

Antecedent Conditions	Symptoms	Decisions Affected
Insulation of the group	Illusion of invulnerability	Incomplete survey of alternatives
High group cohesiveness	Unquestioned belief in the inherent morality of the group	Incomplete survey of objectives
Directive leadership	Collective rationalization of group's decisions	Failure to examine risks of preferred choice
Lack of norms requiring methodical procedures	Shared stereotypes of outgroup, particularly opponents	Failure to re-appraise initially rejected alternatives
Homogeneity of members' social background and ideology	Self-censorship; members withhold criticisms	Poor information search
High stress from external threats with low hope of a better solution than the one offered by the leader(s)	Illusion of unanimity (see false consensus effect)	Selective bias in processing information at hand (see also confirmation bias)
	Direct pressure on dissenters to conform	Failure to work out contingency plans
	Self-appointed "mindguards" protect the group from negative information	