



U.S. ARMY COMBAT CAPABILITIES DEVELOPMENT COMMAND – AVIATION & MISSILE CENTER

Cognitive Bias

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RAM WORK



Observation



Characterization

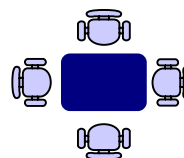
Correlation

Causation

Prediction

Communication

- Ignorance
- Mistakes
- Data Noise
- Dishonesty





RAM WORK



Observation



Characterization

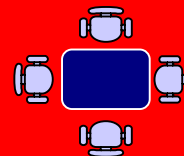
Correlation

Causation

- Ignorance
- Mistakes
- Data Noise
- Dishonesty

Prediction

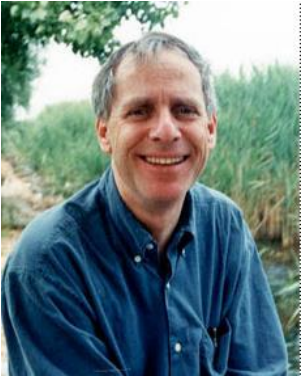
Communication



Cognitive Bias



REFERENCES



Amos Tversky



Richard Nisbett



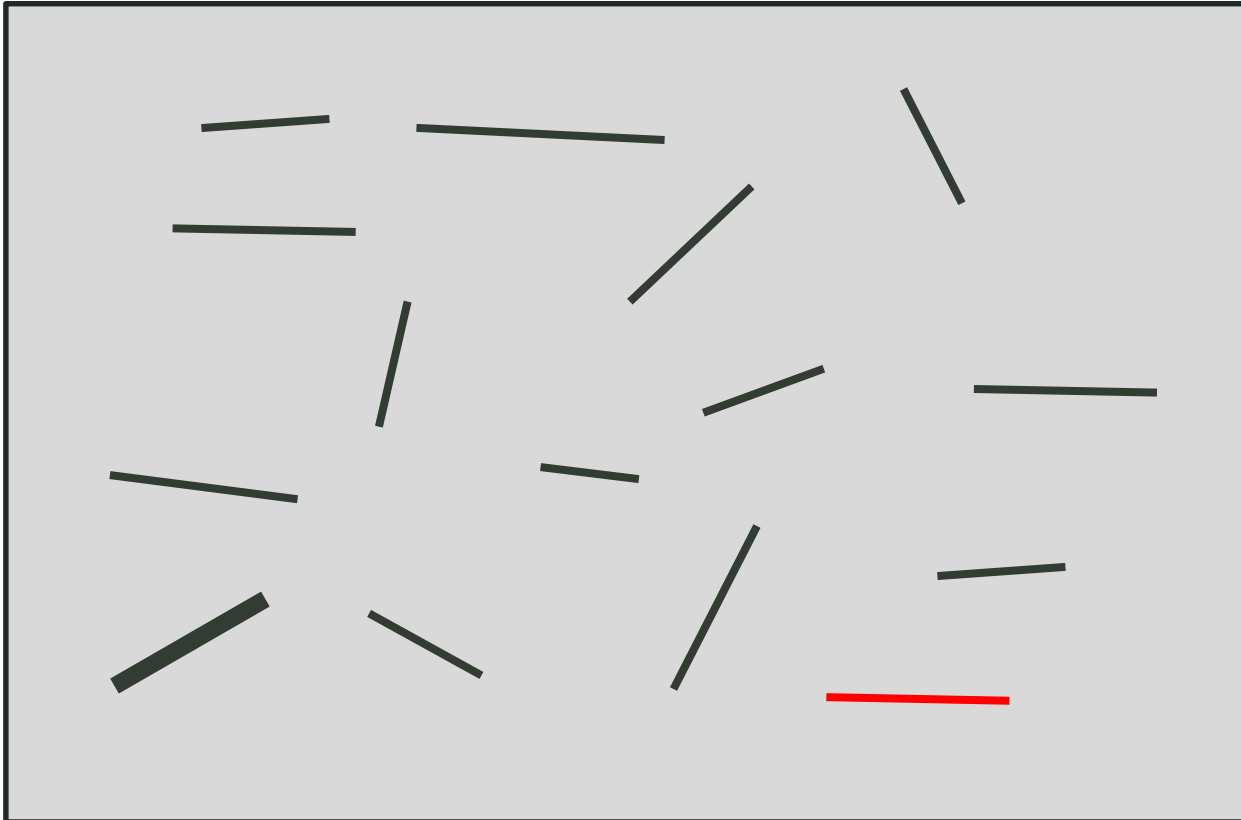
Daniel Kahneman



Lee Ross



HEURISTIC – SYSTEM 1 AND 2



DK



DATA SCIENCE HOBBY



AI program Function of a company analytics (what) and buying trends (when).

	Return (12 month)
Dug agr	22.2
Dugtest 2	26.2
Dugtest 1	17.8
Dug variation	14.2
Dugtest (prev year)	12.7
Dow Jones	-5.6%
NASDAQ	-3.9%

What percentage of each output?



HINDSIGHT



Returns	
26.2%	-1.2%
22.2%	-5.1%
17.8%	-10.7%
14.2%	-13.6%
12.7%	-13.7%
12.4%	-14.4%
6.8%	-14.8%
4.5%	-21.4%
0%	-23.4%
-0.9%	-34.1%



Jobs Pushed Out Of Apple

Apple hired former PepsiCo executive John Sculley in 1983 to serve as the company's CEO. Jobs and Sculley frequently clashed with their competing visions for the company's future and that led to a showdown in 1985 before Apple's board of directors. Jobs lost out in the power struggle and the board stripped him of his management duties.

Later in the year Jobs left Apple entirely and started NeXT Inc. to design a line of workstations for businesses and the education market.

[Next Page](#)

[Next Page](#)



