

# Williamson's Impact on the Theory and Practice of Management Case Solution

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  
Video: The A. "Groupthink and the Gulf War" (1990-1991)  
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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.

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 to crunch time it is...  
Bay of Pigs



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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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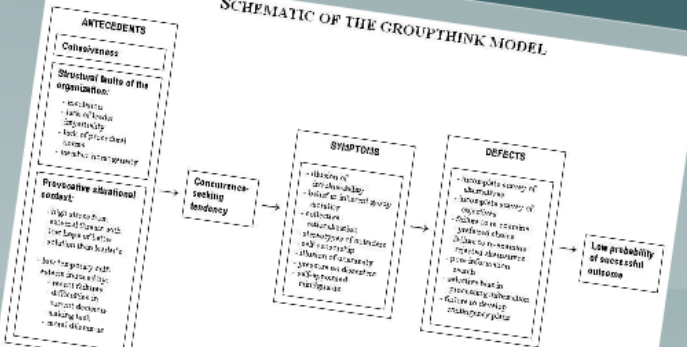
## Groupthink

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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**SCHEMATIC OF THE GROUPTHINK MODEL**



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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.

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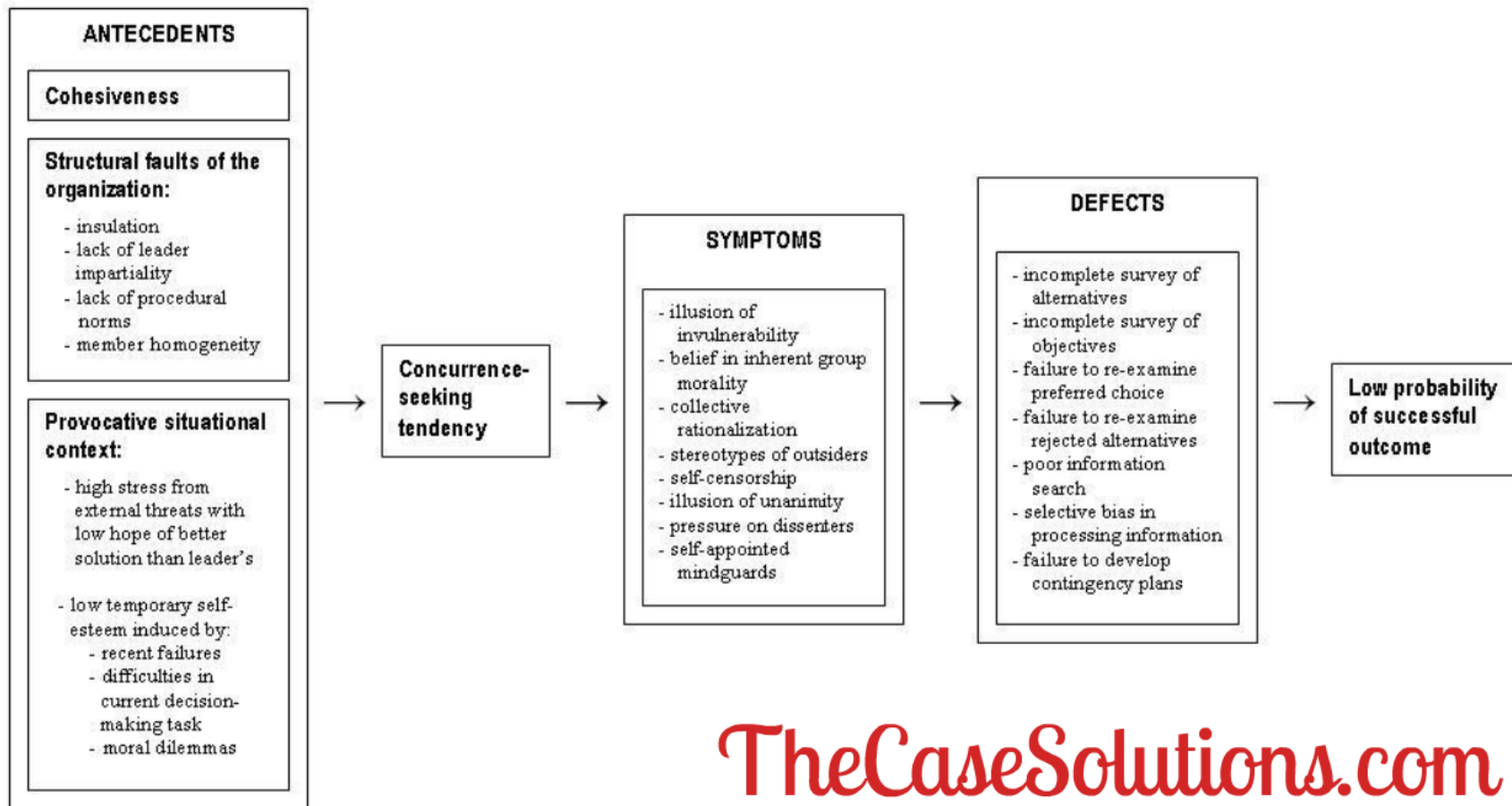
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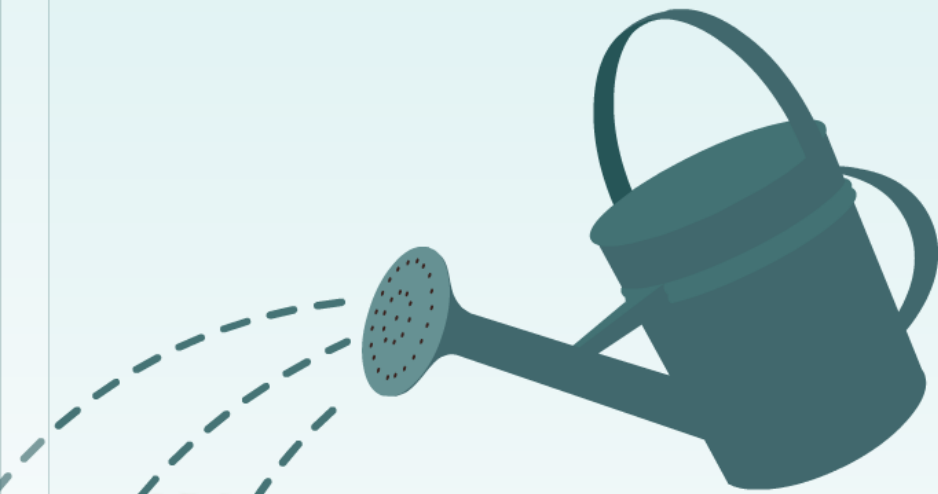


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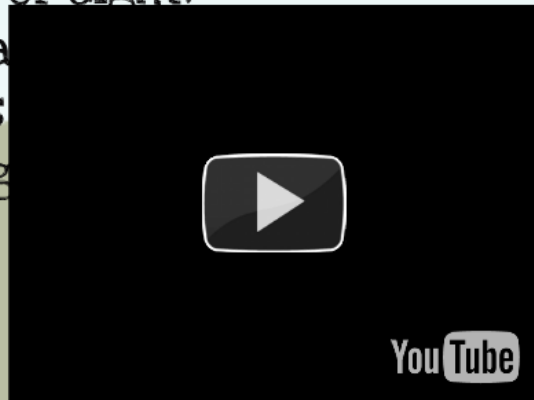
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