

# The Three Faces of Bounded Reliability: Alfred Chandler and the Micro-Foundations of Management Theory

by: Sara Williamson

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Q: Does "groupthink" influence foreign policy?  
 A: Yes, though it does not necessarily produce the best outcomes.

Foreign Policy Analysis/Chapter 2  
 After class A "groupthink" and the Gulf Crisis  
 British Journal of Political Science 1983 13(2)  
 pp. 143-164  
 doi:10.1017/S0022216X00000000  
 (http://www.jstor.org/stable/2321600)  
 Robert G. O'Neil, "Groupthink: Social Structure and Foreign Policy Decision-Making in the Iran-Contra Affair," *Journal of International Studies* 1996 28(1) pp. 1-20  
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More Examples of Groupthink in Foreign Policy

Neville Chamberlain agreeing to the policy of appeasement at the insistence of his inner circle.  
 -This with the intelligence it would produce unfavorable consequences.  
 -more conflict usually equals unfavorable decisions.

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Gulf War of 1990-1991  
 -most members of George Bush's cabinet agreed to the war.  
 -this was possible because he relied heavily on the gang of eight.  
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Examples of "Groupthink" in Foreign Policy

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Problems with Groupthink

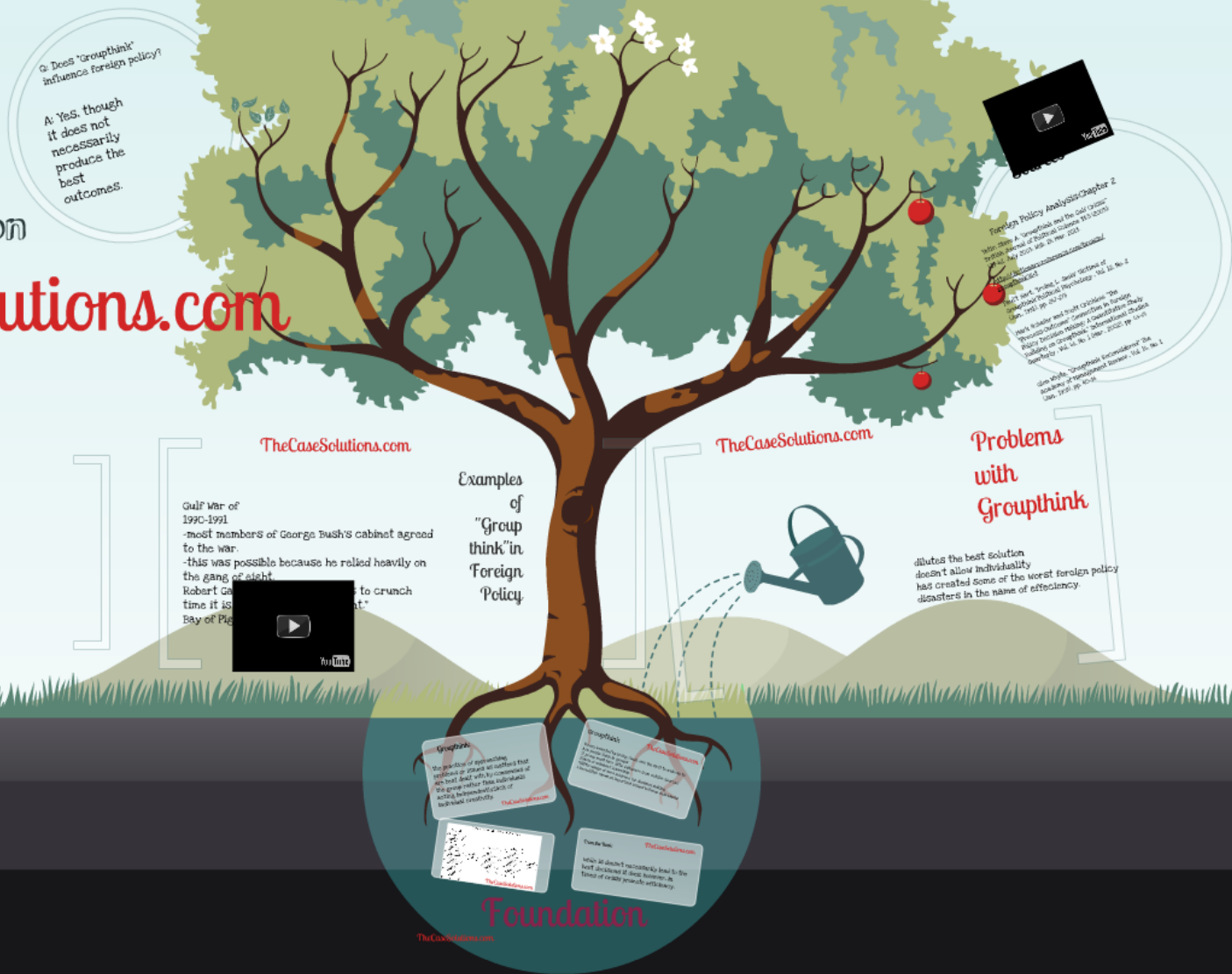
dilutes the best solution  
 doesn't allow individuality  
 has created some of the worst foreign policy disasters in the name of efficiency.



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## Groupthink:

the practice of approaching problems or issues as matters that are best dealt with by consensus of the group rather than individuals acting independently; lack of individual creativity.

