

Authority Bias

We are more likely to trust and be influenced by ideas that come from authority figures



"Our CEO says the state might tax disposable cups". "Hey, I told you that last week and you said it would never happen!"

Confirmation Bias

This occurs when we warp data to fit or support our existing beliefs or expectations



"What the human being is best at doing is interpreting all new information so that their prior conclusions remain intact."

Sunk Cost Bias

We are often influenced by past, sunk costs, which continue to distort our decisions



"I have already spent so much time and money on this project, so I might as well keep going"

Halo Effect

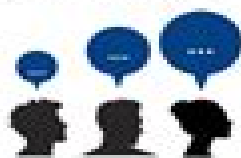
Our overall impression of a person influences how we feel and think about his or her character



"I think she's too nice to be a good commander in chief"

Availability Cascade

An idea accumulates more credibility as it spreads



"I've heard from a bunch of people that he's going to raise taxes, there must be some truth to it"



Dunning-Kruger Effect

The less you know, the more confident you are



"Our CEO says the state might tax disposable cups". "Hey, I told you that last week and you said it would never happen!"

Declinism

We romanticize the past and believe that society and institutions are in decline



"The latest Supreme Court decision is just another example of how our country is falling apart these days"

Framing Effect

We draw different conclusions based on how an idea is presented to us



Doctor A: "You have an 80 percent chance of a full recovery."
Doctor B: "There's a 20% chance that you'll die after being treated"

Bandwagon Effect

Conforming to a widely held world view in order to fit in and minimize conflict



"All my friends and colleagues are buying that new cryptocurrency. The price keeps on rising, I must buy it"

False Consensus

Overestimating the proportion of people who agree with an idea



"I think that the majority of people agree that this policy makes sense. Everyone I know thinks so"

Cognitive Bias In Military Decision Making And The

**William P. Stormer, Army War College
(U.S.)**



Cognitive Bias In Military Decision Making And The:

Cognitive Biases in Military Decision Making Michael J. Janser, Army War College (U.S.). Senior Service College Fellowship Program, Center for Strategic and International Studies (Washington, D.C.), 2007 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 illusory 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

Overcoming Cognitive Biases in Strategic Management and Decision Making Siniksaran, Enis, 2024-02-12 The persistent presence of cognitive biases has influenced rational decisions and strategic management since the 1970s These prejudiced errors in judgment often systematic and predictable breach the foundational assumptions of economic theory leading to dire consequences such as social inequality financial collapse and governmental inefficiency Even the brightest minds are not immune making it crucial to address these biases head on **Overcoming Cognitive Biases in Strategic Management and Decision Making** unravels the complex tapestry of biases that infiltrate decision making processes at all levels From social injustice biases and reasoning errors to action inaction and social biases the book confronts the myriad of ways that biases manifest in critical moments These pose a significant threat to sound decision making in various fields impacting professionals ranging from judges and doctors to public officials The repercussions of unchecked biases are far reaching leading to flawed outcomes that echo through society The urgent need for a strategic response to mitigate these biases and enhance decision making processes forms the crux of the problem this book seeks to address **The Decision Dilemma--cognitive Bias** William P. Stormer, Army War College (U.S.), 1991 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 Cognitive Biases in Decision Making: A Simple Guide to Big Ideas Nova Martian, 2025-06-02 In Cognitive Biases in Decision Making A Simple Guide to Big Ideas readers are introduced to the fascinating world of mental shortcuts evolved instincts and subtle psychological influences that shape our everyday choices The book offers a lucid exploration of what cognitive biases are how they arise from the brain s architecture and why they endure as pivotal elements in human thinking From the evolutionary roots anchoring these biases to the heuristics and mental shortcuts that often blur the boundaries between rationality and irrationality the guide provides clear explanations grounded in contemporary psychological science Structured around major categories of cognitive biases the text demystifies prominent phenomena such as anchoring confirmation bias overconfidence and the framing effect Each bias is not just defined but vividly illustrated through practical examples found in personal relationships the workplace financial decisions healthcare consumer behavior and media consumption The volume further broadens its scope to consider the collective dimension delving into social biases like groupthink conformity authority bias and the powerful pull of peer influence in group decision making Yet this guide transcends mere diagnosis it arms readers with actionable techniques and strategies for identifying measuring and managing bias both individually and within organizations With thoughtful treatments of why biases are so resistant to change the challenges of self awareness and the role of technology in fostering and fighting mental pitfalls the book closes by looking ahead to the impact of AI cultural influences and new research frontiers Thoughtfully designed for both novices and those seeking deeper insight this guide empowers readers to harness self knowledge and critical thinking in pursuit of wiser fairer decisions in an increasingly complex world Human-Centric Decision-Making Models for Social Sciences Peijun Guo, Witold Pedrycz, 2013-11-01 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

