

## Decision Making



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## A Dangerous Combination

- Experiments on social facilitation show that groups can arouse people.
- Experiments on social loafing show that groups can diffuse responsibility.
- When arousal and diffused responsibility combine, normal inhibitions may diminish.



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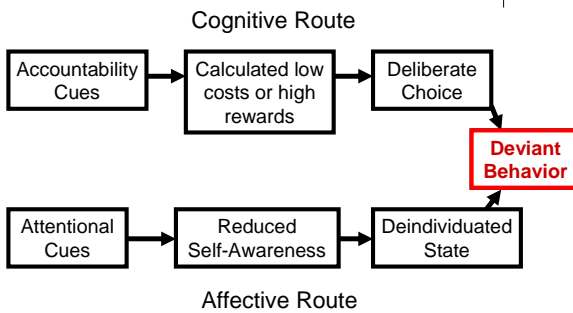
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## Two Routes to



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## Diener et al. (1970)



### Independent variables:

- \_\_\_\_\_ vs. anonymous
- \_\_\_\_\_ vs. group

### Dependent variable:

Percent of trick-or-treaters who stole candy.

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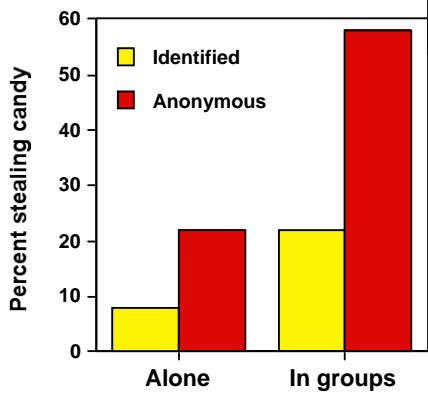
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## Gergen et al. (1973)



- College students (4 males, 4 females) spent 1 hour in either a dark or a light room that was 10 feet X 12 feet wide with padded walls.
- Instructions: "There are no rules as to what you should do together. "

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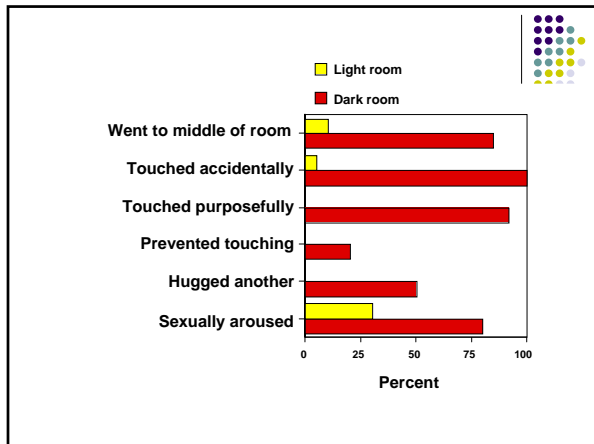
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Group discussion leads individual members to become more extreme in their positions.

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**Myers & Bishop (1970)**

Predictor variable:

- High \_\_\_\_\_
- Low \_\_\_\_\_

Response variable:  
Racial attitude before vs. after group discussion.

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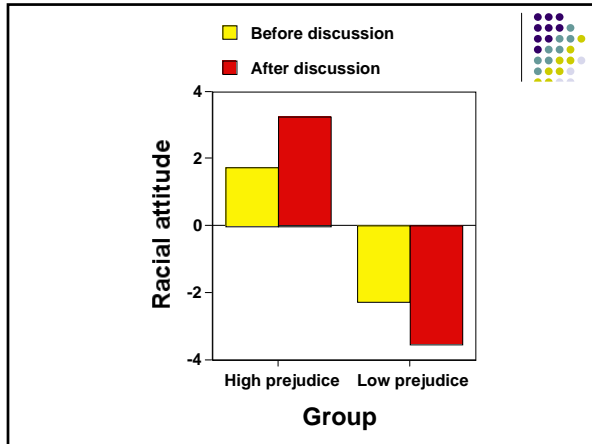
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**View**

Group members gradually convince themselves of the correctness of their initial views, and so come to adopt these even more strongly.




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**View**

During group discussion, people discover that their views are about average. Because people want to be above average, they shift to a more extreme position.




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Tendency of highly cohesive groups to seek consensus so strongly that they ignore information inconsistent with their views and often make disastrous decisions.

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### Preventing



1. Teach members about groupthink.
2. Be impartial; don't endorse any position.
3. Encourage criticism, objections, and doubts.
4. Use "devil's advocates."
5. Divide the group into subgroups.
6. Identify possible actions by rival groups.
7. Express doubts at "second chance" meeting.
8. Outside experts challenge the group's views.
9. Get reactions from associates.
10. Independent groups work on same issue.

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