

# Wiser Getting Beyond Groupthink To Make Groups Smarter

Wiser Beyond Groupthink Beyond Groupthink Decision Making in Great Britain During the Suez Crisis Groupthink Versus High-quality Decision Making in International Relations The Process of Group Thinking War Human Resource Management for the 1990's and Beyond Forthcoming Books Beyond Easy Believism The Best Books for Academic Libraries: Political science, law, education Mastering Self-leadership Problem Solving Political Science Quarterly Global Politics The Power of Mandate: How Visionary Leaders Keep Their Organization Focused on What Matters Most Focus on U.S. Presidents, Presidency and Presidential Action Book Review Index Beyond Mass Production Enron and Other Corporate Fiascos Cass R. Sunstein Paul 't Hart Bertjan Verbeek Mark Schafer Harrison Sacket Elliott Paul Francis Diehl James D. Brodzinski Rose Arny Gary R. Collins Charles C. Manz Harvey J. Brightman James Lee Ray Scott Stawski Robert P. Watson Martin Kenney Nancy B. Rapoport

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why are group decisions so hard since the beginning of human history people have made decisions in groups first in families and villages and now as part of companies governments school boards religious organizations or any one of countless other groups and having more than one person to help decide is good because the group benefits from the collective knowledge of all of its members and this results in better decisions right back to reality we ve all been involved in group decisions and they re hard and they often turn out badly why many blame bad decisions on groupthink without a clear idea of what that term really means now nudge coauthor cass sunstein and leading decision making scholar

reid hastie shed light on the specifics of why and how group decisions go wrong and offer tactics and lessons to help leaders avoid the pitfalls and reach better outcomes in the first part of the book they explain in clear and fascinating detail the distinct problems groups run into they often amplify rather than correct individual errors in judgment they fall victim to cascade effects as members follow what others say or do they become polarized adopting more extreme positions than the ones they began with they emphasize what everybody knows instead of focusing on critical information that only a few people know in the second part of the book the authors turn to straightforward methods and advice for making groups smarter these approaches include silencing the leader so that the views of other group members can surface rethinking rewards and incentives to encourage people to reveal their own knowledge thoughtfully assigning roles that are aligned with people s unique strengths and more with examples from a broad range of organizations from google to the cia and written in an engaging and witty style wiser will not only enlighten you it will help your team and your organization make better decisions decisions that lead to greater success

strategic issues and crises in foreign policy are usually managed by relatively small groups of elite policymakers and their closest advisors since the pioneering work of irving janis in the early 1970s we have known that the interplay between the members of these groups can have a profound and indeed at times a pernicious influence on the content and quality of foreign policy decisions janis argued that groupthink a term he used to describe a tendency for extreme concurrence seeking in decision making groups was a major cause of a number of u s foreign policy fiascoes and yet not all small groups suffer from groupthink in fact many high level bodies are handicapped by an inability to achieve consensus at all beyond groupthink builds upon and extends janis s legacy the contributors develop a richer understanding of group dynamics by drawing on alternate views of small group dynamics the relevant literature is reviewed and the different perspectives are explored in detailed case studies the contributors link the group process to the broader organizational and political context of the policy process and stress the need to develop a multi level understanding of the collegial policy making process combining the insights drawn from micro level theories with those derived from study of broader political phenomena the contributors include alexander george sally riggs fuller paul d hoyt ramon j aldag max v metselaar bertjan verbeek j thomas preston jean a garrison and yaacov y i vertzberger this book should appeal to political scientists and international relations specialists as well as researchers in social psychology public administration and management interested in group decision making processes paul t hart is associate professor department of public administration leiden university and scientific director of of the leiden rotterdam crisis research center eric stern is professor of political science at stockholm university bengt sundelius is professor of political science at stockholm university

this radically new work provides an innovative approach to the question of why the suez crisis erupted bertjan verbeek here applies foreign policy analysis framework to british decision making during the crisis providing the first full foreign policy analysis of this important event moreover the book offers a new interpretation on british decision making during the crisis many existing studies of suez emphasise the role of the prime minister sir anthony eden and often focus on the matter of collusion with israel this study demonstrates that small group dynamics in the institutional context of cabinet decision making in the british political system are much more important this study offers the possibility of determining more precisely the interrelationship between systemic constraints on states behaviour and the actual behaviour of states under such constraints

are good and bad outcomes significantly affected by the decision making process itself indeed they are in that certain decision making techniques and practices limit the ability of policymakers to achieve their goals and advance the national interest the success of policy often turns on the quality of the decision making process mark schaffer and scott crichlow identify the factors that contribute to good and bad policymaking such as the personalities of political leaders the structure of decision making groups and the nature of the exchange between participating individuals analyzing thirty nine foreign policy cases across nine administrations and incorporating both statistical analyses and case studies including a detailed examination of the decision to invade iraq in 2003 the authors pinpoint the factors that are likely to lead to successful or failed decision making and they suggest ways to improve the process schaffer and crichlow show how the staffing of key offices and the structure of central decision making bodies determine the path of an administration even before topics are introduced additionally they link the psychological characteristics of leaders to the quality of their decision processing there is no greater work available on understanding and improving the dynamics of contemporary decision making

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most problems are difficult to solve because they are usually elusive ambiguous and often poorly understood problem solving gives you a clearly written practical format to use in developing a systematic and creative approach to problem solving and decision making

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the 21st century has yet to create its legacy at the outset however america is the sole military superpower and one of the top economic superpowers at this time there seems no more powerful nor more responsible post in the world than the presidency of the united states this book includes in its scope the men and perhaps women who will occupy the oval office their considerable powers and their actions

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not long ago american manufacturing was in sharp decline the big three carmakers closed dozens of plants mostly in michigan and other surrounding states eliminating more than 250 000 jobs another quarter of a million workers lost their jobs in related industries now united states manufacturing is making a comeback thanks in part to the transplanting of japanese corporations of over 25 billion dollars worth of heavy industry and 100 000 jobs the japanese companies are making long term commitments where united states business leaders had seemed to give up hope the success of these ventures is the result of the sweeping revolution in the organization of technology work and production that lies at the heart of the japanese model of production this book explores the rise of this japanese

model and provides a detailed examination of the processes which have brought about its transfer to the united states it presents new and original data on the extent of japanese investment in both united states heavy industry and high technology and provides an an empirically grounded discussion of the reasons why this has occurred the authors focus on the transfer of basic elements of japanese production organization and develop a broad conceptual theme contrasting the japanese model of production organization with that of united states fordism with a wealth of illustrations and straightforward examples this work will appeal to those interested in urban and regional economics industrial organization labor relations and economic geography

this law school text explores the enron debacle from a variety of different aspects essays analyze the business government interactions and decisions that laid the foundations for enron s growth and subsequent demise other essays describe and detail the complex web of partnerships and accounting tricks used by enron to hide bad news and project good news additional essays focus on the ethical and legal dimensions of the enron crisis and the subsequent lessons for business and law students as well as for society

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