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KEY=IN - JOHNS LAMBERT

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. **Measuring Human Capabilities An Agenda for Basic Research on the Assessment of Individual and Group Performance Potential for Military Accession National Academies Press** Every year, the U.S. Army must select from an applicant pool in the hundreds of thousands to meet annual enlistment targets, currently numbering in the tens of thousands of new soldiers. A critical component of the selection process for enlisted service members is the formal assessments administered to applicants to determine their performance potential. Attrition for the U.S. military is hugely expensive. Every recruit that does not make it through basic training or beyond a first enlistment costs hundreds of thousands of dollars. Academic and other professional settings suffer similar losses when the wrong individuals are accepted into the wrong schools and programs or jobs and companies. Picking the right people from the start is becoming increasingly important in today's economy and in response to the growing numbers of applicants. Beyond cognitive tests of ability, what other attributes should selectors be considering to know whether an individual has the talent and the capability to perform as well as the mental and psychological drive to succeed? **Measuring Human Capabilities: An Agenda for Basic Research on the Assessment of Individual and Group Performance Potential for Military Accession** examines promising emerging theoretical, technological, and statistical advances that could provide scientifically valid new approaches and measurement capabilities to assess human capability. This report considers the basic research necessary to maximize the efficiency, accuracy, and effective use of human capability measures in the military's selection and initial occupational assignment process. The research recommendations of *Measuring Human Capabilities* will identify ways to supplement the Army's enlisted soldier accession system with additional predictors of individual and collective performance. Although the primary audience for this report is the U.S. military, this book will be of interest to researchers of psychometrics, personnel selection and testing, team dynamics, cognitive ability, and measurement methods and technologies. Professionals interested in of the foundational science behind academic testing, job selection, and human resources management will also find this report of interest. **Implications of Modern Decision Science for Military Decision-support Systems Rand Corporation** 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. **Conflict How Soldiers Make Impossible Decisions Oxford University Press** *Conflict: How Soldiers Make Impossible Decisions* is about making hard choices--where all outcomes are potentially negative. The authors draw on interviews conducted with soldiers about the situations they faced and the decisions they made at war. These are vivid and sometimes distressing stories. They form the data from which the authors explore the cognitive processes associated with choice, commitment to action and (sometimes) error, as well as goal directed thinking, innovation and courage. By referring to real cases, *Conflict* invites readers to consider their own responses under extreme circumstances and ask themselves how they would choose between difficult options. In doing so this book will go some way to helping readers understand what it feels like when choosing between least-worst decisions. **WIKID POWER How To Make Influential Decisions For Superiority Ian Coombe** 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 **Strategic Instincts The Adaptive Advantages of Cognitive Biases in International Politics Princeton University Press** "A very timely book."—Anne-Marie Slaughter, CEO of New America 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 Johnson challenges this assumption, explaining that these nonrational behaviors can actually support favorable results in international politics and contribute to political and strategic success. By studying past examples, he considers the ways that cognitive biases act as “strategic instincts,” lending a competitive edge in policy decisions, especially under conditions of unpredictability and imperfect information. Drawing from evolutionary theory and behavioral sciences, Johnson looks at three influential cognitive biases—overconfidence, the fundamental attribution error, and in-group/out-group bias. He then examines the advantageous as well as the detrimental effects of these biases through historical case studies of the American Revolution, the Munich Crisis, and