International Law's Invisible Frames Andrea Bianchi, Moshe Hirsch, 2021 This innovative edited collection uncovers the invisible frames which form our understanding of international law Taking an interdisciplinary approach it investigates how social cognition and knowledge production processes affect decision making and inform unquestioned beliefs about what international law is and how it works

International Legal Theory and the Cognitive Turn Anne van Aaken, Moshe Hirsch, 2025-04-02 Cognitive and behavioural studies are making inroads into international law international policy and literature Firstly international practice is drawing increasingly on behavioural studies The United Nations UN and its agencies have turned to behavioural science to confront new challenges faced by the international community including the Sustainable Development Goals climate change and gender equality Similarly the World Bank and World Health Organization have created teams of experts to advise on the incorporation of behavioural insights to support their operations Other international organizations are likewise following suit Secondly the cognitive behavioural turn is generating innovative research work in disciplines neighbouring international law and is gaining similar traction in international legal scholarship Yet despite this the implications of cognitive behavioural studies for international legal theory remain under explored With few exceptions international legal theories have long failed to explicitly address the cognitive behavioural assumptions of their respective theoretical approaches To fill this gap this book systematically examines the impact of the cognitive behavioural turn on the main theoretical schools within international legal scholarship Across thirteen chapters the contributors uncover the cognitive bases of their respective theories exploring both the cognitive similarities underlying the assumptions of different theories of international law as well as the limitations of the use of behavioural science in international law theories

International Legal Theory and the Cognitive Turn makes explicit the relationship between cognitive behavioral methodologies and other ways of thinking about international law including TWAIL feminist and legal realist approaches and more This is an open access title available under the terms of a CC BY NC ND 4.0 International licence It is free to read on Oxford Scholarship Online and offered as a free PDF download from OUP and selected open access locations

Military Psychology Virversity Online Courses, 2025-05-21 This course provides a comprehensive introduction to Military Psychology exploring the critical role psychological principles play within military settings Students will gain insight into human behavior in combat mental health challenges faced by service members and leadership strategies to enhance team cohesion and decision making Explore Psychological Principles Impacting Military Personnel Understand the history and evolution of military psychology and its practical applications Learn to identify and manage stress trauma and PTSD specific to combat environments Develop techniques to build resilience and psychological strength among soldiers Examine leadership psychology and decision making under pressure in military contexts Discover

psychological assessment tools and strategic methods including PSYOPS and behavioral profiling Explore ethical considerations and support systems for military personnel and their families Gain insights into rehabilitation and reintegration strategies for veterans Comprehensive study of psychological factors that influence military effectiveness mental health leadership and ethical responsibilities This course begins with foundational lessons on the role and history of military psychology providing context to how psychological science supports military operations and personnel Students will explore human behavior in combat learning about common psychological responses and the significant impact of stress and trauma on military members Key mental health topics include the identification and treatment of PTSD as well as methods to foster resilience in soldiers through evidence based psychological techniques Leadership psychology is also examined focusing on traits and skills necessary for effective command including how to make sound decisions under extreme pressure Participants will study group dynamics and cohesion within military units enhancing their understanding of how effective teams function in high stakes environments The course introduces psychological assessment tools essential for evaluating service members mental states and capabilities It also covers strategic psychology topics such as psychological operations and behavioral intelligence aimed at understanding and influencing adversaries Ethical considerations form an important part of the curriculum addressing the balance between military duty and moral responsibilities Additionally the course offers insights into the psychological challenges faced by military families and the resources available to support them Finally it covers rehabilitation and reintegration strategies that help veterans transition back to civilian life successfully By the end of this course students will have developed a nuanced understanding of military psychology s multidisciplinary nature They will be equipped with practical knowledge and skills to support military personnel s mental health improve leadership effectiveness and contribute to ethical military practices This course prepares learners to make a meaningful impact in military academic or support roles related to the psychological well being of those who serve

