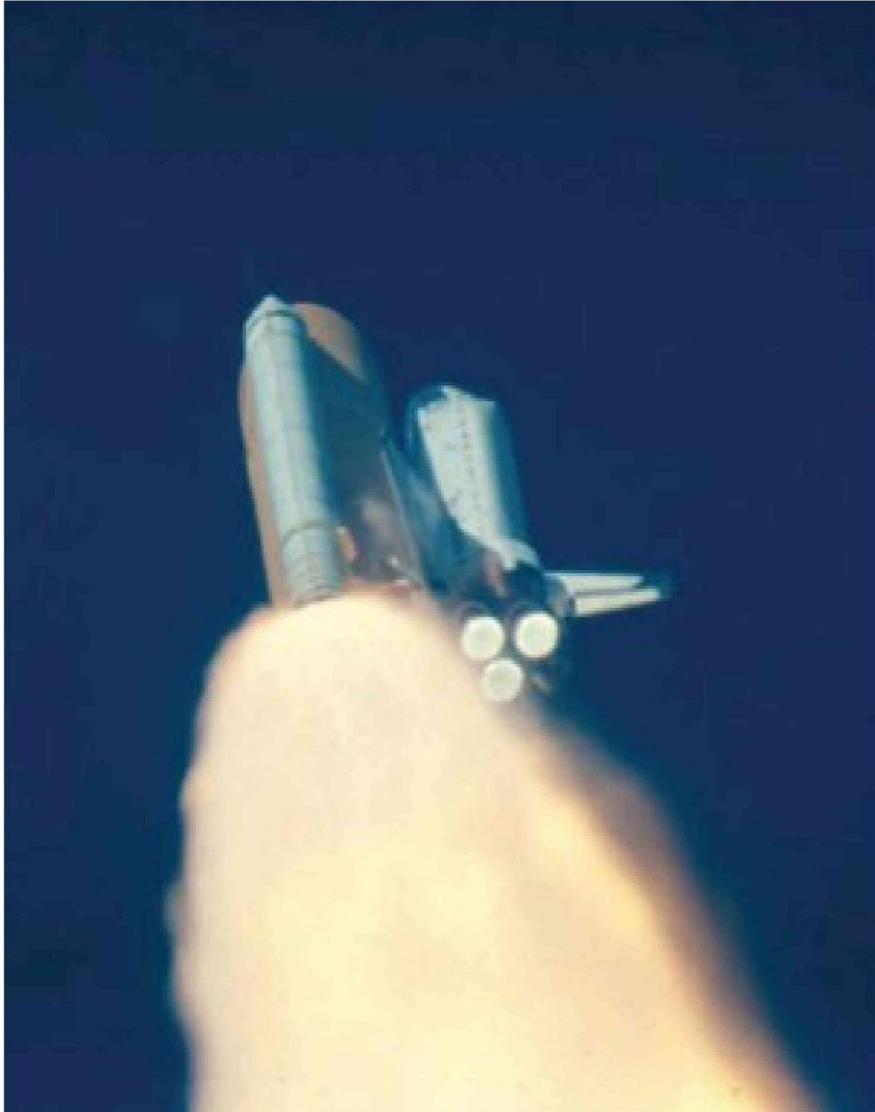


**Unità didattica 3 – *Culture organizzative, ideologie aziendali, sensemaking***

**Effetti collaterali della cultura organizzativa**

# Uno studio sulla NASA

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# A major malfunction

## Challenger's brief flight

### 878 seconds

Following Challenger's liftoff, a puff of black smoke — seen only by automatic launch cameras — indicates a problem with one of the O-ring seals at the joint between segments of the shuttle's right-hand solid rocket booster.

No human eyes see the smoke, and there would have been no way to abort the flight if they had.

### 51 seconds

A small jet of smoke and flame bursts through the side of the booster and quickly grows.

### 73 seconds

The flame burns through the joint attaching the solid rocket booster to the external fuel tank, causing the booster to veer into the side of the tank. The resulting massive explosion destroys the space shuttle.

### Full thrust

Once the booster's lights, there is no way to shut them off.



### 3 minutes, 56 seconds

Challenger's crew compartment, which appeared to come away from the exploding shuttle more or less intact, crashes into the Atlantic Ocean at 200 mph.

Officials never determined whether the shuttle's explosion or the impact with the ocean killed the crew.

SPACE SHIP  
TEK.FLICKR/DELGUE





Secondo molti studiosi  
alla base del fallimento  
della NASA c'erano le  
caratteristiche  
del suo **sistema**  
**organizzativo**  
e della sua **cultura**



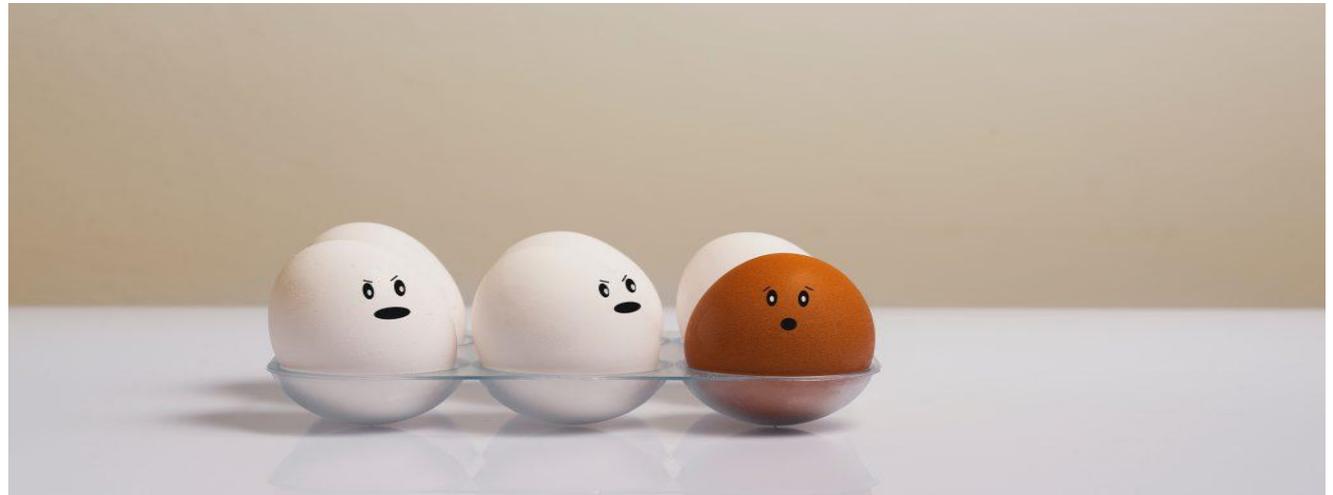
# Superbia, ecc.