THE WORST CEOS

John Sculley - Apple

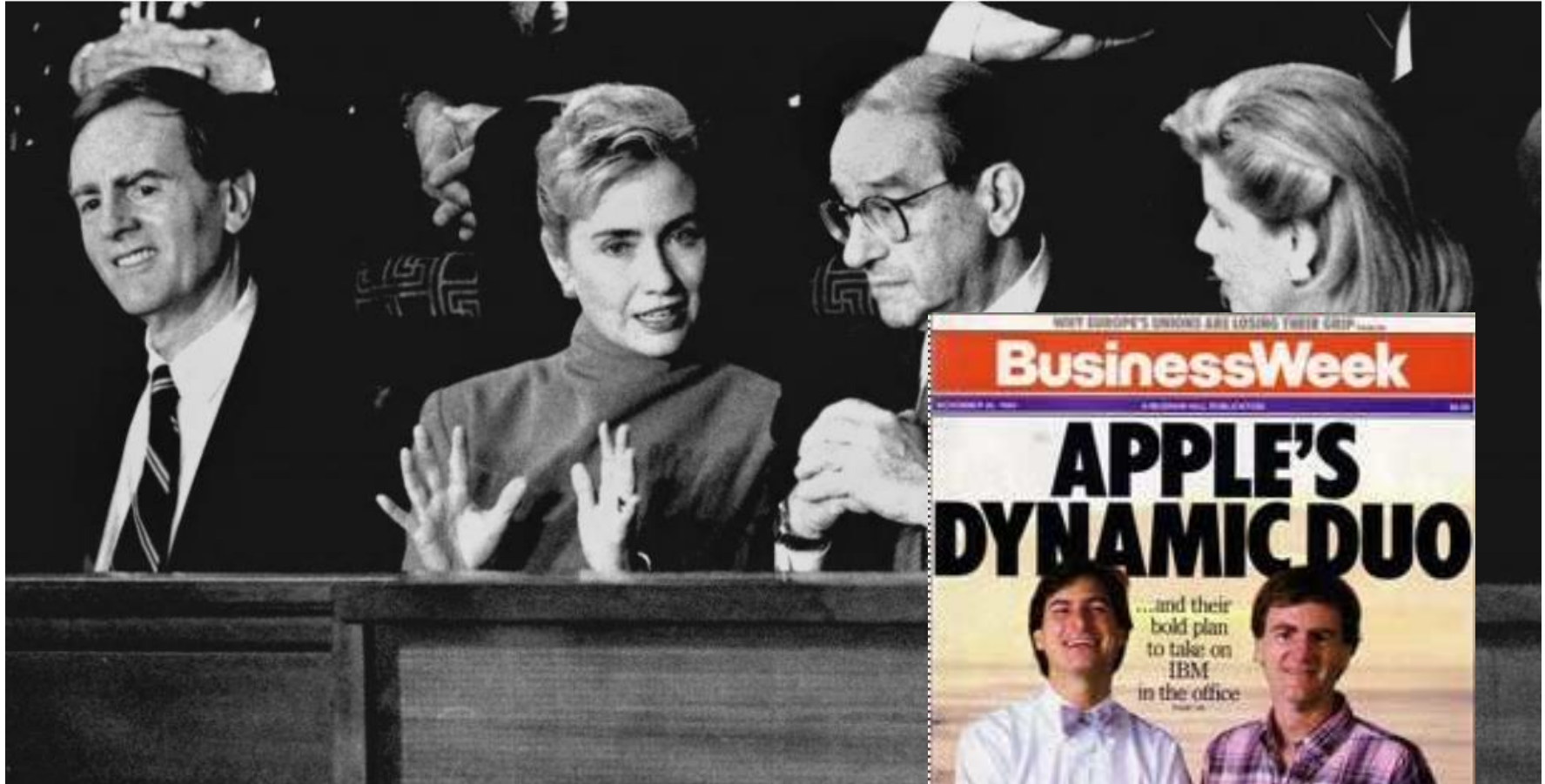
John Sculley notoriously forced Steve Jobs out of Apple, a move that was to be made to look even more foolish in 1997 when Jobs was brought back in. Jobs almost didn't have a company to come back to, though. Sculley's regime was notable primarily for infighting among its leadership and a number of expensive failures such as the Apple Newton. Sculley also made a number of dubious strategic decisions, including raising the price of the Macintosh when personal computer prices were falling, refusing to license the Mac operating system, ignoring the corporate market, and chasing high profit margins at the expense of high market share. He was deposed by the board in 1993 with the company on the brink of bankruptcy.



James Ovenden
Editor
Innovation Enterprise



HINDSIGHT BIAS



How I succeeded book usually = LUCK.

Sur

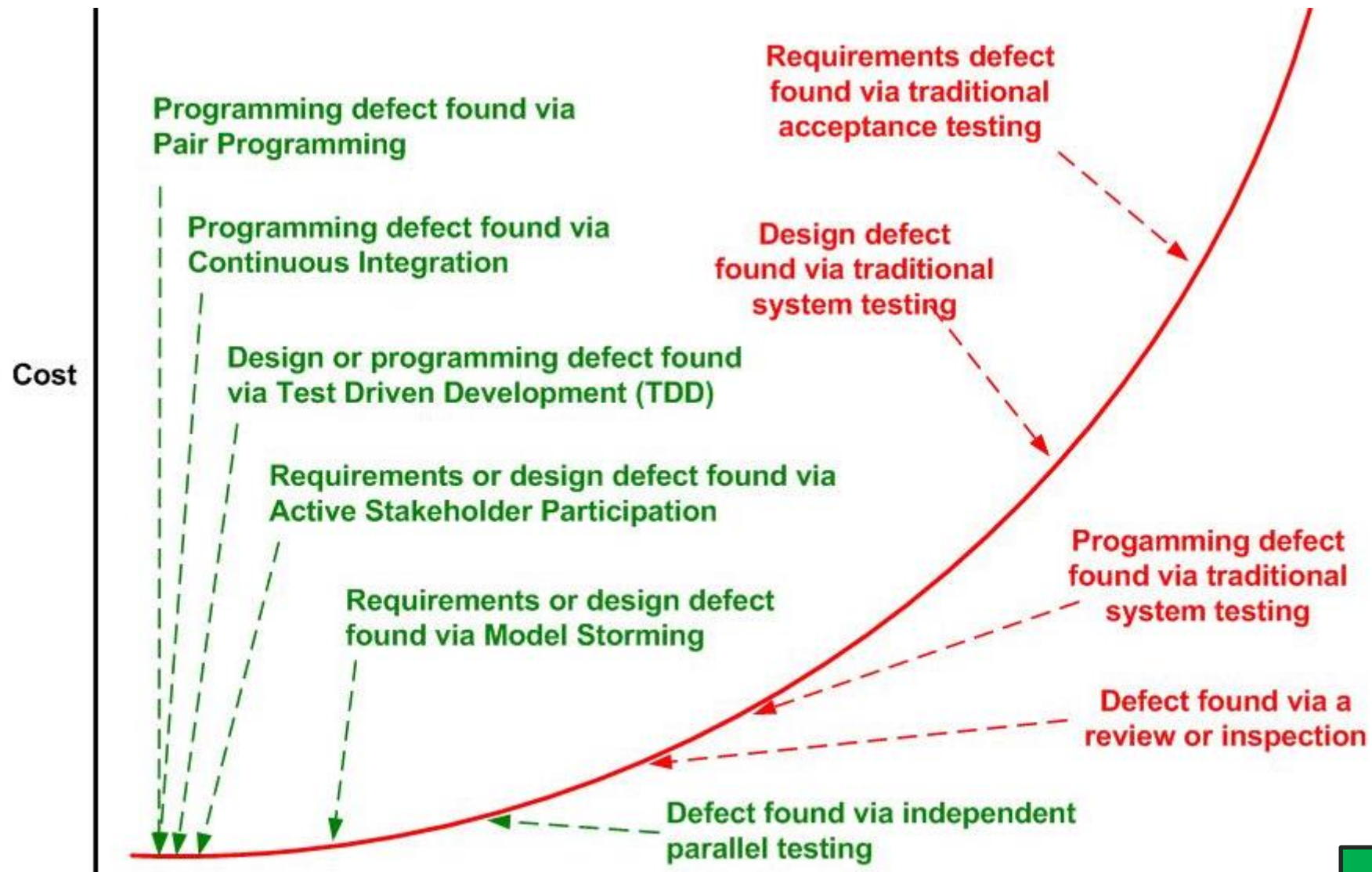


HINDSIGHT BIAS



<i>Instructions for the RID Submitter: Fill out blocks 2 through 11 only. Return the completed RID form(s) via email prior to the RID due date established for the document review.</i>		
1. RID No. <input type="text"/>	Project XYZ REVIEW ITEM DISPOSITION/ (RID)	
2. DATE OF REVIEW <input type="text"/>	3. INITIATOR / ORG. <input type="text"/>	4. MAIL CODE / PHONE / EXT. <input type="text"/>
5. RID TITLE: <input type="text"/>		
6. DOCUMENT TITLE / NUMBER: <input type="text"/>	7. PAGE NUMBER(s): <input type="text"/>	8. REQUIREMENT NUMBER(s) (if applicable): <input type="text"/>
9. DESCRIPTION OF PROBLEM: <input type="text"/>		
10. RECOMMENDATION: <input type="text"/>		
11. JUSTIFICATION / IMPACT IF RECOMMENDATION NOT IMPLEMENTED: <input type="text"/>		
12. EVALUATOR RESPONSE: <input type="text"/>		
13. REVIEW DISPOSITION		
REJECTED <input type="checkbox"/> ACCEPTED AS WRITTEN <input type="checkbox"/> ACCEPTED WITH MODIFICATION (DESCRIBE IN BLOCK 14) <input type="checkbox"/>		
14. DESCRIPTION (REFER TO BLOCK 13) <input type="text"/>		

