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

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Examples of Groupthink in Foreign Policy

Chalf of 1950s - early 1960s: Small members of George Bush's cabinet agreed to the idea that it was possible to create a nuclear weapon on the ground of time. But in 1968, when it was tested, it exploded in an antiinformational blast.

Foundation

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Problems with Groupthink

- If the best solution doesn’t follow politically
- There is no reason for the worst design policy
directive in the name of efficiency.
Groupthink

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SCHEMATIC OF THE GROUPTHINK MODEL

ANTCEDEMENTS

Cohesiveness

Structural faults of the organization:
- insulation
- lack of leader
- impartiality
- lack of procedural norms
- member homogeneity

Provocative situational context:
- high stress from external threats with low hope of better solution than leader’s
- low temporary self-esteem induced by recent failures, difficulties in current decision-making task, moral dilemmas

Concurrence-seeking tendency

SYMPTOMS

- illusion of invulnerability
- belief in inherent group morality
- collective rationalization
- stereotypes of outsiders
- self-censorship
- illusion of unanimity
- pressure on dissenters
- self-appointed mindguards

DEFECTS

- incomplete survey of alternatives
- incomplete survey of objectives
- failure to re-examine preferred choice
- failure to re-examine rejected alternatives
- poor information search
- selective bias in processing information
- failure to develop contingency plans

Low probability of successful outcome
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.
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 said the process to crunch time it is "not a good thing."
Bay of Pigs