MODULE OVERVIEW

Groupthink: When your team agrees too fast

Adaptive module | ~20 min

A team that agrees is not a team that has thought it through: nearly six in ten employees hesitate to speak up at work, and the unspoken objection comes out at the coffee machine. The module first explains the mechanisms (Irving Janis's groupthink, the conformity shown by Asch, and Amy Edmondson's psychological safety), then provides five facilitation keys that make everyone's ideas part of the decision.

LEARNING OBJECTIVES

01 Recognize a false consensus: a decision approved quickly, with concerns that come out after the meeting.

02 Understand how groupthink and conformity work and how they silence doubts without anyone acting in bad faith.

03 Build the psychological safety described by Amy Edmondson, the condition for objections to be raised in meetings.

04 Apply five facilitation keys that let every point of view be heard before deciding, for a stronger decision.

WHO IT'S FOR

Managers and meeting facilitators who want sound decisions, and participants who want their views to count.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- The five keys to organizing disagreement before agreement – Afthonios method
- Groupthink – Irving Janis (1972)
- Psychological safety – Amy Edmondson (1999)
- "Disagree and Commit" – Amazon

SOURCES & REFERENCES

- Radical Candor – 2026 report (600 US employees): nearly 6 in 10 hesitate to speak up at work
- Solomon Asch – conformity experiment: 75% of participants went along with the group's wrong answer at least once
- Irving Janis – the concept of groupthink, illustrated by the failed Bay of Pigs invasion (1961)
- Detert & Burris, Academy of Management Journal (2007) – how managers listen and how employees voice suggestions

Module created by Afthonios.com.

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