Sur





HINDSIGHT BIAS



Aircraft deliveries

Fiscal Year	B-52 model								Annual Total
	A [59]	B [2]	C [60]	D [61]	E [62]	F [63]	G [64]	H [4]	
1954	3								3
1955		13							13
1956		35	5	1					41
1957		2	30	92					124
1958				77	100	10			187
1959						79	50		129
1960							106		106
1961							37	20	57
1962								68	68
1963								14	14
Total	3	50	35	170	100	89	193	102	742



Sur



HINDSIGHT BIAS



Variant	Number built	Notes
NA-73X	1	Prototype
XP-51	2	Prototypes
Mustang Mk I	620	Built for RAF at Inglewood, California
A-36 Apache	500	Dive-bomber variant of P-51; also known as "Invader" or "Mustang"
P-51	150	Built at Inglewood, California. 93 were Lend-Leased to the UK, operated by the USAAF and fitted with Allison V-1710-39 engines.
P-51A-NA	310	Built at Inglewood, California. 50 Lend-Leased to the RAF as the "Mustang Mk I".
XP-51B	2	Prototypes of P-51B
P-51B-NA	1,987	Built at Inglewood, California. First production version to be equipped with the Merlin engine. 308 supplied under Lend-Lease and operated by the RAF as "Mustang Mk III".
P-51C-NT	1,750	First P-51 variant to be built at North American's Dallas plant. Identical to P-51B but with a different tail fin. 636 were supplied under Lend-Lease to the RAF as the "Mustang Mk III".
XP-51D	3	Prototypes of P-51D
P-51D-NA/NT	8,200	6,600 built at Inglewood and 1,600 built at Dallas. 100 P-51D-1-NA were supplied under Lend-Lease to the RAF as the "Mustang Mk IV".
XP-51F	3	Lightweight version
XP-51G	2	Lightweight version; five-bladed propeller
P-51H-NA	555	Built at Inglewood, California
XP-51J	2	Allison-engined lightweight development.





Do it right the first time – nothing but success





<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=video&cd=1&cad=rja&uact=8&ved=0ahUKEwiPmJuD-rLIAhXupVkKHbKEApYQtwIIKDAA&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3Drf71YotfykQ&usg=AOvVaw0v87MJ6oHWYv18jn9qU7LO>



Circa 1475



Believed the Sun went around the Earth

Could not read or write

Spent their life within 2 miles of where they were born

Slept with livestock and had worms

Believed diseases came from bad smells

Believed in Witches



Circa 1475





FUNDAMENTAL ATTRIBUTION ERROR



The tendency to attribute behavior exclusively to the actor's **dispositions** and to ignore powerful **situational** determinants of the behavior.

- Lazy, Bureaucratic, Format over Substance.
- Greedy, Arrogant, Not to be trusted.
- Teacher's Pet, Hard Working, Yes Man.
- Lazy, Bureaucratic, Format over Substance.



FUNDAMENTAL ATTRIBUTION ERROR

MICOM

- Lazy, Bureaucratic, Format over Substance.

BOEING

- Greedy, Arrogant, Not to be Trusted.

MTA

- Teacher's Pet, Hard Working, Yes Man.

AvMC

- Lazy, Bureaucratic, Format over Substance.

Referees ARE Fair



FUNDAMENTAL ATTRIBUTION ERROR





You believe you have Felker's disease. This disease is contracted by 200 thousand Americans each year. A doctor gives you a test that has a false positive rate (stating you have the disease when you don't) of only 0.005.

You test positive (the test says you have the disease).

How likely are you to have the disease?



You believe you have Felker's disease. This disease is contracted by 200 thousand Americans each year. A doctor gives you a test that has a false positive rate (stating you have the disease when you don't) of only 0.005.

You test positive (the test says you have the disease).

How likely are you to have the disease?

<11.8 %



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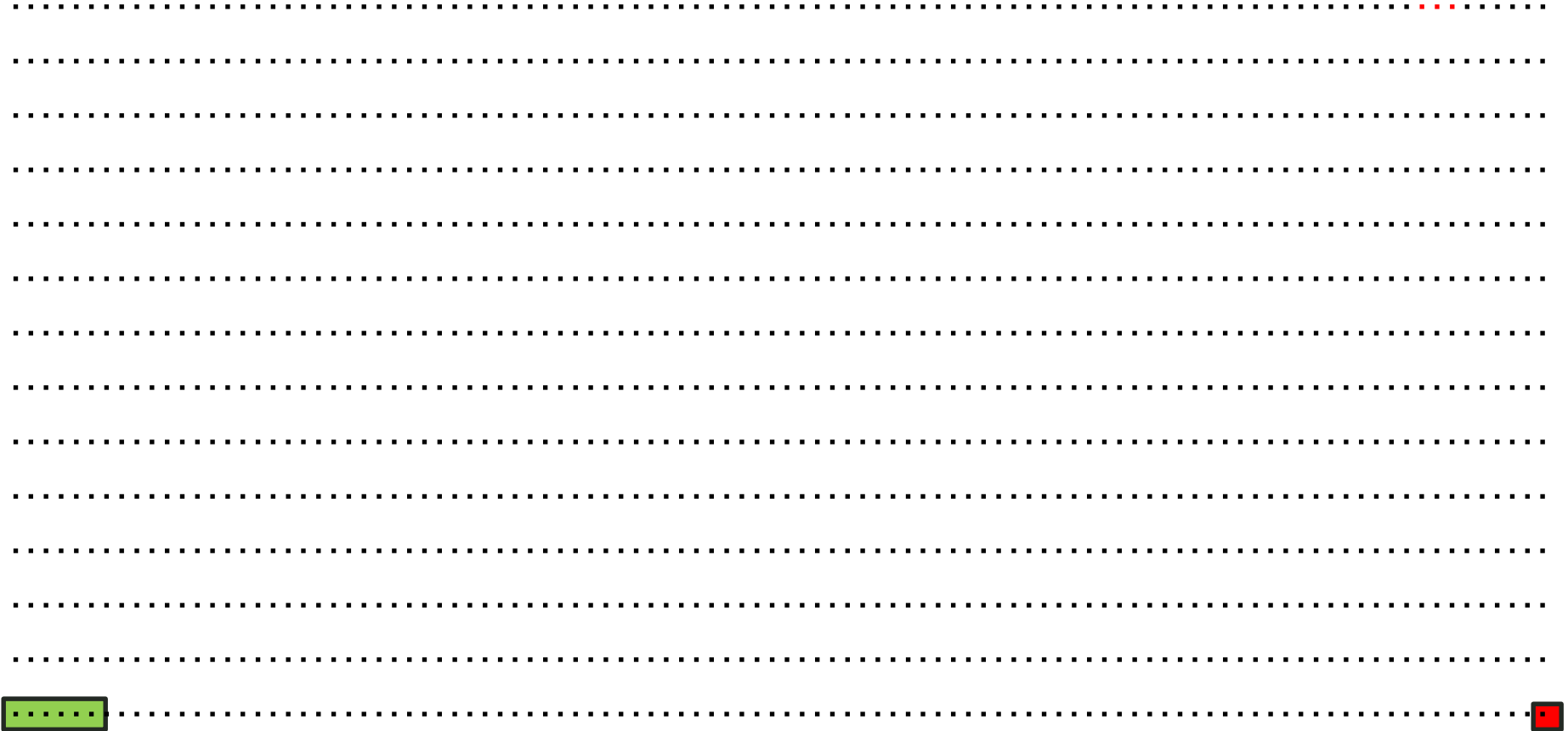
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UNCLASSIFIED//FOR OFFICIAL USE ONLY//DRAFT//PRE-DECISIONAL



UNCLASSIFIED//FOR OFFICIAL USE ONLY//DRAFT//PRE-DECISIONAL



FALSE POSITIVE PARADOX



Likelihood of Felker's

1 (True positives)

8.5 (True positives + False positives)



11.8 %



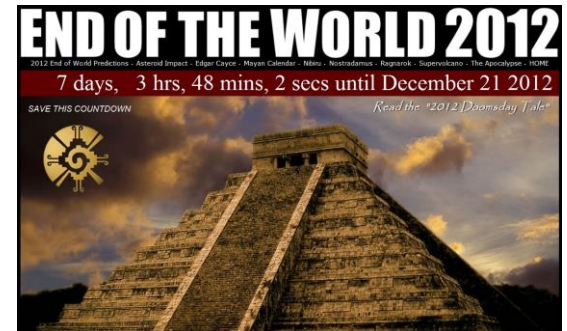
IGNORING THE BASE RATE



Regression to the Mean

- Shooter is Hot
- Sophomore Slump
- Yelling at pilots works

Sometimes the Base Rate is Random



Sometimes the Base Rate is Random
(noisy)

If you hear hoofs, thinks horses not zebras.

