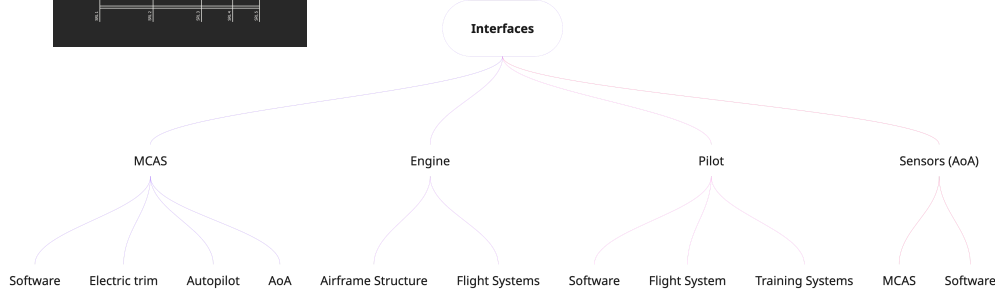
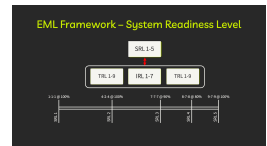
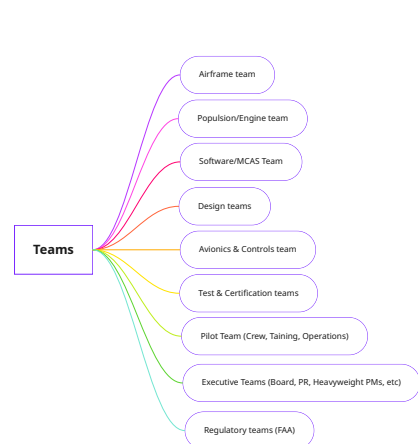
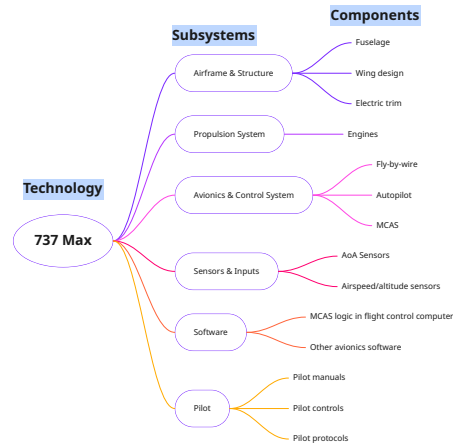
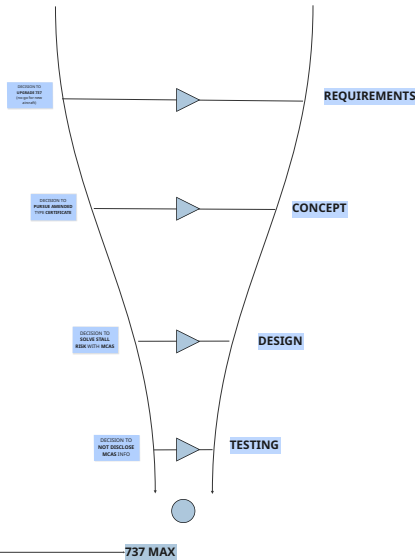
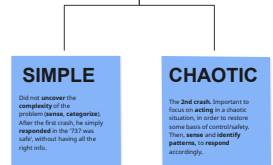


## People, roles, expertise



## Events

Leadership change in Boeing (2001)

Business first philosophy and organizational change (2005)

Rushing 737 MAX program (2011)

Misclassified project 737 Max

MCAS solution created (2015)

Skipping design + testing gates

MCAS not disclosed to pilots (2015)

Engineer warnings ignored (pre-crash)

Communication on failure

First crash, Lion Air (2018)

Public response from CEO (2018)

Second crash, Ethiopian Airlines (2019)