

Welcome disagreement

If your team readily reaches consensus on a tough issue, that's a bad sign. Their quick agreement may reveal a bad case of "groupthink." The next time you discuss a complex problem, encourage differing views by playing devil's advocate and posing "what if" scenarios.

Consider how Alfred Sloan, General Motors' legendary CEO, handled a board meeting in the late 1930s when everyone agreed instantly on a tough decision. He said, "That makes it unanimous, and for that reason I'm going to table the motion until next month. We're getting locked into looking at this idea in just one way, and that's dangerous."