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The Challenger Launch Decision Risk and Culture Risk and Technological Culture Dead Reckoning The Cultural Life of Risk and Innovation The Social and Cultural Construction of Risk Cross-Cultural Risk Perception Vulnerability in Technological Cultures Risk Management and Political Culture Uncoupling Safety Culture and High-Risk Environments Safety Culture and High-Risk Environments Risk and Culture No Rules Rules The Fifth Risk Psychological Perspectives on Risk and Risk Analysis Race After Technology Critical issues in the history of spaceflight The Technology Fallacy At Your Own Risk! Risk, Education and Culture Risk and Sociocultural Theory Risk Society Keeping Patients Safe Human-Tech Just Culture Normal Accidents Risk and Culture Confronting Cyber Risk The Routledge Companion to Behavioural Accounting Research Cultural Heritage in a Changing World Democracy, Risk, and Community Risk Taking and Decision Making Sweetness in the Blood Design and Society: Social Issues in Technological Design Controlling Unlawful Organizational Behavior Cultures of Technology and the Quest for Innovation Building a Cybersecurity Culture in Organizations Normal Accidents Risk and Culture

In *The Human Factor*, Kim Vicente coined the term 'Human-tech' to describe a more encompassing and ambitious approach to the study of Human-Technology Interaction (HTI) than is now evident in any of its participating disciplines, such as human factors, human-computer interaction, cognitive science and engineering, industrial design, informatics or applied psychology. Observing that the way forward is 'not by widgets alone,' Vicente's Human-tech approach addresses every level--physical, psychological, team, organizational, and political--at which technology impacts quality of life, identifies a human or societal need, and then tailors technology to what we know about human nature at that level. *The Human Factor* was written for a broad audience, in part to educate general readers beyond the HTI community about the need to think seriously about the tremendous impact that poorly designed technology can have, ranging from user frustration to the tragic loss of human life. The articles collected in this book provide much of the technical material behind the work that was presented in *The Human Factor*, and the commentaries by Alex Kirlik situate these articles in their broader historical, scientific and ethical context. This collection of articles and commentaries forms a set of recommendations for how HTI research ought to broaden both its perspective and its practical, even ethical, aspirations to meet the increasingly complicated challenges of designing technology to support human work, to improve quality of life, and to

design the way will live with technology. As the first book both to integrate the theory and research underlying Human-tech, and to clearly delineate the scientific challenges and ethical responsibilities that await those who either design technology for human use, or design technology that influences or even structures the working or daily lives of others, Human-tech: Ethical and Scientific Foundations will appeal to the broad range of students and scholars in all of the HTI disciplines. From everyday apps to complex algorithms, Ruha Benjamin cuts through tech-industry hype to understand how emerging technologies can reinforce White supremacy and deepen social inequity. Benjamin argues that automation, far from being a sinister story of racist programmers scheming on the dark web, has the potential to hide, speed up, and deepen discrimination while appearing neutral and even benevolent when compared to the racism of a previous era. Presenting the concept of the “New Jim Code,” she shows how a range of discriminatory designs encode inequity by explicitly amplifying racial hierarchies; by ignoring but thereby replicating social divisions; or by aiming to fix racial bias but ultimately doing quite the opposite. Moreover, she makes a compelling case for race itself as a kind of technology, designed to stratify and sanctify social injustice in the architecture of everyday life. This illuminating guide provides conceptual tools for decoding tech promises with sociologically informed skepticism. In doing so, it challenges us to question not only the technologies

