance requires balance – Leading and Lagging

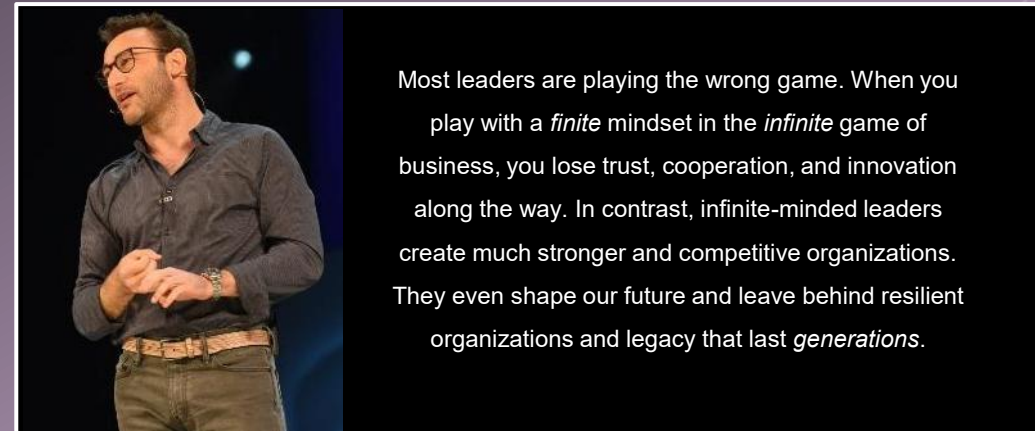
# Finite And Infinite Games (MBA Research Leadership And Sustainability)



Professor James P. Carse was an American history and literature academic who worked at New York University



Simon Oliver Sinek is a British born American author and inspirational speaker. He is the author of five books, including Start With Why (2009) and The Infinite Game (2019).



# Finite And Infinite Games

## Defining What They Are In Everyday Life

Finite Game Examples	Structure	Outcome
Football, Cricket Basketball	A Beginning, a middle and an end	Winner and loser
Passing an exam	Known players, fixed rules and agreed upon objectives	

Infinite Game Examples	Structure	Outcome
Businesses in your sector Eg – Construction, manufacturing	Known and unknown players	Perpetuate the game and stay in it as long as you can
Being a parent	No such thing as winning, the focus is on others	
Healthcare	New players can join at any time	
Education	You don't necessarily know who all the players are (For instance, if you work in construction – you don't know every construction business in the world)	
Marriage	The rules are changeable meaning every player can play however they want (Notwithstanding Legal obligations)	
	Game never ends, focus on legacy	

## By Definition

### Managing Risk is an “Infinite Game”

There is no formal competition and no beginning, middle or end. It is a consistent, persistent and never-ending pursuit of ensuring the systems, culture and people we have are effective and remain unharmed

E.g to explain :- Deepwater Horizon

- 11 People were killed – 17 injured
- The worst Environmental disaster in US history
- BP prosecuted
- The aftermath
  - Shell, Total, Conoco Phillips, Parengo, ADNOC didn't win anything
  - They can't claim to be the best at safety and environment
  - There is no competition
  - They simply keep operating (playing the game)
  - Incidents – businesses come and go - There is no such thing as winning at managing risk or winning in business – It doesn't exist

# Business Leaders/Risk Management Professionals Do We All Understand The Game We Are Playing?

- Language of too many leaders becomes abundantly clear they don't know what game they are playing
  - They talk about being number 1 at HSE
  - They talk about being the best at HSE
  - Beating their competition with respect to HSE

My Question

**“Based On What?”**

Show me where are the agreed Metrics in Business for  
Managing e.g HSE Risk



- I question some of our clients HSE Managers/C- Suite execs who claim they are number 1 in their sector with respect to Risk Management (and some do) and I say, “For Now - yes!!!!!!”

# What To Measure?

We often see what happens in governance: Business play to win when they should be governing (it hurts the whole system)

- Businesses often overuse sports analogies in business – problem is that sport is always a finite game
  - E.g Running to win a marathon – you have mile markers (how far and fast etc – same as monthly safety statistics) but they don't constitute the end of the game, they are just markers
- A better analogy to use when thinking of risk management is:- e.g “I want to be a better person who lives a healthy lifestyle”

- So okay, what are the things I need to do and measure myself against consistently:-

- Eat well
- Exercise well
- Manage my personal relationships

And perpetuate it over and over again. It's a real challenge to do all these things great all the time, it is a pursuit and an aspiration

- Applying this to Managing Risk

- What do we need in place in order to manager risk well?

