

# Beyond Groupthink

Political Group Dynamics  
and Foreign Policy-making

Edited by Paul 't Hart,  
Eric K. Stern, and Bengt Sundelius

*Ann Arbor*

**THE UNIVERSITY OF MICHIGAN PRESS**

# Contents

Acknowledgments	vii
<b>Part 1. Groupthink and Beyond</b>	<b>1</b>
Chapter 1. Foreign Policy-making at the Top: Political Group Dynamics <i>Paul 't Hart, Eric K. Stern, and Bengt Sundelius</i>	3
Chapter 2. From Groupthink to Contextual Analysis of Policy-making Groups <i>Alexander L. George</i>	35
Chapter 3. Challenging the Mindguards: Moving Small Group Analysis beyond Groupthink <i>Sally Riggs Fuller and Ramon J. Aldag</i>	55
Chapter 4. Beyond Decision Making in Formal and Informal Groups: The Dutch Cabinet and the West New Guinea Conflict <i>Max V. Metselaar and Bertjan Verbeek</i>	95
Chapter 5. Understanding Small Group Decisions in Foreign Policy: Process Diagnosis and Research Procedure <i>Eric K. Stern and Bengt Sundelius</i>	123
<b>Part 2. Political Group Dynamics and Foreign Policy</b>	<b>151</b>
Chapter 6. Probing the Plausibility of Newgroup Syndrome: Kennedy and the Bay of Pigs <i>Eric K. Stern</i>	153
Chapter 7. "Following the Leader": The Impact of U.S. Presidential Style upon Advisory Group Dynamics, Structure, and Decision <i>Thomas Preston</i>	191

Chapter 8. Political Manipulation within the Small Group: Foreign Policy Advisers in the Carter Administration <i>Paul D. Hoyt and Jean A. Garrison</i>	249
Chapter 9. Collective Risk Taking: The Decision-making Group <i>Yaacov Y. I. Vertzberger</i>	275
<b>Part 3. Implications</b>	309
Chapter 10. From Analysis to Reform of Policy-making Groups <i>Paul 't Hart</i>	311
Bibliography	337
Contributors	375
Index	377