#### 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 sups". "Hey, I told you that lost week and you said it would mover happen?"

#### **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"

#### Dectinism

Witnessetting 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"

#### Confirmation Blas-

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



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

#### Sunk Cost Blas.

we are often influenced by part, 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"

# \*\*

#### 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 crystocumency. The price leeps on Hung, I must buy it

#### Halo Effect

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



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

#### **Dunning-Kruger Effect**

The less you know, the more confident you are





"Our CEO says the state might tax allopmable ours", "Hin; I told you that last week and you said it would never happen!"

#### **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**

**L Darling-Hammond** 

#### **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 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 50 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 **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

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