Understanding Foreign Policy Decision Making Alex Mintz,Karl DeRouen Jr,2010-02-22 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

Professional Journal of the United States Army,2010 **Military Strategy, Joint Operations, and Airpower** Ryan Burke,Michael Fowler,Kevin

McCaskey,2018-09-03 An ideal textbook for classes on modern airpower and joint operations On the Horizon, Vol. 6

Doreen Horschig,Jessica Link,2024-11-05 The Nuclear Scholars Initiative is a signature program run by the Project on Nuclear Issues PONI to engage emerging nuclear experts in thoughtful and informed debate over how to best address the nuclear community's most pressing problems The papers included in this volume comprise research from participants in the 2023 Nuclear Scholars Initiative These papers explore a range of crucial debates across deterrence arms control and non proliferation communities **National Security Through a Cockeyed Lens** Steve A. Yetiv,2013-11-21 A study examining how poor decision making based on mental errors or cognitive biases hurts American foreign policy and national security Author Steve A Yetiv draws on four decades of psychological historical and political science research on cognitive biases to illuminate some of the key pitfalls in our leaders decision making processes and some of the mental errors we make in perceiving ourselves and the world Tracing five U S national security episodes the 1979 Soviet invasion and occupation of Afghanistan the Iran Contra affair during the Reagan administration the rise of al Qaeda leading to the 9 11 attacks the 2003 U S invasion of Iraq and the development of U S energy policy Yetiv reveals how a dozen cognitive biases have been more influential in impacting U S national security than commonly believed or understood Identifying a primary bias in each episode disconnect of perception versus reality tunnel vision focus feature distorted perception cockeyed lens overconfidence and short term thinking Yetiv explains how each bias drove the decision making process and what the outcomes were for the various actors His concluding chapter examines a range of debiasing techniques exploring how they can improve decision making Praise for National Security through a Cockeyed Lens Yetiv's volume could be one of the key books for presidents and their advisers to read before they begin making decisions William W Newmann H Diplo The principles in this book deserve wide recognition Yetiv places necessary focus on lapses in decision making that are important to acknowledge James Lebovic Political Science Quarterly **Richard Ned Lebow: Key Texts in Political Psychology and International Relations Theory** Richard Ned Lebow,2016-08-25 This third out of four volumes by Richard Ned Lebow in this book series includes texts on psychology and international relations causation counterfactual analysis The political psychology contributions draw on richer ancient Greek understandings of the psyche and offer novel insights into strategies of conflict management the role of emotions in international relations and the modern fixation on identity **AI and the Bomb** James Johnson,2023-01-24 Will AI make accidental nuclear war more likely If so how might these risks be reduced AI and the Bomb provides a coherent innovative and multidisciplinary examination of the potential effects of AI technology on nuclear strategy and escalation risk It addresses a gap in the international relations and strategic studies literature and its findings have significant theoretical and policy ramifications for using AI technology in the nuclear enterprise The book advances an innovative theoretical framework to consider AI technology and atomic risk drawing on insights from political psychology neuroscience computer science and strategic studies In this multidisciplinary work James Johnson unpacks the seminal

