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contribution, 4) assigning distinct roles to individuals in the group, 5) changing perspective, 6) requiring devil's advocates 7) forming red teams that are responsible for challenging or even defeating the group, and 8) the Delphi method.

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These approaches include silencing the  
leader so that the views of other group  
members can surface, rethinking

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rewards and incentives to encourage people to reveal their own knowledge, thoughtfully assigning roles that are aligned with people's unique strengths, and more. With examples from a broad range of organizations—from Google to the CIA—and written in an engaging and witty style, *Wiser* will not only enlighten you; it will help your team and your

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organization make better decisions ...

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He is the coauthor of *Wiser: Getting Beyond Groupthink to Make Groups Smarter* (Harvard Business Review Press, 2015) and author of the New York Times best seller *The World According to*

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