


# מודלים של קבלת החלטות בקבוצה: יישומים לממשלות ישראל

אלכס מינץ

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ראש המעבדה לקבלת החלטות ממוחשבת  
לשעבר פרובוסט (רקטור)  
ודיקן בית הספר לאודר לממשל לשעבר

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In my book, The Polythink Syndrome, published by Stanford University Press (with Carly Wayne, 2016), we proposed three models of group decision making:

Polythink

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Groupthink

Con-Div

# THE POLYTHINK SYNDROME

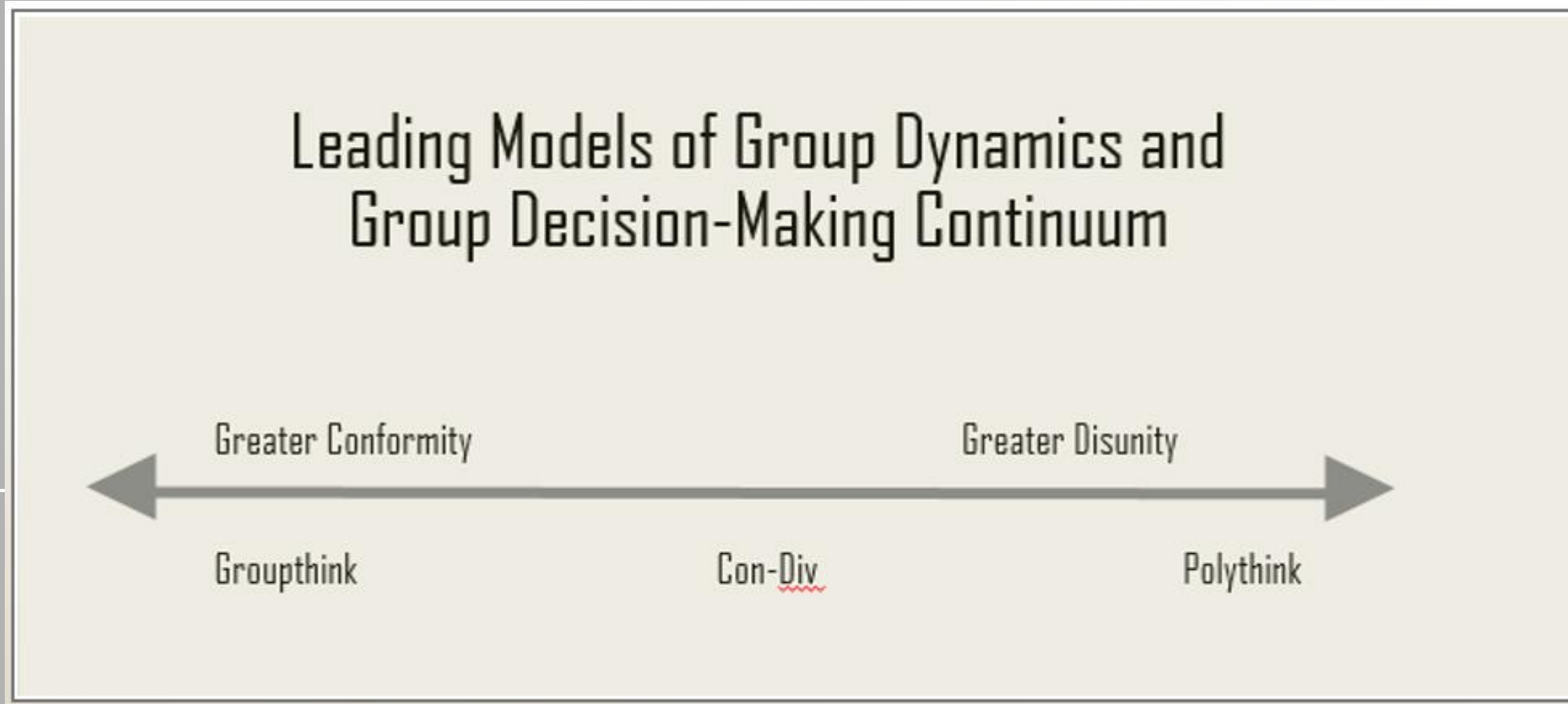
U.S. Foreign Policy Decisions on 9/11,  
Afghanistan, Iraq, Iran, Syria, and ISIS



ALEX MINTZ  
CARLY WAYNE

Stanford University Press (2016)

## The Group Decision Making Continuum



Mintz & Wayne (2016)

