

**TABLE 8.3** Groupthink: Symptoms, Consequences, Causes, and Remedies

Symptoms	Consequences	Causes	Remedies
<b>ILLUSION OF UNANIMITY</b> <ul style="list-style-type: none"> <li>• Concurrence seeking</li> <li>• Self-censorship</li> <li>• Intolerance of dissent</li> <li>• Mindguards</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to discuss alternatives</li> <li>• Failure to consider expert opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Highly cohesive group</li> <li>• Strong, well-liked leader</li> </ul>	<ul style="list-style-type: none"> <li>• Leader should refrain from stating a preference</li> </ul>
<b>ILLUSION OF INVULNERABILITY</b> <ul style="list-style-type: none"> <li>• Rationalization</li> <li>• Overconfidence</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to reexamine decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Group isolation</li> <li>• Strong external pressures or deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Outside opinions should be sought</li> </ul>
<b>ILLUSION OF INVIOABILITY</b> <ul style="list-style-type: none"> <li>• Unshakable belief in group's morality</li> <li>• Stereotyping of enemies</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to develop contingency plan</li> </ul>		<ul style="list-style-type: none"> <li>• Designated dissenter should be appointed</li> <li>• Periodic review of decisions should be scheduled</li> </ul>

Source: Janis and Mann (1977).