cognitive psychological features of the Cold War era scholarship and offers a novel explanation of why these matter for AI applications and strategic thinking The study offers crucial insights for policymakers and contributes to the literature that examines the impact of military force and technological change Augmented Cognition. Enhancing Cognition and Behavior in Complex Human Environments Dylan D. Schmorrow, Cali M. Fidopiastis, 2017-06-28 This volume constitutes the proceedings of the 11th International Conference on Augmented Cognition AC 2017 held as part of the International Conference on Human Computer Interaction HCII 2017 which took place in Vancouver BC Canada in July 2017 HCII 2017 received a total of 4340 submissions of which 1228 papers were accepted for publication after a careful reviewing process The papers thoroughly cover the entire field of Human Computer Interaction addressing major advances in knowledge and effective use of computers in a variety of application areas The two volumes set of AC 2017 presents 81 papers which are organized in the following topical sections electroencephalography and brain activity measurement eye tracking in augmented cognition physiological measuring and bio sensing machine learning in augmented cognition cognitive load and performance adaptive learning systems brain computer interfaces human cognition and behavior in complex tasks and environments **Buddhism and International Humanitarian Law** Andrew Bartles-Smith, Kate Crosby, Peter Harvey, Asanga Tilakaratne, Daniel Ratheiser, Noel Maurer Trew, Stefania Travagnin, Elizabeth J. Harris, Mahinda Deegalle, Christina A. A. Kilby, 2023-09-20 What guidance can Buddhism provide to those involved in armed conflict and to belligerents who must perhaps kill or be killed or defend their families communities or countries from attack How moreover does Buddhism compare with international humanitarian law IHL otherwise known as the law of armed conflict which protects non combatants and restricts the means and methods of warfare to limit the suffering it causes Despite the prevalence of armed conflict in parts of the Buddhist world few contemporary studies have addressed these questions While there is a wealth of material on Buddhist conflict prevention and resolution remarkably little attention has been paid to what Buddhism says about the actual conduct of war IHL is also still relatively little known in the Buddhist world and might not therefore influence the behaviour of belligerents who self identify as Buddhists and are perhaps more likely to be guided by Buddhist principles This ground breaking volume is part of an International Committee of the Red Cross project which seeks to fill this gap by exploring correspondences between Buddhist and IHL principles and by identifying Buddhist resources to improve compliance with IHL and equivalent Buddhist or humanitarian norms This book will be of much interest to students and researchers of International Law Buddhism Ethics as well as War and Conflict studies The chapters in this book were originally published as a special issue of Contemporary Buddhism **Psychology and Law** Curt R. Bartol, Anne M. Bartol, 2018-11-27 Written by authors with extensive experience in the field and in the classroom Psychology and Law Research and Practice Second Edition offers the definitive perspective on the practical application of psychological research to the law Curt R Bartol and Anne M Bartol emphasize the various roles psychologists and other mental health professionals

play in criminal and civil legal matters Topics such as family law mental health evaluations police interrogation jury selection and decision making involuntary civil commitment and various civil capacities are included The authors also emphasize the major contributions psychological research has made to the law and encourage critical analysis through examples of court cases high profile current events and research This comprehensive book examines complex material in detail and explains it in an easy to read way New to the Second Edition The new edition has been significantly reorganized to more closely align with the progression through the court system A new chapter on children adolescents and criminal law Chapter 8 provides you with information on adjudicative competence comprehension of constitutional rights and eyewitness identification and courtroom testimony New feature boxes include case studies research projects and contemporary topics with discussion questions for classroom debate Additional court cases and statutes have been integrated into chapters to emphasize the important role psychology plays in the legal process The content is applied to real cases such as the Masterpiece Cakeshop case and the Dassey confession comprehending Miranda Over 300 recent research findings on topics related to psychology and law highlight cutting edge research studies that help you understand what research does and prompt you to discuss the methodology and results New pedagogical tables clearly illustrate complex information around ethical issues APA amicus briefs strengths and weaknesses of simulation studies insanity standards within the states effects experienced by survivors of traumatic incidents and more Increased coverage of contemporary issues encourage critical thinking and active learning by promoting discussions around current issues such as telepsychology neuropsychology adversarial allegiance and actuarial instruments used in bail and sentence decision making

Military Review ,2010-07 **ICCWS 2018 13th International Conference on Cyber Warfare and Security** Dr. Louise Leenen,2018-03-08 These proceedings represent the work of researchers participating in the 13th International Conference on Cyber Warfare and Security ICCWS 2018 which is being hosted this year by the National Defense University in Washington DC USA on 8 9 March 2018

The Top Books of the Year Cognitive Bias In Military Decision Making And The The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous captivating novels enthralling the hearts of readers worldwide. Lets delve into the realm of bestselling books, exploring the engaging narratives that have enthralled audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This touching tale of love, loss, and resilience has gripped readers with its raw and emotional exploration of domestic abuse. Hoover skillfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can prevail. Cognitive Bias In Military Decision Making And The : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This captivating historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids compelling storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Cognitive Bias In Military Decision Making And The : Delia Owens "Where the Crawdads Sing" This evocative coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens weaves a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These top-selling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of captivating stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a brilliant and gripping novel that will keep you guessing until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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