

Groupthink

Groupthink is a common pitfall in group decision-making and problem-solving. People feel reluctant to present alternatives, challenge others' opinions, or express their own opinions. Conditions are ripe for Groupthink when one or more of these factors is present:

- There is a strong, persuasive group leader;
- There is a high level of group cohesion;
- There is intense pressure from the outside to make a good decision.

Key symptoms of Groupthink:

- Rationalization is when team members go to great lengths to convince themselves that, despite evidence to the contrary, the decision or alternative being presented is the best one.
- Peer Pressure is pressuring a member into agreeing with the group even though the member has a different opinion, or questions the rationale behind a decision.
- Self-Censorship occurs when members of the group censor their own opinions to conform to those of the group.
- Illusion of Unanimity is when no one in the group speaks out, making it feel like the group's decision is unanimous.

In addition to leading to sub-optimal decisions, Groupthink also decreases buy-in for the decision. This can be especially harmful because the people responsible for implementing a decision do a much better job when they buy in to the decision, instead of questioning the wisdom of the decision.

Next: [Loss aversion](#)

¹ https://www.mindtools.com/pages/article/newLDR_82.htm