we are sold but also the ones we ourselves manufacture. Visit the book's free Discussion Guide here. Building on the revolutionary Institute of Medicine reports To Err is Human and Crossing the Quality Chasm, Keeping Patients Safe lays out guidelines for improving patient safety by changing nurses' working conditions and demands. Licensed nurses and unlicensed nursing assistants are critical participants in our national effort to protect patients from health care errors. The nature of the activities nurses typically perform " monitoring patients, educating home caretakers, performing treatments, and rescuing patients who are in crisis " provides an indispensable resource in detecting and remedying error-producing defects in the U.S. health care system. During the past two decades, substantial changes have been made in the organization and delivery of health care " and consequently in the job description and work environment of nurses. As patients are increasingly cared for as outpatients, nurses in hospitals and nursing homes deal with greater severity of illness. Problems in management practices, employee deployment, work and workspace design, and the basic safety culture of health care organizations place patients at further risk. This newest edition in the groundbreaking Institute of Medicine Quality Chasm series discusses the key aspects of the work environment for nurses and reviews the potential improvements in working conditions that are likely to have an impact on patient safety. This authoritative collection goes beyond economic

statistics and probability data to offer a robust psychological understanding of risk perception and risk taking behavior. Expert contributors examine various risk domains in life, and pinpoint cognitive, emotional, and personality factors contributing to individual differences in risk taking as well as the many nuances social demographics (e.g., culture, gender) bring to risk decisions. Coverage takes competing theories and studies into account to identify mechanisms involved in processing and acting on uncertainty. And implications and applications are demonstrated in varied fields, from updated risk models for the insurance sector to improved risk communication in health services to considering risk perception in policy decisions. A sampling of the topics: Personality and risk: beyond daredevils—risk taking from a temperament perspective. Cognitive, developmental, and neurobiological aspects of risk judgments. The group effect: social influences on risk identification, analysis, and decision-making. Cognitive architectures as a scaffolding for risky choice models. Improving understanding of health-relevant numerical information. Risk culture as a framework for improving competence in risk management. Psychological Perspectives on Risk and Risk Analysis will be of great interest to researchers in and outside of psychology, including decision-making experts and behavioral economists. Additionally, this volume will appeal to practitioners who often have to make risky decisions, such as managers and physicians. This

panoramic analysis of the condition of Western societies has been hailed as a classic. This first English edition has taken its place as a core text of contemporary sociology alongside earlier typifications of society as postindustrial and current debates about the social dimensions of the postmodern. Underpinning the analysis is the notion of the 'risk society'. The changing nature of society's relation to production and distribution is related to the environmental impact as a totalizing, globalizing economy based on scientific and technical knowledge becomes more central to social organization and social conflict. This 1999 book presents a variety of exciting perspectives on the perception of risk and the strategies that people adopt to cope with it. Using the framework of recent social and cultural theory, it reflects the fact that risk has become integral to contemporary understandings of selfhood, the body and social relations, and is central to the work of writers such as Douglas, Beck, Giddens and the Foucauldian theorists. The contributors are all leading scholars in the fields of sociology, cultural and media studies and cultural anthropology. Combining empirical analyses with metatheoretical critiques, they tackle an unusually diverse range of topics including drug use, risk in the workplace, fear of crime and the media, risk and pregnant embodiment, the social construction of danger in childhood, anxieties about national identity, the governmental uses of risk and the relationship between risk phenomena and social order. The central purpose of this collection of

essays is to make a creative addition to the debates surrounding the cultural heritage domain. In the 21st century the world faces epochal changes which affect every part of society, including the arenas in which cultural heritage is made, held, collected, curated, exhibited, or simply exists. The book is about these changes; about the decentring of culture and cultural heritage away from institutional structures towards the individual; about the questions which the advent of digital technologies is demanding that we ask and answer in relation to how we understand, collect and make available Europe's cultural heritage. Cultural heritage has enormous potential in terms of its contribution to improving the quality of life for people, understanding the past, assisting territorial cohesion, driving economic growth, opening up employment opportunities and supporting wider developments such as improvements in education and in artistic careers. Given that spectrum of possible benefits to society, the range of studies that follow here are intended to be a resource and stimulus to help inform not just professionals in the sector but all those with an interest in cultural heritage. Based on over thirty years of experience, recognized industry leader Gary Lynch reveals in this essential guide a game plan to identify and manage a range of risks faced in this brave new globalized world of changing market dynamics and complex high-tech value networks. This groundbreaking book articulates an experienced-based and spot-on assessment of risk management