Base



RELIABILITY IMPROVEMENTS FOR FAKE ENGINE



	Internal Failure (61%)																		Leaks			Fatigue			External Failure			Mounting			Electrical		
	Blades (turbine or compressor)			Blisks and Bearings			Stator related			Engine Casing			Ignition system			Shafts																	
2410 / ASAP %	25%			25%			5%			2%			2%			2%			13%			12%			7%			5%			2%		
Constraint	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL	DT	X	FVL			
Advanced Lubricants				5%	5%	5%										5%	5%	5%															
Additive Manufacturing	5%	10%	12%				8%	10%	12%	10%	12%	14%	5%	5%	5%				6%	8%	10%	5%	5%	7%									
Advanced Coatings	5%	10%	12%	5%	10%	10%	5%	10%	10%	5%	10%	10%				5%	5%	5%							5%	5%	5%						
Advanced Combustion Eff.													10%	10%	30%																		
Advanced Material	5%	6%	7%	3%	3%	5%	3%	3%	5%	2%	3%	3%	2%	2%	3%	3%	3%	5%				5%	5%	8%	2%	2%	3%						
Advanced Seals																			5%	5%	5%												
Health Monitoring (Regime Recognition)																						5%	5%	20%									
Health Monitoring (Predictive)	1%	1%	3%	5%	5%	10%	1%	1%	3%	1%	1%	3%	0%	0%	5%	5%	10%	20%	0%	2%	5%	1%	2%	3%	2%	2%	5%	2%	2%	5%			
Improved Sand Separation	0%	2%	10%				0%	2%	10%																								
Advanced Design Concepts	2%	2%	4%	2%	2%	4%	2%	2%	4%	2%	2%	4%	2%	2%	4%	2%	2%	4%	5%	5%	8%	5%	5%	8%	5%	5%	8%	2%	3%	4%	10%	20%	30%
Advanced Cooling	2%	3%	5%	2%	3%	5%	2%	3%	5%	2%	3%	5%	2%	3%	5%	0%	0%	2%				0%	0%	2%									







SAMPLE BIAS



Questioner and Contestant Game

Post Game General Knowledge Estimate (0-100)

Questioner's Score

Q - 53 C - 50

Contestant's Score

Q - 68 C - 41

Observer's Score

Q - 82 C - 49

Ross, Amable, and Steinmetz 1977

SB sk



CAR INSURANCE COMMERCIAL



Drivers who switched,
Saved an average \$350!

For customers with accident forgiveness,
There Rates won't go Up!

For customers with new car replacement,
They won't drive around on three wheels!

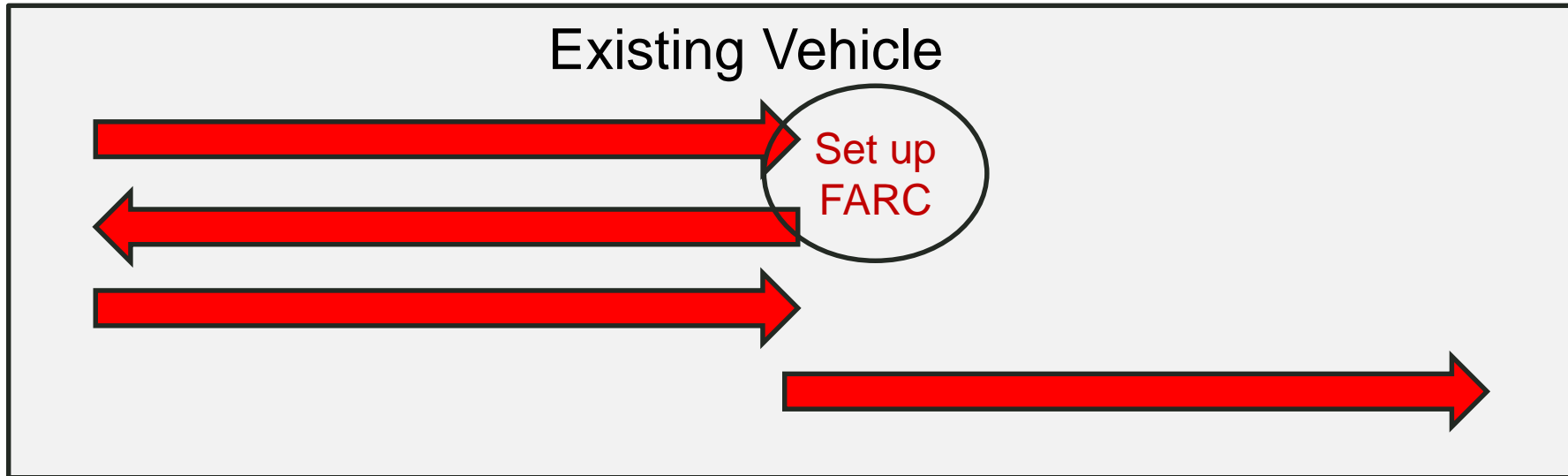
Skewed samples hide in the assumptions and fine print.



RANDOMNESS



Mission = 200 miles away



Improved Vehicle



75% Reduction in Sorties!



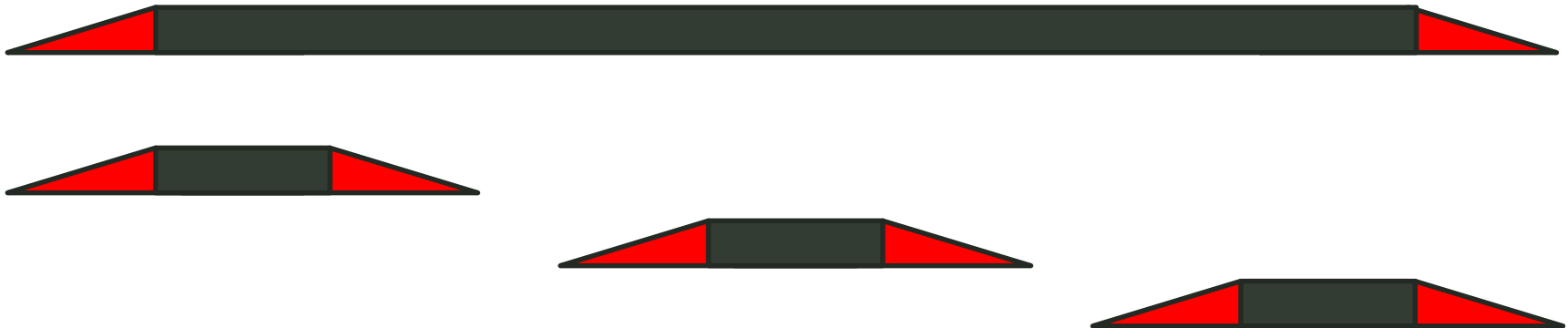
RANDOMNESS = MORE WORK NOT LESS



- **DO NOT FORCE THE INPUT TO RANDOM**
 - Take all data and **Understand** the sample then compensate.

$$Z_0 = \frac{\overline{x_1} - \overline{x_2} - \Delta_0}{\sqrt{\frac{\sigma_n^2}{n} + \frac{\sigma_N^2}{N}}}$$

