Victims of Grouphink: A Psychological Study of Foreign-Policy Decisions and Fiascoes

Victims of Grouphink: Irving Janis 1972 identifies the causes and consequences of grouphink, the process that takes over when decision-making bodies agree for the sake of agreeing to abandon their critical judgment.

Grouphink: Irving Janis 1963

Grouphink: Christopher Booker 2002-03-19 In Grouphink, his final book, the late, eminent journalist and bestselling author Christopher Booker seeks to identify the hidden key to understanding much that is disturbing about the world today. With reference to the ideas of a Yale professor who first identified the theory, and to the writings of George Orwell, from whose 'newspaper' the word was adopted, Booker sheds light on the remarkable – and worrying – effects of 'grouphink,' and its influence on our society. Booker defines the three rules of grouphink: the adoption of a common view or belief not based on objective reality; the establishment of a consensus of right-minded people; as an 'in-group,' and rejection of anything not conformed to that view. He shows how gourpthink, which has operated in government, politics, business, the media, and even the world of sport, has led to some of the world's worst disasters and most deeply disturbing results. As Booker shows, such behavior can have tragic consequences for democracy and the democratic process. As with his previous books, this is a vital book for anyone who cares about the state of the world today.

Decision Making: Irving Janis 1979/03

The Polyphonic Syndrome: Alex Mintz 2016-01-02 Why do presidents and advisors often make sub-optimal decisions on military intervention, escalation, de-escalation, and termination of conflicts? The leading concept of group dynamics, gourpthink, requires one explanation: policy-making groups make sub-optimal decisions due to their desire for conformity and uniformity over dissent, leading to a failure to consider other relevant possibilities. But presidential advisory groups are often fragmented and divisive. This book therefore scrutinizes polyphonic, a group decision-making dynamic whereby different members in a decision-making unit espouse a plurality of opinions and dissenting policy proposals, resulting in a diagnosis of decision-making process or even decision paralysis. The book analyzes eleven national security decisions, including the national security policy designed prior to the terrorist attacks of 9/11, the decisions to enter and withdraw from Afghanistan and Iraq, the 2007 'reregulation' decision, the crisis over the Iranian nuclear program, the UN Security Council decision on the Syrian Civil War, the forthcoming Kerry Peace Process in the Middle East, and the U.S. decision on military operations against ISIS. Based on the analysis of these case studies, the author addresses implications of the polyphonic phenomenon, including prescriptions for avoiding and/or overcoming it, and develops strategies and tools for what they call Polyphonic Policy-Making. The author also shows the applicability of polyphonic to industry, and everyday decision-making.

Grouphink: Irving Janis 1982 Groupthink: the psychological drive for consensus at any cost that suppresses disagreement and prevents alternatives in cohesive decision-making groups. In the first edition (Victims of Grouphink), Irving Janis showed how this phenomenon contributed to some of the most critical decisions of the U.S. foreign policy failures of recent decades: the Korean War scare, the escalation of the Vietnam War, the failure to be prepared for the attack on Pearl Harbor, and the Bay of Pigs blunder. He also examined cases, such as the handling of the Cuban Missile Crisis and the formulation of the Marshall Plan, where gourpthink was avoided. Here, in this revised and expanded edition, Janis applies his hypothesis to the Watergate cover-up, portraying in detail how gourpthink helped to put the participants on a disadvantageous course and keep them there. In addition, he presents some fresh ideas on how and why gourpthink occurs and offers suggestions for avoiding it.

Cruicial Decisions: Irving Janis 1989 Instructs the corporate executive, organizational policy-maker, and general manager in the art of making informed decisions following by four basic steps

Short-term Counseling: Irving Janis 1983-01-01 How can counselors be most effective in advising clients who seek help in making vital decisions concerning health, career, marriage or other aspects of their personal lives? Irving Janis offers this practical guide, basing his suggestions mainly on the findings from recent field studies in mental health clinics.

The Power of Being Divisive: Thomas J. Rutel 2020-04-11 In the last decade, research on negative social evaluations, from extreme reputation to stigmatization, has surpassed both in the individual and organizational level. Thus far, this field of research is riddled with a naive belief that a negative image disintegrates in the eyes of all audiences. However, such an assumption has been misleading to the real situation. This book explores the potential variation of negative social evaluations, from the perspective of a marketing professor, as well as accounting for the complexity and potential consequences associated with negative social evaluations. A great number of researches have found that negative social evaluations can significantly impact the organization's success. A growing body of work has begun to show that being “up against the rest” is an active driver of corporate identity, and that firms that face strong public hostility can benefit from innovative and unconventional strategies. This book offers a framework for understanding not only how individuals and organizations can survive an age of increasing scrutiny, but how negative social evaluations can surprisingly yield positive results. It is a guide to understanding the potential of negative social evaluations for any business.

