Your hypothetical paper is about why businesses should tolerate dissent among their employees. Here’s its outline.

**I. Introduction**

**II. Background information on companies that have punished employees for not being “team players”**

**III. Brief survey of company policies on disagreements**

**IV. Explanation of the concept “group think”**

**V. Examples of “group thinking” leading to catastrophes: Enron and Lehman Brothers**

**VI. Comparison of those companies to others that encourage questioning of decisions**

**VII. Testimony from scientists and CEOs who tie disagreements to unconventional thinking and innovation**

**VIII. Conclusion**

Write the **VII** paragraph, using the notes below. You should cut down on quotations. You should cite material correctly. Extra credit will go to the group that has the best paragraph. Criteria will soon appear on the board.

**The VI paragraph ends...**

The problems of companies like Enron and Lehman Brothers were complicated, but one is led to wonder how many of the destructive decisions could have been prevented if they discouraged “group think” and tolerated the questioning of their policies.

Here are your notes for the **VII** paragraph:

**From Patel’s interview with Berringer on page 35 in *Science Now* magazine**

David Berringer, CEO of Nanotech: “Nothing makes me happier than seeing my engineers arguing. Just today I heard two of them bickering about what material would better simulate insect skin. I can bet you that the one who wins that argument is going to have a darn good idea. The argument is the furnace in which ideas are forged.”

**From Crowley’s piece in *Atlantic Monthly*, page 87**

 Felix Crowley, Professor of Social Science at Rutgers University: “Unconventional thinkers are sometimes the most unpopular workers in a corporation, but the same quality that leads them to be contentious might be exactly what leads them to come up with brilliant ideas.”

**Paraphrased from Davis’s *Wall Street Journal Online* article**

Synth Design actually rewards employees for pointing out weaknesses, giving monetary bonuses for those whose complaints lead to greater efficiency.

**Quoted in Davis’s online article**

Terri Zwigoff, CEO of Synth Design: “The complaint box ironically is where some of best ‘outside-the-box” thinking comes from.”

**Synth Design company web page**

Synth Design—a 3-D Modeling Company located in Austin, Texas—has maintained continuous growth in every quarter during the recession and the slow recovery.

**Paraphrased from the online article “Local Business Snags Coveted Award”**

Nanotech’s robotic cockroach received the Top Innovation Award at the 2012 Annual Nanotechnology Conference in Sacramento, California

**In Mulberry’s article in the *Journal of Business and Research*, 252**

Vonda Mulberry: “Think of the classic contrarian: the kind of person whose default response is to disagree. That individual has spent his or her life being constantly creative, coming up with alternatives to accepted ideas and positions. The contrarian’s brain has gotten a lot more exercise than the brain of the conformer, who just agrees with ideas.”