the Pacific campaign in World War II. He acknowledges the dark side of biases—when confidence becomes hubris, when attribution errors become paranoia, and when group bias becomes prejudice. Ultimately, Johnson makes a case for a more nuanced understanding of the causes and consequences of cognitive biases and argues that in the complex world of international relations, strategic instincts can, in the right context, guide better performance. *Strategic Instincts* shows how an evolutionary perspective can offer the crucial next step in bringing psychological insights to bear on foundational questions in international politics. **National Security Through a Cockeyed Lens How Cognitive Bias Impacts U.S. Foreign Policy JHU Press** "What are key mental errors that can undermine good decision making? Drawing on four decades of psychological, historical, and political science research on cognitive biases, this book illuminates key pitfalls in how we and our leaders make decisions. It shows in five case studies of American foreign and energy policy that such errors--a dozen different cognitive biases--have been more important in shaping and impacting U.S. national interests than we currently understand. In so doing, it also sheds light on U.S. foreign policy toward and interests in the Middle East. That story prominently features non-psychological explanations, but cognitive biases exercised by American and foreign actors also represent a slice of the story that is worth revealing. Asexamples, the book shows how the distorted cognitive lens of Al-Qaeda leaders contributed to the September 11 attacks and the ongoing conflict with America and the West; how overconfidence impacted America's decision to invade Iraq in 2003; and how shortterm thinking--a prominent cognitive bias--hurts America's ability to develop a comprehensive energy policy, making the Middle East more important to the United States and enhancing its proclivity to be involved in the region. The book is aimed chiefly at students and the lay public, though academics may benefit from it!"-- **Noise A Flaw in Human Judgment Little, Brown** From the Nobel Prize-winning author of *Thinking, Fast and Slow* and the coauthor of *Nudge*, a revolutionary exploration of why people make bad judgments and how to make better ones—"a tour de force" (*New York Times*). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In *Noise*, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise in many fields, including medicine, law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights that made *Thinking, Fast and Slow* and *Nudge* groundbreaking *New York Times* bestsellers, *Noise* explains how and why humans are so susceptible to noise in judgment—and what we can do about it. **Mental Models Theory and Military Decision-making A Pilot Experimental Model** This report presents research undertaken as a Vacation Student project, December 2001 to February 2002 which examined an account of human inductive reasoning termed Mental Models theory. The theory predicts that problems for decision-makers arising from basic cognitive processes may have been instrumental in some catastrophic decisions in industry and war fighting. In particular, construction of the mental models used when making critical decisions is vulnerable to both problem complexity and a systematic 'falsity' bias. These vulnerabilities occur because of the limited capacity of human working memory that restricts both the type and the number of component models. An experiment was conducted to test central predictions of the theory. **China's Battle for Korea The 1951 Spring Offensive Indiana University Press** Between November 1950 and the end of fighting in June 1953, China launched six major offensives against UN forces in Korea. The most important of these began on April 22, 1951, and was the largest Communist military operation of the war. The UN forces put up a strong defense, prevented the capture of the South Korean capital of Seoul, and finally pushed the Chinese back above the 38th parallel. After China's defeat in this epic five-week battle, Mao Zedong and the Chinese leadership became willing to conclude the war short of total victory. *China's Battle for Korea* offers new perspectives on Chinese decision making, planning, and execution; the roles of command, political control, and technology; and the interaction between Beijing, Pyongyang, and Moscow, while providing valuable insight into Chinese military doctrine and the reasons for the UN's military success. **National Security Through a Cockeyed Lens How Cognitive Bias Impacts U.S. Foreign Policy Johns Hopkins University Press+ORM** 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

