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 Understanding Foreign Policy Decision Making

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JILLIAN LYRIC

Psychology of Intelligence Analysis Farrar, Straus and Giroux
 This paper examines the applicability of recent findings from behavioral economics to military decision making. Army manuals concerning the Military Decision Making Process mention general biases in decision making but do not mention specific biases or specific mechanisms for mitigating bias. Recent research has shed light on specific biases to include: overconfidence, insensitivity to sample size, availability, illusionary correlation, retrievability of instances, escalation, break even, snake bite, fear of regret, and the confirmation bias. The Military Decision Making Process has a long and distinguished record of success. However, there are also examples of military failures due to cognitive bias. These failures include Lee at Gettysburg and McClellan in Virginia. Private industry and some elements of the Army have started to account for these deficiencies through various practices including coaching and training. This paper concludes that the Military Decision Making Process as described in FM 5-0

is deficient in not fully recognizing and accounting for cognitive biases. The process can be improved through several steps.

These steps include not only research, education, and training, but also procedural and organizational changes.

Conflict Indiana University Press

Over the past ten years, there has been growing interest in the process of strategic decision-making among both managers and researchers. Strategic decisions are important for five main reasons: They are large-scale, risky and hard to reverse; they are a bridge between deliberate and emerging strategies; they can be a major source of organizational learning; they play an important part in the development of individual managers and they cut across functions and academic disciplines. Strategic Decisions summarizes the current state of the art in research on strategic decision-making, with chapters prepared by leading strategy researchers. The editors also present implications for current application and proposed directions for future research. The 1951 Spring Offensive Johns Hopkins University Press+ORM
 A selective review of modern decision science and implications for decision-support systems. The study suggests ways to synthesize lessons from research on heuristics and biases with

those from "naturalistic research." It also discusses modern tools, such as increasingly realistic simulations, multiresolution modeling, and exploratory analysis, which can assist decisionmakers in choosing strategies that are flexible, adaptive, and robust.

Strategic Decisions John Wiley & Sons

Simulations are widely used in the military for training personnel, analyzing proposed equipment, and rehearsing missions, and these simulations need realistic models of human behavior. This book draws together a wide variety of theoretical and applied research in human behavior modeling that can be considered for use in those simulations. It covers behavior at the individual, unit, and command level. At the individual soldier level, the topics covered include attention, learning, memory, decisionmaking, perception, situation awareness, and planning. At the unit level, the focus is on command and control. The book provides short-, medium-, and long-term goals for research and development of more realistic models of human behavior.

Disputed Decisions of World War II Rand Corporation

The volume delivers a wealth of effective methods to deal with various types of uncertainty inherently existing in human-centric decision problems. It elaborates on comprehensive decision frameworks to handle different decision scenarios, which help use effectively the explicit and tacit knowledge and intuition, model perceptions and preferences in a more human-oriented style. The book presents original approaches and delivers new results on fundamentals and applications related to human-centered decision making approaches to business, economics and social systems. Individual chapters cover multi-criteria (multiattribute) decision making, decision making with prospect theory, decision making with incomplete probabilistic information, granular models of decision making and decision making realized with the use of non-additive measures. New emerging decision theories being presented as along with a wide spectrum of ongoing research make the book valuable to all interested in the field of advanced decision-making. The volume, self-contained in its nature, offers a systematic exposure to the concepts, design methodologies, and detailed algorithms. A prudent balance between the theoretical studies and applications makes the material suitable for researchers and graduate students in information, computer sciences, psychology, cognitive science, economics, system engineering, operation research and management science, risk management, public and social policy.

Modeling Human and Organizational Behavior Rand Corporation

How cognitive biases can guide good decision making in politics and international relations A widespread assumption in political science and international relations is that cognitive biases-quirks of the brain we all share as human beings-are detrimental and responsible for policy failures, disasters, and wars. In *Strategic Instincts*, Dominic Jo

A Flaw in Human Judgment Oxford University Press

Major New York Times bestseller Winner of the National Academy of Sciences Best Book Award in 2012 Selected by the New York Times Book Review as one of the ten best books of 2011 A Globe and Mail Best Books of the Year 2011 Title One of The Economist's 2011 Books of the Year One of The Wall Street Journal's Best Nonfiction Books of the Year 2011 2013 Presidential Medal of Freedom Recipient Kahneman's work with Amos Tversky is the subject of Michael Lewis's *The Undoing Project: A Friendship That Changed Our Minds* In the international bestseller, *Thinking, Fast and Slow*, Daniel Kahneman, the renowned psychologist and winner of the Nobel Prize in Economics, takes us on a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1

is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. The impact of overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the profound effect of cognitive biases on everything from playing the stock market to planning our next vacation—each of these can be understood only by knowing how the two systems shape our judgments and decisions. Engaging the reader in a lively conversation about how we think, Kahneman reveals where we can and cannot trust our intuitions and how we can tap into the benefits of slow thinking. He offers practical and enlightening insights into how choices are made in both our business and our personal lives—and how we can use different techniques to guard against the mental glitches that often get us into trouble. Winner of the National Academy of Sciences Best Book Award and the Los Angeles Times Book Prize and selected by The New York Times Book Review as one of the ten best books of 2011, *Thinking, Fast and Slow* is destined to be a classic.

