Things to watch out

- Defective group decision process

(1) failure to create contingency plans,
(2) lack of information search,
(3) biased assessment of costs and benefits, and
(4) incomplete consideration of all decision options

(Baron, 2005)

Group deliberation is often a result of GroupThink : a phe
members of a group prioritize unanimity over a realistic ap
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
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Illusions of Invulnerability
Excessive optimism leading to extreme risk-taking

Illusions of Unanimity
Assuming everyone agrees when they may not

Mindguards
Members who protect the group from contrary informatic

Pressure on Dissenters
Direct pressure against expressing arguments or doubts

Rationalization
Collectively justifying decisions and dismissing warnings

Self-Censorship
Minimizing one's own doubts and counterarguments

Stereotyping Outsiders
Viewing opponents as weak, evil, biased, or uninformed

Unquestioned Morality
Believing in the inherent morality of the group

Historical Example: The Bay of Pig

Case Study: In 1961, President Kennedy's administration launched a failed invasion of Cuba at the Bay of Pigs.

Kennedy's advisors failed to critically evaluate the plan despite clear warning signs of potential failure.

Key groupthink symptoms evident:

- **Illusion of invulnerability** – Overconfidence in U.S. military superiority
- **Silenced dissent** – Secretary of State Dean Rusk didn't voice concerns in group discussions
- **Stereotyping** – Underestimated Cuban and Castro's capabilities
- **Rationalization** – Ignored intelligence reports of leaked plans

The invasion's catastrophic failure led Kennedy to later restructure his decision-making process.

Putting It Into Practice & Takeaways

Tips to avoid groupthink every day:

Build diverse teams
Include members with different backgrounds, experiences, and thinking styles to challenge assumptions.

Slow down key decisions
Provide time for reflection and independent thinking before seeking consensus.

Regularly review past decisions
Analyze previous team decisions to identify patterns of groupthink and learn from them.

Celebrate constructive disagreement
Reward team members who thoughtfully challenge ideas and present alternative viewpoints.

Key Takeaway:

Critical, independent thinking is the foundation of effective teams. Creating an environment where diverse perspectives are valued leads to better decisions and innovative solutions.

How to Prevent Groupthink: Strategie

Proven strategies to encourage independent thinking and prevent harmful consensus:

1. **Promote psychological safety** - Create an environment where team members feel safe to voice concerns without fear of judgment

2. **Appoint a devil's advocate** - Designate someone to challenge ideas and present alternative viewpoints

3. **Encourage independent research** - Have team members develop ideas before group discussions to prevent immediate conformity

4. **Seek external perspectives** - Invite outside experts or stakeholders to provide fresh insights

5. **Use structured decision-making** - Implement frameworks like Six Thinking Hats or brainwriting exercises

Warning Signs of Groupthink on Te

Common warning signs to watch for:

Suppressed dissent - Team members feel unable to voice alternative opinions or concerns

Illusions of unanimous agreement - Everyone appears to agree without questions

Minimal discussion of alternatives - Only one or few options are considered

Decisions under pressure - Rushed decisions with insufficient time for analysis

Mindguards emerge - Certain members actively prevent contrary information from reaching the group

A decision

- Some more clarity

A decision is a response to a situation in which
(a) there is more than one possible course of action;
(b) the decision-maker can form expectations about the outcomes following each possible course of action; and
(c) each outcome has an associated consequence that can be evaluated.

(Hammond, pp. 25-26)

Types of decision making

- Involving a team

- **Strategic** : Decisions that have a significant or long-term impact on the organization. Be transparent about bigger-picture decisions - shows your team they have a say in the company's future.

- **Tactical**: immediate steps needed to achieve long-term goals, like hiring a new team member. Inevitable input required.

- **Operational**: Decisions that involve the team's high-volume, daily operational tasks. Team involvement is crucial because it encourages valuable ideas and possible solutions to make systems or processes run smoothly.

https://online.hbs.edu/blog/post/team-decision-making

Coming Together

The case to involve a team

- **Overcoming consensus**

"Consensus is likely to lead to a lower evaluation of the problem and a less creative solution.". "Unless you're intentional about trying to overcome consensus, you're going to be stuck with it and then get a group together who's going to manifest a decision-making process that's essentially no better than what you would come up with by yourself.".

"You need to be willing to engineer in conflict, which is often perceived as uncomfortable, but is essential to uncovering some of the hidden assumptions and data that leads people to make less-informed decisions." - Harvard Business School Professor Len Schlesinger

Solution: Advocate multiple devil's advocates to poke holes to come to more in-depth problem evaluation

Team Decision Making

- Team decision-making refers to the collaborative process by which critical team members utilize data and specified programs to address student needs, ensuring that interventions and support are appropriately matched to different tiers within a framework.

- A decision-making model describes the method a team will use to make decisions.

- The most important factor in successful decision-making is that every team member is clear about how a particular decision will be made.
  - Who will be making the decision?
  - How will team members be involved?

- Knowing these things allows team members to be fully informed participants in discussions - "Will we be giving input to the team leader so he can make the decision?" or "Will we need to discuss this topic and come to agreement during this meeting?"

Consensus decisions

The word consensus is often thought to mean unanimous agreement but this is not necessarily the case. Consensus decisions include input from and acceptance by each member of the team. Consensus decisions have a very high level of team involvement and can lead to strong, well-supported decisions. (*More on consensus follows.*) *Example: Coming to consensus about the success criteria that a team will use to evaluate its progress on a particular project.*

Models of team decision making

There are a number of possible models for decision-making; each of these models may be appropriate for particular types of decisions. From least participatory to most, some examples of decision-making models include:

Team leader decides and informs the team

This may be appropriate for time-sensitive decisions or for decisions where the team is likely to support and implement the decision regardless of whether or not they've given input. Example: the team leader decides to cancel a particular team meeting because key participants cannot attend.

Team leader gathers input from team then decides

This model may be helpful where expert opinion or input is needed from the team to make the best decision. The synergy of team discussion may lead to a richer decision, but the team itself doesn't need to come to agreement about the particular course of action. *Example: the team leader has a good discussion with the team about how they view the team's needs, but the team leader writes the final position description for an opening on the team.*

group members ko kaam thama diya aur khud bekchodi karne chala gaya.

✓— **Team leader sets constraints and delegates decisions to team members**

Once team members know about any critical constraints, a team leader can delegate a decision to the team or a sub-group of the team. This decision-making model helps teams share the responsibility for decisions, can help the team and individual members develop decision-making skills, and allows the team leader to use his/her time in another way. Example: a team leader gives a subgroup the authority to design and print a brochure, given pricing and style constraints.

1 Think of a **Knew It All Along** example, a time when you said to someone or to yourself something like, "I knew that would turn out that way!" Or a time when someone said that to you.

Describe the decision and the outcome.

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What did you say to yourself or to the other person? What were the mental and/or verbal cues that hindsight bias was at play?

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What did you feel you knew all along or what did the person tell you they knew all along?

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