ASAP Scoring

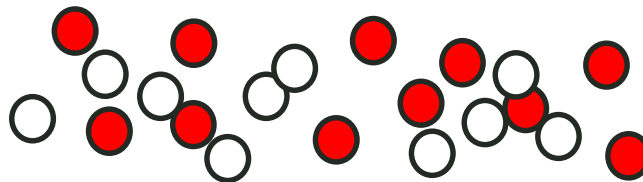




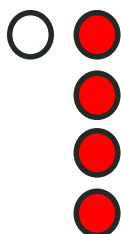
RED OR WHITE



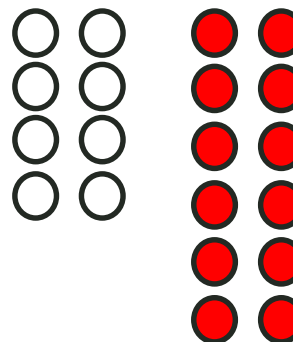
2/3 one color
(Red or White)



Sample 1



Sample 2





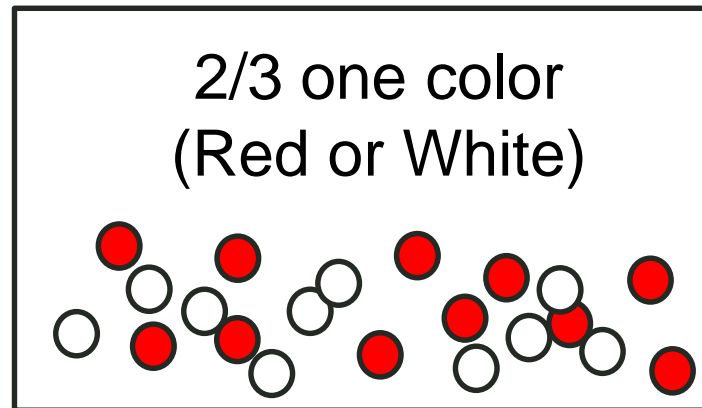
There are two hospital in one town. In the large hospital 45 babies are born a day. In the smaller one 15 babies are born a day. Which hospital has more days of at least 60% boys born?

- The larger hospital
- The smaller hospital
- About the same (within 5 %)

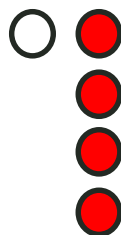
In a five-game series, the worst team in baseball will beat the best about what percentage of the time?



RED OR WHITE

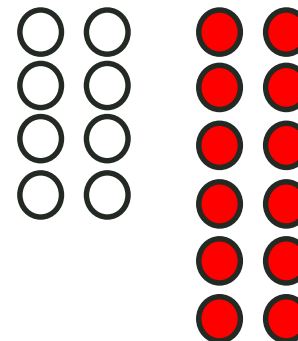


Sample 1



8 to 1 odds = White 2/3

Sample 2



16 to 1 odds = White 2/3



LAW OF SMALL NUMBERS



There are two hospital in one town. In the large hospital 45 babies are born a day. In the smaller one 15 babies are born a day. Which hospital has more days of 60% boys born?

- The larger hospital (21)
- The smaller hospital (21)
- About the same (within 5 %) (53)

In a five-game series, the worst team in baseball will beat the best about what percentage of the time?

15%

(Moneyball - Michael Lewis)



SYSTEM 1



Eliminates doubt by suppressing ambiguity and automatically constructs coherent stories that help explain our observations.

It embellishes scraps of information to produce a much richer image than the facts often justify.

Is prone to jumping to conclusions and will construct a vision of reality that is too coherent and believable.



SYSTEM 1



Humans are pattern seekers and look for meaning in their observations.

People do not expect to observe regular patterns from a random process and when they do see a potential correlation they are far too quick to reject the assumption that the process is entirely random.

Neal Cole
Greenbook blog
May11 2012

Test/Demonstration Plans are for budget & schedule.
Information comes from Data.



LAW OF SMALL NUMBERS



- **Modern Army Systems cannot demonstrate full release for reliability (80% confidence) from a test program before FUE.**



When did failing a demonstration test become a bad thing?



Bathroom break

(for half of you)



- **Is the height of the tallest redwood more or less than 1200 feet?**
 - What is your best guess about the height of the tallest redwood?
- **Was the batting average of the 1930 cardinals more or less than .320?**
 - What is your best guess about the 1930 cardinals batting average?
- **Does the space station travel faster than 50000 mph?**
 - How fast does the space station travel?



- **Is the height of the tallest redwood more or less than 120 feet?**
 - What is your best guess about the height of the tallest redwood?
- **Was the batting average of the 1930 cardinals more or less than .285**
 - What is your best guess about the 1930 cardinals batting average?
- **Does the space station travel faster than 5000 mph?**
 - How fast does the space station travel?



ANCHORING



Premature Commitment and Insufficient Revision

- Observers watched a subject solve 15 out of 30 logic problems
 - Subject that solved the 15 early were judged smarter (Jones, Rock, Shaver, Goethals, and Ward 1968)
- What would it take to put you in this new car?
- Coffee cup experiment
- How many of you still think I can pick Stocks?
- FYI
 - Tallest living redwood ~380 ft.
 - 1930 Cardinals batted .314.
 - Space station travels at 17,500 miles per hour.



Anchoring





TOM W. PROBLEM



Tom W. is of high intelligence, although lacking true creativity. He has a need for order and clarity, and for neat and tidy systems in which every detail finds the appropriate place. His writing is rather dull and mechanical, occasionally enlivened by somewhat corny puns and flashes of imagination of the sci-fi type. He has a strong drive for competence. He seems to have little feel and little sympathy for other people, and does not enjoy interacting with others. Self-centered, he nonetheless has a deep moral sense.



TOM W. PROBLEM



- A. Business Administration
- B. Computer Science
- C. Engineering
- D. Education
- E. Law
- F. Biology
- G. Library Science
- H. Psychology
- I. Social Sciences and History



TOM W. PROBLEM



A. Business Administration	381,353
B. Computer Science	71,420
C. Engineering	115,640
D. Education	85,118
E. Law	4,272
F. Biology	116,759
G. Library Science	109
H. Psychology	117,447
I. Social Sciences and History	161,211



JACK AND DICK



- Jack is a 45-year old man. He is married and has four children. He is generally a conservative, careful, and ambitious. He has no interest in political and social issues and spends most of his free time on his many hobbies which include carpentry, sailing, and mathematical puzzles.
- Dick is a 30-year old man. He is married with no children. A man of high ability and high motivation, he promises to be quite successful in his field. He is well liked by his colleagues.

Given 5 personality sketches
(From Very Lawyer-like to Very Engineer-like)

Asked to rate the likelihood of an Engineer.

T&K

rep



LAWYER ENGINEER 70/30



Told from sample
of 70% Engineers

Told from sample
of 70% Lawyers

Sketch 1	5%	5%
Sketch 2	40%	30%
Sketch 3	50%	50%
Sketch 4	92%	89%
Sketch 5	94%	98%

One constantly goes beyond the information given.

