

Social Influence in Decision Making

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RISK AND CRISIS MANAGEMENT



Group Members under Social Influence

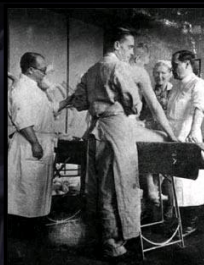


Josef Mengele, *The Angel of Death*

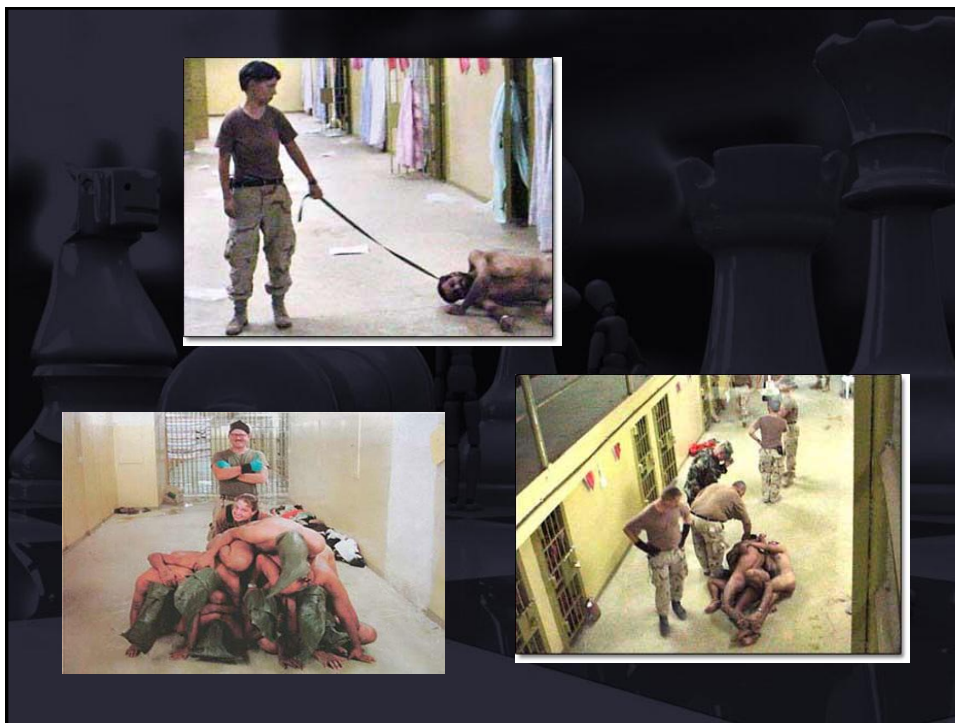
© Courtesy United States Holocaust Memorial Museum.



Josef Mengele, *The Angel of Death*



- twin studies
- color of iris
- adaptation studies
- poison studies



Would you shock a stranger?

Milgram, 1963

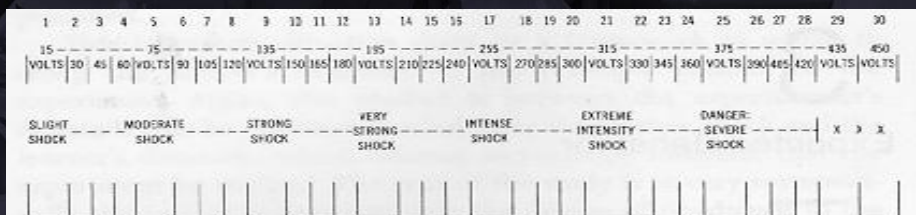
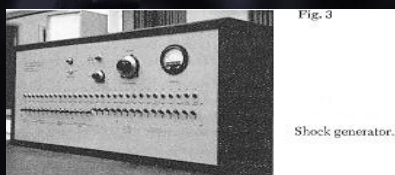
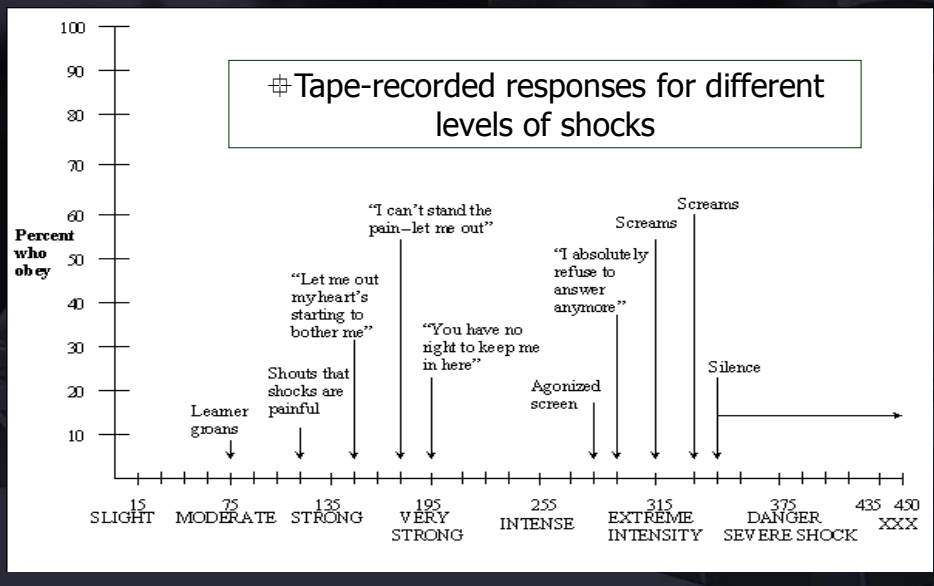
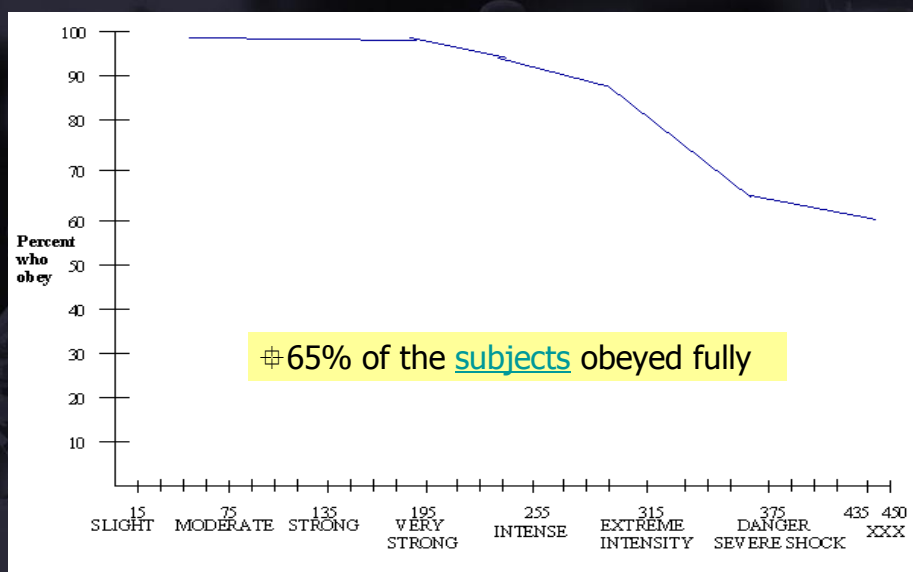