Making Complex Decisions with Confidence in a Fast-Moving World Oxford University Press

Red Teaming is a revolutionary new way to make critical and contrarian thinking part of the planning process of any organization, allowing companies to stress-test their strategies, flush out hidden threats and missed opportunities and avoid being sandbagged by competitors. Today, most — if not all — established corporations live with the gnawing fear that there is another Uber out there just waiting to disrupt their industry. Red Teaming is the cure for this anxiety. The term was coined by the U.S. Army, which has developed the most comprehensive and effective approach to Red Teaming in the world today in response to the debacles of its recent wars in Iraq and Afghanistan. However, the roots of Red Teaming run very deep: to the Roman Catholic Church's "Office of the Devil's Advocate," to the Kriegsspiel of the Prussian General Staff and to the secretive AMAN organization, Israel's Directorate of Military Intelligence. In this book, author Bryce Hoffman shows business how to use the same techniques to better plan for the uncertainties of today's rapidly changing economy. Red Teaming is both a set of analytical tools and a mindset. It is designed to overcome the mental blind spots and cognitive biases that all of us fall victim to when we try to address complex problems. The same heuristics that allow us to successfully navigate life and business also cause us to miss or ignore important information. It is a simple and provable fact that we do not know what we do not know. The good news is that, through Red Teaming, we can find out. In this book, Hoffman shows how the most innovative and disruptive companies, such as Google and Toyota, already employ some of these techniques organically. He also shows how many high-profile business failures, including those that sparked the Great Recession, could easily have been averted by using these approaches. Most importantly, he teaches leaders how to make Red Teaming part of their own planning process, laying the foundation for a movement that will change the way America does business.

The Adaptive Advantages of Cognitive Biases in International Politics Springer

This book focuses on the propaganda war between the Syrian government and the opposition movement, which excludes the Islamic State and the Kurdish-led SDF. Drawing on international relations, psychology, and media studies, the book encourages readers to question the dominant discourse on the war. The core of the book outlines the propaganda battles over the main paradigms and narratives that framed the war, exploring the shortcomings of those paradigms and narratives, identifying who won the propaganda war and why, and assessing what impact it

had on the military side of the war. In particular, it focuses on the role of cognitive bias amongst primary and secondary sources in determining the outcome of the propaganda war, and whether the influence of this propaganda is best explained by effects or limited effects theory. Through explaining the dynamics of the propaganda war, the book encourages readers to critically question the dominant discourse on the war, assists them in understanding primary and secondary reporting on the war, and shows that the impact of the propaganda war is best understood in terms of limited effects theory. The book's main findings are that: i) the opposition won the international propaganda war but failed to win the propaganda war inside Syria; ii) propaganda had relatively little effect on shaping attitudes either inside Syria or internationally (instead, its main effect was to reinforce attitudes that had already been shaped by other factors); and iii) the reality of the war lies between the conflicting paradigms and narratives being promoted by each side.

Searching for the Keys to Adaptive Decision Making Oxford University Press

"...an engaging and enlightening account from which we all can benefit."—The Wall Street Journal A better way to combat knee-jerk biases and make smarter decisions, from Julia Galef, the acclaimed expert on rational decision-making. When it comes to what we believe, humans see what they want to see. In other words, we have what Julia Galef calls a "soldier" mindset. From tribalism and wishful thinking, to rationalizing in our personal lives and everything in between, we are driven to defend the ideas we most want to believe—and shoot down those we don't. But if we want to get things right more often, argues Galef, we should train ourselves to have a "scout" mindset. Unlike the soldier, a scout's goal isn't to defend one side over the other. It's to go out, survey the territory, and come back with as accurate a map as possible. Regardless of what they hope to be the case, above all, the scout wants to know what's actually true. In *The Scout Mindset*, Galef shows that what makes scouts better at getting things right isn't that they're smarter or more knowledgeable than everyone else. It's a handful of emotional skills, habits, and ways of looking at the world—which anyone can learn. With fascinating examples ranging from how to survive being stranded in the middle of the ocean, to how Jeff Bezos avoids overconfidence, to how superforecasters outperform CIA operatives, to Reddit threads and modern partisan politics, Galef explores why our brains deceive us and what we can do to change the way we think.

