

Matrix Capital Management (B)

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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
 Video class: A "groupthink" and the Gulf Crisis
 British Journal of Political Science 18(3) 1988
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by: Sara Williamson

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.
 Robert Gates: "I had to crunch time it is the Bay of Pigs."

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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Foundation

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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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From the Book:

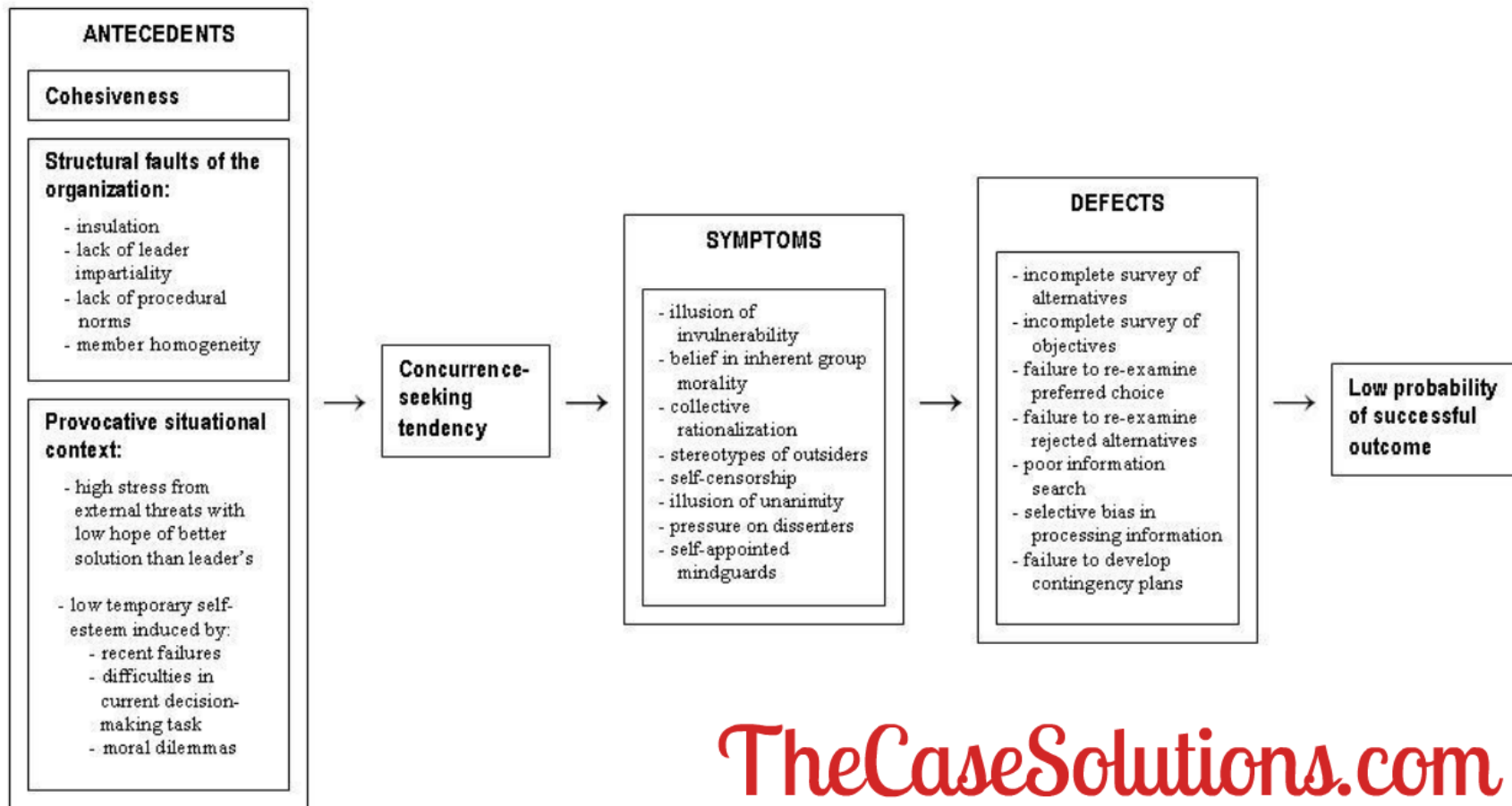
while it doesn't necessarily lead to the best decisions it does, however, in times of crisis promote efficiency.

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

SCHEMATIC OF THE GROUPTHINK MODEL

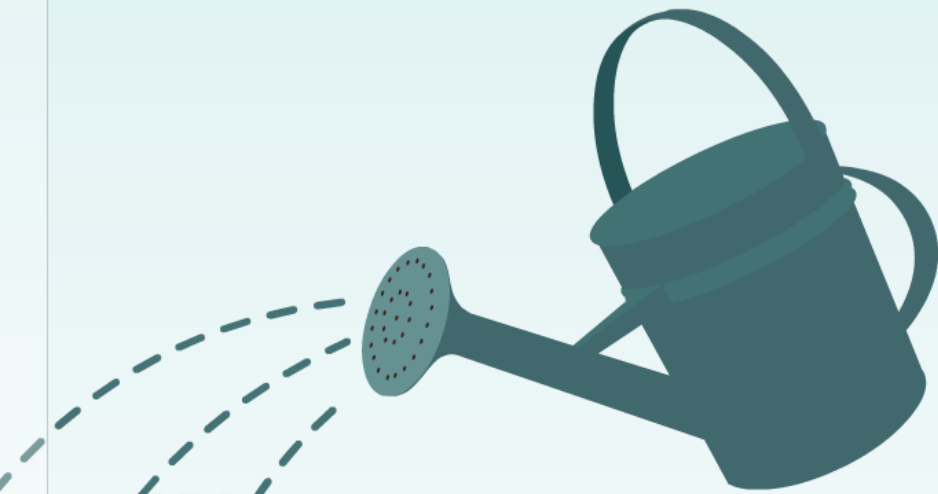


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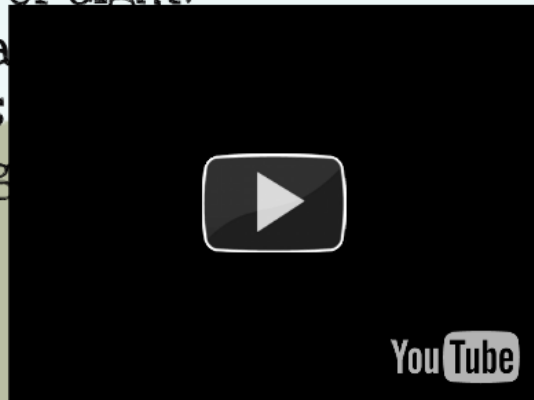
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