Record Nr. UNINA9910819432103321 Autore Kowert Paul <1964-> Titolo Groupthink or deadlock: when do leaders learn from their advisors? // by Paul A. Kowert Pubbl/distr/stampa Albany, : State University of New York Press, c2002 0-7914-8920-5 **ISBN** 0-585-45528-7 Descrizione fisica 1 online resource (278 p.) Collana SUNY series on the presidency Disciplina 352.23/233/0973 Soggetti Presidents - United States - Staff Presidents - United States - Decision making Political consultants - United States Political leadership - United States United States Politics and government 1953-1961 United States Politics and government 1981-1989 Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Bibliographic Level Mode of Issuance: Monograph Note generali Nota di bibliografia Includes bibliographical references (p. 231-256) and index. Nota di contenuto Front Matter -- Contents -- Abbreviations -- Tables and Figures --Acknowledgments -- Introduction -- Who Learns, and When? --Eisenhower and Reagan: Comparing Learning Styles -- Learning --Groupthink -- Deadlock -- Conclusion -- Notes -- Bibliography --Index Sommario/riassunto The danger of groupthink is now standard fare in leadership training programs and a widely accepted explanation, among political scientists, for policy-making fiascoes. Efforts to avoid groupthink, however, can lead to an even more serious problem—deadlock. Groupthink or Deadlock explores these dual problems in the Eisenhower and Reagan administrations and demonstrates how both presidents were capable of learning and consequently changing their policies, sometimes dramatically, but at the same time doing so in characteristically different ways. Kowert points to the need for leaders to organize their staff in a way that fits their learning and leadership

style and allows them to negotiate a path between groupthink and

deadlock.