

## Systematic biases in group decision-making: implications for patient safety.

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[Cognitive approaches](#) to patient safety have mostly focused on individual decisions. This study instead examines [group decision-making](#) and its safety implications. The authors describe four pitfalls associated with group decisions: *groupthink* in which the strongly connected mentality of members hinders dissenting opinion; *social loafing* in which people expend less effort because of a perceived failure to obtain individual credit for efforts; *group polarization* in which individual moderate positions are subsumed by more extreme or effort intensive group decisions; and *escalation of commitment* in which a poor outcome following a significant investment results in further commitment of resources instead of exploring a new approach. These four concepts can serve as a theoretical framework for future empiric work to characterize and improve group decision-making as an aspect of [safety culture](#).