So let us discuss some of the victims of ostrich effect.

**NOKIA**

Let us start with Nokia .

Nokia Was one of the bestselling mobile Phone companies at a time. But later on, when other competitors such as iPhone ,Samsung arrived Nokia was unable to innovate and and fulfill the needs of requirement in result there was a huge downfall in market of Nokia.

Investigation was done by the INSEAD who interviewed top and middle Managers

Top Managers were Labeled as Extremely Temperamental.

They Did not want to hear bad news so

it was thus very difficult to tell them things they didn’t want to hear. Threats of firings or demotions were commonplace.

Fearing the reactions of top managers, middle managers remained silent or provided optimistic, filtered information.

Thus, Nokia Failed due to organizational fear, grounded in a culture of temperamental leaders and frightened middle managers, scared of telling the truth.

**VOLKSWAGEN**

It is German Motor Vehicle Manufacturer Company and a well known company.

In 2015 the company was led by Martin Winterkorn. He created a culture based on fear and deception. A culture where performance mattered more than anything.

Volkswagen Emission Scandal

In 2015 when it was a huge engineering challenge to make a diesel car which met the emissions requirements Volkswagen come with some sort of defeat device.

This device was installed in the car and whenever the inspection or emission testing was done out this device gets activated and improves vehicle performance reducing the emissions which makes it pass the test.

This was done by the middle Managers themselves in the fear without knowing of the top managers.

after which Martin Winterkorn resigned as the result of the scandal.

In the result the reputations of the company were compromised.