

“False” Consensus is Killing your Scale-up

**Scaling breaks when nobody says
what they really think.**

Startups survive on instinct. Scale-ups die by it.

Early on, survival requires absolute, unified momentum. Everyone rows together.

But at scale? If your executives prioritize "politeness" over hard data, you don't have a leadership team.

You have an echo chamber.

The Abilene Paradox

A fatal flaw in executive group dynamics:

It's when a team of highly intelligent people collectively decide to do something...

...that nobody in the room actually wants to do.

Why do smart teams do dumb things?

Because human biology prioritizes **belonging** over **being right**.

- The CEO suggests an idea.
- The room calculates the social risk of disagreeing.
- Nobody wants to be the "bottleneck."
- So, everybody nods.

The "Meeting After the Meeting"

Where does the real debate happen?

If everyone agrees in the boardroom,
but immediately pokes holes in the
strategy on a private Slack channel...

**... your culture prioritizes artificial
harmony over execution.**

The Cost of Artificial Harmony

This isn't a psychological quirk. It's a massive capital leak.

This is exactly how:

- **Doomed products launch.**
- **Bloated budgets pass.**
- **Millions are burned on strategies every VP secretly knew would fail.**

Stop Managing by “Fake” Consensus.

You cannot rely on executives "feeling brave enough" to speak up.

You must engineer Operational Friction into your meetings.

Examples of Friction:

- **Blind Voting:** Require executives to submit their vote before the CEO speaks.
- **The Red Team:** Assign one VP the explicit job of trying to kill the idea.
- **The Pre-Mortem:** Force the room to assume the strategy failed, and document why, before it even launches.

Demand Dissent.

Stop seeking consensus. Start
demanding data.

Let's build your framework
and fix your growth

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