An Agenda for Basic Research on the Assessment of Individual and Group Performance Potential for Military Accession National Academies Press

Understanding Foreign Policy Decision Making presents a psychological approach to foreign policy decision making. This approach focuses on the decision process, dynamics, and outcome. The book includes a wealth of extended real-world case studies and examples that are woven into the text. The cases and examples, which are written in an accessible style, include decisions made by leaders of the United States, Israel, New Zealand, Cuba, Iceland, United Kingdom, and others. In addition to coverage of the rational model of decision making, levels of analysis of foreign policy decision making, and types of decisions, the book includes extensive material on alternatives to the rational choice model, the marketing and framing of decisions, cognitive biases, and domestic, cultural, and international influences on decision making in international affairs. Existing textbooks do not present such an approach to foreign policy decision making, international relations, American foreign policy, and comparative foreign policy.

The Role of Cognitive Bias Ian Coombe

The emergence of artificial intelligence has created a vast amount of advancements within various professional sectors and has transformed the way organizations conduct themselves. The implementation of intelligent systems has assisted with developing traditional processes including decision making, risk management, and security. An area that requires significant attention and research is how these companies are becoming accustomed to computer intelligence and applying this technology to their everyday practices. *Transdisciplinary Perspectives on Risk Management and Cyber Intelligence* is a pivotal reference source that provides vital research on the application of intelligent systems within various professional sectors as well as the exploration of theories and empirical findings. While highlighting topics such as decision making, cognitive science, and knowledge management, this publication explores the management of risk and uncertainty using training exercises, as well as the development of managerial intelligence competency. This book is ideally designed for practitioners, educators, researchers, policymakers, managers, developers, analysts, politicians, and students seeking current research on modern approaches to the analysis and performance of cyber intelligence.

Implications of Modern Decision Science for Military Decision-Support Systems Cognitive Biases in Military

Decision Making This paper examines the applicability of recent findings from behavioral economics to military decision making. Army manuals concerning the Military Decision Making Process mention general biases in decision making but do not mention specific biases or specific mechanisms for mitigating bias. Recent research has shed light on specific biases to include: overconfidence, insensitivity to sample size, availability, illusionary correlation, retrievability of instances, escalation, break even, snake bite, fear of regret, and the confirmation bias. The Military Decision Making Process has a long and distinguished record of success. However, there are also examples of military failures due to cognitive bias. These failures include Lee at Gettysburg and McClellan in Virginia. Private industry and some elements of the Army have started to account for these deficiencies through various practices including coaching and training. This paper concludes that the Military Decision Making Process as described in FM 5-0 is deficient in not fully recognizing and accounting for cognitive biases. The process can be improved through several steps. These steps include not only research, education, and training, but also procedural and organizational changes. The Decision Dilemma--cognitive Bias Military decision-making at the national level is a formidable task. The environment is ambiguous and constantly changing. Intelligence systems, as good as they are, will never provide perfect information. The stakes involved range from the loss of thousands of lives to the sovereignty of the nation. Faced with this difficult task, the military decision-maker often has to rely on intuitive processes to arrive at a final decision. One of the magnificent qualities of human beings is the ability to integrate a vast array of factors weighing on a situation and come up with a viable solution. This process involves a great degree of intuitive judgment. While there are many examples of great military decisions made substantially on the basis of intuition, there is also a down side to this phenomenon. Research has shown that there are cognitive biases which can adversely affect the decision-making process. This paper provides an analysis of these biases and offers practical suggestions on how to reduce their effects. *Implications of Modern Decision Science for Military Decision-support Systems*

The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project

knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. *The Great Mental Models: General Thinking Concepts* is the first book in *The Great Mental Models* series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME Ottawa, Ontario, Canada [Why Good Leaders Make Bad Decisions and How to Keep it From Happening to You](#) Cambridge University Press

Annotation This monograph was prepared at the request of the United States Air Force Research Laboratory (AFRL). The Laboratory requested a report on modern decision science that would aid in its planning of research. The resulting monograph is a selective review touching on a wide range of topics that we believe are of particular significance and relevant to the development of decision support systems. Most of the monograph is broadly applicable.

China's Battle for Korea Springer

An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In making decisions, when should we go with our gut and when should we try to analyze every option? When should we use our intuition and when should we rely on logic and statistics? Most of us would probably agree that for important decisions, we should follow certain guidelines—gather as much information as possible, compare the options, pin down the goals before getting started. But in practice we make some of our best decisions by adapting to circumstances rather than blindly following procedures. In *Streetlights and Shadows*, Gary Klein debunks the conventional wisdom about how to make decisions. He takes ten commonly accepted claims about decision making and shows that they are better suited for the laboratory than for life. The standard advice works well when everything is clear, but the tough decisions involve shadowy conditions of complexity and ambiguity. Gathering masses of information, for example, works if the information is accurate and complete—but that doesn't often happen in the real world. (Think about the careful risk calculations that led to the downfall of the Wall Street investment houses.) Klein offers more realistic ideas about how to make decisions in real-life settings. He provides many examples—ranging from airline pilots and weather forecasters to sports announcers and Captain Jack Aubrey in Patrick O'Brian's *Master and Commander* novels—to make his point. All these decision makers saw things that others didn't. They used their expertise to pick up cues and to discern patterns and trends. We

can make better decisions, Klein tells us, if we are prepared for complexity and ambiguity and if we will stop expecting the data to tell us everything.

