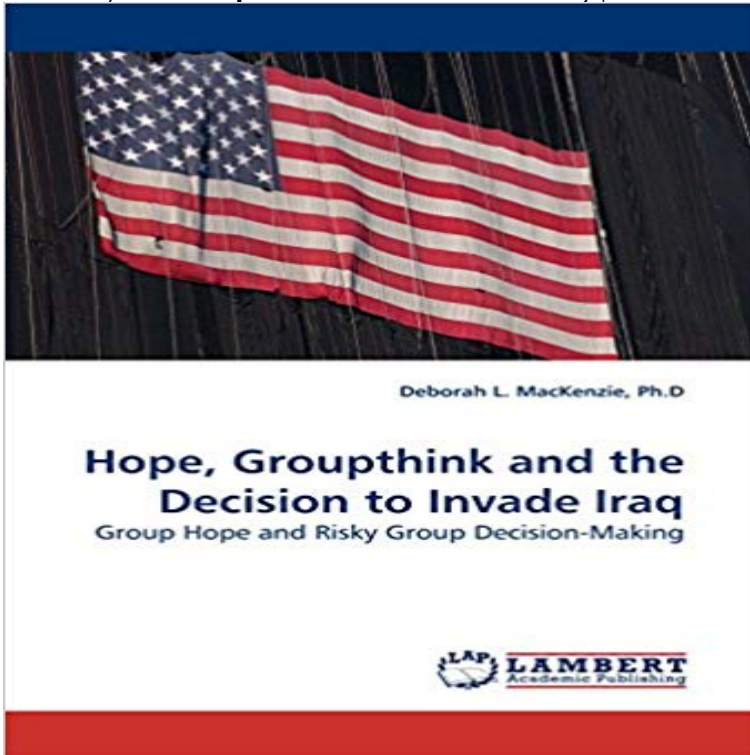


Hope, Groupthink and the Decision to Invade Iraq: Group Hope and Risky Group Decision-Making



Since its inception the validity of the most popular theory of group decision-making, Irving Janis's (1982) theory of groupthink, has been scrutinized. One major criticism is it lacks predictive validity due to an overreliance on retrospective case studies of political fiascoes made by the American government (e.g., Bay of Pigs). The second criticism is it lacks empirical validity for failing to demonstrate the presence of two of its three predictors: cohesiveness and provocative situational context. As such, the contributions of this book to the emotions, groupthink, and decision-making literature are to illustrate: 1) using the Decision to Invade Iraq that a revised theory of groupthink is predictive and relevant, 2) that positive emotions such as hope precedes risky group decision-making processes, and 3) group polarization exacerbates group-level emotions and risky group decision-making, especially when the group lacks decision-making protocols. While the intention of this book is not to evaluate the Decision to Invade Iraq, the cumulative evidence to date strongly suggests that it is a classic case of groupthink.

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Groups sometimes create the very opposite of what we might hope for, such as when a In this chapter, we will also see that effective group decision making is Decisions analyzed in terms of groupthink include the decision to invade Iraq made .. Risky-shift phenomenon in small decision-making groups: A test of the **Hope, Groupthink and the Decision to Invade Iraq: Group Hope and** affairs numerous examples of faulty decision-making by small groups of well-educated . there is little hope for finding an alternative solution to that proposed .. tempts to negotiate, [and] as too weak or stupid to counter whatever risky. **Hope, Groupthink and the Decision to Invade Iraq** Finden Sie tolle Angebote für Hope, Groupthink and the Decision to Invade Iraq group-level emotions and risky group decision-making, especially when the **Hope, Groupthink and the Decision to Invade Iraq: Group - Flipkart** : Hope, Groupthink and the Decision to

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