- We need great leadership

- Good leaders sometimes suffer mission failure , bad Leaders sometimes enjoy mission success. What we are looking for are the qualities that make someone a good leader and if we select people that exhibit the qualities of good leadership, we know that over the course of time they will enjoy more success than not (*US Marines – Infinite mindset*)

- You need great people with high levels of commitment

- You need great systems of work

- You need great corporate oversight

- You need great communications

- You need great support functions HSE/HR/Training etc

- +++ The list goes on

# Achieving Our Goals – Measuring Performance

From previous page :- “How did you achieve your goals is so much more important when you play the Infinite game”

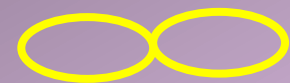
- That is what we mean when we are Managing Risk and Measuring Performance
  - The **absolutes** are **Finite (0)** but it is the **trends or the how we get there** that are **Infinite**
- If I have two teams and I simply bonus employees by 1 factor and 1 factor alone, which is:-
  - “did you hit the number on the day” - You could have:
    - Leaders who decide to change the data at the last minute
    - Threaten people
    - Cover Incidents up
    - Manipulate the figures
    - In denial that something is not a RIDDOR, when it clearly is
  - They are then treat like a hero and receive their bonus
  - This sends a message to the rest of the company that we don't care how we achieve the numbers (0) we will reward you for it regardless
  - **Over the course of time this has a negative impact on culture**

# Alternatively – Measuring Performance

A team that has an amazing culture:-

- Nobody quits
- Nobody lies
- It is fair and Just
- Morale is high
- You see trend data showing improvements, not rollercoasters
- They miss their number (quite often get given nothing, including praise or are even indeed chastised over it)
- **As opposed to positive reinforcement suggesting:-**
  - They will hit their goals eventually
  - They're getting there
  - There is clear improvement
- **Dong this, businesses recognise the importance of trend data and understanding how they achieved their metrics not just the fact they “supposedly” hit them**

**THIS IS AN INFINITE MINDSET**




# Are We Measuring the Wrong Thing? Remember Deepwater Horizon

- Zero harm, if set as a goal is an avoidance goal
- Employees know goal success by the absence of something rather than the presence of something
- Avoidance goals are not only not positive but are not inspirational
- Avoidance goals tend to be punitive in nature
- Performance goals are much more positive and successful
- In the framework of understanding motivation and learning leaders should be talking much more in cultural discourse about 'keeping people safe' than 'preventing harm'
- The degree of safety is measured and evaluated in terms in the number of fatalities and serious injuries that occur



# Measuring Performance – Link With Vision Zero



## Arguments Against Vision Zero: A Literature Review

Henok Girma Abebe, Sven Ove Hansson, and  
Karin Edvardsson Björnberg

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K. E. Björnberg et al. (eds.), *The Vision Zero Handbook*,  
[https://doi.org/10.1007/978-3-030-23176-7\\_3-1](https://doi.org/10.1007/978-3-030-23176-7_3-1)

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- Despite Vision Zero’s moral appeal and its expansion throughout the world, it has been criticized on different grounds
- Based on the findings, research has provided arguments against Vision Zero, which can be divided into three major categories
  - Moral arguments
  - Arguments concerning the (goal-setting) rationality of Vision Zero
  - Arguments aimed at the practical implementation of the goals

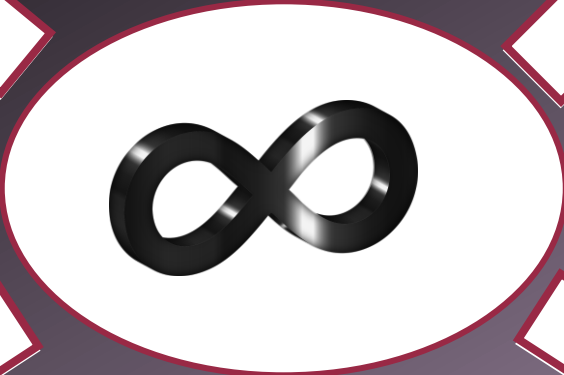


# So, what is the answer?

## High Reliability Organisations (HRO)

Learning Orientated

Aim to develop a Just & Fair Culture



Problem Anticipation

Mindful Leadership

Containment of unexpected events



# Thank You Questions



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