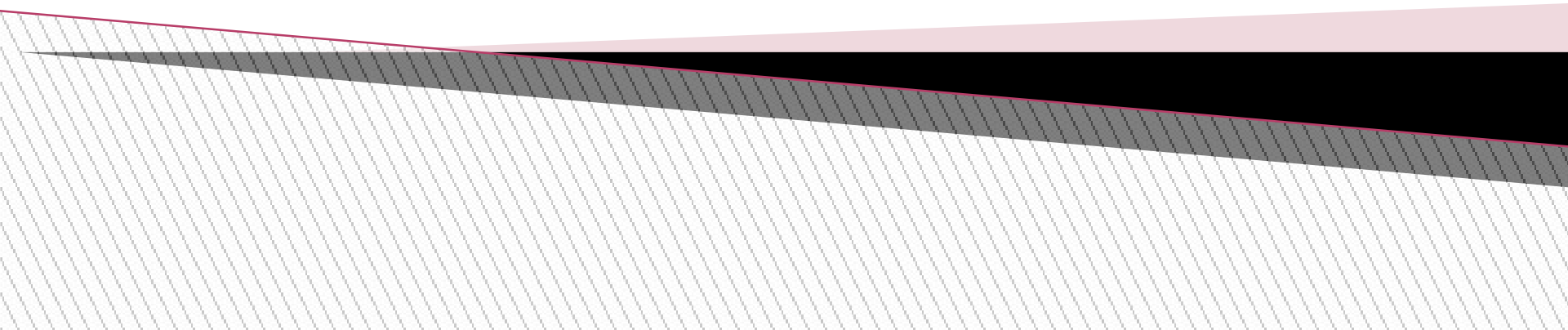


组织中的社会心理学

-- 韩英华



- ▶ 群体决策，好还是坏？更谨慎or更冒险？
- ▶ 就一个难题，相同时间，say, 15 minutes, 5个人一起讨论还是大家分头想会产生更多更有效解决方案

实验 1

Helen is a writer who is said to have considerable creative talent but who so far has been earning a comfortable living by writing cheap westerns. Recently she has come up with an idea for a potentially significant novel. If it could be written and accepted, it might have considerable literary impact and be a big boost to her career. On the other hand, if she cannot work out her idea or if the novel is a flop, she will have expended considerable time and energy without remuneration.

Imagine that you are advising Helen. Please check the *lowest* probability that you would consider acceptable for Helen to attempt to write the novel.

Helen should attempt to write the novel if the chances that the novel will be a success are at least

_____ 1 in 10

_____ 2 in 10

_____ 3 in 10

_____ 4 in 10

_____ 5 in 10

_____ 6 in 10

_____ 7 in 10

_____ 8 in 10

_____ 9 in 10

_____ 10 in 10 (Place a check here if you think Helen should attempt the novel only if it is certain that the novel will be a success.)

“risky shift phenomenon,”

During discussion, opinions converged. Curiously, however, the point toward which they converged was usually a lower (riskier) number than their initial average.

实验2

One of these featured “Roger,”

a young married man with two school-age children and a secure but low-paying job. Roger can afford life’s necessities but few of its luxuries. He hears that the stock of a relatively unknown company may soon triple in value if its new product is favorably received or decline considerably if it does not sell. Roger has no savings. To invest in the company, he is considering selling his life insurance policy.

_____ 1 in 10

_____ 2 in 10

_____ 3 in 10

_____ 4 in 10

_____ 5 in 10

_____ 6 in 10

_____ 7 in 10

_____ 8 in 10

_____ 9 in 10

_____ 10 in 10

▶ 更谨慎？

group polarization: *Discussion typically strengthens the average inclination of group members.*

Why Group Polarization Happens

Pause

Informational Influence

Normative Influence

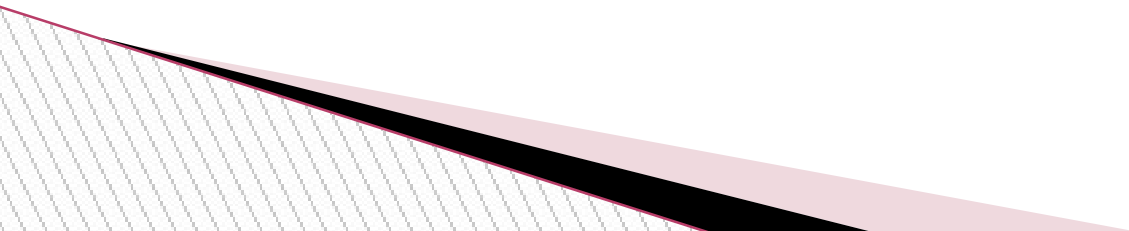
A second explanation of polarization involves comparison with others. As Leon Festinger (1954) argued in his influential theory of **social comparison**, we humans want to evaluate our opinions and abilities by comparing our views with others'. We are most persuaded by people in our "reference groups"—groups we identify with (Abrams & others, 1990; Hogg & others, 1990). Moreover, wanting people to like us, we may express stronger opinions after discovering that others share our views.

