

Getting Beyond Groupthink to Make Groups Smarter

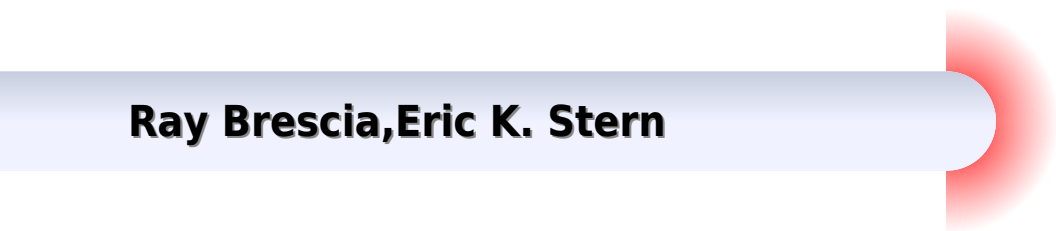
Featuring Harvard Law School professor Cass Sunstein,
co-author of *Nudge* and the recently published *Wiser: Getting
Beyond Groupthink to Make Groups Smarter*

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Wiser Getting Beyond Groupthink To Make Groups Smarter

Ray Brescia, Eric K. Stern



Wiser Getting Beyond Groupthink To Make Groups Smarter:

Wiser Cass R. Sunstein, Reid Hastie, 2015 We've all been involved in group decisions and they're hard. And they often turn out badly. Why? Many blame bad decisions on groupthink without a clear idea of what that term really means. Now Nudge coauthor Cass Sunstein and leading decision-making scholar Reid Hastie shed light on the specifics of why and how group decisions go wrong and offer tactics and lessons to help leaders avoid the pitfalls and reach better outcomes. Dust jacket flap

The Neurodiversity Edge Maureen Dunne, 2024-03-05 National Bestseller A Porchlight Book Company Top New Release As seen on Armchair Expert with Dax Shepard An interesting read for anybody curious about the human story and our development in society Irish Tech News Groundbreaking guide innovative and accessible San Francisco Book Review In The Neurodiversity Edge renowned Oxford-trained cognitive scientist neurodiversity expert and business leader Dr. Maureen Dunne presents a pioneering framework to harnessing the power of neurodiversity to navigate the most important human resources revolution in the modern era. Did you know that an estimated 1 in 5 people are neurodivergent, have a mind that works differently, such as the autistic, ADHDers, the dyslexic, synesthetes, and other unique neurotypes, and that the vast majority are motivated, capable, and unemployed? This indispensable guide is based on more than two decades of immersive cognitive science research, case studies, stories from neurodivergent voices in the trenches, work with hundreds of organizations from start-ups to global Fortune 500 titans, and Dr. Dunne's own lived experiences as a neurodivergent employer, entrepreneur, board member, and CEO. Too many unique minds and perspectives on the sidelines, and too many organizations beset by groupthink, innovation stagnation, and a lack of access to qualified new candidates. The Neurodiversity Edge takes you all the way from why to what and to how, delivering practical insights that build on a new foundational framework. Cultivate a values-driven approach to building a culture of sustained, authentic inclusion where everyone can thrive. How to improve the interview process to avoid missing game-changing talent. Develop a hybrid office protocol that works for everyone and a support infrastructure that aligns with universal design principles. Discover why Google's Project Aristotle found that innovation and performance hinge on psychological safety. Uncover and eliminate the destructive influence of unconscious cognitive biases. Take a graphic tour into the wonders of the human mind. Understand unique problem-solving abilities such as lateral thinking, visual spatial thinking, multisensory thinking, leaps of creative insight, hyperfocus, and many more. How to articulate and implement organizational goals and measure progress toward them. The Neurodiversity Edge is an essential guide for executives, board directors, human resources professionals, managers, recruiters, entrepreneurs, venture capitalists, allies, educators, nonprofit leaders, and anyone with an interest in better understanding neurodiversity, authentic neuroinclusion, and the human mind.

