

SYMPTOMS OF GROUPTHINK	CLARIFICATION	STATEMENT
Invulnerability	The group is under the illusion that every decision it makes will be a success – and no other groups and decisions are better.	We are the best.
Moral support	The belief that the group's actions and decisions are morally correct.	God is on our side.
Rationalisation	Good rational explanations are available for doing what is done.	Our method has worked every time until now and will do so this time as well. No need to change anything.
Stereotyped perceptions	A belief that those who think anything other than the group are incompetent.	The others are just fools.
Self-censorship	Loyalty to the group overshadows the objections and alternative opinions of the individual group member. Therefore, members choose to remain silent.	I do not want to ruin the good atmosphere in the group.
Group pressure	If a group member expresses dissenting views or acts disloyally by rejecting the group, he or she will be exposed to peer pressure in the form of sarcastic remarks or direct threats	For your own good, I hope you will agree with the group's view.
Direct Pressure on Dissenters	Group members prevent new information from reaching the group	The group has already made its decision, so your information is not relevant.
Illusion of agreement	An essential part of the group's self-understanding is that there is always agreement. Thus, it takes active effort to disagree, and group members refrain from doing so.	He who is silent agrees.

FIGURE 5.26  
Symptoms of groupthink.