

Grenfell Tower

A Failure of Imagination

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Former Chair of UK National Fire Chiefs Council



Abdeslam Sebbar • Ali Yawar Jafari • Denis Murphy • Mohammed Al-Hajj Ali
 Jeremiah Deen • Zainab Deen • Steven Power • Sheila • Joe (Joseph) Daniels
 Husna Begum • Kamru Miah • Mohammed Hamid • Mohammed Hanif
 Rabeya Begum • Khadija Khaloufi • Vinceni Chiejina • Fatemeh Afrasehbi
 Sakineh Afrasehbi • Isaac Paulos • Hamid Kani • Berkil Haftom • Biruk Haftom
 Gary Maunders • Deborah (Debbie) Lamprell • Ernie Vital • Marjorie Vital
 Maria Del-Pilar Burlon • Amal Ahmedin • Amaya Tuccu-Ahmedin
 Amna Mahmud Idris • Mohamednur Tuccu • Victoria King • Alexandra Atala
 Mary Mendy • Khadija Saye • Farah Hamdan Belkadi • Leena Belkadi
 Malak Belkadi • Omar Belkadi • Jessica Urbano • Ligaya Moore
 Abdulaziz El Wahabi • Faouzia El-Wahabi • Mehdi El-Wahabi
 Nur Huda El Wahabi • Yasin El Wahabi • Logan Gomes • Firdaws Hashim
 Hashim Kedir • Nura Jemal • Yahya Hashim • Yaqub Hashim
 Fallma Choucair • Mierna Choucair • Nadia Choucair
 Simia Choucair • Zainab Choucair • Bassem Choucair
 Anthony (Tony) Disson • Mariem Elgwahry • Esrah Elgwahry
 Raymond Bernard AKA Moses • Gloria Trevisan
 Marco Gottardi • Felhia Hassan • Hania Hassan
 Rania Ibrahim • Hesham Rahman
 Mohamed (Saber) Amlid Neda
 Abufiras Ibrahim • Isra Ibrahim
 Fathia Ali Ahmed Elsanosi

72 lives lost

23rd Floor

 Fathaya Alsanosi Age: 76	 Abu Feras Age: 38	 Isra Ibrahim Age: 33	 Gloria Trevisan Age: 26	 Marco Gottardi Age: 26	 Nadia Choucair Age: 29	 Mierna Choucair Age: 13	 Zaynab Choucair Age: 10	 Fatima Choucair Age: 3
 Hashim Jemal Age: Unknown	 Noura Jemal Age: Unknown	 Firdaws Jemal Age: 12	 Yahya Jemal Age: 13	 Yaqub Jemal Age: 6	 Saber Neda Age: 57	 Rania Ibrahim Age: 30	 Rania Ibrahim's daughter	 Rania Ibrahim's daughter

21st Floor

 Ligaya Moore Age: 79	 Raymond Bernard Age: 65	 Abdul Aziz el-Wahabi Age: 52	 Faouzia el-Wahabi Age: 42
 Yasin el-Wahabi Age: 21	 Nurhuda El-Wahabi Age: 15	 Mehdi El-Wahabi Age: 8	

20th Floor

 Omar Belkadi Age: 32	 Farah Hamdan Age: 31	 Leena Hamdan Age: 6 mths	 Jessica Urbano Age: 12
 Mary Mendy Age: 54	 Khadija Saye Age: 24	 Hesham Rahman Age: 57	

19th Floor

 Mariem Tuccu Age: 27	 Mohamednur Tuccu Age: 44
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17th Floor

 Komru Miah Age: 82	 Razia Begum Age: 65	 Abdul Hanif Age: 29
 Abdul Hamid Age: 26	 Hosna Begum Age: 22	 Vincent Chiejina Age: 60

18th Floor

 Briket Haftom Age: Unknown	 Buroke Haftom Age: Unknown	 Sakineh Afrasehbi Age: 65
 Fatima Afrasehbi Age: Unknown	 Isaac Shawo Age: 5	

15th Floor

 Hamid Kani Age: 61	 Steve Power Age: 63
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16th Floor

