

WE KNOW THAT

People make better decisions when they seek diverse perspectives, openly share information, and engage in constructive challenges with one another.

PROBLEMS

- ✓ **Conformity:** The ability of groups to wisely combine diverse opinions is compromised by conformity, where individuals align their views with the majority, even when contrary evidence exists.
- ✓ **Peer Pressure:** People often feel compelled to agree with their peers, suppressing opposing viewpoints and neglecting to share evidence that challenges the prevailing group consensus (Raafat, Chater, & Frith, 2009).
- ✓ **Perceived Optimism:** Group members may perceive optimistic individuals as more motivated toward achieving collective goals, which can discourage members from expressing realistic or dissenting perspectives (Tenney et al., 2015).

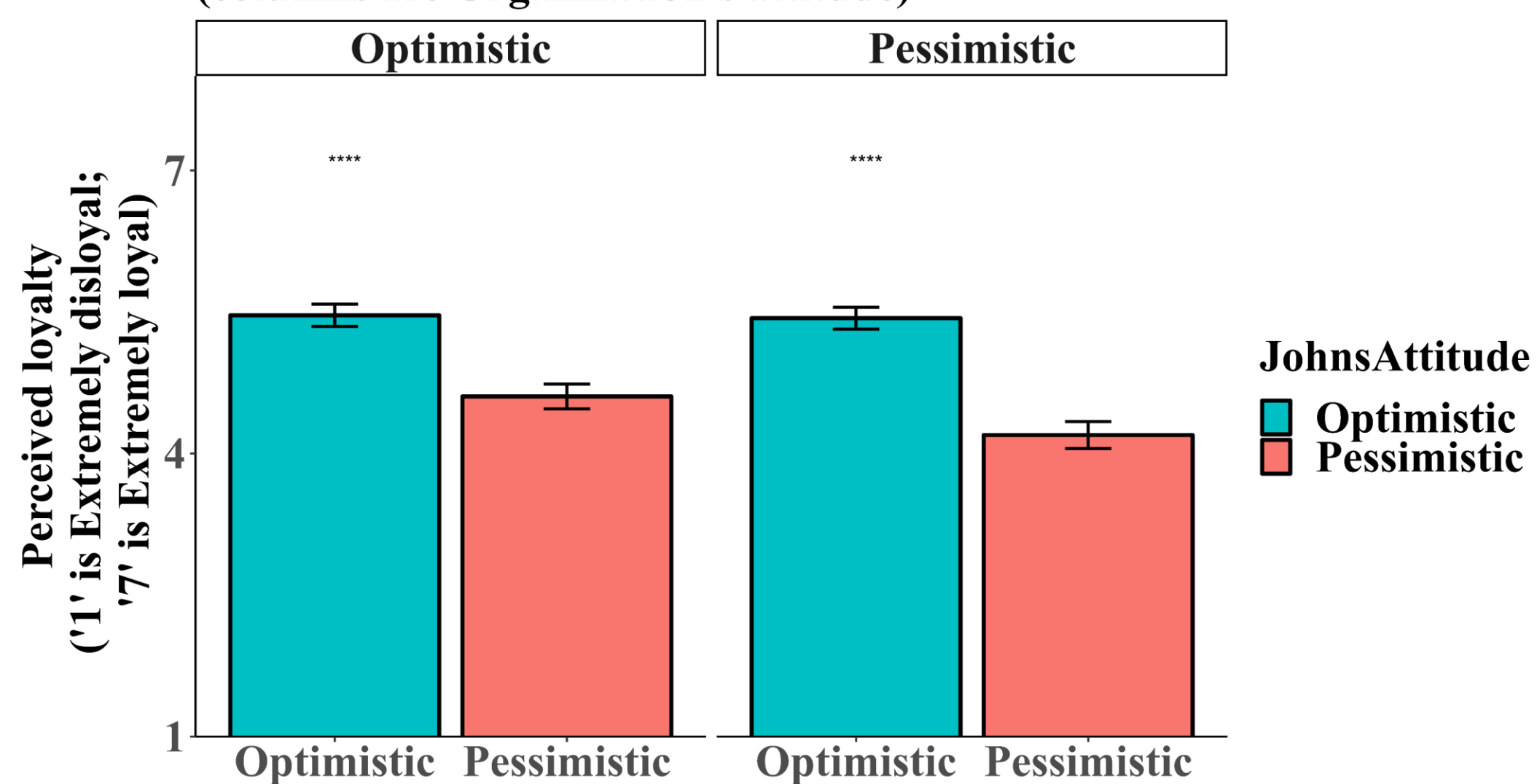
OUR INVESTIGATION

Why don't group members always share their opinions?

Members often face social pressure to conform to optimistic beliefs about their organizations or be considered not loyal.

