

# GROUPTHINK

Irving L. Janis

SECOND EDITION



# Groupthink Psychological Studies Of Policy Decisions And Fiascos

**S Alexander Haslam**



## **Groupthink Psychological Studies Of Policy Decisions And Fiascoes:**

**Groupthink** Irving Lester Janis, 1982 Groupthink the psychological drive for consensus at any cost that suppresses disagreement and prevents the appraisal of alternatives in cohesive decision making groups In the first edition Victims of groupthink Irving L. Janis showed how this phenomenon contributed to some of the major U S foreign policy fiascos of recent decades the Korean War stalemate the escalation of the Vietnam War the failure to be prepared for the attack on Pearl Harbor and the Bay of Pigs blunder He also examined cases such as the handling of the Cuban Missile Crisis and the formulation of the Marshall Plan where groupthink was avoided Here in this revised and expanded edition Janis applies his hypothesis to the Watergate cover up portraying in detail how groupthink helped to put the participants on a disastrous course and keep them there In addition he presents some fresh ideas on how and why groupthink occurs and offers suggestions for avoiding it *Groupthink* Irving Lester Janis, 1982 *Psychology in Organizations* S Alexander Haslam, 2004-05-24 Psychology in Organizations presents an approach to organizational behaviour based on the premise that all aspects of organizational life are affected by people's social ties and group affiliations This second edition includes a new chapter on stress with the text presented in a student friendly format **Political Psychology** David Patrick Houghton, 2025-10-31 What shapes political behavior more the situations in which individuals find themselves or the internal psychological makeup beliefs values and so on of those individuals This is perhaps the leading division within the psychological study of politics today Political Psychology Situations Individuals and Cases 3rd edition provides a concise readable and conceptually organized introduction to the topic of political psychology by examining this very question Using this situationism dispositionism framework which roughly parallels the concerns of social psychology and cognitive neuroscience this book focuses on such key explanatory mechanisms as emotion cognition neuropolitics genopolitics personality beliefs and social identities to explore topics ranging from voting behavior and racism to terrorism and international relations The new edition is completely revised and contains new chapters to introduce and conclude the book as well as fundamentally updated material on for instance foreign policy decision making and electoral choice Houghton has also updated the text to bring us into the era of Donald J Trump to pick apart the results of the 2024 US presidential election and to include up and coming research in the areas of neuropolitics and genopolitics Houghton's clear and engaging examples directly challenge students to place themselves in both real and hypothetical situations which involve intense moral and political dilemmas This highly readable text will provide students with the conceptual foundation they need to make sense of the rapidly changing and increasingly important field of political psychology Communication and Group Decision Making Randy Y. Hirokawa, Marshall Scott Poole, 1996-07-09 Communication and Group Decision Making takes stock of recent group communication research with an explicit focus on communication processes This book is recommended for academics professionals and researchers in communication and organization , **Political Communication and**

**Deliberation** John Gastil, 2008 The act of deliberation is the act of reflecting carefully on a matter and weighing the strengths and weaknesses of alternative solutions to a problem It aims to arrive at a decision or judgment based not only on facts and data but also on values emotions and other less technical considerations Though a solitary individual can deliberate it more commonly means making decisions together as a small group an organization or a nation Political Communication and Deliberation takes a unique approach to the field of political communication The Ashgate Research Companion to Non-State Actors Dr Bob Reinalda, 2013-03-28 How do non state actors matter in international relations This volume recognizes and examines three types of non state actor non governmental organizations NGOs intergovernmental organizations IGOs and transnational corporations It illustrates how they play roles alongside nation states and are interrelated in matters of international regulation and coordination Accessible and articulately written this comprehensive collection of state of the art essays is essential for both scholars and practitioners in international relations