Jerome Bruner

K&T

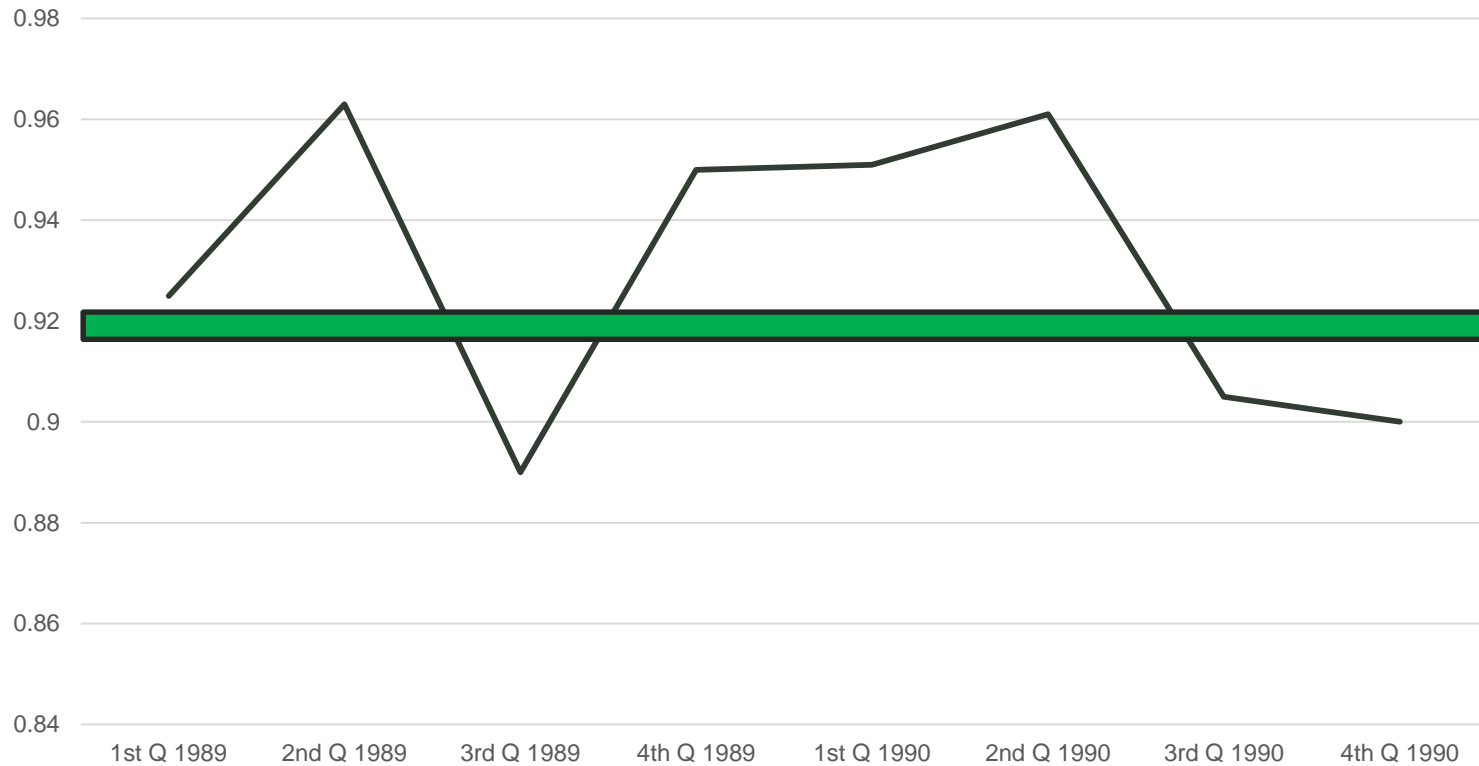
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REPRESENTATIVE BIAS