Fig. 4. Diagram of control panel.

Confederate's Respondents



The Results



Variations of Original Experiment

- Adult women 65%
 - Proximity (same room) 40%
 - Touch proximity 30%
 - Experimenter absent 22.5%
 - Bridgeport Office 48%
 - Group (others quit) 10%
 - Group (subsidiary role) 90.25%
- ◆ What did happen to emotional, peaceful women?
 - ◆ Studies with nurses (excess use of unprescribed drug; 21 out of 22)
 - ◆ Power of uniform
- ⊕ Why does obedience work ?

Was there any hero in Milgram's experiment?

NO !

Exit Button: The Cure for Obedience

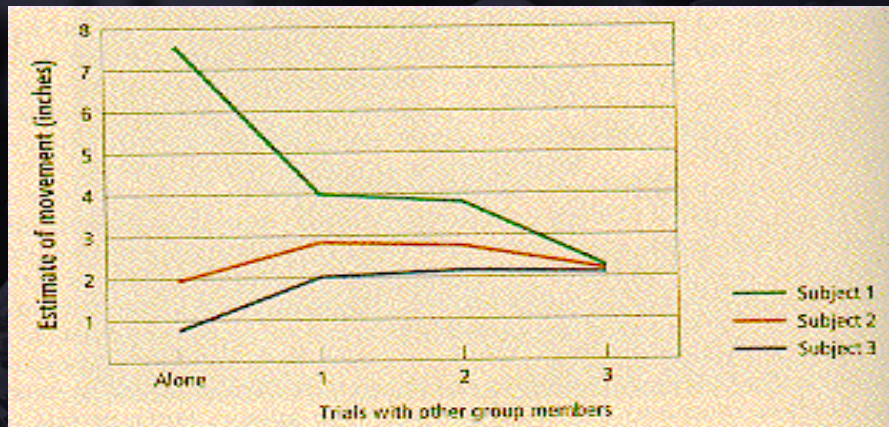
1. **Trust your intuition.** *There is something wrong here.*
2. Do not blindly accept other party's **rhetoric.**
3. Consider the **worst case** scenario.
4. Figure out the appropriate **escape plan.**
5. Do not care much about your **public image.**
6. **Just say No!**

Conformity

⊕ “Conformity is a change in belief or behavior in response to real or imagined **group pressure** when **there is no direct request** to comply with the group **nor any reasons given to justify** the behavior change” – Zimbardo & Leippe, p.55

- Sherif's (1936) autokinetic effect
- Asch's (1951) conformity experiment

Conform: To escape from uncertainty

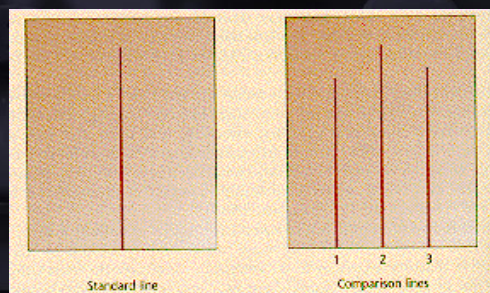


⊕ Results of Sherif's (1936) experiment

⊕ - informational influence -

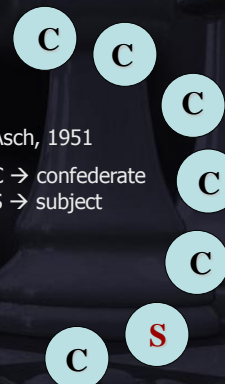
Conform: To escape from being seen as dull

- normative influence -



Asch, 1951

C → confederate
S → subject



Compliance

- Foot-in-the-door (small request first)
- Door-in-the-face (large request first)

⊕ The power
of *reciprocity*
and
commitment



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