

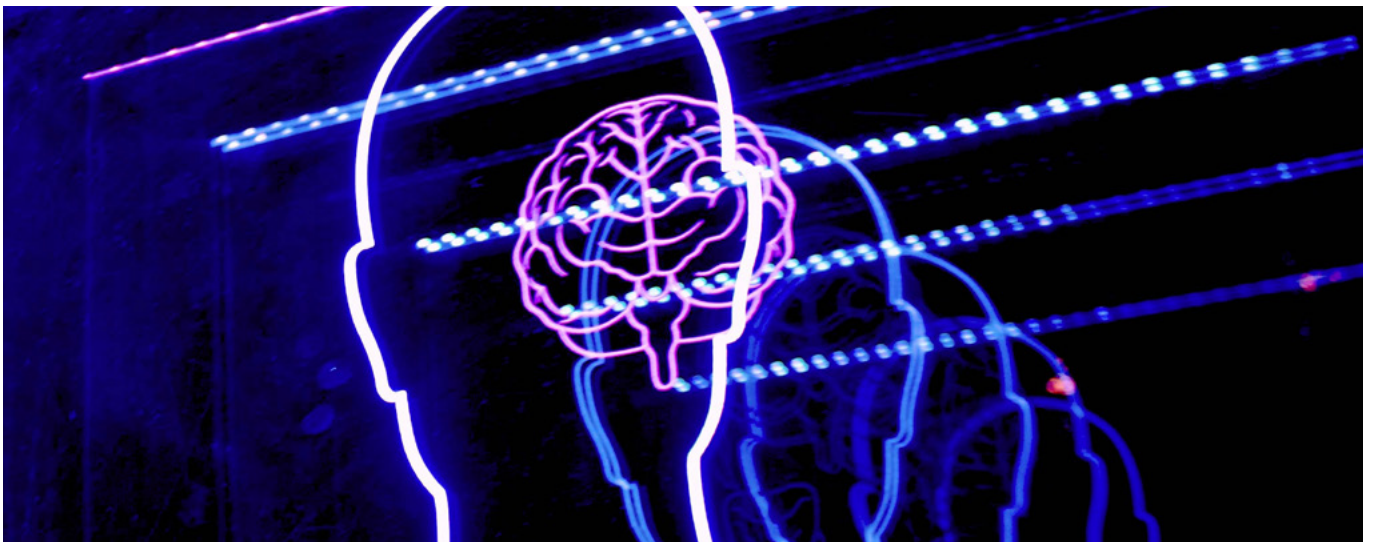


OPPORTUNITY #34

What if hybrid intelligence reduced groupthink?

CALLING OUT HERD MENTALITY

Advanced machine intelligence and new conceptual models of social psychology inform decision-making, reducing the impact of groupthink.



MEGATREND

Future Humanity

TRENDS

Artificial Intelligence
HumanXMachine

SECTORS AFFECTED

Communication Technologies & Systems
Consumer Goods, Services & Retail
Cyber & Information Security
Data Science, AI & Machine Learning
Education
Financial Services & Investment
Health & Healthcare
Immersive Technologies
Insurance & Reinsurance
Media & Entertainment
Real Estate
Travel & Tourism



WHY IT MATTERS TODAY

Groupthink arises when members of a cohesive group do not consider alternative perspectives because they are motivated to reach a consensus. It often leads to suboptimal or undesirable decision-making.⁶⁰⁶ The causes of groupthink are varied and include lack of cognitive diversity, lack of impartial leadership and stress along with time constraints and lack of outside perspectives. The negative impacts of groupthink include poor decision-making, self-censorship, inefficient problem-solving, unawareness of negative outcomes and an inability to see other solutions.⁶⁰⁷ It can also be a barrier to innovation and fresh thinking.

AI is already transforming decision-making in finance, healthcare, criminal justice and transportation.⁶⁰⁸ In finance, for instance, Artificial Intelligence (AI) is being used to optimise processes such as credit decisions, quantitative trading and risk management models.⁶⁰⁹ There has been a swift rise in AI's efficiency and accuracy over recent years. Credit card fraud increased by 44% in 2019–20; however, automation with AI allows credit card companies to make billions of credit and fraud risk decisions in real time, protecting customers and preventing fraud.⁶¹⁰

While the negative consequences of groupthink are not often this dramatic, some of the most famous failures partially attributed to groupthink include the financial downfall of Swissair,⁶¹¹ the collapse of Lehman Brothers,⁶¹² the *Challenger* disaster⁶¹³ and the Enron scandal, all of which began at corporate board level.



THE OPPORTUNITY

Embedding psychosocial theories of groupthink into AI could enable observation of how and what decisions are made. Integrating various inputs, such as brain-computer interfaces (BCI) and Internet-of-Things (IoT)-enabled wearables, meeting rooms and Natural Language Processing (NLP) and other measures, could allow advanced machine intelligence to highlight the risks of groupthink and evaluate interventions that mitigate it.

A blend of human and machine intelligence could bring the diversity of analysis and perspectives needed to combat groupthink, particularly when there is a need to distinguish between groupthink and other in-group dynamics.⁶¹⁴

BENEFITS

Improved decision-making that factors in a greater diversity of thinking and perspectives.

RISKS

Dilution of optimal choices due to in-group dynamics mistaken for groupthink.



