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- **How did groupthink contribute to the decision-making failures that led to the Challenger explosion?**
- **In what ways did group polarization amplify risk-taking or minimize concerns within NASA and Morton Thiokol?**
- **How might social facilitation have influenced individuals in high-pressure environments, such as engineers, managers, community organizers or astronauts?**
- **Did social loafing play a role in the decision-making process? If so, how might shared responsibility have affected individual accountability?**
- **What lessons can we learn about group dynamics from the Challenger disaster to improve decision-making in high-stakes environments?**

Reflection Three

The Challenger explosion was a devastating tragedy, but when working on a task with such importance as the Challenger, information can slip through the cracks. I believe that's what contributed to the decision-making failures. When you have multiple parties on a team, it can be difficult to include everyone's opinion, especially when you have individuals on a team who might feel as though they are more qualified than others or have more seniority. Since the Challenger mission had so much media coverage and had many people excited, it was more of a push to get the mission started and in space. That sense of eagerness minimized the concern within NASA and Morton Thiokol. I believe social facilitation didn't influence this incident because if it did, the individuals working on their performance would've been enhanced, and the outcome would've been better. If the performance had been enhanced, then mistakes would have been caught, and the risk would have been minimized. I do believe that when

working in an environment with engineers, managers, astronauts, etc, people tend to be influenced by social facilitation. The others working with you can motivate you because they could be smarter, or just as smart, or have more seniority than you. Unlike social facilitation, I do believe social loafing played a role in the decision-making process. Even though the project took a team effort, I believe the hard work was done. The higher-ups didn't care about what was being said, so they put in less effort, and the only effort they put in it was making sure the mission was set and ready for the media and its scheduled time. After learning about the Challenger incident, the lesson I took away was that when working in a group, make sure you build trust and respect while also having great communication. Also, don't be scared to check behind others' work. I believe if these steps were taken, the Challenger mission would have had a different outcome.