

THE POWER OF GROUP THINKING IN DECISION MAKING

A. Rajabova ¹, V. Turanova ²

Scientific Supervisor: Sultonova Maftuna Bakhtiyorovna, Teacher, Uzbekistan State World Languages University

Abstract:

This article examines groupthink, a phenomenon in which the pursuit of consensus within a group stifles critical analysis and dissenting opinions. It underscores the role of group cohesion and in-group prejudice in this issue, especially inside political contexts such as the U.S. Senate. The essay elucidates that individuals frequently conform owing to societal pressure and apprehension of rejection, hence constraining alternative ideas. Furthermore, the "Party over Policy" approach exacerbates groupthink in politics, prioritizing party allegiance over independent decision-making. The paper underscores the dangers of groupthink, illustrating its potential to impair decision-making and promote erroneous judgments in social and political arenas.

Keywords: Group thinking, group cohesion, group bias, conformity, collusion, part over policy.

In 1972, psychologist Irving Janis used the term "groupthink" to define a scenario in which individuals inside a group prioritize consensus over critical analysis of an issue. This concept has since been employed to elucidate suboptimal decision-making in other contexts, encompassing political failures such as the Bay of Pigs invasion and scientific catastrophes like the Challenger explosion. Currently, collective decision-making is crucial in numerous aspects of life. Small groups—such as sports teams, families, and students—make everyday decisions, but larger, high-stakes groups, including the U.S. Senate, jury panels, corporate boards, and the United Nations, impact decisions that affect millions. Psychological theories such as groupthink are frequently employed to examine political and social movements. The peril of groupthink is that it stifles independent thought, resulting in suboptimal decisions that can adversely affect both the group and society at large. The Influence of Social Identity on Groupthink A primary component affecting groupthink is social identity, which pertains to individuals' perceptions of their own and others' perspectives within a group. Social identity theory posits that an individual's self-concept is influenced by their group memberships, indicating that their identity is intricately linked to group affiliation. Individuals who deeply identify with their group are inclined to candidly articulate their opinions and apprehensions over collective decisions. Conversely, individuals with weaker identification are more prone to modify their beliefs to align with their perceptions of the views of other members. Consequently, individuals with a diminished affiliation to the group are more vulnerable to groupthink. This divergence in social identification can generate a disparity between people's genuine beliefs and their public expressions, especially when they presume their views coincide with those of the community. An empirical illustration of social identification affecting groupthink is the "Party over Policy" phenomena in the United States Senate. Senators, who openly cast their votes, frequently adhere to their party's position instead of impartially assessing the effects of legislation on their constituency. Rather of basing decisions on policy specifics, they conform to their political party's official stance. A Senator's career progression relies on sustaining robust connections to their party, necessitating the public affirmation of their party affiliation. This intense affiliation with the party heightens their susceptibility to groupthink, as the pursuit of cohesion within the party eclipses autonomous decision-making. Group Cohesion a crucial element of groupthink pertinent to the U.S. Senate is group cohesiveness, defined as the degree to which members are dedicated to remaining inside the group and conforming to each other. Research on group cohesiveness and productivity demonstrates that heightened cohesion improves favorable evaluations of group decisions. Nonetheless, these positive sentiments and elevated consensus may also facilitate collusion, as members conspire to further concealed goals not disclosed to the larger group. As individuals concentrate on establishing new social connections and enhancing group cohesion, the chances for dissenting viewpoints diminish. Thus, robust group cohesion is intricately associated with an elevated risk of groupthink (Baron, 2005). This transpires when heightened identification with the group bolsters conformity, ultimately resulting in diminished collective performance due to increased social cohesion. The influence of group cohesion in the Senate is also apparent in the dominance of a "Party over Policy"

¹ Rajabova Aziza, student of Uzbekistan State World Languages University

² Turanova Vasila, student of Uzbekistan State World Languages University

mentality. Senators frequently prioritize their political associations to enhance their careers, since individuals with robust party connections possess a greater likelihood of re-election compared to those lacking such ties. The necessity to align with a political party deters Senators from expressing dissenting opinions, hence exacerbating the propensity for groupthink within certain political contexts. The Mechanism of Groupthink What is the causes of groupthink? Reflect on your most recent experience collaborating in a group, perhaps for an academic project. Imagine someone proposing a proposal that you deem utterly ineffective or even absurd. However, rather than voicing your concerns, you observe that others endorse the plan and appear enthusiastic about forward with it. Do you contest their decision, or do you remain silent and conform to the group? Individuals frequently succumb to groupthink due to concerns that dissent may incite conflict or apprehension that voicing an alternative perspective could result in ostracism by the group. What Causes Groupthink? Groupthink is a multifaceted phenomenon shaped by numerous causes. A crucial aspect is group identity; it is more probable to manifest in groups when individuals possess analogous histories, views, or experiences. When a group possesses a robust sense of identity, its members frequently perceive their own perspectives as accurate or superior, while disparaging outsiders, a phenomenon referred to as in-group bias. Members of a closely-knit group frequently exhibit analogous thought processes, leading them to interpret information and draw conclusions in comparable manners. This collective viewpoint can exacerbate biases and restrict various perspectives, heightening the probability of groupthink. Groupthink arises when robust group cohesion and identity compel members to priority consensus over critical analysis. Fear of disagreement, in-group prejudice, and homogeneous viewpoints inhibit dissent, heightening the likelihood of erroneous decisions. In environments such as the U.S. Senate, this can perpetuate conformity, constraining various perspectives and undermining decision-making.

References:

- [1]. Aldag, R. J., & Fuller, S. R. (1993). *Beyond fiasco: A reappraisal of the group think phenomenon and a new model of group decision processes*. *Psychological Bulletin*, 113(3), 533.
- [2]. Baron, R. S. (2005). *So right it's wrong: Groupthink and the ubiquitous nature of polarized group decision making*. *Advances in Experimental Social Psychology*, 37(1), 219–253.
- [3]. Bullock III, C. S., & Brady, D. W. (1983). *Party, constituency, and roll-call voting in the US Senate*. *Legislative Studies Quarterly*, 8(1), 29-43.
- [4]. Cohen, G. L. (2003). *Party over policy: The dominating impact of group influence on political beliefs*. *Journal of Personality and Social Psychology*, 85(5), 808-822.
- [5]. Erdanova, Z., & Eshdavlatova, A. (2024, April). *Lexical classification of language units*. In *Conference Proceedings: Fostering Your Research Spirit* (pp. 43-47).
- [6]. Erdanova, Z. (2021). *The problem of the norms of phraseological units*. *Mental Enlightenment Scientific-Methodological Journal*, 2021(1), 74-81.
- [7]. Abulkasimovna, E. Z. (2021). *Activity of Professional Terms in Linguistics*. *European journal of innovation in nonformal education*, 1(2)
- [8]. Sultonova, M., Islomjonova, I., Mirzakeldiyeva, K., & Naimov, B. (2024). *Hemoglobinopathy*. *Science and innovation*, 3(D4), 474-476.
- [9]. Sultonova, M. (2024). *The significance of critical thinking in learning languages*. *O 'zbekiston davlat jahon tillari universiteti konferensiyalari*, 443-446
- [10]. Sultonova, M. (2024). *On the issue of critical thinking*.
- [11]. Sultonova, M., & Usmonaliyeva, M. (2024). *Pragmalinguistics: exploring the social dynamics of language use*. *O 'zbekiston davlat jahon tillari universiteti konferensiyalari*, 633-638