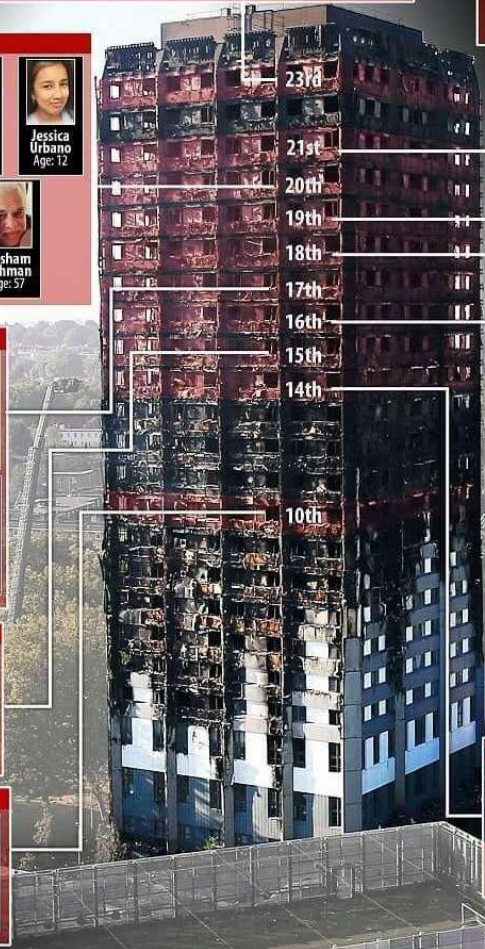
 Marjorie Vital Age: 67	 Ernie Vital Age: 43	 Sheila Smith Age: 84
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10th Floor

 Ali Yawar Jafari Age: 82	 Tony Disson Age: 65
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14th Floor

 Dennis Murphy Age: 56	 Zainab Dean Age: 23	 Jeremiah Dean Age: 2	 Mohammad Alhajali Age: 23
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A low-angle photograph of the Grenfell Tower, a tall, modern skyscraper with a glass and steel facade. The building is set against a blue sky with some light clouds. The image is framed by a dark, abstract, organic shape that overlaps the building's facade.