Fake Reliability

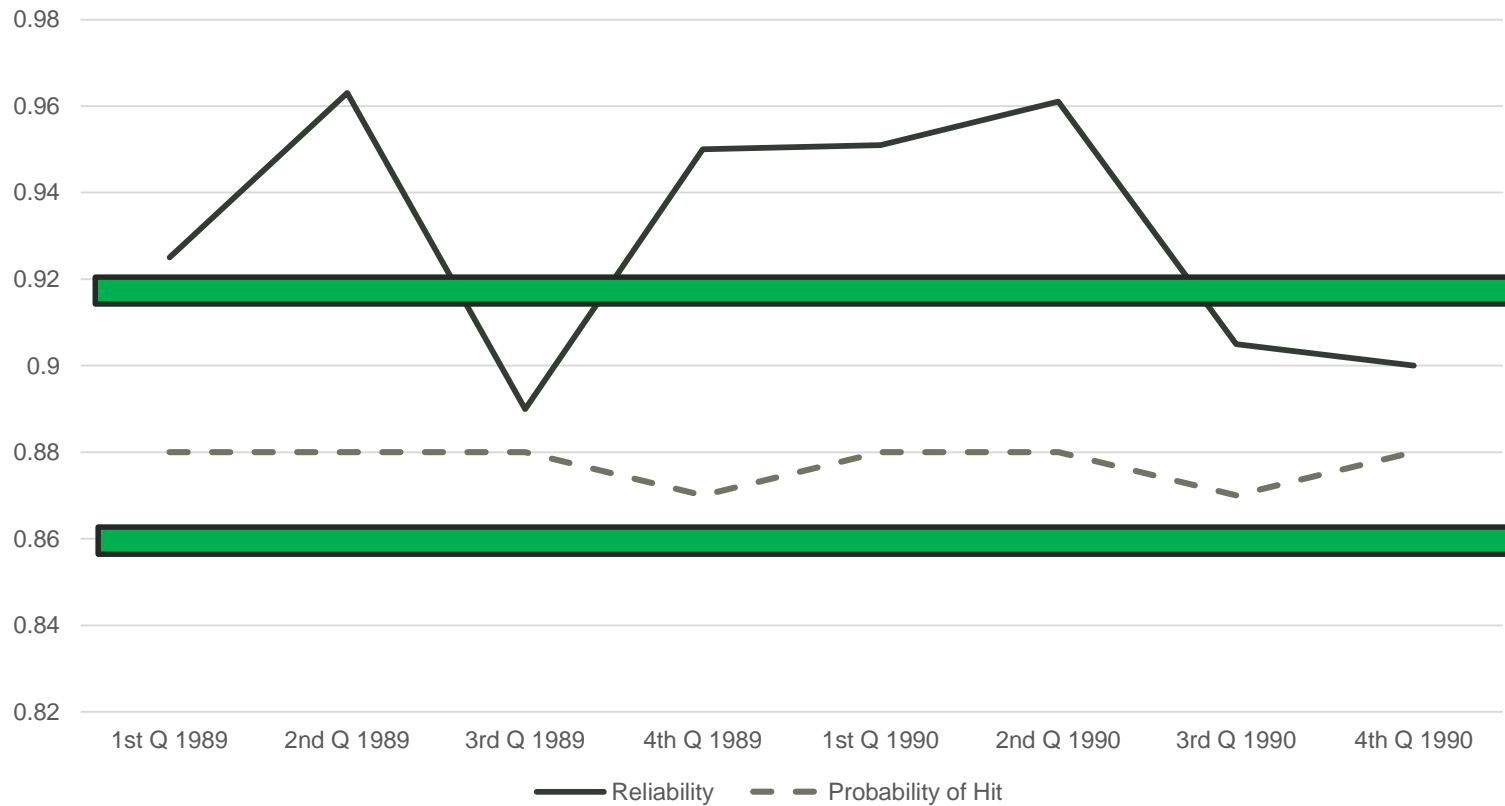




REPRESENTATIVE BIAS

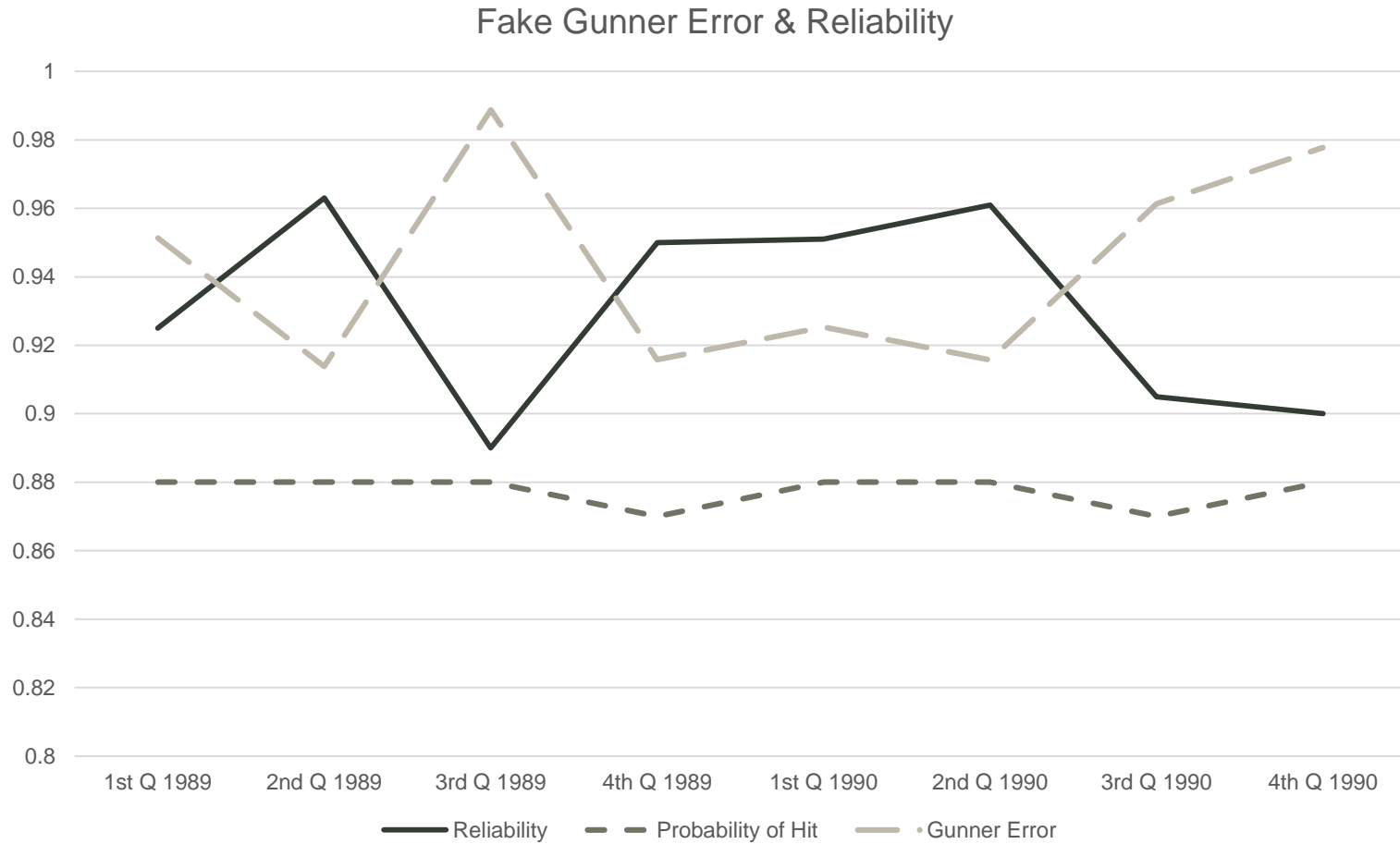


Fake Reliability and Probability of Hit





REPRESENTATIVE BIAS





LINDA PROBLEM



Linda is thirty-one years old, single, outspoken, and very bright. She majored in philosophy. As a student, she was deeply concerned with issues of discrimination and social justice, and also participated in anti nuclear demonstrations.



LINDA PROBLEM



- A. Linda is a teacher in an elementary School
- B. Linda works in a bookstore and takes yoga classes
- C. Linda is active in the feminist movement
- D. Linda is a psychiatric worker
- E. Linda is a member of the League of Woman Voters
- F. Linda is a bank teller
- G. Linda is an insurance salesperson
- H. Linda is bank teller and is active in the feminist movement

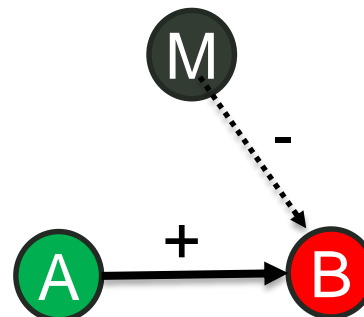
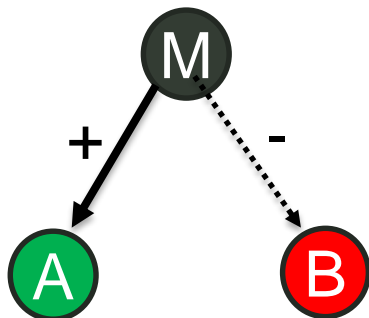


CASUAL CONJUNCTION



Linda is a bank teller

Linda is bank teller and is active
in the feminist movement





CASUAL CONJUNCTION



Capital Punishment

1. Panel Design Evidence (State before and After)
2. Concurrent Design (Two States at Same Time)

Best evidence design = View on Capital Punishment

Children with new magic makers

The extrinsic “good player award” replaced intrinsic fun.

Rewarded Children played less with Markers



CASUAL CONJUNCTION

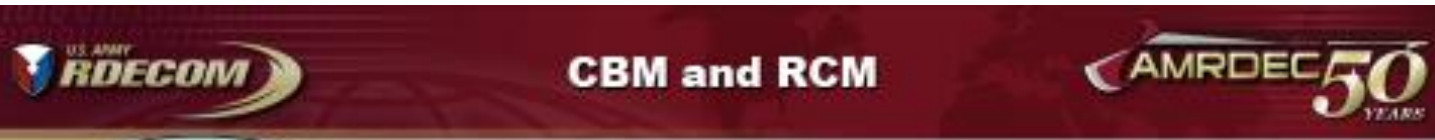


Causation Prejudice – (Mill 1974)

- To seek a single sufficient explanation for any event
- Consensus
- Narrative
- First – Emotional Commitment

The most deeply rooted fallacy....is that the conditions of a phenomenon must or at least probably will, resemble the phenomenon itself.

John Stuart Mill



True State (TS) =
What we are trying
to know

Error Between **True State** and
the information contained in **Radiating Symptoms**

+ Error Between **Radiating Symptoms** and
Information capable to the **Sensor Technology**

CBM started here



+ Error Between **Sensor Technology** and
actual information picked up by **Existing System
Sensors**

+ Error Between **Existing Sensors** and
Current Sensor Data Signature

All we know

+ **Current Sensor Data Signature**

1. Current Sensor Data Signature is the **ONLY** Known Information
2. The Errors are Additive and **INDEPENDENT**

TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.



PM/FM MATRIX (CAUSAL)



Prairie Hawk PM-FM Matrix Drive System.xls [Compatibility Mode] - Microsoft Excel

Home Insert Page Layout Formulas Data Review View Approval

Clipboard Font Alignment Number Styles Cells Editing

Comment 18

TR Driveshaft Bearing 2
 NSN: 1111-11-111-1111
 Part #: 1234ABC
 WUC: 06D01E
 Total Inspections: 5

Sequence # 6.12
 -Perform vibration check on TR Driveshafts

Component Failure Modes	Inspection Failure Modes				Historical Failure Modes		BIT Detection Capabilities
	Daily	50 Hr	150 hr	300 hr	#	%	
Alignment Improper			✓	✓	14	2.21%	✓
Bearing or Bushing Failure		✓	✓	✓	7	1.10%	✓
Bent					0	0.00%	✓
Corrosion	✓	✓			213	33.60%	
Cracks	✓			✓	42	6.62%	✓
Damage		✓			0	0.00%	✓
Elongated bolt holes				✓	18	2.84%	✓
Leakage	✓	✓			183	28.86%	
Looseness	✓		✓		25	3.94%	✓
Loose bolts, nuts, screws					65	10.25%	✓
Overheats	✓	✓			3	0.47%	
Seized			✓	✓	1	0.16%	
Worn Excessively		✓	✓	✓	63	9.94%	✓
Total Failures					634	100.00%	

Sequence # 6.2
 Inspect the TR Driveshaft assembly as follows:
 - Remove TR Driveshaft assemblies
 - Inspect TR Driveshaft bearings by rotating bearings and feeling for any ratching or binding. Replace bearing if ratcheting or binding is discovered.
 - Inspect bearing for evidence of corrosion.
 - Lube bearing
 - Inspect Driveshaft for evidence of cracks, nicks, gouges, or grooves.
 - Inspect bearing mounts for evidence of cracking or loose or working rivets.
 - Reinstall Drive shaft and bearings.
 - Perform Vibration check on TR Driveshaft.