Collective Efficacy Jenni Donohoo, 2016-10-21 Improve student outcomes with collective teacher efficacy. If educators' realities are filtered through the belief that they can do very little to influence student achievement, then it is likely these beliefs will manifest in their practice. The solution: Collective

efficacy CE the belief that through collective actions educators can influence student outcomes and increase achievement Educators with high efficacy show greater effort and persistence willingness to try new teaching approaches and attend more closely to struggling students needs This book presents practical strategies and tools for increasing student achievement by sharing Rationale and sources for establishing CE Conditions and leadership practices for CE to flourish Professional learning structures protocols

What Is a Human? James Paul Gee, 2020-09-17 In a sweeping synthesis of new research in a number of different disciplines this book argues that we humans are not who we think we are As he explores the interconnections between cutting edge work in bioanthropology evolutionary biology neuroscience human language and learning and beyond James Paul Gee advances also a personal philosophy of language learning and culture informed by his decades of work across linguistics and the social sciences Gee argues that our schools institutions legal systems and societies are designed for creatures that do not exist thus resulting in multiple interacting crises such as climate change failing institutions and the rise of nationalist nationalism As Gee constructs an understanding of the human that takes into account our social collective and historical nature as established by recent research he inspires readers to reflect for themselves on the very question of who we are a key consideration for anyone interested in society government schools health activism culture and diversity or even just survival

Judicial Character in Hard Times Tomasz Widlak, 2025-03-12 This insightful book analyses how judges intellectual traits and personalities impact the rule of law and the proper performance of judicial roles Focusing on times of crisis the book discusses manifestations of judicial character under internal and external pressures social unrest and attacks on judges when their status independence and impartiality are under strain

Disputed Decisions of World War II Mark Thompson, 2020-01-17 A former Harvard professor of decision science and game theory draws on those disciplines in this review of controversial strategic and tactical decisions of World War II Allied leaders although outstanding in many ways sometimes botched what now is termed meta decision making or deciding how to decide Operation Jubilee a single division raid on Dieppe France in August 1942 for example illustrated the pitfalls of groupthink In the Allied invasion of North Africa three months later American and British leaders fell victim to the planning fallacy having unrealistically rosy expectations of an easy victory In Sicily in the summer of 1943 they violated the millennia old principle of command unity now re endorsed and elaborated on by modern theorists Had Allied strategists understood the game theory of bluffing in January 1944 they might well not have landed two plus divisions at Anzio in Italy

Straight Choices Ben R. Newell, David A. Lagnado, David R. Shanks, 2022-05-19 Straight Choices provides a fascinating introduction to the psychology of decision making enhanced by discussion of relevant examples of decision problems faced in everyday life Thoroughly revised and updated throughout this edition provides an integrative account of the psychology of decision making and shows how psychological research can help us understand our uncertain world The book emphasizes the relationship between learning and decision making arguing that the best way to understand how and why decisions are made is in the context of

the learning and knowledge acquisition which precedes them and the feedback which follows The mechanisms of learning and the structure of environments in which decisions are made are carefully examined to explore their impact on our choices The authors then consider whether we are all constrained to fall prey to cognitive biases or whether with sufficient exposure we can find optimal decision strategies and improve our decision making This edition highlights advances made in judgment and decision making research with additional coverage of behavioral insights nudging artificial intelligence and explanation based decision making Written in a non technical manner this book is an essential read for all students and researchers in cognitive psychology behavioral economics and the decision sciences as well as anyone interested in the nature of decision making

Organizational Behavior Christopher P. Neck, Jeffery D. Houghton, Emma L. Murray, 2019-01-02 Why does organizational behavior matter isn't it just common sense *Organizational Behavior A Skill Building Approach* helps students answer this question by providing insight into OB concepts and processes through an interactive skill building approach Translating the latest research into practical applications authors Christopher P Neck Jeffery D Houghton and Emma L Murray unpack how managers can develop essential skills to unleash the potential of their employees The text examines how individual characteristics group dynamics and organizational factors affect performance motivation and job satisfaction providing students with a holistic understanding of OB Packed with critical thinking opportunities experiential exercises and self assessments the new Second Edition provides students with a fun hands on introduction to the fascinating world of OB This title is accompanied by a complete teaching and learning package

What Works Iris Bohnet, 2016-03-08 Gender equality is a moral and a business imperative But unconscious bias holds us back and de-biasing minds has proven to be difficult and expensive Behavioral design offers a new solution Iris Bohnet shows that by de-biasing organizations instead of individuals we can make smart changes that have big impacts often at low cost and high speed