**Table 1: Symptoms Of Group Decision Making**

	<b>Groupthink</b>	<b>Con-Div</b>	<b>Polythink</b>
<b>2011 Killing of Bin Laden</b>	<ul style="list-style-type: none"> <li>(1) Illusion of invulnerability</li> <li>(2) Unquestioned belief in the group's morality</li> <li>(3) rationalization to discount warnings</li> <li>(4) stereotyped views of enemy</li> <li>(5) Self-censorship</li> <li>(6) pressure on dissenters</li> <li>(7) self-appointed mind-guards</li> <li>(8) illusion of unanimity</li> </ul>	<ul style="list-style-type: none"> <li>(1) a clearer policy direction than in Polythink</li> <li>(2) fewer group information processing biases than in Groupthink</li> <li>(3) less likelihood of ignoring critical information than in Groupthink</li> <li>(4) soliciting advice from outsiders</li> <li>(5) operating in one voice. Divergences are likely to be reconciled and fit into an overarching policy framework</li> <li>(6) too much harmony that may hinder real debate</li> </ul>	<ul style="list-style-type: none"> <li>(1) Intragroup disagreements dissent and conflict</li> <li>(2) lack of communication and confusion</li> <li>(3) leaks and fear of leaks</li> <li>(4) framing and counter-framing</li> <li>(5) selective review of information</li> <li>(6) multiple gatekeepers</li> <li>(7) limited review of alternatives</li> <li>(8) failure to reappraise previously rejected alternatives</li> </ul>

Mintz & Wayne (2016)

## Table 2: Decision Making in the Israeli Cabinet

Year	Case	Group Dynamic	Reference
1973	Yom Kippur War Pre October 6, 1973 Decisions	Groupthink	Mintz and Schneiderman (2018)
1973	Yom Kippur War (Morning of October 6) Mobilization of Reserves and Preemptive Decisions	Polythink	Mintz and Schneiderman (2018)
1976	Raid on Entebbe	Polythink	Sofrin (2021)
2000	Israel in Camp David	Polythink	Mintz, Mishal, Morag (2004)
2006	Olmert's decision re the Second Lebanon War	Groupthink	Sofrin (2021)
2012	The Decision to Not Attack Iran	Polythink	Mintz and Wayne (2016)
2013-2014	Israel and Palestinian Peace Talks	Polythink	Greene (2019)
2013-2014	Israel and the Kerry Peace Initiative	Polythink	Mintz and Wayne (2016)
2014	Tzuk Eitan	Polythink	Sofrin (2021)
2022	Israel's Agreement With Lebanon	Con-Div	Mintz (2023)



# Explanations of Group Dynamics

Political

Bureaucratic

Ideological

Management style

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Novice vs. expert explanation



## Agenda Setting In Group Deliberations

Who sets the agenda in group decisions?

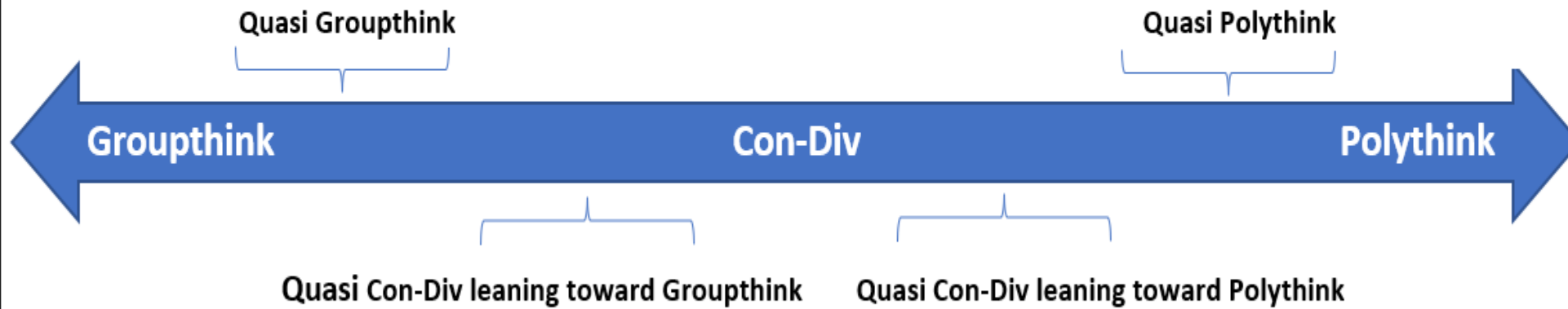
--We argue that in a groupthink, it is typically a charismatic or influential group leader who sets the agenda and influences the outcome.

--In the con-div model, it is the leader who sets the agenda using input from group members. Leaders typically solicit information and opinion from group members in this model.

--In the polythink model, no single authority sets the agenda, as sub-groups and individuals promote competing agendas and solutions to problems.



## Expanded Group Decision-Making Continuum





## QUASI Groupthink and QUASI Polythink

- Groupthink and polythink are extreme points on the group dynamic continuum.
- A decision is often made within a group dynamic which exhibits many, but not all, symptoms of the group dynamic model.
- We call these group dynamic configurations quasi groupthink, quasi con-div, and quasi polythink.

# Expanding the Group Decision-Making Continuum

Quasi Groupthink; 2) Quasi Polythink; 3) Quasi Con-Div toward Groupthink; 4) Quasi Con-Div toward Polythink.

*The Quasi Groupthink Model:* when there is a consensus among group members, with the exception of a tiny minority with a different opinion/s.


*The Quasi Polythink Model:* when almost all group members have plurality of opinions, except for a tiny minority that shares the same opinion.


*The Quasi Con-Div toward Groupthink Model:* where there is some convergence among group members on the group's agendas/goals and some conformity of opinions.


*The Quasi Con-Div toward Polythink Model:* where there is some convergence among group members on the group's agendas/goals, and some plurality of opinions.

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Thank you

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