The Human Face of War A&C Black Warfare is hugely important. The fates of nations, and even continents, often rests on the outcome of war and thus on how its practitioners consider war. The Human Face of War is a new exploration of military thought. It starts with the observation that much military thought is poorly developed - often incoherent and riddled with paradox. The author contends that what is missing from British and American writing on warfare is any underpinning mental approach or philosophy. Why are some tank commanders, snipers, fighter pilots or submarine commanders far more effective than others? Why are many generals sacked at the outbreak of war? The Human Face of War examines such phenomena and seeks to explain them. The author argues that military thought should be based on an approach which reflects the nature of combat. Combat - fighting - is primarily a human phenomenon dominated by human behaviour. The book explores some of those human issues and their practical consequences. The Human Face of War calls for, and suggests, a new way of considering war and warfare.

The Little Black Book of Decision Making Making Complex Decisions with Confidence in a Fast-Moving World John Wiley & Sons The secret to making the right call in an increasingly complex world The decisions we make every day - frequently automatic and incredibly fast - impact every area of our lives. The Little Black Book of Decision Making delves into the cognition behind decision making, guiding you through the different ways your mind approaches various scenarios. You'll learn to notice that decision making is a matter of balance between your rational side and your intuition - the trick is in honing your intuition to steer you down the right path. Pure reasoning cannot provide all of the answers, and relying solely on intuition could prove catastrophic in business. There must be a balance between the two, and the proportions may change with each situation. This book helps you quickly pinpoint the right mix of logic and 'gut feeling,' and use it to find the best possible solution. Balance logic and intuition in your decision making approach Avoid traps set by the mind's inherent bias Understand the cognitive process of decision making Sharpen your professional judgement in any situation Decision making is the primary difference between organisations that lead and those that struggle. The Little Black Book of Decision Making helps you uncover errors in thinking before they become errors in judgement.

Decision Making in Complex Environments CRC Press Many complex systems in civil and military operations are highly automated with the intention of supporting human performance in difficult cognitive tasks. The complex systems can involve teams or individuals working on real-time supervisory control, command or information management tasks where a number of constraints must be satisfied. Decision Making in Complex Environments addresses the role of the human, the technology and the processes in complex socio-technical and technological systems. The aim of the book is to apply a multi-disciplinary perspective to the examination of the human factors in complex decision making. It contains more than 30 contributions on key subjects such as military human factors, team decision making issues, situation awareness, and technology support. In addition to the major application area of military human factors there are chapters on business, medical, governmental and aeronautical decision making. The book provides a unique blend of expertise from psychology, human factors, industry, commercial environments, the military, computer science, organizational psychology and training that should be valuable to academics and practitioners alike.

Cognitive Biases in Visualizations Springer This book brings together the latest research in this new and exciting area of visualization, looking at classifying and modelling cognitive biases, together with user studies which reveal their undesirable impact on human judgement, and demonstrating how visual analytic techniques can provide effective support for mitigating key biases. A comprehensive coverage of this very relevant topic is provided though this collection of extended papers from the successful DECISIVE workshop at IEEE VIS, together with an introduction to cognitive biases and an invited chapter from a leading expert in intelligence analysis. Cognitive Biases in Visualizations will be of interest to a wide audience from those studying cognitive biases to visualization designers and practitioners. It offers a choice of research frameworks, help with the design of user studies, and proposals for the effective measurement of biases. The impact of human visualization literacy, competence and human cognition on cognitive biases are also examined, as well as the notion of system-induced biases. The well referenced chapters provide an excellent starting point for gaining an awareness of the detrimental effect that some cognitive biases can have on users' decision-making. Human behavior is complex and we are only just starting to unravel the processes involved and investigate ways in which the computer can assist, however the final section supports the prospect that visual analytics, in particular, can counter some of the more common cognitive errors, which have been proven to be so costly.

Ecological Rationality Intelligence in the World OUP USA "More information is always better, and full information is best. More computation is always better, and optimization is best." More-is-better ideals such as these have long shaped our vision of rationality. Yet humans and other animals typically rely on simple heuristics to solve adaptive problems, focusing on one or a few important cues and ignoring the rest, and shortcutting computation rather than striving for as much as possible. In this book, we argue that in an uncertain world, more information and computation are not always better, and we ask when, and why, less can be more. The answers to these questions constitute the idea of ecological rationality: how we are able to achieve intelligence in the world by using simple heuristics matched to the environments we face, exploiting the structures inherent in our physical, biological, social, and cultural surroundings.

Psychology of Intelligence Analysis Pickle Partners Publishing In this seminal work, published by the C.I.A. itself, produced by Intelligence veteran Richards Heuer discusses three pivotal points. First, human minds are ill-equipped ("poorly wired") to cope effectively with both inherent and induced uncertainty. Second, increased knowledge of our inherent biases tends to be of little assistance to the analyst. And lastly, tools and techniques that apply higher levels of critical thinking can substantially improve analysis on complex problems.