Expertisation and Democracy in Europe Magdalena Góra, Cathrine Holst, Marta Warat, 2017-11-27 *Expertisation and Democracy in Europe* provides a much needed account of the role and re-organisation of expertise and expert knowledge in Europe and the European Union in a broad range of policy spheres contributing to the debate triggered by the recent crises It brings novel perspectives to debates on technocracy and our understanding of the relations between knowledge experts and democracy The book explores and assesses new and old linkages between knowledge expertise and democracy and expands and deepens the current debates by addressing questions such as What is the role of expertise in Europe How is knowledge of different kinds embedded in and decisive for democratic practice in contemporary democracies How are we to assess recent transformations of the expert citizens and government civil society relationships from the perspective of democracy and which paths are viable in the years to come Finally the book engages with and gives flesh to the notion of expertisation not only as a broad political and societal diagnosis but also as a multidimensional and deeply contested process that enfold in concrete practices and institutional settings This text will be of key interest to scholars and students of European studies

European and European Union politics democracy public policy international relations sociology gender studies and media studies

Why We Fight Christopher Blattman, 2023-04-18 *Why We Fight* reflects Blattman's expertise in economics political science and history. Blattman is a great storyteller with important insights for us all. Richard H. Thaler, winner of the Nobel Memorial Prize in Economic Sciences and coauthor of *Nudge*, engaging and profound. This deeply searching book explains the true origins of warfare and it illustrates the ways that despite some contrary appearances, human beings are capable of great goodness. Nicholas A. Christakis, author of *Blueprint: The Evolutionary Origins of a Good Society*. Why did Russia attack Ukraine? Will China invade Taiwan and launch WWII? Why has the number of civil wars reached their highest level in decades? Why are so many cities in the Americas plagued with violence? And finally, what can any of us do about it? It feels like we're surrounded by violence. Each conflict seems unique and insoluble. With a reason for every war and a war for every reason, what hope is there for peace? Fortunately, it's simpler than that. *Why We Fight* boils down decades of economics, political science, psychology, and real-world interventions, giving us some counterintuitive answers to the question of war. The first is that most of the time we don't fight. Around the world, there are millions of hostile rivalries, yet only a fraction erupt into violence. Most enemies loathe one another in peace. The reason is simple: war is too costly to fight. It's the worst way to settle our differences. In those rare instances when fighting ensues, that means we have to ask ourselves: What kept rivals from the normal grudging compromise? The answer is always the same: It's because a society or its leaders ignored those costs of war or were willing to pay them. *Why We Fight* shows that there are just five ways this happens. From warring states to street gangs, ethnic groups and religious sects to political factions, Christopher Blattman shows that there are five reasons why violent conflict occasionally wins over compromise. Through Blattman's time studying Medellín, Chicago, Liberia, Northern Ireland, and more, we learn the common logics driving vainglorious monarchs, dictators, mobs, pilots, football hooligans, ancient peoples, and fanatics. *Why We Fight* shows that war isn't a series of errors, accidents, and emotions gone awry. There are underlying strategic, ideological, and institutional forces that are too often overlooked. So how to get to peace? Blattman shows that societies are surprisingly good at interrupting and ending violence when they want to; even gangs do it. The best peacemakers tackle the five reasons, shifting incentives away from violence and getting rivals back to dealmaking. And they do so through tinkering, not transformation. Realistic and optimistic, this is a book that lends new meaning to the adage: Give peace a chance.

The Routledge Handbook of Collective Intelligence for Democracy and Governance Stephen Boucher, Carina Antonia Hallin, Lex Paulson, 2023-06-19 *The Routledge Handbook of Collective Intelligence for Democracy and Governance* explores the concepts, methodologies, and implications of collective intelligence for democratic governance in the first comprehensive survey of this field. Illustrated by a collection of inspiring case studies and edited by three pioneers in collective intelligence, this handbook serves as a unique primer on the science of collective intelligence applied to public challenges and will inspire public actors, academics, students, and activists across the world to apply collective intelligence in

policymaking and administration to explore its potential both to foster policy innovations and reinvent democracy The Routledge Handbook of Collective Intelligence for Democracy and Governance is essential reading and an authoritative reference for scholars students researchers and practitioners of public policy public administration governance public management information technology and systems innovation and democracy as well as more broadly for political science psychology management studies public organizations and individual policy practitioners public authorities civil society activists and service providers Visit the handbook s dedicated website Smarter Together for complementary material