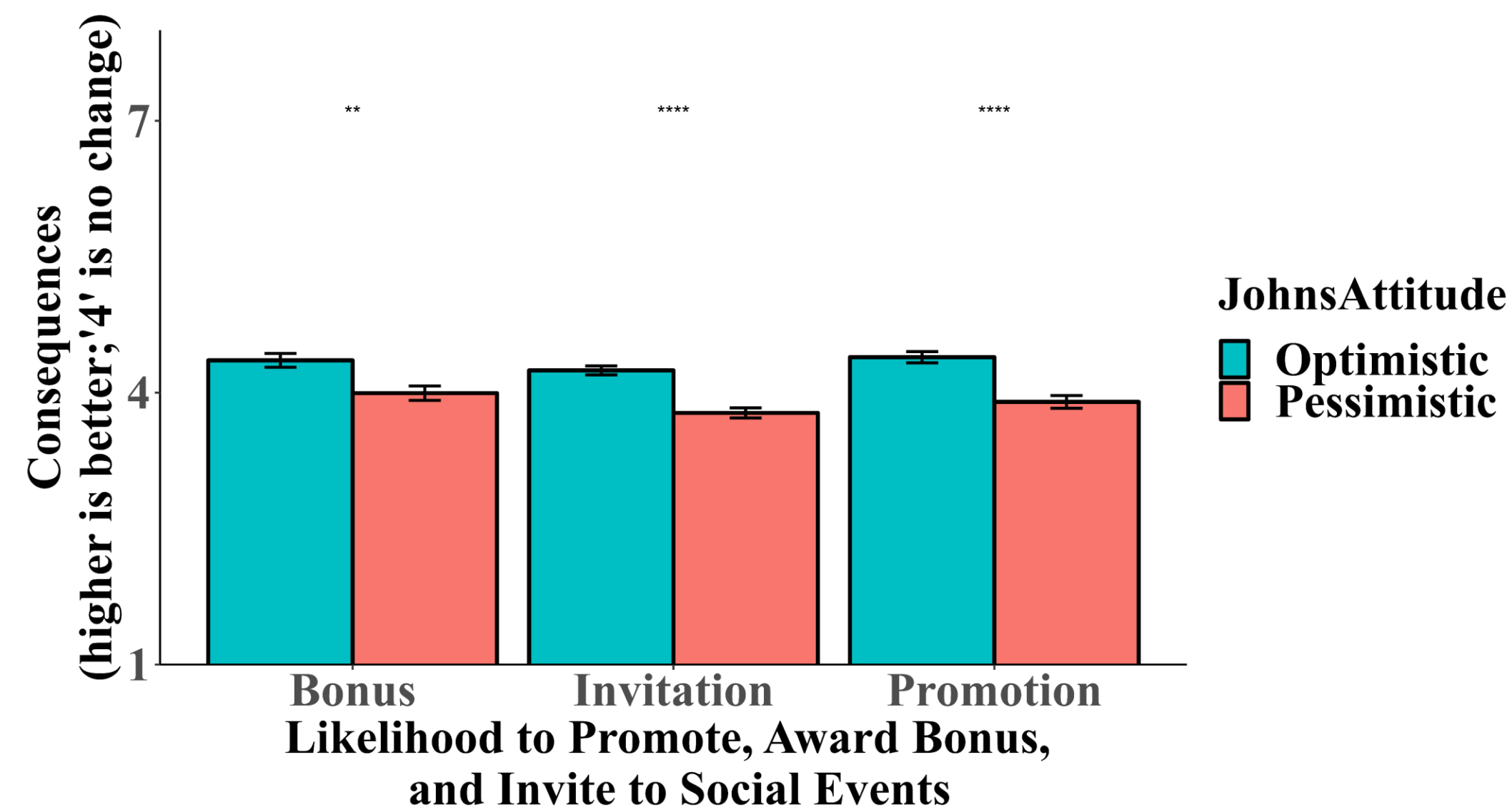
STUDY 3

Attributions of loyalty as function of the target's belief and the beliefs of others in the organization (columns are Organization's attitude)



STUDY 4

Downstream Effects of Perceived Loyalty on Behavioral Outcomes



THREE CONTEXTS

- Company Context:** Participants evaluated a scenario where a company was preparing to release a new phone model.
- Political Context:** Participants assessed a political campaign group predicting the public appeal of a new policy proposal.
- Sports Context:** Participants considered a football club evaluating its chances of success in an upcoming match.