The Syrian Information and Propaganda War The Role of Cognitive Bias Springer Nature 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.

Think Again Why Good Leaders Make Bad Decisions and How to Keep it From Happening to You Harvard Business Press Why do smart and experienced leaders make flawed, even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you're making the right decision--without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face big decisions. The authors show how the shortcuts our brains have learned to take over millennia of evolution can derail our decision making. Think Again offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need. Using examples from business, politics, and history, Think Again deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate.

Perception and Misperception in International Politics New Edition Princeton University Press Since its original publication in 1976, Perception and Misperception in International Politics has become a landmark book in its field, hailed by the New York Times as "the seminal statement of principles underlying political psychology." This new edition includes an extensive preface by the author reflecting on the book's lasting impact and legacy, particularly in the application of cognitive psychology to political decision making, and brings that analysis up to date by discussing the relevant psychological research over the past forty years. Jervis describes the process of perception (for example, how decision makers learn from history) and then explores common forms of misperception (such as overestimating one's influence). He then tests his ideas through a number of important events in international relations from nineteenth- and twentieth-century European history. Perception and Misperception in International Politics is essential for understanding international relations today.

Streetlights and Shadows Searching for the Keys to Adaptive Decision Making MIT Press 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.

Decision Making in Anesthesiology An Algorithmic Approach Elsevier Health Sciences Examines vital topics in pre-anesthesia assessment, pre-operative problems, resuscitation, specialty anesthesia, post-operative management, and more. Its unique algorithmic approach helps you find the information you need quickly--and gives you insights into the problem-solving techniques of experienced anesthesiologists.

Neuroscience and Legal Responsibility Oxford University Press Adopting a broadly compatibilist approach, this volume's authors argue that the behavioral and mind sciences do not threaten the moral foundations of legal responsibility. Rather, these sciences provide fresh insight into human agency and updated criteria as well as powerful diagnostic and intervention tools for assessing and altering minds.

International Law's Invisible Frames Social Cognition and Knowledge Production in International Legal Processes Oxford University 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.

U.S. Army The Applied Critical Thinking Handbook Jeffrey Frank Jones Why Red Teaming? The premise of the program at the University of Foreign Military and Cultural Studies (UFMCS) is that people and organizations court failure in predictable ways, that they do so by degrees, almost imperceptibly, and that they do so according to their mindsets, biases, and experience, which are formed in large part by their own culture and context. The sources of these failures are simple, observable, and lamentably, often repeated. They are also preventable, and that is the point of 'red teaming'. Our methods and education involve more than Socratic discussion and brainstorming. We believe that good decision processes are essential to good outcomes. To that end, our curriculum is rich in divergent processes, red teaming tools, and liberating structures, all aimed at decision support. We educate people to develop a disposition of curiosity, and help them become aware of biases and behavior that prevent them from real positive change in the ways they seek solutions and engage others. We borrow techniques, methods, frameworks, concepts, and best practices from several sources and disciplines to create an education, and practical applications, that we find