The Evaluators' Eye Gemma Derrick,2018-02-08 This book offers an empirical analysis of how academic peer review panels mediate the traditionally non academic criterion of societal impact The UK s 2014 Research Excellence Framework REF2014 for the first time included an Impact criterion that considered how research had influenced society beyond academia Using a series of interviews with REF2014 Main Panel A evaluators the book explores how a dominant definition of Impact was constructed within panels and how this led to the development of strategies around valuing it as an ambiguous object By doing so Derrick brings a unique perspective to Impact that is currently overlooked in the dominant Impact evaluation discourse Through examining the evaluation procedure as a dynamic process it is argued that the best models strategies and insights for Impact evaluation are those constructed in practice within peer review groups By exploring the legitimacy of peer review as a tool to assess the societal impact of research Derrick states that the future for Impact evaluation is not to seek alternative tools where peer review seemingly fails but instead to highlight ways in which peer review panels can work smarter The book will be essential reading for students academics and policy makers working in Education as well as researchers interested in peer review processes and the research evaluation frameworks and audit exercises globally

Foundations of Homeland Security Martin J. Alperen,2017-01-10 The Complete Guide to Understanding the Structure of Homeland Security Law New topics featuring leading authors cover topics on Security Threats of Separatism Secession and Rightwing Extremism Aviation Industry s Crew Resource Management Principles and Ethics Legal and Social Issues in Homeland Security Legal and Social Issues in Homeland Security In addition the chapter devoted to the Trans Pacific Partnership is a description of economic statecraft what we really gain from the TPP and what we stand to lose The Power of Pop Culture in the Hands of ISIS describes how ISIS communicates and how pop culture is used expertly as a recruiting tool Text organized by subject with the portions of all the laws related to that particular subject in one chapter making it easier to reference a specific statute by topic Allows the reader to recognize that homeland security involves many specialties and to view homeland security expansively and in the long term Includes many references as a resource for professionals in various fields including military government first responders lawyers and students Includes an Instructor Manual providing teaching suggestions discussion questions true false questions and essay questions along with the answers to all of these

Farsighted Steven Johnson,2018-09-04 The hardest choices are also the most consequential So why do we know so little

about how to get them right Big life altering decisions matter so much more than the decisions we make every day and they are also the most difficult where to live whom to marry what to believe whether to start a company how to end a war There is no one size fits all approach for addressing these kinds of conundrums Steven Johnson's classic *Where Good Ideas Come From* inspired creative people all over the world with new ways of thinking about innovation In *Farsighted* he uncovers powerful tools for honing the important skill of complex decision making While you can't model a once in a lifetime choice you can model the deliberative tactics of expert decision makers These experts aren't just the master strategists running major companies or negotiating high level diplomacy They are the novelists who draw out the complexity of their characters inner lives the city officials who secure long term water supplies and the scientists who reckon with future challenges most of us haven't even imagined The smartest decision makers don't go with their guts Their success relies on having a future oriented approach and the ability to consider all their options in a creative productive way Through compelling stories that reveal surprising insights Johnson explains how we can most effectively approach the choices that can chart the course of a life an organization or a civilization *Farsighted* will help you imagine your possible futures and appreciate the subtle intelligence of the choices that shaped our broader social history

The Director's Manual Peter C. Browning, William L. Sparks, 2016-01-14 Directors Improve Board Performance The Director's Manual A Framework for Board Governance offers current and aspiring board members essential up to date governance guidance that blends rigorous research based information with the wisdom found only through practical direct experience The book's flexible approach to solving governance issues reflects the authors belief that no two boards and the cultural dynamics that drive them are the same As such the advice offered reflects recognizable leadership dynamics and real world relevant organizational situations The book's two authors Peter C Browning an experienced CEO and member of numerous boards and William L Sparks a respected organizational researcher combine their individual experiences and talents to create a book that is both innovative and applicable to directors in any industry sector Specific best practice guidance is designed to help board members and their directors understand the unique strengths and challenges of their own board while at the same time provide targeted information that drives needed improvements in board performance and efficiency Specifically this book will help board members Explore practical advice on key issues including selection meeting schedules and director succession Consider board performance from multiple perspectives including cultural and group dynamics Discover how to effectively manage classic problems that arise when making decisions as a group Access a comprehensive set of assessment questions to test and reinforce your knowledge The Director's Manual A Framework for Board Governance offers practical advice to guide you as you lead your organization's board

