



Blind Spots, Biases and Other Pathologies in the Boardroom (Corporate Governance Collection)

Kenneth A. Merchant

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In this book we argue that as a first step it is important to recognize these group dynamics and the problems they cause. Some of them can be minimized through, for example, properly designed decision processes. Others are more complicated. But all of them need to be recognized and understood so that we can properly shape our expectations of the degree and quality of oversight corporate boards of directors can provide, and so that we can turn our energy toward the many group level factors that could improve board performance going forward.

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