

Much of What You Know About Groupthink Is Wrong

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Everyone knows the concept of groupthink. A tightly knit and overconfident set of decision makers form an insular echo chamber, fail to see the big picture, and end up making disastrous decisions.

By now, most of us think we have a good sense of the sorts of conditions that cause groups to fall into this trap. But how good is that understanding?

Let's start with a thought experiment. If you had to guess, which of the following teams is the most likely to fall prey to the pathologies of groupthink?

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