Taming Uncertainty Ralph Hertwig, Timothy J. Pleskac, Thorsten Pachur, 2019-08-13 An examination of the cognitive tools that the mind uses to grapple with uncertainty in the real world How do humans navigate uncertainty continuously making near effortless decisions and predictions even under conditions of imperfect

knowledge high complexity and extreme time pressure Taming Uncertainty argues that the human mind has developed tools to grapple with uncertainty Unlike much previous scholarship in psychology and economics this approach is rooted in what is known about what real minds can do Rather than reducing the human response to uncertainty to an act of juggling probabilities the authors propose that the human cognitive system has specific tools for dealing with different forms of uncertainty They identify three types of tools simple heuristics tools for information search and tools for harnessing the wisdom of others This set of strategies for making predictions inferences and decisions constitute the mind's adaptive toolbox The authors show how these three dimensions of human decision making are integrated and they argue that the toolbox its cognitive foundation and the environment are in constant flux and subject to developmental change They demonstrate that each cognitive tool can be analyzed through the concept of ecological rationality that is the fit between specific tools and specific environments Chapters deal with such specific instances of decision making as food choice architecture

intertemporal choice financial uncertainty pedestrian navigation and adolescent behavior **Dealstorming** Tim Sanders, 2016 The bestselling author of *Love Is the Killer App* unveils a methodology that sales managers and account executives can use to solve their team's toughest problems by combining the wisdom and creativity of everyone who has a stake in the sale B2B sales reps often find that their deals get stuck at a crucial point in the decision making process This book is Tim Sanders's guide to breaking through the resistance and getting the deal unstuck using a scalable repeatable process that he calls Dealstorming By including a diverse group of individuals in the organization who has a stake in the sale questioning existing assumptions and channeling the collective experience of the group sales teams can uncover creative solutions to closing otherwise impossible deals In Sanders's experience as a sales executive and consultant utilizing this process has led to a stunning 70 percent close ratio Take for example the way Alyssa Wichman of CareerBuilder used dealstorming to break a deadlock with staffing firm Allegis When she found out that Allegis was sponsoring a golf tournament to raise money for their favorite nonprofit she and her team sat down to come up with ways to meet the Allegis executives there going so far as to take over manning a beer cart on the course to speak with the execs on the ninth hole They were impressed she'd gone to such lengths to have a few minutes with them so they agreed to a meeting the following week

Head, Heart, and Hands Listening in Coach Practice Kymberly Dakin-Neal, 2023-07-04 This book is an exploration of intentional listening as an essential skill for coaches It introduces the Head Heart and Hands Listening model as a vital tool to amplify effective listening in coaching practice Accessible and applicable the book explores the three listening modalities of Head Heart and Hands as active though largely unconscious lenses that inform the potency of our listening Dakin Neal argues that once coaches identify how they listen they can assist their clients in more targeted ways to positively impact their personal and professional lives Chapters are divided into the three listening modalities Head Heart and Hands and are filled with case studies stories reflective questions and exercises from the author's experience to help coaches strengthen their

listening skills The book also includes a comprehensive listening assessment for coaches to use in practice This book is essential reading for coaches in practice and in training as well as organizational psychologists HR professionals and those working within corporations

Crisis Lawyering Ray Brescia, Eric K. Stern, 2021-02-23 Shines a light on the emerging field of law dedicated to responding to and resolving the crises of the twenty first century In an increasingly globalized world a complex and interlocking web of nations governments non state actors laws and rules affect human behavior When crisis hits whether that be extrajudicial detention unprompted deportation pandemics or natural disasters lawyers are increasingly among the first responders equipped with the knowledge necessary to navigate the regulations of this ever more complex world Crisis Lawyering explores this phenomenon and attempts to identify and define what it means to engage in the practice of law in crisis situations In so doing it hopes to sketch out the contours of the emerging field of crisis lawyering Contributors to this volume explore cases surrounding domestic violence dealing with immigrants in detention and banned from travel policing in Ferguson Missouri the kidnapping of journalists and climate change among other crises Their analysis not only serves as guidance to lawyers in such situations but also helps others who deal with crises understand those crises and the role of lawyers in them better so that they may respond to them more effectively efficiently collaboratively and creatively Crisis Lawyering shines a light on the emerging field of law dedicated to responding to and resolving the complex crises of the twenty first century

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