**Encyclopedia of Communication Theory** Stephen W. Littlejohn, Karen A. Foss, 2009-08-18 The Encyclopedia of Communication Theory provides students and researchers with a comprehensive two volume overview of contemporary communication theory Reference librarians report that students frequently approach them seeking a source that will provide them with a quick overview of a particular theory or theorist just enough to help them grasp the general concept or theory and its relation to the discipline as a whole Communication scholars and teachers also occasionally need a quick reference for theories Edited by the co authors of the best selling textbook on communication theory and drawing on the expertise of an advisory board of 10 international scholars and nearly 200 contributors from 10 countries this work finally provides such a resource More than 300 entries address topics related not only to paradigms traditions and schools but also metatheory methodology inquiry and applications and contexts Entries cover several orientations including psycho cognitive social interactional cybernetic and systems cultural critical feminist philosophical rhetorical semiotic linguistic and discursive and non Western Concepts relate to interpersonal communication groups and organizations and media and mass communication In sum this encyclopedia offers the student of communication a sense of the history development and current status of the discipline with an emphasis on the theories that comprise it *The Oxford Handbook of Group and Organizational Learning* Linda Argote, John M. Levine, 2020-01-02 Groups and organizations vary dramatically in their ability to learn Some acquire substantial knowledge as a function of experience while others do not In groups learning can occur at the level of the individual member and or the group as a whole In organizations learning can occur at both of these levels as well as that of the wider collective Besides varying in the amount and kind of information they acquire groups and organizations also vary regarding their success in retaining knowledge and transferring it to other units In general groups and organizations that are proficient in acquiring retaining and transferring knowledge are more productive and more enduring than their less able counterparts The goal of this handbook is to bring together cutting edge theoretical and empirical work on group and

organizational learning by leading scholars from several disciplines Because many of the same processes influence learning in groups and organizations including both kinds of learning in the same volume has the potential to facilitate the integration of knowledge and the cross fertilization of ideas These benefits are reciprocal in that research at the group level can shed light on how organizations learn whereas research at the organizational level can illuminate how groups learn By clarifying similarities and differences in the processes that underlie learning in groups and organizations the handbook advances understanding of the causes and consequences of learning in collectives of varying size and complexity *Uncertainty in Entrepreneurial Decision Making* Panagiotis E. Petrakis,D. Konstantakopoulou,2016-04-29 *Uncertainty in Entrepreneurial Decision Making* fills an existing gap in understanding three key concepts of business management entrepreneurship uncertainty and strategy By extending the impact of uncertainty on entrepreneurship and the role of strategy in reducing uncertainty Petrakis and Konstantakopoulou emphasize that uncertainty can be converted into creative advantage Given that the business environment is changing both very quickly and very often any wrong decisions taken can lead to devastation This exciting new volume explains the reasons why we cannot see the complete the future and our position in it This uncertainty affects entrepreneurship and how it can be turned into a competitive advantage for businesses sustainability

**Exploration and Contestation in the Study of World Politics** Peter J. Katzenstein,Robert Owen Keohane,Stephen D. Krasner,1999 New insights into the interplay between conflict and cooperation the impact of domestic political structures on foreign policy the role of institutions and the influence of worldviews and causal beliefs on decision making **National Security Decisionmaking** Yehuda Ben Meir,2019-04-02 The study of national security decisionmaking is fraught with pitfalls This statement holds true for any researcher but all the more so for someone like this author who has been actively engaged for many years in national security decisionmaking at times at the highest levels From the outset I have been aware of the dangers of subjectivism of injecting my own political attitudes and opinions preconceived notions and biases into the material the analyses and especially the conclusions and recommendations I have endeavored to the best of my ability to undertake this research with the disinterested curiosity and objective neutrality which should be the hallmark of a good scientist and researcher But no one can be totally disinterested in a process which has a direct bearing on his life and well being thus the only guarantee of the objectivity of such a work is the constant recognition and awareness of the danger of going astray the advice and criticism of one s colleagues and in the final analysis one s own conscience **Learning from Error in Policing** Jon Shane,2013-04-16 While the proximate cause of any accident is usually someone s immediate action or omission failure to act there is often a trail of underlying latent conditions that facilitated their error the person has in effect been unwittingly set up for failure by the organization This Brief explores an accident in policing as a framework for examining existing police practices *Learning from Error in Policing* describes a case of wrongful arrest from the perspective of organizational accident theory which suggests a single unsafe act in this case a wrongful arrest is facilitated by several

underlying latent conditions that triggered the event and failed to stop the harm once in motion The analysis demonstrates that the risk of errors committed by omission failing to act were significantly more likely to occur than errors committed by acts of commission By examining this case policy implications and directions for future research are discussed The analysis of this case and the underlying lessons learned from it will have important implications for researchers and practitioners in the policing field

