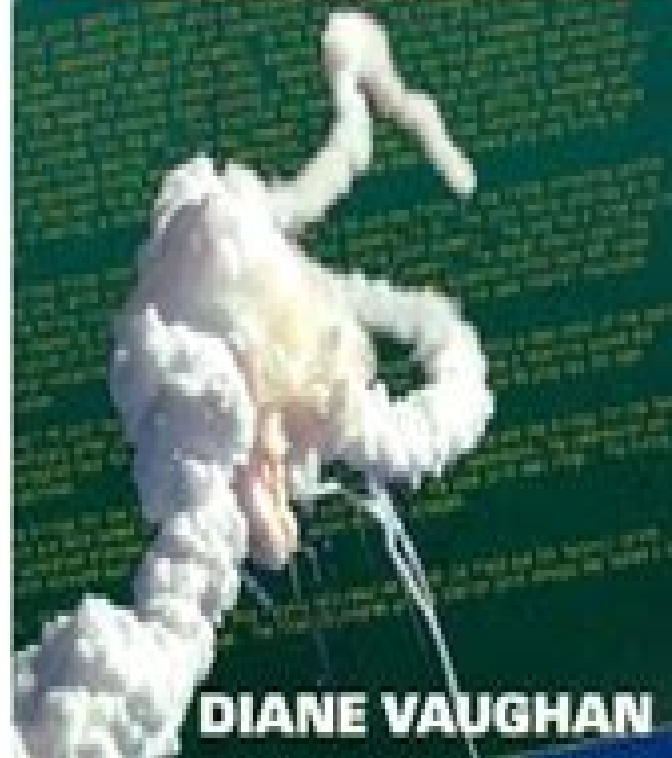


THE

CHALLENGER LAUNCH DECISION

RIGHT TECHNOLOGY, CULTURE, AND OFFICIALS AT RISK



DIANE VAUGHAN

The Challenger Launch Decision Risky Technology Culture And Deviance At Nasa

Diane Vaughan



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The Challenger Launch Decision Diane Vaughan, 1996 List of Figures and Tables Preface 1 The Eve of the Launch 2 Learning Culture Revising History 3 Risk Work Group Culture and the Normalization of Deviance 4 The Normalization of Deviance 1981 1984 5 The Normalization of Deviance 1985 6 The Culture of Production 7 Structural Secrecy 8 The Eve of the Launch Revisited 9 Conformity and Tragedy 10 Lessons Learned Appendix A Cost Safety Trade Offs Scrapping the Escape Rockets and the SRB Contract Award Decision Appendix B Supporting Charts and Documents Appendix C On Theory Elaboration Organizations and Historical Ethnography Acknowledgments Notes Bibliography Index Copyright Libri GmbH All rights reserved *The Challenger Launch Decision* Diane Vaughan, 2005

The Challenger Launch Decision Diane Vaughan, 2016-01-04 An in depth account of the events and personal actions which led to a great tragedy in the history of America's space program James D Smith former Solid Rocket Booster Chief NASA Marshall Space Flight Center When the Space Shuttle Challenger exploded on January 28 1986 millions of Americans became bound together in a single historic moment Many still vividly remember exactly where they were and what they were doing when they heard about the tragedy Diane Vaughan recreates the steps leading up to that fateful decision contradicting conventional interpretations to prove that what occurred at NASA was not skulduggery or misconduct but a disastrous mistake Why did NASA managers who not only had all the information prior to the launch but also were warned against it decide to proceed In retelling how the decision unfolded through the eyes of the managers and the engineers Vaughan uncovers an incremental descent into poor judgment supported by a culture of high risk technology She reveals how and why NASA insiders when repeatedly faced with evidence that something was wrong normalized the deviance so that it became acceptable to them In a new preface Vaughan reveals the ramifications for this book and for her when a similar decision making process brought down NASA's Space Shuttle Columbia in 2003 Vaughn finds the traditional explanation of the Challenger accident to be profoundly unsatisfactory One by one she unravels the conclusions of the Rogers Commission The New York Times A landmark study Atlantic Vaughn gives us a rare view into the working level realities of NASA The cumulative force of her argument and evidence is compelling Scientific American

Saving Human Lives Robert E. Allinson, 2006-05-20 This is a pioneering work Recent disasters such as the tsunami disaster continue to demonstrate Professor Allinson's thesis that valuing human lives is the core of ethical management His unique comparison of the ideas of the power of Fate and High Technology his penetrating analysis of the very concept of an accident demonstrate how concepts rule our lives His wide ranging investigation of court cases and government documents from the seventeenth through the twentieth centuries and from places as diverse as the USA UK and New Zealand provide ample supporting evidence for the universality and the power of explanation of his thesis Saving Human Lives will have an impact beyond measurement on the field of management ethics