Discussion outline and sample AP® test questions. It covers only the information tested on the new exam, so you can make the most of your valuable study time. Expert Test-taking Strategies Crash Course presents detailed, question-level explanations. It's perfect for the time-crunched student, the last-minute studier, or anyone who wants a refresher on the subject. Are you crunched for time? Have you started studying for your AP Psychology exam yet? How will you prepare for this exam? In the era of identity politics, many political leaders express controversial views to appeal to specific audiences and gain in popularity. Through network and signaling effects, being controversial can potentially pay off. This book offers a framework for understanding not only how individuals and organizations can survive an age of increasing scrutiny, but how negative social evaluations can surprisingly yield positive results. A growing body of work has begun to show that being “up against the rest” is an active driver of corporate identity, and that firms that face strong public hostility can benefit from innovative and unconventional strategies. This book offers a framework for understanding not only how individuals and organizations can survive an age of increasing scrutiny, but how negative social evaluations can surprisingly yield positive results. A growing body of work has begun to show that being “up against the rest” is an active driver of corporate identity, and that firms that face strong public hostility can benefit from innovative and unconventional strategies.

Fernbach argue that we survive and thrive despite our mental shortcomings because we live in a rich community of knowledge. The key to our intelligence lies in the people and things around us. We're constantly drawing on information and ideas from others, and that's why we're so good at reasoning and solving problems. We're constantly drawing on the ideas and experiences of others to think about the world. The more we learn from others, the smarter we become.

Mr. Republican-James T. Patterson 1972 Offers a sympathetic portrait of the U.S. Senator and presidential aspirant drawn from his personal papers.

Political Psychology—David Patrick Houghton 2009-01-15 What shapes political behavior more: the situations in which individuals find themselves, or the internal psychological makeup—beliefs, values, and so on—of those individuals? This is perhaps the leading question within the psychological study of politics. In this text, the author presents a concise, readable, and conceptually-organized introduction to the topic of political psychology by examining this very question. Using this schematic approach, Houghton illuminates the implications of various political phenomena, from the dynamics of elections and voting behavior to issues of public opinion and citizen participation. How and why do political leaders think and say what they do? Why don’t political leaders always tell the truth? How do we have a “rational” political system if people don’t think rationally? These are some of the many questions addressed in this book.

Mr. Republican: A Psychological Study Of Foreign-Policy Decisions And Fiascoes - Irving Janis 1972 Janis identifies the causes and fateful consequences of groupthink, the process that takes over when decision-making bodies agree for the sake of agreeing to abandon their critical judgment.

Mr. Krieger describes how teachers who are energetic presenters, commitment to scholarship, and helping students achieve high AP® exam scores. All of Mr. Krieger's students scored above a 3 on their AP® exams, with most students scoring a 4 or a 5. In 2004 and 2005, the AP® Psychology exam was revised to reflect a new emphasis on information, analysis, and critical thinking. Mr. Krieger's students were well-prepared for these changes, and many of them went on to pursue careers in psychology and related fields.

Groupthink in Government- Paul 'T Hart 1994-09-01 In the first book-length study of gourpthink since Janis's work, Paul 'T Hart has provided a rigorous and systematic version of this influential theory which opens new avenues for research.

Mr. Republican: A Psychological Study Of Foreign-Policy Decisions And Fiascoes - James T. Patterson 1972 Offers a sympathetic portrait of the U.S. Senator and presidential aspirant drawn from his personal papers.

Psychological-Political Psychology—David Patrick Houghton 2009-01-15 What shapes political behavior more: the situations in which individuals find themselves, or the internal psychological makeup—beliefs, values, and so on—of those individuals? This is perhaps the leading question within the psychological study of politics. In this text, the author presents a concise, readable, and conceptually-organized introduction to the topic of political psychology by examining this very question. Using this schematic approach, Houghton illuminates the implications of various political phenomena, from the dynamics of elections and voting behavior to issues of public opinion and citizen participation. How and why do political leaders think and say what they do? Why don’t political leaders always tell the truth? How do we have a “rational” political system if people don’t think rationally? These are some of the many questions addressed in this book.

