



# Wiser: Getting Beyond Groupthink to Make Groups Smarter

By Cass R. Sunstein, Reid Hastie

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**Wiser: Getting Beyond Groupthink to Make Groups Smarter** By Cass R. Sunstein, Reid Hastie

## Why are group decisions so hard?

Since the beginning of human history, people have made decisions in groups—first in families and villages, and now as part of companies, governments, school boards, religious organizations, or any one of countless other groups. And having more than one person to help decide is good because the group benefits from the collective knowledge of all of its members, and this results in better decisions. Right?

Back to reality. 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. In the first part of the book, they explain in clear and fascinating detail the distinct problems groups run into:

- They often *amplify*, rather than correct, individual errors in judgment
- They fall victim to *cascade effects*, as members follow what others say or do
- They become *polarized*, adopting more extreme positions than the ones they began with
- They emphasize *what everybody knows* instead of focusing on critical information that only a few people know

In the second part of the book, the authors turn to straightforward methods and advice for making groups smarter. These approaches include silencing the leader so that the views of other group members can surface, rethinking rewards and incentives to encourage people to reveal their own knowledge, thoughtfully assigning roles that are aligned with people's unique strengths, and more.

With examples from a broad range of organizations—from Google to the CIA—and written in an engaging and witty style, *Wiser* will not only enlighten you; it will help your team and your organization make better decisions—decisions that lead to greater success.

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## **Wiser: Getting Beyond Groupthink to Make Groups Smarter** By Cass R. Sunstein, Reid Hastie **Bibliography**

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**Editorial Review**

Review

“Just because collective groupthink in business and public life decision-making is the prevalent paradigm, doesn't mean it's the right way to go. Discuss.” — *Qantas The Australian Way*

"[*Wiser*] sheds light on the specifics of why and how group decisions go wrong, and share insights into how leaders can avoid the pitfalls and reach better outcomes....With examples from a broad range of organisations from Google to the CIA, *Wiser* is designed to help leaders and their teams make better decisions that lead to greater success." — *Inside HR*

ADVANCE PRAISE for *Wiser*:

**Lawrence Summers, Secretary of the Treasury under President Clinton; Director of the National Economic Council under President Obama—**

“No man is an island, and all important decisions are made collectively. This important book shows how they can be made better and so will make groups, crowds, and our society wiser and better. Anyone involved in making decisions that matter should read this book.”

**John Engler, President, Business Roundtable—**

“Drawing on academic research, real-world examples, and, in Sunstein's case, White House experience, the authors identify the most common mistakes groups fall victim to and offer sensible ways to avoid those often-expensive errors. In Sunstein and Hastie's recommendations, CEOs and managers alike will find much that leaves them, in a word, wiser.”

**Claire Shipman, Correspondent, ABC's *Good Morning America*; Author, *The Confidence Code*—**

“More minds aren't always better, according to Cass Sunstein and Reid Hastie. In *Wiser*, they deftly lay out the unexpected perils of group decision making and provide smart, straightforward, and often surprising fixes. Utterly fascinating and counterintuitive, this book is an essential read for executives and managers—for anybody, actually, hoping to make an enterprise successful.”

**Austan Goolsbee, Professor, University of Chicago Booth School of Business; former Chairman of the Council of Economic Advisers under President Obama—**

“There have been lots of books written on why and how individuals make bad decisions. But many of the most important decisions are made by committee, where normal problems get magnified. Finally, Sunstein and Hastie have provided crucial insights and lessons to help groups and teams avoid pitfalls and make effective decisions. Leaders everywhere should take these lessons to heart.”

**Doris Kearns Goodwin, Pulitzer Prize-winning presidential historian; Author, *Team of Rivals* and *The Bully Pulpit*—**

“This gem of a book is full of penetrating insight, sensible advice, and fascinating stories drawn from practical experience. Written with clarity and grace, it provides an invaluable road map for leaders and managers in both public and private life. I can think of dozens of historical decisions that might have been better made had our leaders followed these precepts.”

## About the Author

**Cass R. Sunstein** is a US legal scholar and served as Administrator of the White House Office of Information and Regulatory Affairs in the Obama administration. He is currently the Robert Walmsley University Professor at Harvard Law School and coauthor, with Richard H. Thaler, of *Nudge: Improving Decisions About Health, Wealth, and Happiness*.

**Reid Hastie** is an expert on the psychology of decision making, especially by groups. He has authored or coauthored several academic books, including *Rational Choice in an Uncertain World*. He is currently the Ralph and Dorothy Keller Distinguished Service Professor of Behavioral Science at the University of Chicago Booth School of Business.

## Users Review

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#### **Harold Graham:**

The book *Wiser: Getting Beyond Groupthink to Make Groups Smarter* will bring someone to the new experience of reading a new book. The author style to spell out the idea is very unique. In case you try to find new book to see, this book very appropriate to you. The book *Wiser: Getting Beyond Groupthink to Make Groups Smarter* is much recommended to you to read. You can also get the e-book in the official web site, so you can quickly to read the book.

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Are you kind of stressful person, only have 10 or maybe 15 minute in your day to upgrading your mind skill or thinking skill even analytical thinking? Then you are having problem with the book compared to can satisfy your short time to read it because this all time you only find book that need more time to be learn. *Wiser: Getting Beyond Groupthink to Make Groups Smarter* can be your answer because it can be read by you who have those short free time problems.

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#### **Rick Fountain:**

This *Wiser: Getting Beyond Groupthink to Make Groups Smarter* is brand new way for you who has intense curiosity to look for some information as it relief your hunger of knowledge. Getting deeper you upon it getting knowledge more you know or else you who still having bit of digest in reading this *Wiser: Getting Beyond Groupthink to Make Groups Smarter* can be the light food in your case because the information

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