*Engaged Decision Making* Etienne A. J. A. Rouwette, L. Alberto Franco, 2024-04-11 In the knowledge economy teams play a central role in decisions made within and across organisations The reason why teams with diverse compositions are often used is arguably their ability to develop solutions that none of their members could have produced alone Systems design strategy and policy development risk management and innovation are just a few of the areas that call for team decisions Unfortunately a considerable number of behavioural research studies show that teamwork is fraught with difficulties Teams often underestimate their fallibility struggle with conflict or are unable to share and integrate critical information effectively Indeed the evidence shows that two out of three teams do not achieve their goals and half of organisational decisions many of which are team decisions fail In this book the authors draw from research in psychology decision and systems sciences as well as their own research and consulting work that spans more than 20 years to show how designed interventions can enable team decision making to become rigorous transparent and defensible They cover theory and practice regarding the design delivery and evaluation of interventions to support team decision making in situations of varied complexity Written as an applied resource for researchers and advanced students in particular this book offers a guide to proven interventions that enhance the process of making team decisions and increase the chances of superior team results The Open Access version of this book available at [www.taylorfrancis.com](http://www.taylorfrancis.com) has been made available under a Creative Commons Attribution Non Commercial No Derivatives CC BY NC ND 4.0 license

*Organizational Behavior* Joseph E. Champoux, 2016-07-22 Organizational Behavior concisely covers the essential theories and concepts students need to understand about behavior in organizational settings in the twenty first century Readers interested in management will find insight into their own behavior and the behavior of others to help them perform effectively in organizations Champoux has carefully selected the topics and built them into frameworks useful for explaining analyzing and diagnosing organizational processes Covering both micro and macro perspectives on organizational behavior the book includes new topics on leadership styles generational differences and technology in the workplace as well as plenty of examples to help students understand the application of various concepts and theories Upper level students of organizational behavior will find the book a useful explanation of managerial and organizational situations A companion website featuring instructor manual test bank and PowerPoint slides provides additional support for students and instructors

**Central Bank Governance and Oversight Reform** John Cochrane, John B. Taylor, 2016-05-01 A central bank needs authority and a sphere of independent action But a central bank cannot become an unelected czar with sweeping unaccountable discretionary power

How can we balance the central bank's authority and independence with needed accountability and constraints Drawn from a 2015 Hoover Institution conference this book features distinguished scholars and policy makers discussing this and other key questions about the Fed Going beyond the widely talked about decision of whether to raise interest rates they focus on a deeper set of questions including among others How should the Fed make decisions How should the Fed govern its internal decision making processes What is the trade off between greater Fed power and less Fed independence And how should Congress from which the Fed ultimately receives its authority oversee the Fed The contributors discuss whether central banks can both follow rule based policy in normal times but then implement a discretionary do what it takes approach to stopping financial crises They evaluate legislation recently proposed in the US House and Senate that would require the Fed to describe its monetary policy rule and if and when it changed or deviated from its rule explain the reasons And they discuss to best ways to structure a committee like the Federal Open Market Committee which sets interest rates to make good decisions as well as offer historical reflections on the governance of the Fed and much more Dark Sides of Organizational Life H. Cenk Sözen, H. Nejat Basım, 2023-04-28 Exploring the darkest side of organizations may have a potential to change our previous assumptions about business life Scholars both in management and organizational research fields have shown interest in the bright side of behavioral life and have looked for the ways to create a positive organizational climate and assumed a positive relation between happiness of employees and productivity These main assumptions of the Human Relations School have dominated the scientific inquiry on organizational behavior However the dark side of organizational life may have more explanatory power than the bright side Hostility jealousy envy rivalry gossip problematic personalities dislike revenge and social exclusion are the realities of business life A manager may devote most of their time to cope with conflicts deviant behaviors ambitious individuals gossips and dysfunctional rivalry among employees It is evident that negative events and interactions among employees cost more time and energy for a manager than the positive side of organizational life This edited collection specifically focuses on these issues and will be of interest to researchers academics and advanced students in the fields of management organizational studies and behavior sociology social psychology and human resource management *Theories of International Relations* M. Sullivan, Jack Donnelly, Jacqui True, 2001-05-10 This book is a synthetic historiography of present day international relations theory a critical analysis of the continuing diversity and complexity of enduring themes through a sustained focus on the analysis of the empirical evidence accumulated by social scientists Special attention is given to key historical changes in theoretical approaches over the past half century with full recognition of the contestation over state based theory and the changing fortunes of contemporary approaches The book suggests that viable theories must transcend current intellectual fashion and attempts to bring together theory and practice while demonstrating the difficulty of assessing competing theories It addresses multiple strands of thought and assumes that their development cannot be understood in isolation from each other **Using Conflict in Organizations** Carsten K W De

Dreu, Evert Van de Vliert, 1997-11-24 This text is unique in looking at the positive effects of conflict in groups and organizations The book is able to provide a general theoretical framework and a sharp focus on thematic issues



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