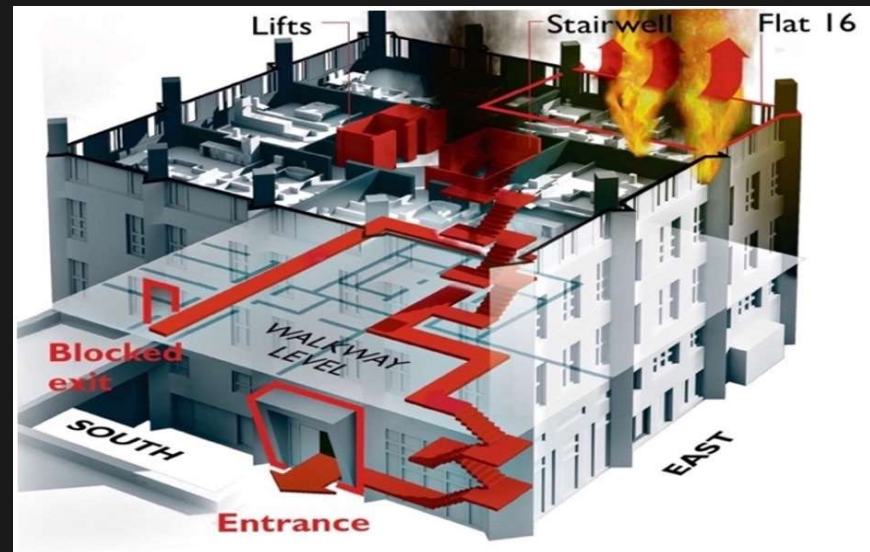
Grenfell Tower REFURBISHMENT

Flat 16, 4th Floor

Mr Kebede



East side of Grenfell Tower
taken at 02:08



Inquiry, Investigation, Justice

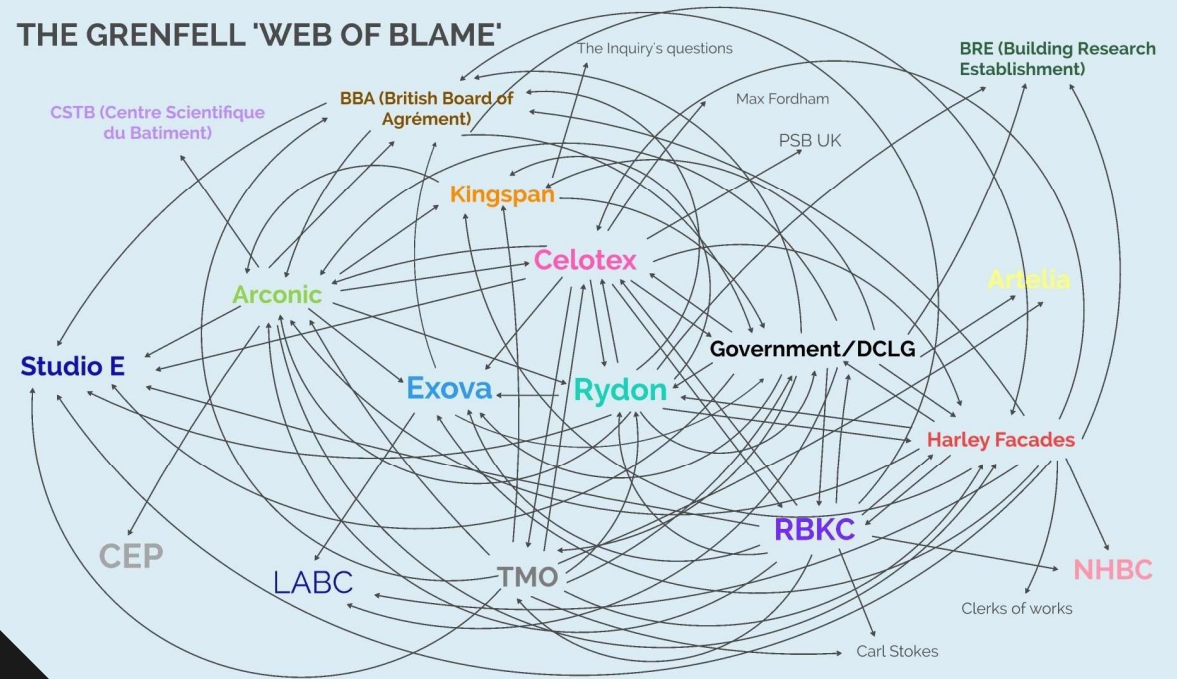


Avoiding Grenfell

Key Lessons

- 1 Complex systems
- 2 Leadership & governance
- 3 Wilful blindness
- 4 Organisational culture

THE GRENFELL 'WEB OF BLAME'



Complex Systems

Leadership & Governance

Lakanal House 2009



WILFUL BLINDNESS

59 Incidents



“The act of deliberately blinding yourself to the existence of a fact”

Enron

Blindness since 2017



2025...HONG KONG

168 people



Organisational culture

“Rebel Residents”

- Rydon

Organisational culture

“We will be quids in”

- Rydon

Organisational culture

*“Doesn't get class 0 when we test the whole product
LOL...What we lied?...All's we do is lie here”*

- Kingspan

Organisational culture

“FANBLOODYTASTIC...Didn't even have to get any real ale down them”

- Kingspan

Organisational culture

2007 Conference - Speculation

“Cladding fire will kill 60/70 people”

- Arconic

Organisational culture

March 2017

“If we cannot get out people will die”

- Resident to KCTMO

Organisational culture

“Can you hurry up with your questions; I have a busy diary”

- Government Minister

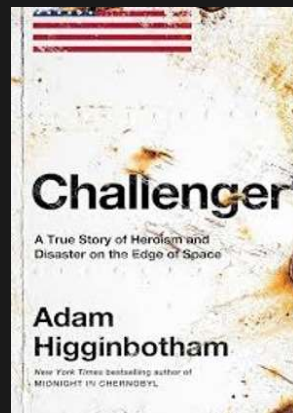
Organisational culture

“Where’s the evidence...show me the bodies”

- Civil Servant

Common threads of failure

A Failure of Imagination



Common threads of failure

A Failure of Imagination led to:

- *Failure of Policy*
- *Failure of Capabilities*
- *Failure of Management*



Ernest Hemingway

The Sun Also Rises (1926)

“How did you go bankrupt?”

“Two ways - Gradually and then Suddenly”

H.G. Wells


Futurist (1920)

“Human history becomes more and more a race between education and catastrophe”

Thank you

Mark Hardingham

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