to be the best safeguard against individual and organizational tendencies toward biases, errors in cognition, and groupthink. Red teaming is diagnostic, preventative, and corrective; yet it is neither predictive or a solution. Our goal is to be better prepared and less surprised in dealing with complexity. What is Red Teaming? Red teaming is a function that provides commanders an independent capability to fully explore alternatives in plans, operations, concepts, organizations and capabilities in the context of the operational environment (OE) and from the perspectives of partners, adversaries and others. A Red Team performs three general types of tasks: - Support to operations, planning, and decision support - Critical review and analysis of already-existing plans - Intelligence support (Threat Emulation) (UFMCS provides education for the first two tasks; TRADOC's Intelligence School and Center provides education on the third.) In order for a Red Team to effectively contribute to decision making all of the following elements are required: • The ability to think critically about the problem. While this may seem obvious, the reality is that critical thinking is a skill set that requires training, education and tools. The Army assimilates people from different backgrounds across the nation. One of the drawbacks of that assimilation is our military tendency to reflect the same biases and perspectives. We pride ourselves in common values—which while ingrained in the Army culture are not universal outside of that culture. • Thinking critically and challenging the group is an unnatural act for military staffs. Doing so effectively requires tools and methods that enable leaders to see different perspectives. • Red Teams require top cover to be allowed to challenge the conventional wisdom and the organization's leaders. No matter the quality of the Red Team or the methods they employ, dictatorial or toxic leaders are incompatible with successful red teaming. • Red teaming is not easy, and not everyone can do it. Red Teamers must be effective written and oral communicators. They must have credibility in the area in which they are providing red teaming insights. They must be able to constructively challenge the plan. This means focusing on what is truly important, able to explain why it is being challenged and offering some alternative ways to think about the problem. **Human-Centric Decision-Making Models for Social Sciences Springer** 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. **The Psychology of Decision Making People in Organizations SAGE Publications** The Psychology of Decision Making provides an overview of decision making as it relates to management, organizational behavior issues, and research. This engaging book examines the way individuals make decisions as well as how they form judgments privately and in the context of the organization. It also discusses the interplay of group and institutional dynamics and their effects upon the decisions made within and on the behalf of organizations. **Bias in Human Reasoning Causes and Consequences Psychology Press** This work attempts to provide an integrated account of the evidence for bias in human reasoning across a wide range of disparate psychological literatures. **Neuropsychology of PTSD Biological, Cognitive, and Clinical Perspectives Guilford Press** The emotional and behavioral symptoms associated with PTSD have been widely studied, but until recently, much less was known about neuropsychological aspects of the disorder. This volume brings together leading experts to synthesize current knowledge on how trauma affects the brain. Integrating compelling insights from neurobiology with clinical and cognitive perspectives, the book presents cutting-edge theoretical advances with major implications for assessment and treatment. Clearly written and well documented, the volume explores the emergence of neuropsychological dysfunction in specific trauma populations: children, adults, older adults, and victims of closed-head injury. Coverage encompasses a range of chronic problems with memory, attention, and information processing, including biases in the ways that PTSD sufferers attend to and remember emotionally relevant information, as well as how they encode and retrieve trauma-related memories. Throughout, authors back up their arguments with salient empirical research, highlighting key findings from functional neuroimaging and electrophysiology. Methodological dilemmas and controversies are also addressed, such as the challenges of studying a disorder with frequent psychiatric and medical comorbidities. Timely and authoritative, this comprehensive work provides vital knowledge for trauma specialists and other researchers and clinicians, including neuropsychologists, clinical psychologists, and psychiatrists. It will also be of interest to advanced students in these areas. **Command Failure in War Psychology and Leadership Indiana University Press** 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. **Countering Positive Confirmation Biases in Command Teams: An Experiment with Different Interventions** As part of the larger sense making effort in the Singapore Armed Forces (SAF), the Singapore Armed Forces Centre for Military Experimentation (SCME) continuously strives to challenge our C2 status quo. This has generated a number of C2 ideas that are currently undergoing experimentation within SCME. One such idea is the Command Post Anywhere (CPA) concept which experiments with the idea of a highly survivable future command post capable of full distributed collaboration in a networked environment. In the middle of last year, SCME went further and posed herself the question of whether other useful concepts could be built on top the fundamental idea of distributed collaboration. This