▶ 经历过的例子？

Webcam as a single product or add-on

Support vs. marketing

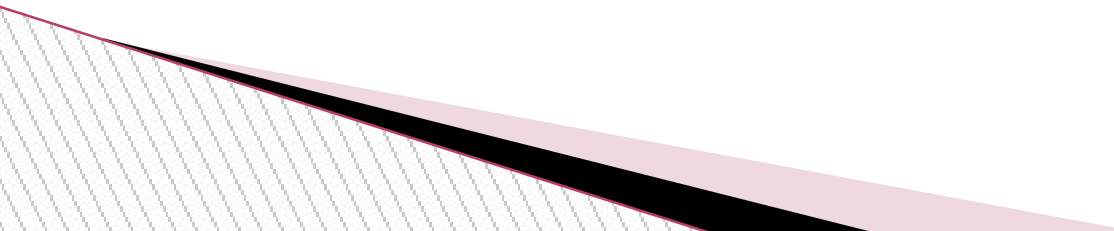
▶ 马太效应 (Matthew Effect)



GROUPTHINK

- *Pearl Harbor.* In the weeks preceding the December 1941 Pearl Harbor attack that put the United States into World War II,
- *The Bay of Pigs Invasion.* In 1961 President John Kennedy and his advisers tried to overthrow Fidel Castro by invading Cuba
- *The Vietnam war.* From 1964 to 1967 President Lyndon Johnson and his “Tuesday lunch group” of policy advisers escalated the

Janis believed those blunders were bred by the tendency of decision-making groups to suppress dissent in the interests of group harmony, a phenomenon he called **groupthink**. In work groups, camaraderie boosts productivity (Mullen & Copper, 1994). Moreover, team spirit is good for morale. But when making decisions, close-knit groups may pay a price. Janis believed that the soil from which groupthink sprouts includes

- an amiable, *cohesive* group
 - relative *isolation* of the group from dissenting viewpoints
 - a *directive leader* who signals what decision he or she favors
- 

SYMPTOMS OF GROUPTHINK

The first two groupthink symptoms lead group members to *overestimate their group's might and right*.

- *An illusion of invulnerability.* The groups Janis studied all developed an excessive optimism that blinded them to warnings of danger. Told that his forces had lost radio contact with the Japanese carriers, Admiral Kimmel, the chief naval officer at
- *Unquestioned belief in the group's morality.* Group members assume the inherent morality of their group and ignore ethical and moral issues. The Kennedy group knew that adviser Arthur Schlesinger, Jr., and Senator J. William Fulbright had moral reservations about invading a small, neighboring country. But the group never entertained or discussed those moral qualms.

Group members also become *closed-minded*.

- *Rationalization.* The groups discount challenges by collectively justifying their decisions. President Johnson's Tuesday lunch group spent far more time rationalizing (explaining and justifying) than reflecting on and rethinking prior decisions to escalate. Each initiative became an action to defend and justify.
- *Stereotyped view of opponent.* Participants in these groupthink tanks consider their enemies too evil to negotiate with or too weak and unintelligent to defend themselves against the planned initiative. The Kennedy group convinced itself that Castro's military was so weak and his popular support so shallow that a single brigade could easily overturn his regime.

Finally, the group suffers from pressures toward *uniformity*.

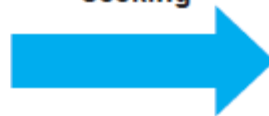
- *Conformity pressure.* Group members rebuffed those who raised doubts about the group's assumption and plans, at times not by argument but by personal sarcasm. Once, when President Johnson's assistant Bill Moyers arrived at a meeting, the president derided him with, "Well, here comes Mr. Stop-the-Bombing." Faced with such ridicule, most people fall into line.
- *Self-censorship.* Since disagreements were often uncomfortable and the groups seemed in consensus, members withheld or discounted their misgivings. In the months following the Bay of Pigs invasion, Arthur Schlesinger (1965, p. 255) reproached himself "for having kept so silent during those crucial discussions in the Cabinet Room, though my feelings of guilt were tempered by the knowledge that a course of objection would have accomplished little save to gain me a name as a nuisance."
- *Illusion of unanimity.* Self-censorship and pressure not to puncture the consensus create an illusion of unanimity. What is more, the apparent consensus confirms the group's decision.

- *Mindguards*. Some members protect the group from information that would call into question the effectiveness or morality of its decisions. Before the Bay of Pigs invasion, Robert Kennedy took

Social conditions

- 1 High cohesiveness
- 2 Insulation of the group
- 3 Lack of methodical procedures for search and appraisal
- 4 Directive leadership
- 5 High stress with a low degree of hope for finding a better solution than the one favored by the leader or other influential persons

Concurrence-seeking



Symptoms of groupthink

- 1 Illusion of invulnerability
- 2 Belief in inherent morality of the group
- 3 Collective rationalization
- 4 Stereotypes of outgroups
- 5 Direct pressure on dissenters
- 6 Self-censorship
- 7 Illusion of unanimity
- 8 Self-appointed mindguards



Symbols of defective decision making

- 1 Incomplete survey of alternatives
- 2 Incomplete survey of objectives
- 3 Failure to examine risks of preferred choice
- 4 Poor information search
- 5 Selective bias in processing information at hand
- 6 Failure to reappraise alternatives
- 7 Failure to work out contingency plans

PREVENTING GROUPTHINK

- Be impartial—do not endorse any position.
- Encourage critical evaluation; assign a “devil’s advocate.” Better yet, welcome the input of a genuine dissenter, which does even more to stimulate original thinking and to open a group to opposing views, report Charlan Nemeth and her colleagues (2001a, 2001b).
- Occasionally subdivide the group, then reunite to air differences.
- Welcome critiques from outside experts and associates.
- Before implementing, call a “second-chance” meeting to air any lingering doubts.

▶ 我们应该如何避免或减少？

Be aware of the phenomenon

Do not be afraid to challenge the group