[Exploring Rationality in the Vietnam War](#) IGI Global

Why do military commanders, most of them usually quite capable, fail at crucial moments of their careers? Robert Pois and Philip Langer -- one a historian, the other an educational psychologist -- study seven cases of military command failures, from Frederick the Great at Kunersdorf to Hitler's invasion of Russia. While the authors recognize the value of psychological theorizing, they do not believe that one method can cover all the individuals, battles, or campaigns under examination. Instead, they judiciously take a number of psycho-historical approaches in hope of shedding light on the behaviors of commanders during war. The other battles and commanders studied here are Napoleon in Russia, George B. McClellan's Peninsular Campaign, Robert E. Lee and Pickett's Charge at Gettysburg, John Bell Hood at the Battle of Franklin, Douglas Haig and the British command during World War I, "Bomber" Harris and the Strategic Bombing of Germany, and Stalingrad.

How To Make Influential Decisions For Superiority A&C Black Military decision-making at the national level is a formidable task. The environment is ambiguous and constantly changing. Intelligence systems, as good as they are, will never provide perfect information. The stakes involved range from the loss of thousands of lives to the sovereignty of the nation. Faced with this difficult task, the military decision-maker often has to rely on intuitive processes to arrive at a final decision. One of the magnificent qualities of human beings is the ability to integrate a vast array of factors weighing on a situation and come up with a viable solution. This process involves a great degree of intuitive judgment. While there are many examples of great military decisions made substantially on the basis of intuition, there is also a down side to this phenomenon. Research has shown that there are cognitive biases which can adversely affect the decision-making process. This paper provides an analysis of these biases and offers practical suggestions on how to reduce their effects.

How Cognitive Bias Impacts U.S. Foreign Policy Springer Science & Business Media

How many decisions have you made today? Were you taught how? Everyone makes decisions more often than they use arithmetic but decision-making is not taught ... until now. The process outlined in *WIKID POWER* shows you how to make influential decisions that deliver such incredible results that the military wanted to classify the process beyond "Top Secret". Following an easy to remember step-by-step process Ian leads you on the journey to become masterful and superior in all your decision-making. This book is for anyone who makes decisions anytime or anywhere

Command Failure in War Harvard Business Press

What is international law, and how does it work? This book argues that our answers to these fundamental questions are shaped by a variety of social cognition and knowledge production processes. These processes act as invisible frames, through which we understand international law. To better conceive the frames within which international law moves and performs, we must understand how psychological and socio-cultural factors affect decision-making in an international legal process. This includes identifying the groups of people and institutions that shape and alter the prevailing discourse in international law, and unearthing the hidden meaning of the various mythologies that populate and influence our normative world. With chapters from leading experts in the discipline, employing insights from sociology, psychology, and behavioural science, this book investigates the

mechanisms that allow us to apprehend and intellectually represent the social practice of international law. It unveils the hidden or unnoticed processes by which our understanding of international law is formed, and helps readers to unlearn some of the presuppositions that inform our largely unquestioned beliefs about international law.

[How Cognitive Bias Impacts U.S. Foreign Policy](#) Indiana University Press

Advances and major investments in the field of neuroscience can enhance traditional behavioral science approaches to training, learning, and other applications of value to the Army. Neural-behavioral indicators offer new ways to evaluate how well an individual trainee has assimilated mission critical knowledge and skills, and can also be used to provide feedback on the readiness of soldiers for combat. Current methods for matching individual capabilities with the requirements for performing high-value

Army assignments do not include neuropsychological, psychophysiological, neurochemical or neurogenetic components; simple neuropsychological testing could greatly improve training success rates for these assignments. Opportunities in Neuroscience for Future Army Applications makes 17 recommendations that focus on utilizing current scientific research and development initiatives to improve performance and efficiency, collaborating with pharmaceutical companies to employ neuropharmaceuticals for general sustainment or enhancement of soldier performance, and improving cognitive and behavioral performance using interdisciplinary approaches and technological investments. An essential guide for the Army, this book will also be of interest to other branches of military, national security and intelligence agencies, academic and commercial researchers, pharmaceutical companies, and others interested in applying the rapid advances in neuroscience to the performance of individual and group tasks.

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