led to a research in psychological/technological and social concepts such as groupware awareness, group think, insight/creativity and decision making biases. Decision making biases, in particular positive confirmation bias, would eventually become the focus of the experiment conducted in October 2004. For the military, there could be dire consequences as a result of positive confirmation bias. It could leniently mean a need to re-plan or the catastrophic loss of units at the other extreme. In this paper, the question of how positive confirmation bias could be addressed and mitigated in a command team setting with different C2 interventions was investigated. **Snapshots of the Mind MIT Press** How people make decisions, size up situations, spot anomalies, and anticipate problems in real-world settings. Gary Klein, author of the bestselling Sources of Power, is the cognitive psychologist who discovered how people actually make decisions, particularly under time pressure and uncertainty. In Snapshots of the Mind, he offers a set of short essays—"snapshots" of different aspects of cognitive functioning in real-world settings that will help us learn to recognize the cognitive processes that underlie and drive performance. In these essays Klein provides practical tools for escaping fixation on initial hunches and learning to detect the ways that people make decisions, size up situations, spot anomalies, and anticipate problems. Snapshots of the Mind grows out of the Naturalistic Decision Making movement, which studies how decision makers handle uncertainty and complexity in high-stakes situations. In the essays, Klein examines how people make tough choices and assessments in the real-world, discussing such topics as training, information technology, teamwork, expertise, and insights. Debunking the idea that artificial intelligence will soon take over human decision making, he argues instead for machines that make us smarter and expand our expertise. He describes his Recognition-Primed Decision (RPD) model, which has been incorporated into Army doctrine and was one of the inspirations for Malcolm Gladwell's Blink. Snapshots of the Mind offers fresh takes on such topics as confirmation bias, anomaly detection, intuition, anticipatory thinking and perspective-taking. Readers come away attuned to the primary aspects of expert cognition: the mindsets, mental models, and perceptual sensitivity. **Judgment Under Uncertainty Heuristics and Biases CRC Press** Amos Tversky and Daniel Kahneman's 1974 paper 'Judgement Under Uncertainty: Heuristics and Biases' is a landmark in the history of psychology. Though a mere seven pages long, it has helped reshape the study of human rationality, and had a particular impact on economics - where Tversky and Kahneman's work helped shape the entirely new sub discipline of 'behavioral economics.' The paper investigates human decision-making, specifically what human brains tend to do when we are forced to deal with uncertainty or complexity. Based on experiments carried out with volunteers, Tversky and Kahneman discovered that humans make predictable errors of judgement when forced to deal with ambiguous evidence or make challenging decisions. These errors stem from 'heuristics' and 'biases' - mental shortcuts and assumptions that allow us to make swift, automatic decisions, often usefully and correctly, but occasionally to our detriment. The paper's huge influence is due in no small part to its masterful use of high-level interpretative and analytical skills - expressed in Tversky and Kahneman's concise and clear definitions of the basic heuristics and biases they discovered. Still providing the foundations of new work in the field 40 years later, the two psychologists' definitions are a model of how good interpretation underpins incisive critical thinking. **Decision Making in Action Models and Methods Ablex Publishing Corporation** This book describes the new perspective of naturalistic decision making. The point of departure is how people make decisions in complex, time-pressured, ambiguous, and changing environments. The purpose of this book is to present and elaborate on past models developed to explain this type of decision making. The central philosophy of the book is that classical decision theory has been unproductive since it is so heavily grounded in economics and mathematics. The contributors believe there is little to be learned from laboratory studies about how people actually handle difficult and interesting tasks; therefore, the book presents a critique of classical decision theory. The models of naturalistic decision making described by the contributors were derived to explain the behavior of firefighters, business people, jurors, nuclear power plant operators, and command-and-control officers. The models are unique in that they address the way people use experience to frame situations and adopt courses of action. The models explain the strengths of skilled decision makers. Naturalistic decision research requires the examination of field settings, and a section of the book covers methods for conducting meaningful research outside the laboratory. In addition, since his approach has applied value, the book covers issues of training and decision support systems. **Red Teaming How Your Business Can Conquer the Competition by Challenging Everything Currency** 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. **Military Review The Great Mental Models: General Thinking Concepts** 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 **Strategic Decisions Springer Science & Business Media** 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. **Modeling Human and Organizational Behavior Application to Military Simulations National Academies Press** 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.