realities that all corporations should make core to their corporate cultures. How did "innovation" become something to strive for, an end in itself? And how did "the market" come to be thought of as the space of innovation? This edited volume provides the first historical examination of how innovations are conceived, marketed, navigated and legitimated from a global perspective that highlights contrasting experiences. These experiences include: colonial "projecting" in the Dutch New Netherlands, trust networks in the early US securities market, female investors during the Financial Revolution, life insurance in nineteenth-century France, "bubbles" and trusts in 1920s Shanghai, government regulation of the pre-Revolutionary stock market and the checkered success of today's bit-coin technology. By discussing these diverse contexts together, this volume provides a pathbreaking reconsideration of market and business activities in light of both the techniques and the emotional vectors that infuse them. Can we know the risks we face, now or in the future? No, we cannot; but yes, we must act as if we do. Some dangers are unknown; others are known, but not by us because no one person can know everything. Most people cannot be aware of most dangers at most times. Hence, no one can calculate precisely the total risk to be faced. How, then, do people decide which risks to take and which to ignore? On what basis are certain dangers guarded against and others relegated to secondary status? This book explores how we decide what

risks to take and which to ignore, both as individuals and as a culture. "Confronting Cyber Risk: An Embedded Endurance Strategy for Cybersecurity is a practical leadership handbook defining a new strategy for improving cybersecurity and mitigating cyber risk. Written by two leading experts with extensive professional experience in cybersecurity, the book provides CEOs and cyber newcomers alike with novel, concrete guidance on how to implement a cutting-edge strategy to mitigate an organization's overall risk to malicious cyberattacks. Using short, real-world case studies, the book highlights the need to address attack prevention and the resilience of each digital asset while also accounting for an incident's potential impact on overall operations. In a world of hackers, artificial intelligence, and persistent ransomware attacks, the Embedded Endurance strategy embraces the reality of interdependent digital assets and provides an approach that addresses cyber risk at both the micro- (people, networks, systems and data) and macro-(organizational) levels. Most books about cybersecurity focus entirely on technology; the Embedded Endurance strategy recognizes the need for sophisticated thinking with preventative and resilience measures engaged systematically a cross your organization"-- Drawing from extensive research and in-depth interviews, an invaluable guide for anyone who wants to understand—or prevent—the collapse of a relationship. How do relationships end? Why does one partner suddenly become discontented with the

other—and why is the onset of that discontentment not so sudden after all? What signals do partners send each other to indicate their doubts? Why do those signals so often go unnoticed? And how do people who saw themselves as part of a couple come to terms not just with absence and abandonment, but with a new, single identity? This groundbreaking book reveals a process that begins in secret but gradually becomes public, implicating not only partners but their social milieu.

Enlightening, accessible, and deeply affecting, *Uncoupling* offers a startling vision of what really happens behind the surface when relationships come apart. *Cross-Cultural Risk Perception* demonstrates the richness and wealth of theoretical insights and practical information that risk perception studies can offer to policy makers, risk experts, and interested parties. The book begins with an extended introduction summarizing the state of the art in risk perception research and core issues of cross-cultural comparisons. The main body of the book consists of four cross-cultural studies on public attitudes towards risk in different countries, including the United States, Australia, New Zealand, France, Germany, Sweden, Bulgaria, Romania, Japan, and China. The last chapter critically discusses the main findings from these studies and proposes a framework for understanding and investigating cross-cultural risk perception. Finally, implications for communication, regulation and management are outlined. The two editors, sociologist Ortwin Renn (Center of

