

## Module 20 – Groups

1. How Groups Intensify Decisions
  - a. Polarization
  - b. Influence
  - c. Groupthink
2. “risky shift” effect
  - a. Group outcomes often riskier in nature than individuals acting alone would choose
3. *group polarization*
  - a. Tendency to enhance individual initial leanings on issues or decisions
  - b. Serves to strengthen attitudes shared by group members
4. *consensus seeking*
  - a. behavior from tendency to reinforce shared inclinations
5. Groupthink
  - a. When the decision of the group results in outcomes that are deleterious and/or high risk.
6. Groupthink
  - a. A breakdown in rational decision-making abilities of members of a cohesive group
7. Influences on Cohesiveness
  - a. Group members’ mutual attraction
  - b. Members physical proximity (propinquity)
8. Groupthink
  - a. when desire for unanimity overrides the concern for reaching a good decision
9. Examples of Groupthink
  - a. Capt. Smith and the sinking of the Titanic
  - b. Roosevelt’s failure to be ready for Pearl Harbor
  - c. Harry Truman’s invasion of North Korea
  - d. Lyndon Johnson’s Escalation of Vietnam War
  - e. Kennedy and Bay of Pigs plan from C.I.A.
10. Antecedent Conditions of Groupthink
  - a. Cohesive Group
  - b. Leader’s Preference
    - i. promotes opinion in face of opposition
  - c. Insulation from Experts
11. Groupthink Symptoms I
  - I. Janis
    - a. Invulnerability

- b. Rationalization
- c. Morality of their position
- d. Stereotyped Views of Others

12. Groupthink Symptoms II

- a. Pressure on Dissent
- b. Self-Censorship
- c. members withhold misgivings
- d. Illusion of Unanimity
- e. Mindguarding
- f. members protect group from disagreeable facts

13. Decision-Making Defects  
in Groupthink

- a. Few Alternatives
- b. No Re-Examination of Alternatives
- c. Rejecting Expert Opinions
- d. Rejecting Negative Information
- e. No Contingency Plans

14. How to Avoid Groupthink

- a. Role of critical evaluator (“Devil’s Advocate”)
- b. Leader should be impartial
- c. Group should meet again for second chance