Man-made Catastrophes and Risk Information Concealment Dmitry Chernov, Didier Sornette, 2015-10-27 This book discusses the risks of

information concealment in the context of major natural or industrial disasters offering detailed descriptions and analyses of some 25 historical cases Three Mile Island nuclear accident Bhopal disaster Challenger Space Shuttle explosion Chernobyl nuclear disaster Deepwater Horizon oil spill Fukushima Daiichi nuclear disaster Enron's bankruptcy Subprime mortgage crisis Worldwide Spanish flu and SARS outbreaks etc and applying these insights to selected ongoing cases where such information concealment is suspected Some successful examples of preventive anti concealment practice are also presented In the book the term concealment is used to represent the two distinct behaviors uncovered in the investigations i facts and information about an organization and its functioning being hidden from those that need them here the concealment can be due to various factors such as complexity and miscommunication to name but two and ii the conscious and deliberate action of keeping important information secret or misrepresenting it This second meaning makes up a surprisingly important part of the evidence presented Accordingly emphasis has been put on this second aspect and the approach is more pragmatic than academic remaining focused on evidence based practical and useful factors It raises awareness and provides valuable lessons for decision makers risk specialists and responsible citizens alike This work is also intended as a fact based reference work for future academic and scholarly investigations on the roots of the problem in particular regarding any psychological or sociological modeling of human fallibility

NASA/TREK Constance Penley, 1997-06-17 In this investigation and celebration of America's fascination with space Constance Penley a professor of film studies and women's studies at the University of California illustrates issues of sex and sexuality in the world of science and technology and examines the widely held prejudices against women in this area 20 photos

Faster, Better, Cheaper Howard E. McCurdy, 2001-12-26 McCurdy examines NASA's recent efforts to save money while improving mission frequency and performance

NASA 50th Anniversary Proceedings: NASA's First 50 Years: Historical Perspectives Steven J. Dick, National Aeronautics and Space Administration, 2010-07-07 On 29 July 1958 President Dwight D Eisenhower signed the National Aeronautics and Space Act creating the National Aeronautics and Space Administration NASA which became operational on 1 October of that year Over the next 50 years NASA achieved a set of spectacular feats ranging from advancing the well established field of aeronautics to pioneering the new fields of Earth and space science and human spaceflight In the midst of the geopolitical context of the Cold War 12 Americans walked on the Moon arriving in peace for all mankind Humans saw their home planet from a new perspective with unforgettable Apollo images of Earthrise and the Blue Marble as well as the pale blue dot from the edge of the solar system A flotilla of spacecraft has studied Earth while other spacecraft have probed the depths of the solar system and the universe beyond In the 1980s the evolution of aeronautics gave us the first winged human spacecraft the Space Shuttle and the International Space Station stands as a symbol of human cooperation in space as well as a possible way station to the stars With the Apollo fire and two Space Shuttle accidents NASA has also seen the depths of tragedy In this volume a wide array of scholars turn a critical eye toward NASA's first 50 years probing an institution widely seen as the

premier agency for exploration in the world carrying on a long tradition of exploration by the United States and the human species in general Fifty years after its founding NASA finds itself at a crossroads that historical perspectives can only help to illuminate Managing Risk and Complexity through Open Communication and Teamwork Phillip K. Tompkins, 2015-06-15 Along with increased complexities in work and life in general in the twenty first century come new and dangerous risks to workers customers and the general public Drawing on decades of experience as a researcher and consultant for a range of organizations and individuals in high risk domains the author of this book presents a powerful theory of open communication and teamwork This unites a range of communication practices and principles that have proven to combat risk and complexity in organizations The book initially focuses on NASA an organization that experiences and engages with high complexity and risk daily As a participant observer in the Apollo program the author witnessed pioneering communication practices that for example empowered engineers with automatic responsibility for any technical problem they perceived It was partly the failure to follow such protocols that resulted in the catastrophes experienced in the Challenger and Columbia tragedies as the author shows Using the lessons learned from the space program the book then explores complexity and risk in medicine aviation the fighting of forest fires and homelessness again consistently finding communication practices that worked and did not work Based on detailed research conducted over several decades the book presents a unified theory linked to generally applicable communication practices Case studies include the results of an international experiment of surgery conducted in ten countries that produced a highly significant reduction of deaths and infections in Africa India and other parts of the world to the creation of innovative communication practices that significantly reduced risks in the US aviation industry The People's Spaceship Amy Paige Kaminski, 2025-07-15 When the Apollo 11 astronauts returned from humanity's first voyage to the moon in 1969 NASA officials advocated for more ambitious missions But with the civil rights movement environmental concerns the Vietnam War and other social crises taking up much of the public's attention they lacked the support to make those ambitions a reality Instead the space agency had to think more modestly and pragmatically crafting a program that could leverage the excitement of Apollo while promising relevance for average Americans The resulting initiative the space shuttle would become the centerpiece of NASA human space flight activity for forty years opening opportunities for the public to engage with and participate in space projects in new ways The People's Spaceship traces how and why NASA painstakingly connected the vehicle to so many segments of society Underscoring the successes and challenges endured in the process Amy Paige Kaminski shares the story of how the space shuttle became an American technological icon

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