Technology Assessment, Germany) and psychologist Bernd Rohrman (University of Melbourne, Australia), have been engaged in risk research for the last three decades. They both have written extensively on this subject and provided new empirical and theoretical insights into the growing body of international risk perception research. Vaughan unveils the complicated and high-pressure world of air traffic controllers as they navigate technology and political and public climates, and shows how they keep the skies so safe. When two airplanes were flown into the World Trade Center towers on September 11, 2001, Americans watched in uncomprehending shock as first responders struggled to react to the situation on the ground. Congruently, another remarkable and heroic feat was taking place in the air: more than six hundred and fifty air traffic control facilities across the country coordinated their efforts to ground four thousand flights in just two hours—an achievement all the more impressive considering the unprecedented nature of the task. In *Dead Reckoning*, Diane Vaughan explores the complex work of air traffic controllers, work that is built upon a close relationship between human organizational systems and technology and is remarkably safe given the high level of risk. Vaughan observed the distinct skill sets of air traffic controllers and the ways their workplaces changed to adapt to technological developments and public and political pressures. She chronicles the ways these forces affected their jobs, from their

relationships with one another and the layouts of their workspace to their understanding of their job and its place in society. The result is a nuanced and engaging look at an essential role that demands great coordination, collaboration, and focus—a role that technology will likely never be able to replace. Even as the book conveys warnings about complex systems and the liabilities of technological and organizational innovation, it shows the kinds of problem-solving solutions that evolved over time and the importance of people. This book is intended for students and scholars of political philosophy and political science. The question as to whether we are now entering a risk society has become a key debate in contemporary social theory. *Risk and Technological Culture* presents a critical discussion of the main theories of risk from Ulrich Becks foundational work to that of his contemporaries such as Anthony Giddens and Scott Lash and assesses the extent to which risk has impacted on modern societies. In this discussion van Loon demonstrates how new technologies are transforming the character of risk and examines the relationship between technological culture and society through substantive chapters on topics such as waste, emerging viruses, communication technologies and urban disorders. In so doing this innovative new book extends the debate to encompass theorists such as Bruno Latour, Donna Haraway, Gilles Deleuze, Felix Guattari and Jean-François Lyotard. A bold new indictment of the racialization of science *Decades of data* cannot be

ignored: African American adults are far more likely to develop Type 2 diabetes than white adults. But has science gone so far in racializing diabetes as to undermine the search for solutions? In a rousing indictment of the idea that notions of biological race should drive scientific inquiry, *Sweetness in the Blood* provides an ethnographic picture of biotechnology's framings of Type 2 diabetes risk and race and, importantly, offers a critical examination of the assumptions behind the recruitment of African American and African-descent populations for Type 2 diabetes research. James Doucet-Battle begins with a historical overview of how diabetes has been researched and framed racially over the past century, chronicling one company's efforts to recruit African Americans to test their new diabetes risk-score algorithm with the aim of increasing the clinical and market value of the firm's technology. He considers African American reticence about participation in biomedical research and examines race and health disparities in light of advances in genomic sequencing technology. Doucet-Battle concludes by emphasizing that genomic research into sub-Saharan ancestry in fact underlines the importance of analyzing gender before attempting to understand the notion of race. No disease reveals this more than Type 2 diabetes. *Sweetness in the Blood* challenges the notion that the best approach to understanding, managing, and curing Type 2 diabetes is through the lens of race. It also transforms how we think about sugar, filling a

neglected gap between the sugar- and molasses-sweetened past of the enslaved African laborer and the high-fructose corn syrup- and corporate-fed body of the contemporary consumer-laborer. This book provides leaders in high risk industries a better understanding of how their values and behaviors can influence the organization's safety culture and improve its capacity to bounce back from failure. Examples are illustrated through case studies and practical tools are provided to evaluate and improve an organization's culture by improving leadership capability. This unique book integrates the areas of safety culture and high reliability from the perspective of leadership in a work team environment. Readers of the book will get a fresh perspective on safety culture and reliability that can be translated into practical steps for improving their organization through its leadership. New York Times Bestseller