EXAMPLES OF STIMULI

John's Belief (Stimuli Description):

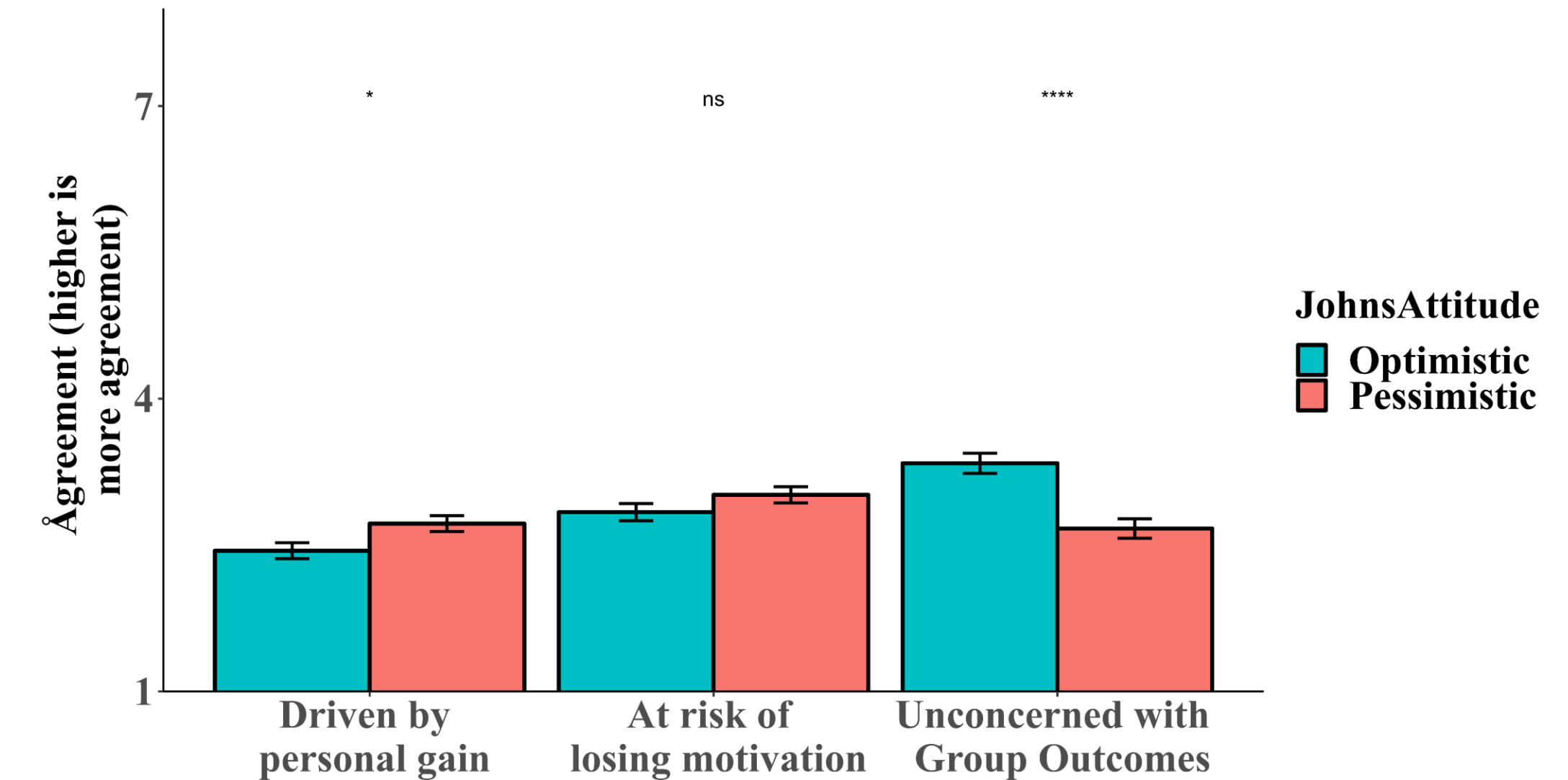
- Optimistic Belief:** "John believes that the [new phone|team|policy] will perform exceptionally well and lead to significant success."
- Pessimistic Belief:** "John believes that the [new phone|team|policy] is unlikely to perform well and may lead to failure or poor outcomes."

ROBUSTNESS

- Pessimists are judged as less loyal than optimists and this finding was replicated across organizational contexts (companies, political organizations and sports leagues).
- Inferences of disloyalty persist even when pessimism is perceived as more accurate.
- Individuals expressing pessimistic views are judged as disloyal, even when aligning with a majority view.
- Loyalty inferences based on optimism or pessimism have downstream behavioral and relational consequences.
- 1-4 replicated across cultural contexts.

STUDY 5

Perceived Inference and Loyalty Based on Optimistic vs. Pessimistic Forecasts



Study	N	Details
Study 1	277 (UK)	Participants rated the loyalty of individuals voicing either optimistic or pessimistic beliefs in one of three scenarios: Company, Political, or Sport.
Study 2	360 (UK)	Investigated if inferences of disloyalty persist when pessimism is viewed as the more accurate outlook.
Study 3	401 (UK)	Examined changes in loyalty perception when individuals align with a pessimistic majority
Study 4	401 (UK)	Explored downstream consequences of loyalty inferences based on optimistic or pessimistic predictions.
Study 5	401 (UK)	Investigated reasons behind loyalty inferences stemming from pessimistic forecasts.
Study 6	275 (Yale SOM)	Replicated prior studies with people with managerial experiences (when Group is "Uncertain")
Study 7	700 (US) (pilot)	Replicated prior studies with American participants for generalizability.

This work is currently being prepared for publication!