

What can be done to prevent groupthink?

- ★ Awareness of groupthink as a concept
- ★ Team design: include a plant and a monitor-evaluator
- ★ Divide group accountability down to individuals
- ★ Shuffle the members of mature teams
- ★ Impartial measurement of progress and results
- ★ Milestones on large projects
- ★ Systems for openness:
 - ◆ formal planning for possible problems
 - ◆ allocation of black hat at start of meeting
 - ◆ everyone has to put a view, even the quietest
 - ◆ review of finished projects: how could we have done even better?
- ★ Alert leader looking for body language signs of individuals' doubts