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Responding to: PKT 19-30 and 39-48

Summary, outline, or diagram of key concepts:
Discover strengths through feedback analysis: write what you expect to happen, then compare with actual results. It will show what you are doing or failing to do that deprives you of the full benefits of your strengths and will show where you have no strengths. The most important thing to know is where your strengths lie. Overcome intellectual arrogance. Correct your habits that inhibit performance.
Manners are so important! They allow people to work together pleasantly and effectively.
"Do not try to change yourself-you are unlikely to succeed. Work to improve the way you perform." Focus on your strengths. Reader or listener? Learn by writing, hearing, speaking, or doing? Am I a decision maker or an advisor? Do I perform well under stress or a predictable environment? What are my values? Successful careers develop when people are prepared for opportunities because they know their strengths, method of work, and their values.
Groups often end up making bigger errors than individuals would. Group errors happen when members receive incorrect signals from each other or when people change their behavior to avoid the disapproval of others.
Amplifying Errors:
- Groups are overconfident and underestimate time and money (planning fallacy)
- Groups' decisions are influenced by how other opinions are presented (framing effects)
- Groups believe that things similar in one way are similar in other ways (representative heuristic)
- Groups are more likely to increase commitment when an action is failing (sunk-cost fallacy)
- Groups may make errors because of peer pressure
Cascading to the wrong answer:
- If something gets a lot of support early on, it can win over a group even if it would have failed otherwise.
- Informational: people with little personal info about a matter base their beliefs on others.'
- Reputational: people may agree with the opinions of others to protect their reputation, even if it's contrary to their own opinion.
Becoming polarized:
- People who are inclined to take risks become even more risky in a group.
- Deliberation leads groups to make more extreme decisions than the initial beliefs of its members.
Focus on what everybody knows already:
- Information held by all members has more influence than information held by only a few.
- Common knowledge is more likely to be communicated and is also preferred.
- Cognitively central have a disproportionate influence.
Solutions to group errors:
Silence the leader, critical thinking, reward group success, assign roles (different areas of expertise), appoint a devil's advocate, the Delphi method (anonymous estimates)

So. . . .
Find out what your strengths are and work on improving them! It is important to know where you belong so you can perform to your maximum ability.
Groups struggle in many areas, but strategies can be used to control errors as much as possible
People in a group may come to the same conclusion but it may not be because it's actually the best idea
The key is to encourage individuals to share their diverse knowledge rather than suppress it

I'm still not sure about:
Wouldn't it benefit a manager in any area to be well-rounded?
Are individual biases more likely or less likely to be corrected in a group?
Is it generally recommended to work individually whenever possible to avoid group errors?
What are more benefits to working in a group?