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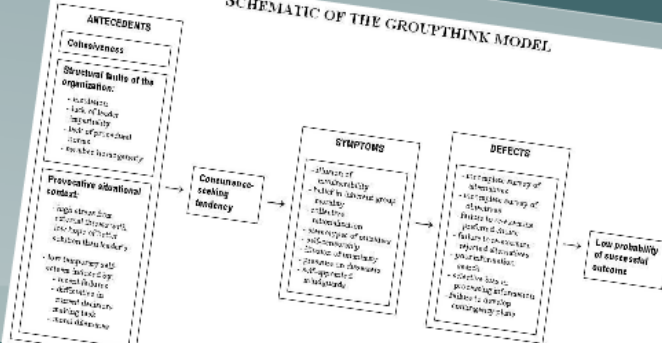
## Groupthink

theory invented by Irving Janis, was the first to address to how people think in groups.

- 1) group must have little influence from outside sources
- 2) lack of unbiased leadership
- 3) little usage of hard evidence for decision making
- 4) monolithic views on important issues between individuals

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SCHMATIC OF THE GROUPTHINK MODEL



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From the Book:

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while it doesn't necessarily lead to the best decisions it does, however, in times of crisis promote efficiency.

# Foundation

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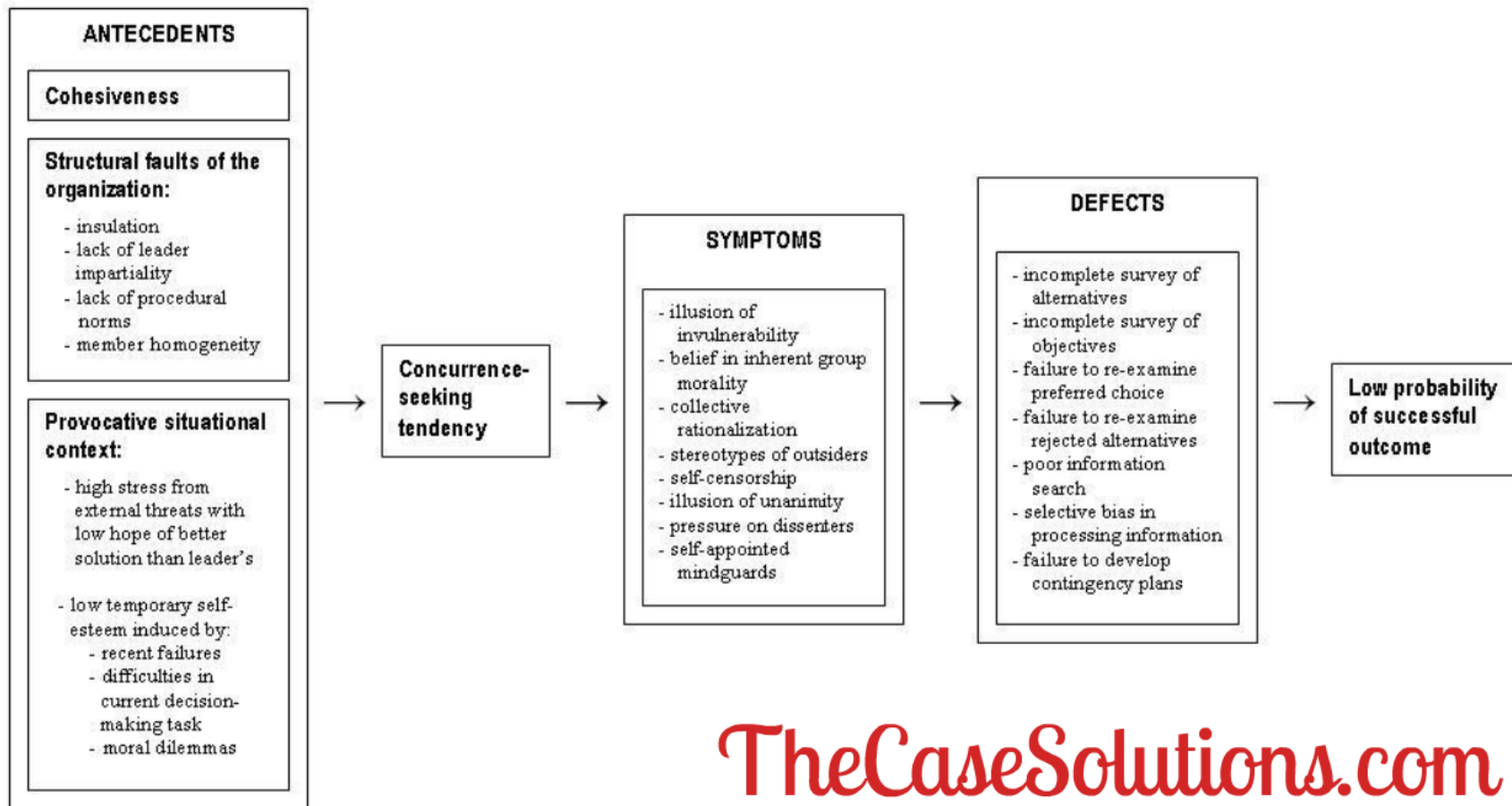
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## SCHEMATIC OF THE GROUPTHINK MODEL



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# Problems with Groupthink



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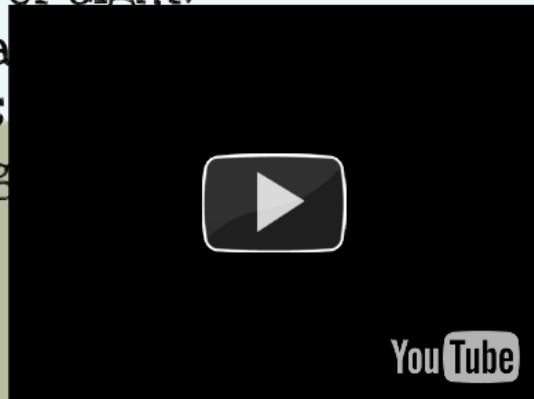
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Robert Gates says to crunch  
time it is important."

Bay of Pigs



Examples  
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"Group  
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