

Boeing's Failed Corporate Culture

The Case in 30 Seconds



Boeing prioritized speed and profits over safety.

Engineers' warnings were ignored, production shortcuts tolerated, and the culture discouraged speaking up.

Two plane crashes and multiple system failures exposed deep ethical and governance flaws.

What Went Wrong



Profit over Safety: Financial incentives trumped engineering concerns.

Silenced Voices: Employees feared retaliation for speaking up.

Weak Oversight: Internal audits and safety functions lacked independence.

Cultural Erosion: Integrity was treated as compliance, not as a shared value.

The Impact



- Fatal crashes and public loss of trust.
- Billions in losses and halted production.
- Criminal investigations and leadership overhaul.
- Stronger FAA control and external monitoring.

Key Integrity Lessons



- Integrity starts with culture, not rules.
- Safety and ethics must override financial targets.
- Independent checks protect everyone.
- Speaking up must feel safe.
- Leaders model the standard, daily.

Discussion Questions



- What pressures in our own work might tempt us to cut corners?
- How can we make it easier for people to speak up early?
- Do our reward systems encourage integrity, or only performance?
- How do we measure “doing the right thing” under pressure?