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**Superbia** dell'organizzazione (a seguito anche dei buoni risultati ottenuti negli anni precedenti). **Orgoglio esagerato**  
**Arroganza. Atteggiamento di onnipotenza**

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**Chiusura rispetto a critiche**, revisioni, ecc.  
Chi evidenziava possibili pericoli veniva visto  
come creatore di problemi  
(rischiava il posto/insicurezza)



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...era **normale che ci fossero “anomalie”**.  
Credenza che i problemi non fossero reali  
minacce alla sicurezza dei voli. Credenza  
confermata dai successi

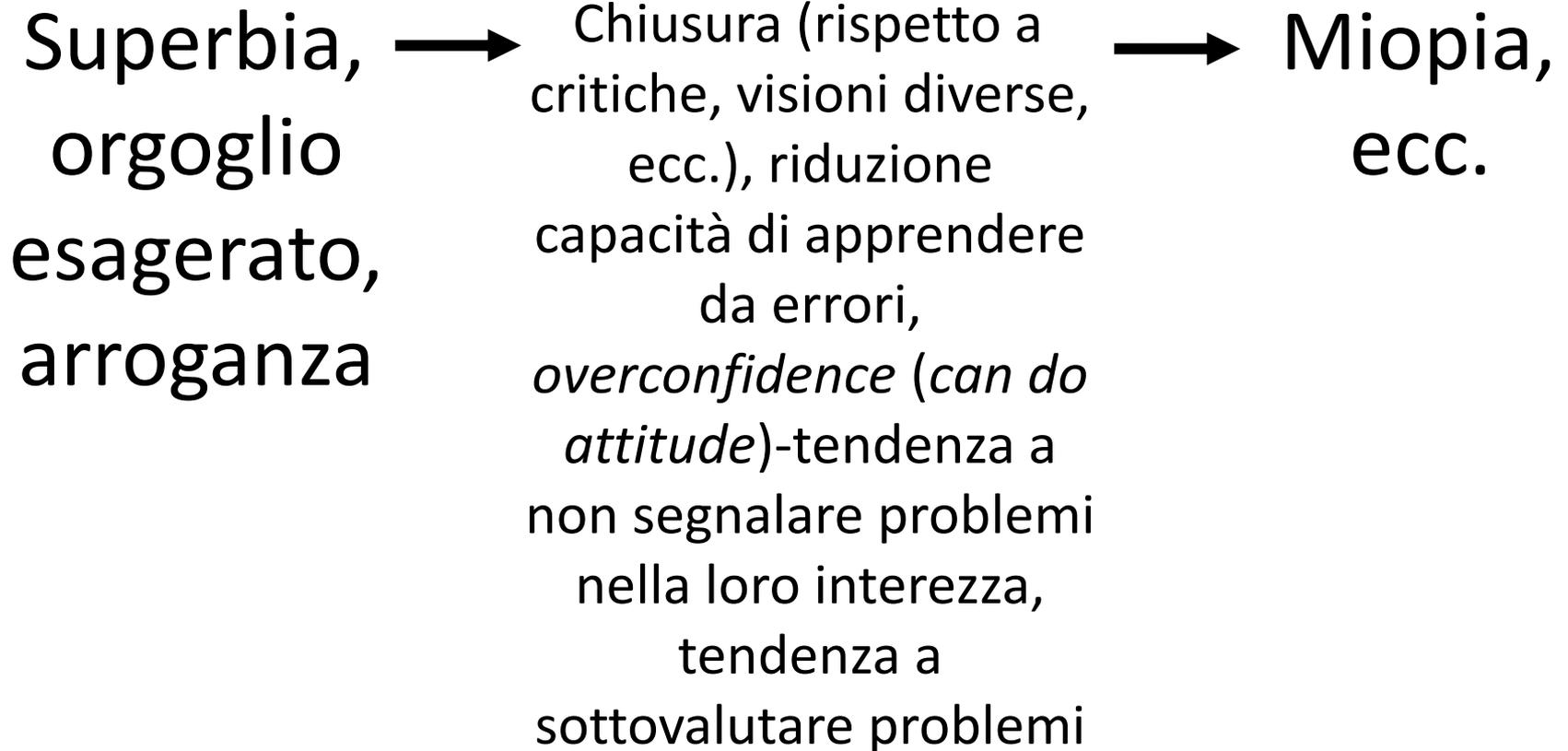
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**Scarsa comunicazione**, comunicazione  
distorta, non adeguata



# Conclusioni

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Superbia, →  
orgoglio  
esagerato,  
arroganza

Difetto  
organizzativo  
(o fattore  
latente)

→ Crisi,  
incidenti,  
fallimenti,  
ecc.