What are the consequences if the people given control over our government have no idea how it works? "The election happened," remembers Elizabeth Sherwood-Randall, then deputy secretary of the Department of Energy. "And then there was radio silence." Across all departments, similar stories were playing out: Trump appointees were few and far between; those that did show up were shockingly uninformed about the functions of their new workplace. Some even threw away the briefing books that had been prepared for them. Michael Lewis's brilliant narrative takes us into the engine rooms of a government under attack by its own leaders. In

Agriculture the funding of vital programs like food stamps and school lunches is being slashed. The Commerce Department may not have enough staff to conduct the 2020 Census properly. Over at Energy, where international nuclear risk is managed, it's not clear there will be enough inspectors to track and locate black market uranium before terrorists do. Willful ignorance plays a role in these looming disasters. If your ambition is to maximize short-term gains without regard to the long-term cost, you are better off not knowing those costs. If you want to preserve your personal immunity to the hard problems, it's better never to really understand those problems. There is upside to ignorance, and downside to knowledge. Knowledge makes life messier. It makes it a bit more difficult for a person who wishes to shrink the world to a worldview. If there are dangerous fools in this book, there are also heroes, unsung, of course. They are the linchpins of the system—those public servants whose knowledge, dedication, and proactivity keep the machinery running. Michael Lewis finds them, and he asks them what keeps them up at night. Normal Accidents analyzes the social side of technological risk. Charles Perrow argues that the conventional engineering approach to ensuring safety--building in more warnings and safeguards--fails because systems complexity makes failures inevitable. He asserts that typical precautions, by adding to complexity, may help create new categories of accidents. (At Chernobyl, tests of a new safety system helped produce the

meltdown and subsequent fire.) By recognizing two dimensions of risk--complex versus linear interactions, and tight versus loose coupling--this book provides a powerful framework for analyzing risks and the organizations that insist we run them. The first edition fulfilled one reviewer's prediction that it "may mark the beginning of accident research." In the new afterword to this edition Perrow reviews the extensive work on the major accidents of the last fifteen years, including Bhopal, Chernobyl, and the Challenger disaster. The new postscript probes what the author considers to be the "quintessential 'Normal Accident'" of our time: the Y2K computer problem. This book discusses concepts of good design from social perspectives grounded in anthropology, sociology and philosophy, the goal being to provide readers with an awareness of social issues to help them in their work as design professionals. Each chapter covers a specific area of good practice in design, explaining and applying a small set of related concepts to a series of case studies, and including a list of additional sources recommended for further study. The book does not assume any specialized, technical background knowledge; it is not a how-to book that offers technical instruction. Yet, it focuses on the assessment of designs, addressing concepts qualitatively (with a small exception for the concept of risk). Based on an established university course on Design and Society at the Centre for Society, Technology, and Values that the author offers for students from a variety of

disciplines, the book represents a valuable resource for students in engineering, architecture and industrial design - helping prepare them for careers as design professionals - and for all readers in design-related professions interested in understanding a side of design that they may well never have considered systematically. Because of its broad scope and non-technical presentation style, the book may also appeal to general readers interested in social issues in design and technology. In recent years education has become increasingly perceived as an area of risk. A number of highly publicised incidents have heightened awareness of the potential dangers to be found in teaching intuitions. Although there is now a substantial conceptual literature on risk and the meaning of the risk society, such ideas have not to date been rigorously applied to the educational sector. The authors of this innovative volume, first published in 2005, address this gap, discussing the relevance of risk discourses of educational processes. This book will greatly interest both sociologists and educationalists interested in the interaction between education and contemporary trends in society. "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

The Social and Cultural Construction of Risk: Issues, Methods, and Case Studies Vincent T. Covello and Branden B. Johnson