The Knowledge Illusion: Steven Sloman 2017-03-14 "The Knowledge Illusion is filled with insights on how we should deal with our individual ignorance and collective wisdom." —Steven Pinker We all think we know more than we actually do. Humans have built hugely complex societies and technologies, but most of us don’t even know how a pen or a toilet works. How have we achieved so much despite understanding so little? Cognitive scientists Steven Sloman and Philipvertisement
Psychotherapy For Dummies—Adam Cash 2013-06-21 Understand why you feel and act the way you do. Psychology For Dummies is a fun, user-friendly guide to the basics of human behavior and mental processes. In plain English—and using lots of everyday examples—psychotherapist Dr. Adam Cash cuts through the jargon to explain what psychology is all about and what it tells you about why you do the things you do. With this book as your guide, you'll gain profound insights into human nature, understand yourself better, make sense of individual and group behaviors, explore different approaches in psychology, recognize problems in yourself and others, make informed choices when seeking psychological counseling, and much more. Shows you how understanding human psychology can help you make better decisions, avoid things that cause stress, manage your stress to a greater degree, and set goals. Helps you make informed choices when seeking psychological counseling. Serves as an invaluable supplement to classroom learning. From Freud to forensics, anxiety to sex phobia, Psychology For Dummies takes you on a fascinating journey of self-discovery.

In the Mind’s Eye—National Research Council 1992-02-01 The archer stands and pulls back the bow, visualizing the path of the arrow to the target. Does this mental exercise enhance performance? Can we all use such techniques to improve performance in our daily lives? In the Mind’s Eye addresses these and other intriguing questions. This volume considers basic issues of performance, exploring how techniques for quick learning affect long-term retention, whether an expert’s behavior can serve as a model for beginners, if team performance is the sum of individual members’ performances, and whether subliminal learning has a basis in science. The book also considers meditation and some other pain control techniques. Deceit and the ability to detect deception are explored in detail. In the area of self-assessment techniques for career development, the volume evaluates the widely used Myers-Briggs Type Indicator.

Obedience to Authority—Stanley Milgram 2017-07-11 A part of Harper Perennial’s special “Resistance Library” highlighting classic works that illuminate our times. A special edition reissue of Stanley Milgram’s landmark examination of humanity’s susceptibility to authoritarianism. “The classic account of the human tendency to follow orders, no matter who they hurt or what their consequences.” —Washington Post Book World In the 1960s, Yale University psychologist Stanley Milgram famously carried out a series of experiments that forever changed our perceptions of morality and free will. The subjects—or “teachers”—were instructed to administer electroshocks to a human “learner,” with the shocks becoming progressively more powerful and painful. Controversial but now strongly vindicated by the scientific community, these experiments attempted to determine to what extent people will obey orders from authority figures regardless of consequences. “Milgram’s experiments on obedience have made us more aware of the dangers of uncritically accepting authority,” wrote Peter Singer in the New York Times Book Review. With an introduction from Dr. Philip Zimbardo, who conducted the famous Stanford Prison Experiment, Obedience to Authority is Milgram’s fascinating and troubling chronicle of his classic study and a vivid and persuasive explanation of his conclusions.

Political Psychology—John T. Jost 2004 The articles in this volume have been carefully chosen to illustrate the way the field has developed historically as well as current issues and research directions.

Intelligence Analysis—National Research Council 2011-04-08 The U.S. intelligence community (IC) is a complex human enterprise whose success depends on how well the people in it perform their work. Although often aided by sophisticated technologies, these people ultimately rely on their own intellect to identify, synthesize, and communicate the information on which the nation’s security depends. The IC’s success depends on having trained, motivated, and thoughtful people working within organizations able to understand, value, and coordinate their capabilities. Intelligence analysis provides up-to-date scientific guidance for the intelligence community (IC) so that it might improve individual and group judgments, communication between analysts, and analytic processes. The papers in this volume provide the detailed evidentiary base for the National Research Council’s report, Intelligence Analysis for Tomorrow: Advancements from the Behavioral and Social Sciences. The opening chapter focuses on the structure, missions, operations, and characteristics of the IC, while the following 12 papers provide in-depth reviews of key topics in three areas: analytic methods, analysts, and organizations. Informed by the IC’s unique missions and constraints, each paper documents the latest advancements of the relevant science and is a stand-alone resource for the IC’s leadership and workforce. The collection allows readers to focus on one area of interest (analytic methods, analysts, or organizations) or even one particular aspect of a category. As a collection, the volume provides a broad perspective of the issues involved in making difficult decisions, which is at the heart of intelligence analysis.

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