1. Potential addition of temp sensor - 1.7 million flight hours and only 3 overheats with no loss of TR drive. Addition Unnecessary.
 2. BIT Detection capability could eliminate the 150 hour and 300 hour checks.

Drive System NGB Main XMSN Tail Gearbox Intermediate Gearbox Drive Shafting **Bearing-coupling**

Cell F9 commented by

100%

cau



Come up with as many words as can
that fit the following pattern:

_ _ _ _ _ n _



Come up with as many words as can
that fit the following pattern:

_ _ _ _ ing

K&T

ava



WRITE DOWN THE PEOPLE.



PEOPLE



1

Dennis Wilson
Carl Wilson
Brian Wilson
Mike Love
Al Jardine

4

Carrie Underwood
Kelly Clarkson
Jordin Sparks
Ruben Studdard
Scotty McCreery

7

Bo Jackson
Pat Sullivan
Cam Newton
Tracy Rocker
Terry Beasley

9

Bridgit Mendler
Debby Ryan
Bella Thorne
China Anne McClain
Jake Short

2

George Romney
Joshua Reynolds
William Turner
Thomas Gainsborough
George Stubbs

5

Brent Johnson
Clair Bailey
Ron Brown
Larry Kaplow
James Crowley

8

John Hannah
Cornelius Bennett
Lee Roy Jordan
Ozzie Newsome
Derrick Thomas

10

Jamie Oliver
Gordon Ramsey
Rachael Ray
Bobby Flay
Wolfgang Puck

3

Douglas Felker
Kristin Walker
Stanley Nowlan
Howard Heap
Waloddi Weibull

6

David Pearson
Jeff Gordon
Jimmie Johnson
Dale Earnhardt
Richard Petty



Availability

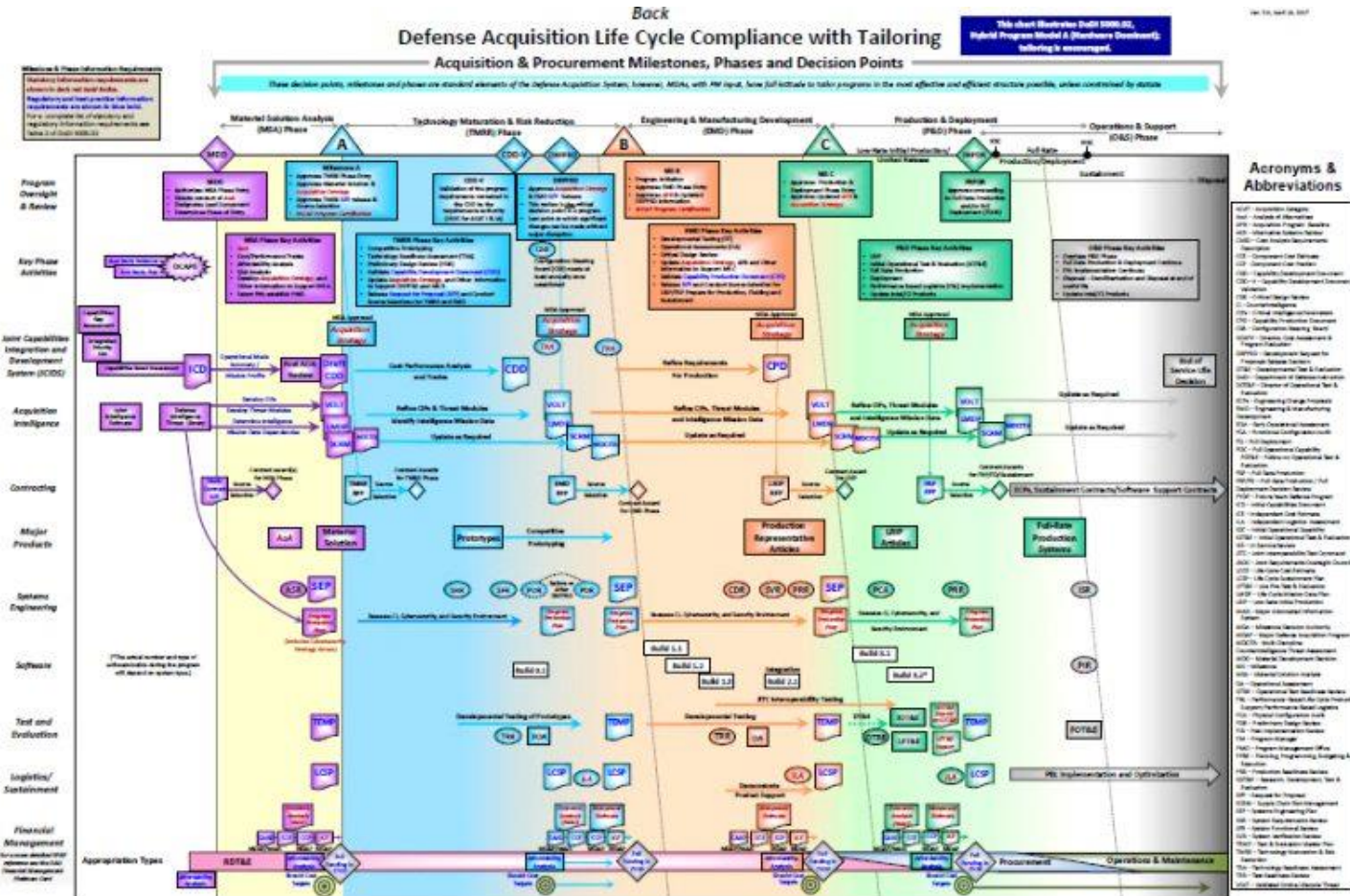


Ease of Generation = Likelihood

- Rehearsal
- Vivid data vs. Pallid data
- Emotional data



Availability





Closing



WITHOUT HEURISTICS



Brain scans of individuals high on the drug revealed that the chemical allows parts of the cortex to become flooded with signals that are normally filtered out to prevent information overload.

The drug allowed more information to flow from the thalamus, a kind of neural gatekeeper, to a region called the posterior cingulate cortex, and it stemmed the flow of information to another part known as the temporal cortex.

The Guardian

Study shows how LSD interferes with brain's signalling

[Ian Sample](#) Science editor

[@iansample](#)

Mon 28 Jan 2019 15.00 EST



YOU ARE DOING IT



It is quite wrong to try founding a theory on observable magnitudes alone. In reality the opposite happens. It is the theory which decides what we can observe.

Albert Einstein

Data does not speak for itself



HAVE TO DO IT





FUNDAMENTAL ATTRIBUTION ERROR



KO's need a paper trail – many of their actions are legal not logical

Airworthiness means someone has sign his name

Many actions rise from potential audits

Contractors and government workers all went to the same school.



WHAT DO THE OTHER CELLS LOOK LIKE?



Build a 2X2 Cell

Unsuccessful Successful

Attempted a
Diet Plan

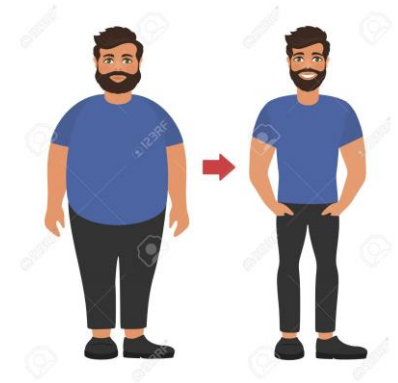
200

50

Attempted XYZ
Diet Plan

40

4



R & N



HAVE A GENERAL VIGILANCE



Bias in Expected or Neutral Outcomes.

Skews from Disinterested People.

Actor and observers accounts based upon theory.

Explaining away exceptions.

Processed information or Raw data.

You are taking more credit than you deserve.





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