Risks to health, safety, and the

environment abound in the world and people cope as best they can. But before action can be taken to control, reduce, or eliminate these risks, decisions must be made about which risks are important and which risks can safely be ignored. The challenge for decision makers is that consensus on these matters is often lacking. Risks believed by some individuals and groups to be tolerable or acceptable - such as the risks of nuclear power or industrial pollutants - are intolerable and unacceptable to others. This book addresses this issue by exploring how particular technological risks come to be selected for societal attention and action. Each section of the volume examines, from a different perspective, how individuals, groups, communities, and societies decide what is risky, how risky it is, and what should be done. The writing of this book was inspired by another book: *Risk and Culture: An Essay on the Selection of Technological and Environmental Dangers*. Published in 1982 and written by two distinguished scholars - Mary Douglas, a British social anthropologist, and Aaron Wildavsky, an American political scientist - the book received wide critical attention and offered several provocative ideas on the nature of risk selection, perception, and acceptance. Analyzes the social side of technological risk. Charles Perrow argues that the conventional engineering approach to ensuring safety - building in more warnings and safeguards - fails because systems complexity makes failures inevitable. Analysis and case studies explore the concept of vulnerability, offering a

novel and broader approach to understanding the risks and benefits of science and technology. Novel technologies and scientific advancements offer not only opportunities but risks. Technological systems are vulnerable to human error and technical malfunctioning that have far-reaching consequences: one flipped switch can cause a cascading power failure across a networked electric grid. Yet, once addressed, vulnerability accompanied by coping mechanisms may yield a more flexible and resilient society. This book investigates vulnerability, in both its negative and positive aspects, in technological cultures. The contributors argue that viewing risk in terms of vulnerability offers a novel approach to understanding the risks and benefits of science and technology. Such an approach broadens conventional risk analysis by connecting to issues of justice, solidarity, and livelihood, and enabling comparisons between the global north and south. The book explores case studies that range from agricultural practices in India to neonatal intensive care medicine in Western hospitals; these cases, spanning the issues addressed in the book, illustrate what vulnerability is and does. The book offers conceptual frameworks for empirical description and analysis of vulnerability that elucidate its ambiguity, context dependence, and constructed nature. Finally, the book addresses the implications of these analyses for the governance of vulnerability, proposing a more reflexive way of dealing with vulnerability in technological cultures.

Contributors Marjolein van Asselt, Martin Boeckhout, Wiebe Bijker, Tessa Fox, Stephen Healy, Anique Hommels, Sheila Jasanoff, Jozef Keulartz, Jessica Mesman, Ger Palmboom, C. Shambu Prasad, Julia Quartz, Johan M. Sanne, Maartje Schermer, Teesta Setelvad, Esha Shah, Andy Stirling, Imrat Verhoeven, Esther Versluis, Shiv Visvanathan, Gerard de Vries, Ger Wackers, Dick Willems

While many organizations see the value of creating a just culture they struggle when it comes to developing it. In this Second Edition, Dekker expands his views, additionally tackling the key issue of how justice is created inside organizations. Dekker also introduces new material on ethics and on caring for the 'second victim' (the professional at the centre of the incident). Consequently, we have a natural evolution of the author's ideas. The concern of many Americans with dangers to the natural environment is not justified rationally, according to the authors, but results from American cultural biases and the political goals of environmentalists. This book provides leaders in high risk industries a better understanding of how their values and behaviors can influence the organization's safety culture and improve its capacity to bounce back from failure. Examples are illustrated through case studies and practical tools are provided to evaluate and improve an organization's culture by improving leadership capability. This unique book integrates the areas of safety culture and high reliability from the perspective of leadership in a work team environment. Readers of the book will get a fresh

perspective on safety culture and reliability that can be translated into practical steps for improving their organization through its leadership. Behavioural research is well established in the social sciences, and has flourished in the field of accounting in recent decades. This far-reaching and reliable collection provides a definitive resource on current knowledge in this new approach, as well as providing a guide to the development and implementation of a Behavioural Accounting Research project. The Routledge Companion to Behavioural Accounting Research covers a full range of theoretical, methodological and statistical approaches relied upon by behavioural accounting researchers, giving the reader a good grounding in both theoretical perspectives and practical applications. The perspectives cover a range of countries and contexts, bringing in seminal chapters by an international selection of behavioural accounting scholars, including Robert Libby and William R. Kinney, Jr. This book is a vital introduction for Ph.D. students as well as a valuable resource for established behavioural accounting researchers. The New York Times bestseller Shortlisted for the 2020 Financial Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual

revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix, there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of *The Culture Map* and one of the world's most influential

business thinkers, dive deep into the controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, No Rules Rules is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies. Diane Vaughan reconstructs the Ohio Revco case, an example of Medicaid provider fraud in which a large drugstore chain initiated a computer-generated double billing scheme that cost the state and federal government half a million dollars in Medicaid funds, funds that the company believed were rightfully theirs. Her analysis of this incident—why the crime was committed, how it was detected, and how the case was built—provides a fascinating inside look at computer crime. Vaughan concludes that organizational misconduct could be decreased by less regulation and more sensitive bureaucratic response. This unique comparative study looks at efforts to regulate carcinogenic chemicals in several Western democracies, including the United States, and finds marked national differences in how conflicting scientific interpretations and competing political interests are resolved. Whether risk issues are referred to expert committees without public debate or debated openly in a variety of forums, patterns of interaction among experts, policy makers, and the

public reflect fundamental features of each country's political culture. "A provocative argument....Poses interesting questions for the sociology of science, especially science produced for public debate."—Contemporary Sociology A Volume in the Russell Sage Foundation's Social Science Frontiers Series

Why an organization's response to digital disruption should focus on people and processes and not necessarily on technology. Digital technologies are disrupting organizations of every size and shape, leaving managers scrambling to find a technology fix that will help their organizations compete. This book offers managers and business leaders a guide for surviving digital disruptions—but it is not a book about technology. It is about the organizational changes required to harness the power of technology. The authors argue that digital disruption is primarily about people and that effective digital transformation involves changes to organizational dynamics and how work gets done. A focus only on selecting and implementing the right digital technologies is not likely to lead to success. The best way to respond to digital disruption is by changing the company culture to be more agile, risk tolerant, and experimental. The authors draw on four years of research, conducted in partnership with MIT Sloan Management Review and Deloitte, surveying more than 16,000 people and conducting interviews with managers at such companies as Walmart, Google, and Salesforce. They introduce the concept of digital maturity—the ability to take

advantage of opportunities offered by the new technology—and address the specifics of digital transformation, including cultivating a digital environment, enabling intentional collaboration, and fostering an experimental mindset. Every organization needs to understand its “digital DNA” in order to stop “doing digital” and start “being digital.” Digital disruption won't end anytime soon; the average worker will probably experience numerous waves of disruption during the course of a career. The insights offered by The Technology Fallacy will hold true through them all. A book in the Management on the Cutting Edge series, published in cooperation with MIT Sloan Management Review. This book offers a practice-oriented guide to developing an effective cybersecurity culture in organizations. It provides a psychosocial perspective on common cyberthreats affecting organizations, and presents practical solutions for leveraging employees' attitudes and behaviours in order to improve security. Cybersecurity, as well as the solutions used to achieve it, has largely been associated with technologies. In contrast, this book argues that cybersecurity begins with improving the connections between people and digital technologies. By presenting a comprehensive analysis of the current cybersecurity landscape, the author discusses, based on literature and her personal experience, human weaknesses in relation to security and the advantages of pursuing a holistic approach to cybersecurity, and suggests

how to develop cybersecurity culture in practice. Organizations can improve their cyber resilience by adequately training their staff. Accordingly, the book also describes a set of training methods and tools. Further, ongoing education programmes and effective communication within organizations are considered, showing that they can become key drivers for successful cybersecurity awareness initiatives. When properly trained and actively involved, human beings can become the true first line of defence for every organization. Chiefly papers presented at a conference held at the Kulturwissenschaftliches Institut in Essen, Germany, in April 2003.

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